

AGENDA

Meeting: Overview and Scrutiny Management Committee

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

Date: Tuesday 24 September 2019

Time: 10.30 am

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718504 or email kieran.elliott@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225) 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Chuck Berry
Cllr Christine Crisp
Cllr Stewart Dobson
Cllr Mary Douglas
Cllr Howard Greenman
Cllr Alan Hill (Vice-Chairman)
Cllr Ruth Hopkinson
Cllr Jon Hubbard

Cllr Gordon King
Cllr Pip Ridout
Cllr John Smale
Cllr Tony Trotman
Cllr John Walsh
Cllr Stuart Wheeler
Cllr Graham Wright (Chairman)

Substitutes:

Cllr Clare Cape
Cllr Ernie Clark
Cllr Anna Cuthbert
Cllr Brian Dalton
Cllr Christopher Devine

Cllr Gavin Grant
Cllr George Jeans
Cllr Jacqui Lay
Cllr Ricky Rogers

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Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

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AGENDA

PART I

Items to be considered when the meeting is open to the public

1 **Apologies**

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

2 **Minutes of the Previous Meeting** (*Pages 5 - 10*)

To approve and sign the minutes of the meeting held on 16 July 2019.

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 17 September 2019 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 19 September 2019. 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 **Executive Response to the Final Report of the Military and Civilian Integration Programme (MCIP) Task Group** *(Pages 11 - 12)*

7 **Final Report of the Public Consultations Task Group** *(Pages 13 - 20)*

To receive the Final Report of the Public Consultations Task Group.

8 **Interim Report of the Digital Strategy and Implementation Task Group** *(Pages 21 - 24)*

To receive an interim report from the Digital Strategy and Implementation Task Group, relating to its work from November 2018-September 2019.

9 **Management Committee Task Groups**

To receive updates on recent activity from task groups reporting to the Management Committee.

10 **Forward Work Programme** *(Pages 25 - 44)*

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.

11 **Date of Next Meeting**

To confirm the date of the next meeting as 3 December 2019.

12 **Urgent Items**

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

PART II

Items during consideration of which it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 16 JULY 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Chuck Berry, Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Mary Douglas, Cllr Howard Greenman, Cllr Alan Hill (Vice-Chairman), Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Gordon King, Cllr Pip Ridout, Cllr John Smale, Cllr Tony Trotman and Cllr Graham Wright (Chairman)

Also Present:

Cllr Ian Blair-Pilling, Cllr Richard Clewer and Cllr Philip Whitehead

44 Apologies

Apologies were received from Councillors John Walsh and Stuart Wheeler.

Councillor Ian Thorn as Chairman of the Financial Planning Task Group also gave apologies due to ill health.

45 Minutes of the Previous Meeting

The minutes of the meeting held on 4 June 2019 were presented for consideration, and it was,

Resolved:

To approve and sign the minutes as a true and correct record.

46 Declarations of Interest

There were no declarations.

47 Chairman's Announcements

There were no specific announcements.

48 Public Participation

There were no questions or statements submitted.

49 **Wiltshire Council Equality and Inclusion Annual Report 2019 and Objectives 2019-22**

The Committee received a draft Cabinet report on the Wiltshire Council Equality and Inclusion Annual Report 2019 and Objectives 2019-22. The report was designed to demonstrate the council's compliance with the Public Sector Equality Duty, and five new objectives had been included since the last revision in 2015. The report was presented by Councillor Richard Clewer, Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts, Tourism, Housing and Environment.

The Committee welcomed the opportunity to comment upon the report before it was considered by the Cabinet and in particular discussed the proposed new objectives in respect of building resilient communities representing the voices and diversity of Wiltshire 'specifically in respect of Lesbian, Gay, Bisexual, BME and Trans communities'.

Some members of the Committee were concerned that the objective indicated these groups in particular would be the only focus in seeking to build such resilient communities when many groups and communities would also need to be included such as the Gypsy and Traveller community. In response others stated that the objective did not preclude the inclusion of other groups, but that it was considered in the report that the listed groups required particular focus on representation and inclusion as a result of historic and other discrimination. The Committee debated the matter and a resolution was made to note the report, action plan and the Cabinet recommendations, but also to ask officers to consider what evidence supported the need to specify particular diverse groups in the objective regarding building resilient communities.

At the conclusion of debate, and following a request for a recorded vote which was not backed by the required number of members, it was,

Resolved:

- 1) **To note the contents of the annual report**
- 2) **To note the action plan and the direction of travel for the council's diversity and inclusion agenda.**
- 3) **To note that Cabinet will consider whether to recommend:**
 - a) **the adoption of the Equality & Inclusion Objectives (The Corporate Equality Plan) by Full Council; and**
 - b) **that all elected members complete the Equality and Diversity e-learning module that is currently mandatory for staff.**
- 4) **To ask officers and Cabinet to consider whether there is evidence to support the equality objective (bullet 2, page 17) specifically emphasising**

building resilient communities that represent the voices and diversity of Lesbian, Gay, Bisexual, BME and Trans communities in Wiltshire.

Councillor Jon Hubbard requested that his vote in opposition to the resolution be recorded.

50 **Corporate Peer Challenge Update**

Following the formation of a new council in 2017 and the agreement of a new 10- year business plan the council invited the Local Government Association (LGA) to arrange a Corporate Peer Challenge (CPC) for Wiltshire.

3. CPCs are improvement focused and are tailored to meet individual councils' needs, designed to complement and add value to a council's own performance and improvement. An action plan was approved by Cabinet in March 2018 and a report received by the Committee in November 2018.

Councillor Philip Whitehead, Leader of the Council, presented the Corporate Peer Challenge Update report which had been requested by the Committee, including an updated action plan. He noted the peer review had been positive, although had identified areas where there could be improvement, and the council was continuing to progress the action plan to deliver those improvements.

It was then,

Resolved:

To note the progress against the Corporate Peer Review Action Plan and that no further scrutiny specifically against the Plan is required.

51 **Forward Work Programme**

The Committee received details of the forward work programmes of the select committees, along with updates from the Chairmen of each select committee on recent work that had been undertaken.

In relation to the Children's Select Committee the contribution of representatives from the Wiltshire Youth Union was praised on work relating to transport and young people, as well as noting recent elections to the Youth Parliament. The Committee was updated on executive responses to task group recommendations relating to SEND provision. The recent Ofsted inspection was also noted, with thanks given to staff for their work during that period.

In relation to the Environment Select Committee updates on Public Transport Review and Waste Management Strategy were forthcoming, and the business of future meetings was highlighted.

In relation to the Health Select Committee it was stated scrutiny would like some involvement with any successor body to the Adult Social Care Performance Board. A performance review was received from the South West Ambulance Service Foundation Trust, and details were provided on forthcoming work.

Resolved:

To note the forward work programme and the updates on overview and scrutiny work provided.

52 **Management Committee Task Groups**

The Committee received a report and verbal updates on the activity of the Task Groups established by the Management Committee. Attention was drawn to a survey that would be sent to members regarding their experiences with internal communications, and it was reported that there had been more positive engagement with the Digital Strategy and Implementation Task Group since the last meeting.

In response to queries it was explained that proposed changes to the terms of reference of the Financial Planning Task Group were to recognise work that was already being undertaken, and that this did not duplicate work of the Audit Committee as the scrutiny of the council's performance and risk reports was from a different perspective. Concerns had also been raised by the Public Consultations Task Group regarding the council's capacity to deliver appropriate consultations with existing resources.

At the conclusion of discussion, it was,

Resolved:

- 1) **To note the update on Task Group activity provided.**
- 2) **To note that Cllr Allison Bucknell is no longer a member of the Communications with Councillors Task Group, having taken up an Executive position.**
- 3) **To expand the terms of reference of the Financial Planning Task Group to include the following: "To review the council's Performance and Risk monitoring reports and the Corporate Performance Framework."**

53 **Date of Next Meeting**

The date of the next meeting was confirmed as 24 September 2019.

54 **Urgent Items**

There were no urgent items.

(Duration of meeting: 3.00 - 4.05 pm)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services,
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Wiltshire Council

Overview and Scrutiny Management Committee

24 September 2019

Executive Response to the Final Report of the Military and Civilian Integration Programme (MCIP) Task Group

Purpose

1. To present the Executive Response to findings and recommendations of the MCIP Task Group, which were endorsed by OS Management Committee on 4 June 2019.

Background

2. The Task Group's membership was,
 - Cllr Richard Britton (Chairman)
 - Cllr Gordon King
 - Cllr Mollie Groom
 - Cllr Alan Hill
 - Cllr Tony Jackson
 - Cllr John Smale
 - Cllr Graham Wright
3. The Task Group's terms of reference were,
 - 1) *To identify any risks and opportunities presented by the MCIP that are relevant to Wiltshire Council services and priorities, focusing on the following themes:*
 - *Housing*
 - *Health*
 - *Infrastructure*
 - *Budget*
 - *Schools*
 - *Employment (leavers and dependents)*
 - 2) *To make workable recommendations on how any identified risks could be mitigated and opportunities exploited to support delivery of the MCIP and of relevant priorities within the Council's Business Plan.*
4. The Task Group was in operation since 2016. In its first two years the Task Group focused on the impact of the Army Basing in Wiltshire and the work of the council to prepare for the arrival of more military personnel. In January 2018 the Task Group refocused its attention on the work done to encourage military and civilian integration. Later in the year the group chose to look more closely at integration, and the work towards integration, at a community level.

Recommendation and Executive responses

5. On 4 June 2019 OS Management Committee considered the Task Group's report (**Appendix 1**) and resolved the following:

- 1) To disband the Task Group, but to review progress with supporting military-civilian integration at community level in 12 months' time.**

No Executive response required.

- 2) To endorse, and refer for response, the Task Group's recommendations, which are:**

- a) That relevant division members are encouraged by the MCI Programme to follow up outstanding local section 106 investments through the relevant area boards.**

Executive response: The Army Basing Programme (ABP), which to date has been hugely successful, and together with Wiltshire Council, is widely accepted as "best practice" across the UK. The ABP will be completed in Mar 21 and as a result the S106 investments will all have been delivered. As such all the ABP "conditions and obligations" will be subject to audit by the Planning Team within Wiltshire Council.

- b) That the MCI Programme hold a conference on community integration; agreeing a shared vision of successful integrated communities between the military, Wiltshire Council and affected communities.**

Executive response: A new workstream, "Communities" has been included in the programme. It makes sense to hold a MCI community conference which will review MCI best practise to date and more importantly will set the direction of travel for the future in terms of the communities workstream. Given the current work load this conference should take place in Q01/20 (Mar - May 20) and should include both the military and civilian communities.

Proposal

6. That Overview and Scrutiny Management Committee note the Executive responses to the endorsed recommendations of the MCIP Task Group.

Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Finance, Procurement and Economic Development

Wiltshire Council

Overview and Scrutiny Management Committee

24 September 2019

Final Report of the Public Consultations Task Group

Purpose of the report

1. To present the findings and recommendations of the task group for endorsement by the Overview and Scrutiny Management Committee (OSMC) and referral to the Cabinet Member for Communications, Communities, Leisure and Libraries for response.

Background

2. Following Cabinet's consideration of the detail from the public consultation regarding the future of Everleigh Household Recycling Centre on [9 October 2018](#), Cllr Graham Wright (Chairman of Overview and Scrutiny) offered for scrutiny to undertake a review into the way that Wiltshire Council carries out public consultations.
3. After this, the Chairman and Vice-Chairman of OSMC met with the Cabinet Member for Communications, Communities, Leisure and Libraries and the Director for Communities and Communications, to discuss the establishment of the task group and terms of reference. On [20 November 2018](#) OSMC endorsed the establishment of a Public Consultations Task Group, along with a set of terms of reference (listed below).
4. At November 2018's meeting, OSMC agreed that the task group's scope should focus on:
 - The purpose of consulting the public on certain decisions
 - The amount of consultations conducted by Wiltshire Council and whether this was reasonable
 - The public's perception of how their contribution would influence decisions.
5. This remit of the task group aligns with the Business Plan 2017-27 priority of 'working with partners as an innovative and effective council'. Within this objective the specific heading of: 'Community Involvement: Robust decision making which is open, inclusive, flexible and responsive'.

Terms of reference

6. The following terms of reference (ToR) for the task group were endorsed by OSMC:
 1. *To investigate:*
 - a) *The quantity and scope of council consultations and the level of response*
 - b) *How the council determines when, and when not, to consult the public on proposals or potential service changes*

- c) *How the council determines the best design and format for each consultation*
- d) *The public's perception and experience of council consultations*

2. *To make constructive recommendations for improvement if appropriate.*

Membership

7. The task group comprised the following membership:

Cllr Gavin Grant
 Cllr Ruth Hopkinson
 Cllr Jim Lynch
 Cllr Pip Ridout
 Cllr Fred Westmoreland
 Cllr Stuart Wheeler (Chairman)

Methodology

8. The task group is grateful to the following witnesses for contributing to the scrutiny review:

Cllr Richard Clewer	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism
Cllr John Thomson	Former Cabinet Member for Communications, Communities, Leisure and Libraries
Cllr Philip Whitehead	Former Cabinet Member for Finance, Procurement, ICT and Operational Assets
Cllr Christopher Williams	Portfolio Holder for Communities and & Area Boards
Laurie Bell	Former Director for Communities and Communications
David Bowater	Senior Corporate Support Manager
Frank Cain	Head of Legal Services
Liz Creedy	Head of Corporate Assurance and Programmes
Ian Gibbons	Director for Legal, Electoral and Registration Services
Emily Higson	Corporate Support Manager
Phil Morgan	Former Census Liaison Manager
Paul Taylor	Senior Solicitor
Ceri Tocock	Head of Communications, Marketing and Events
Robin Townsend	Director for Corporate Services

9. Alongside receiving evidence from the witnesses detailed above, the task group also considered other sources of evidence and these included:
- Case Study: Wiltshire Council Public Consultation on the Future of Everleigh Household Recycling Centre
 - Case Studies: Flawed Local Government and Central Government Consultations (those successfully challenged in Court)
 - Legal Services' Internal Advice to Service Areas: The Duty to Consult
 - The Market Research Society's Code of Conduct
 - Models of Communication: William Bridges
 - Public Sector Equality Duty
 - The Wiltshire Compact
 - Wiltshire Council's Business Plan 2017-2027
 - Wiltshire Council's Constitution
 - Wiltshire Council's Consultation Strategy
 - Wiltshire Council's Public Consultations from July 2017 to January 2019
10. The task group met four times between January 2019 and September 2019. The task group discussed this final report and its recommendations with the Executive on 2 September 2019.

Evidence

Internal Documents

11. The task group found that the Council's internal documentation relating to public consultations was either out of date, or not being adhered to consistently. This documentation related to the Wiltshire Compact, Wiltshire Council's Constitution and Wiltshire Council's Consultation Strategy. The Cabinet Member for Communications, Communities, Leisure and Libraries confirmed that these documents were under review and would be updated, once the task group had concluded its work and put forward a set of recommendations.

The Business Intelligence Hub

12. As the officer responsible for managing the Council's public consultations had retired in April 2019, the task group felt that it was important for the Council to uphold its practise of carrying out public consultations in line with legislative duties. In other words, in light of recent national headlines, the Council needed to ensure that its decisions were not at risk of being challenged in the Courts, now that the Census Liaison Manager had retired and there was no immediate plan to recruit a successor. As such, the proposed Business Intelligence Hub would have an integral role to play in the Council's future public consultation process.
13. In the interim period whilst the Business Intelligence Hub is established, the task group heard that individual service areas and their appropriate teams would be responsible for managing any public consultations. Essentially, the ownership of any public consultation and its process would rest with the team who are leading on work considering any changes in policy. For example, as public consultations on the proposed boundary review changes need to be completed by 2020, the team leading

on this piece of work would be tasked with undertaking and managing the public consultations. The task group heard that absorbing this significant additional task may present a challenge for the team.

Terminology

14. The task group found that between July 2017 and January 2019, 86 per cent of all public consultations conducted by Wiltshire Council were examples of canvassing or engagement. This meant that only 14 per cent of consultations conducted during this period were examples of either statutory consultations, or consultations recommended by Legal Services (i.e. consultations that the Council needed to undertake as per legislation from the 'Duty to Consult').
15. Primarily, the words 'public consultation' have certain connotations and set the expectation that a respondent can influence the outcome of a specific decision. When such terminology is used to describe a form of engagement or canvassing, respondents therefore wrongly assume the purpose of their role, as well as their power of influence.
16. Secondly, when a form of engagement or canvassing is labelled a 'public consultation', a larger amount of internal resources become committed to managing this process. The task group heard that engagement and canvassing activities should be managed by individual service areas and such pieces of work are usually carried out by either Community Engagement Managers (CEMs), or through teams undertaking surveys independently through – for example – 'Survey Monkey'.

Public Perception

17. As discussed above, through the incorrect use of terminology, the public's expectation when participating in a Wiltshire Council consultation could be mistakenly raised. Alongside this, the task group heard that consultations should be set out in a manner which enables the respondent to understand what they are responding to, as well as to be informed of all the options under consideration.
18. When considering national guidelines on public consultations, the task group understood that consultations should only be undertaken when a decision is genuinely undecided and proposals are at a formative stage.

Conclusions

19. The task group agreed that the underlying principles and foundations of the Wiltshire Council documents relating to public consultations were sound. Therefore, any work required to update these documents would be marginal.
20. In regards to the Business Intelligence Hub, in order to capitalise on the opportunity for the Council to improve the way in which it conducts public consultations, it would be fundamental for the Hub's officers to be both well versed in consultation processes, as well as possessing the expertise to allow them to design consultations that encourage responses which would be beneficial to the Council, when it comes to

the final decision-making stage. Theories from William Bridges' model of communication helped to evidence this need.

21. Also, as the final scope of tasks to be undertaken by the Business Intelligence Hub have not yet been agreed, the task group felt that additional expertise could provide valuable input into the Executive's final decision about how the proposed Hub would be organised. During this interim period however, the task group is very concerned about how the Council is planning to manage public consultations; believing that the risk of adverse legal challenge is too great under the present arrangements.
22. Furthermore, the task group felt that it is important for members of the public to be able to see how their consultation response had impacted on any final decisions. The current practise of appending consultation responses to Cabinet/Full Council reports, can be a complex way for the average resident to see how their contribution has helped to shape Council policy. It would be good practise to summarise the results of the consultation in an easily decipherable fashion, as well as continuing with the practise of appending responses to the end of Cabinet reports.
23. The task group concluded that if public consultations are organised effectively, both in terms of the process itself and language used, then the expectations of all stakeholders would be better managed and the public could feel that their voice is better valued by Wiltshire Council; thereby increasing participation in Council consultations.

Proposal

24. To endorse the report of the task group and refer it to the Cabinet Member for Communications, Communities, Leisure and Libraries for response at Overview and Scrutiny Management Committee's next meeting.

Recommendations

25. **That the Cabinet Member for Communications, Communities, Leisure and Libraries considers implementing the following recommendations:**
 - 1) **To ensure that the Council is compliant with its own guidelines and consistent in its approach to public consultations, to update the sections of the following documents which relate to public consultations:**
 - a) **Wiltshire Council: The Constitution**
 - b) **Wiltshire Council: Consultation Strategy**
 - 2) **To ensure that the proposed Business Intelligence Hub has the necessary expertise and skills to manage public consultations:**
 - a) **Additional expertise and advice to be sought, before finalising arrangements for the Hub**
 - b) **The Hub to have the required specialist knowledge and skills to design effective and balanced consultation processes.**

- 3) In the interim period whilst the Business Intelligence Hub is established and to minimise the risk of the Council being legally challenged on its decisions, public consultations to continue to be managed by specialists.
- 4) In order to ensure that the Council uses the appropriate process and terminology, corporate training to be rolled-out to all service areas on the difference between a public consultation and engagement/canvassing, and guidance to be provided on the internal processes for managing each of these forms of participation.
- 5) For all future public consultations to be designed so that the public can respond with feedback that is directly relevant to and can directly inform the council's subsequent decision making.
- 6) For all public consultations to clearly state:
 - a) the purpose of consulting the public on the proposal
 - b) the process that the Council will follow when making its final decision and where a respondent's contribution fits into this chain of events.
- 7) The same principles as set out in recommendation six to also apply to any form of public engagement, canvassing/surveys.
- 8) For all decision-making papers to clearly set out how respondents' views have actively influenced the final decision made.
- 9) For Overview and Scrutiny Management Committee to consider receiving a report in approximately 12 months' time about how any of the above recommendations accepted by the Executive have been implemented.

Cllr Stuart Wheeler, Chairman of the Public Consultations Tash Group

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Background documents

Links have been provided within the body of the report to background documents.

Wiltshire Council

Overview and Scrutiny Management Committee

24 September 2019

Interim report of the Digital Strategy and Implementation Task Group

November 2018 to September 2019

Purpose of the report

1. To present the work and findings of the Digital Strategy and Implementation Task Group following its second year of meetings from 13 November 2018 to 4 September 2019, so that the Overview and Scrutiny Management Committee (OSMC) can assess whether the Task Group is adding value to the Executive's work within this area. The Task Group provided their first interim report to OSMC on [18 September 2018](#), following its first year of meetings in this municipal cycle (2017-2021).

Terms of Reference

2. OSMC endorsed the following Terms of Reference at their [5 June 2018](#) meeting:
 - a) Explore the options of the Microsoft Exercise and look at learning from other councils on how to potentially use these solutions
 - b) Look at the list of ICT projects and how things become projects - explore how these can be better vetted in future to ensure a project meets needs
 - c) Look at audit of existing software and how much we are/are not duplicating systems and costs
 - d) How we interface between service users/residents and the council and its digital systems

Membership

3. The Task Group is comprised of the following membership (as at September 2019):
 - Cllr Howard Greenman
 - Cllr Jon Hubbard (Chairman)
 - Cllr Bob Jones MBE
 - Cllr Stuart Wheeler
 - Cllr Gordon King

Evidence

4. From 13 November 2018 to 24 September 2019, the Task Group met six times. These meetings have predominantly focused on Microsoft's Community Engagement work, the Council's ICT Strategy and the projects being delivered as part of the Microsoft Contract.

5. In November the Task Group looked at Microsoft's Community Engagement. This piece of work facilitates Microsoft's 'Value Added' section of the contract with the Council. The rationale behind 'Value Added' is that Microsoft are aiming to equip the UK with the skills it needs for the fourth industrial revolution and thus, when working with an organisation, Microsoft have committed to providing a suite of free activities and courses for the local community. The majority of these programmes are delivered online via Microsoft's website, however there are also workshops, such as 'Train the Trainer' for professionals and 'Coding Clubs' for young people.
6. December's meeting saw the Task Group considering the proposals for the Council's ICT Strategy, which was later expanded on in January's meeting – when a draft document was available. The Task Group heard that the Council's ICT was at a high-risk level and were shown strategies for how the Council intended to rectify this issue. Members were informed that it would take around two years for ICT to be at a medium-low risk level and were impressed with the transparency from witnesses, as well as their forward planning to deal with the matter.
7. Fundamental to the ICT Strategy was the Get Well Programme. This Programme relates to capital investment in ICT, which would see the Council's ICT department adopting a 'Business as usual' and 'change' approach model. The Programme would be monitored through the annual Staff Survey, ICT's User Satisfaction Survey and the Society for IT Practitioners in the Public Sector's (SOCITIM) confidential rating. Cost metrics would also be used to evaluate the success of the Get Well Programme. This confidential rating is assessed from SOCITIM visiting Wiltshire and analysing its ICT systems. Following this, the organisation would provide Wiltshire with an ICT rating relative to other Local Authorities. This rating would be kept confidential and would provide Wiltshire with a good benchmark for how its ICT is operating.
8. During March and June's meeting, the Task Group focussed on the Digital Programme's workstreams. The Digital Programme encompasses the work being carried out as part of the Microsoft-Wiltshire Council contract. The Task Group discussed the Executive colour-coding the workstreams with a 'Red-Amber-Green' status, as was IT's approach for the rest of their work.
9. When scrutinising these workstreams, it was detailed that there had been a conflict amalgamating the Council's new Digital Platform with the Highways Infrastructure Asset Management System (HIAMS). The Digital Platform represents the Council's entire customer-facing ICT infrastructure. Resolving this conflict would lead to the Council incurring additional expense. Previously, customers and staff reported highways issues, such as pot-holes, on the MyWiltshire app. HIAMS is the new system procured by Highways to undertake this functionality and it is seen to be superior to MyWiltshire, because it effectively removes duplicated reports. For example, when an individual reports a defect (such as a pot-hole), HIAMS can determine whether this defect has already been reported. The MyWiltshire app

currently sends defect reports to Highways, who are required to investigate, even if the defect has already been reported.

10. Although the conflict between the Digital Platform and HIAMS was only 10 per cent of HIAMS' total functionality, the Task Group highlighted that this represented 100 per cent of the customer-facing element. In other words, back-office processes would not be affected, however, the customer would suffer a negative service without the resolution. In order to resolve this, the Council would incur an additional cost of £300,000.
11. June's meeting also considered progress with the ICT Strategy. The Task Group was disappointed to read in a report to Cabinet on [26 March 2019](#), that the Council would be receiving a higher charge from Microsoft, as not all Council business applications were Cloud-compatible. Members heard that some applications are not Cloud-compatible and ensuring that they become Cloud-compatible is expensive. As a result, these applications would be managed on a case-by-case basis. The Task Group agreed that, going forwards, a key line of enquiry would be monitoring the number of applications that need to be made Cloud-compatible and the charge that the Council would incur for making this change.

Conclusions

12. When considering Microsoft's Community Engagement work the Task Group initially felt that its scrutiny had been very stop-start and not added value. For example, the Task Group had originally been asked by the former Cabinet Member for Finance, Procurement, ICT and Operational Assets, to lead in this area. As a result, members began conducting independent work and reporting their findings back to the Task Group, the Executive and Officers. Subsequently, the Task Group felt that it was dictating policy, as opposed to helping shape it, and thus it was agreed that the Programme Office take the lead in this area. Since this change of tack, the Programme Office has appointed a designated officer to lead this work and the Task Group are satisfied with the progress being made.
13. The Task Group heard that it would take around two years for the Council's ICT to move from a high-risk to a medium-low risk level. Additionally, the longer it took for the Get Well Programme to be implemented, the greater the costs to the Council. However, Members noted the fact that higher risk items were being considered first; leading to the Council being able to reduce its risk level within the next six months.
14. In regard to the HIAMS-My Wiltshire integration, Members were satisfied with the Executive's response to this procurement matter, most notably that there has been a revision to the process for how digital procurement is undertaken; to help ensure that this issue does not re-occur.
15. The Task Group originally expressed concern at the lack of information provided to them in advance of a meeting. The consensus was that with minimal background paperwork, it was a challenge to conduct proper scrutiny and add value. Having

raised this with the Executive and at OSMC, from June 2019 onwards the Task Group's paperwork became more substantial and it received more open and transparent engagement from witnesses. The Task Group is grateful to the Executive for their willingness to help ensure that scrutiny can add maximum value and hopes that this positive relationship can be maintained and strengthened going forwards.

16. As digital transformation encompasses a vast number of projects and is seen to be something with no end date, the Task Group intend to continue as a standing Task Group and to provide annual interim reports to OSMC, to help the Committee assess the quality of the Task Group's contribution.

Proposal

17. That the Overview and Scrutiny Management Committee:

- a) Supports the Digital Strategy and Implementation Task Group in building and maintaining a positive working relationship with the Executive
- b) Acknowledges the work of the Digital Strategy and Implementation Task Group from November 2018 to September 2019, in providing valuable input into the Council's Digital Programme.

Cllr Jon Hubbard, Chairman of the Digital Strategy & Implementation Task Group

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Appendices

None

Overview and Scrutiny Management Select Forward Work Programme

Last updated 1 OCTOBER 2019

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 Task Group	March 2014	Standing
Digital Strategy and Implementation Task Group		-
Communications with Councillors Task Group		December 2019

Overview and Scrutiny Management Select – Forward Work Programme			Last updated 1 OCTOBER 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Dec 2019	Final Report of the Communications with Councillors Task Group	To consider the findings and recommendations of the task group.	Robin Townsend	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Adam Brown
3 Dec 2019	Task Group update	To receive an update on the work of the OS Management Committee's task groups.	Ian Gibbons	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Henry Powell
3 Dec 2019	Forward Work Programme	To consider the current Overview and Scrutiny forward work programme	Ian Gibbons	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Henry Powell
28 Jan 2019	Wiltshire Council's Financial Plan Update 2020/21	Wiltshire Council's Financial Plan Update 2020/21	Becky Hellard	CIlr Philip Whitehead	Matthew Tiller

Environment Select Committee Forward Work Programme

Last updated 13 SEPTEMBER 2019

Task Group	Start Date	Final Report Expected
Global Warming & Climate Emergency Task Group	May 2019	TBC
Housing Aids & Adaptations Task Group	TBC	TBC

Environment Select Committee – Forward Work Programme			Last updated 11 SEPTEMBER 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Salisbury Recovery	As resolved at 8 January 2019 ESC following a presentation on the matter, the Committee to receive a further presentation on the progress of work in six months' time	Robin Townsend	Cabinet Member for Children, Education and Skills and South Wiltshire Recovery	Kartar Singh
5 Nov 2019	Highways Annual Review of Service	As resolved at 6 November 2018 meeting, the Committee to continue to receive an annual update on the review of the highway service.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley
5 Nov 2019	HIAMS: Streetworks	As resolved at 12 March 2019 meeting, the Committee requested a report on the next stage of the HIAMS implementation, with regard to highways inspections and the benefits of the HIAMS mobile working capability later in 2019	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Paul Bromley
5 Nov 2019	Executive Response to the Homelessness Strategy Task Group: Final Report	For the Committee to receive the Executive's response to the Homelessness Strategy Task Group's final report	Simon Hendey (Director - Housing and Commercial)	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Natalie Heritage

Children's Select Committee Forward Work Programme

Last updated 1 SEPTEMBER 2019

Children's Select Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Child and Adolescent Mental Health Services (CAMHS)	October 2017	TBC
Youth Transport	May 2019	November 2019
SEND School Provision	October 2017	TBC
Traded Services for Schools	December 2017	TBC

Children's Select Committee - Rapid Scrutiny		
Topic	Details	Date

Children's Select Committee – Forward Work Programme			Last updated 1 SEPTEMBER 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
12 Nov 2019	Pre-Meeting Information Briefing: Children Accessing Alternative Educational Provision	To receive the topic as a pre-meeting briefing following the resolution from the 5th March 2019 Children's Select Committee meeting.	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills and South Wiltshire Recovery	
12 Nov 2019	Higher Education Strategy	To receive an update on the progress of the SWLEP Higher Education Strategy as agreed by the committee in November 2018.		Cabinet Member for Children, Education and Skills and South Wiltshire Recovery	Jackie Tuckett
12 Nov 2019	Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills and South Wiltshire Recovery, Cabinet Member for Highways, Transport and Waste	Adam Brown

Children's Select Committee – Forward Work Programme			Last updated 1 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
21 Jan 2020	Executive Response to the Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills and South Wiltshire Recovery, Cabinet Member for Highways, Transport and Waste	Adam Brown
10 Mar 2020	Elective Home Education for Children with SEND	Item follows the resolution from the 5th March 2019 Children's Select Committee: "To receive further data and analysis in 12 months on children with SEND receiving Elective Home Education."	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills and South Wiltshire Recovery	Jen Salter
10 Mar 2020	Families and Children's Transformation Programme: Impact and Outcomes for Young People	To receive the item following the resolution from the 5th March 2019 Children's Select Committee: "To receive a report in 12 months on the impact of the programme on the outcomes for young people in Wiltshire"	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills and South Wiltshire Recovery	Theresa Leavy

Health Select Committee Forward Work Programme

Last updated 13 SEPTEMBER 2019

Health Select Committee – Current / Active Task Groups			
Task Group	Details of Task Group	Start Date	Final Report Expected
Child and Adolescent Mental Health Services (CAMHS)			
N/A			

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	00 - Pre-committee briefing - Key Performance Indicators and Adult Social Care Quality Scorecard	It was agreed at the 5 March 2019 that the committee would have a pre-meeting briefing focusing on Key Performance Indicators and Adult Social Care Quality Scorecard at its June 2019 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
5 Nov 2019	01 - Chairman's Announcement - CCG merger	At the November meeting, as a chairman's announcement to be informed of the outcome of the vote from the GP membership of each CCG on a final decision to apply for a merger (as agreed at the committee meeting on 3 September 2019).			Wiltshire CCG
5 Nov 2019	01 - Chairman's Announcement - Maternity Transformation Plan - analysis of the public consultation	NB – likely to be superseded by outcome of Rapid Scrutiny. It was agreed at the 5 March 2019 meeting that the Health Select Committee would consider the outcome of the public consultation and the findings of the panel of clinicians on the Maternity Transformation Plan at the meeting on 25 June 2019. However the analysis of the responses would not be completed until July 2019, the item was therefore deferred.			CCG - Lucy Baker and Sarah MacLennan

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Adult Social Care - Quarterly scorecard	<p>At its March 2019 meeting the committee resolved the following with regards to ASC quarterly scorecards:</p> <p>To invite the Cabinet member to consider the following with regards to the scorecards:</p> <p>a. using more than 2 data points to inform the scorecards (to highlight trends);</p> <p>b. including national comparison on monitoring figures;</p> <p>c. showing the “strategic weight” of the Key Performance Indicators (how do they link with the council’s business plan and / or priorities)</p> <p>d. reviewing the KPIs themselves on a regular basis, such as every 6 months</p>		Cabinet Member for Adult Social Care, Public Health and Public Protection	
5 Nov 2019	AWP Transformation Programme - 12 months update	It was agreed at the 11 July 2018 HSC meeting to receive an update in 12 months' time on the AWP transformation programme.			AWP - Nicola Hazle
5 Nov 2019	CCG - mental health bed-base review	As agreed at the HSC meeting on 25 June 2019, to receive information on the CCG mental health bed-base review			CCG - Lucy Baker
5 Nov 2019	Green Paper	<p>To consider both the government and the LGA green paper on care and support for older people.</p> <p>There is currently no indication of when the paper will be published and it was therefore agreed that the item would remain on the forward work programme and be deferred until the paper is published.</p>			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Gypsy and Traveller health needs assessment	The needs assessment will be used as part of the development of the next Wiltshire Gypsy and Traveller strategy.	Tracy Daszkiewicz (Director - Public Health)	Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts, Tourism, Housing and MCI	Steve Maddern
5 Nov 2019	Intermediate Care Bed Service	To consider the report / receive information before consideration by Cabinet on 19 November 2019. The report seeks approval to tender for the Intermediate Care Bed Service beyond 2020.	Carlton Brand	Cabinet Member for Adult Social Care, Public Health and Public Protection	
5 Nov 2019	NHS Health Checks	As agreed at the September 2018 meeting to receive an update on the implementation of the agreed recommendations following the rapid scrutiny, after May 2019.	Tracy Daszkiewicz (Director - Public Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	Steve Maddern

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Wiltshire Council - CQC inspection - update on actions	<p>On 14 June 2018 the CQC published its review of how local health and social care systems work together in Wiltshire. Further details can be accessed on the CQC website.</p> <p>When the committee considered the information in the CQC report at its meeting on 11 July, it agreed for the following to be added to its forward work programme:</p> <ul style="list-style-type: none"> • Developing a sustainable integrated workforce strategy • Strengthening joint commissioning across the whole system • A single overarching health and social care strategy, improving • Developing a single, integrated communications strategy • Implementing digital opportunities and information sharing • Unifying and developing whole system governance arrangements • New Wiltshire health and social care model • Improving Wiltshire’s Health and Wellbeing Board effectiveness. <p>The committee will receive information from the council on the actions it has taken, or plans it has made, to address the issues highlighted in the CQC report with a specific focus on the areas listed above.</p>			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Wiltshire Safeguarding Adult Board - annual update and information on the three-year strategy	To receive the Wiltshire Safeguarding Adult Board's next three-year strategy in 2019, as agreed at the 18 December 2018 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Emily Kavanagh Mr Richard Crampton, Chairman of the Board
14 Jan 2020	00 - pre-meeting briefing - NHS long term plan	To receive a presentation on the NHS long term plan			CCG
14 Jan 2020	Avon and Wiltshire Mental Health Partnership (AWP) - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite AWP to provide information on the areas identified in the report considered on 25 June 2019.			AWP
14 Jan 2020	Citizen's panels - update	As agreed at the 3 September meeting, for the committee to receive an update from Wiltshire CCG (who is acting on behalf of BANES, Swindon and Wiltshire CCGs on this), on the outcome of its investigation of several options for procurement of a market research agency to support the development, recruitment and maintenance of the Citizen's Panel.			Wiltshire CCG
14 Jan 2020	Great Western Hospital (GWH) - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite GWH to provide information on the areas identified in the report considered on 25 June 2019.			GWH

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 Jan 2020	Medvivo - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite Medvivo to provide information on the areas identified in the report considered on 25 June 2019.			Medvivo
14 Jan 2020	Wiltshire Traveller Strategy	As stated in the Chairman's Announcement on 3 September 2019, the strategy is brought to the committee for discussion.	Tracy Daszkiewicz (Director - Public Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	Steve Maddern
3 Mar 2020	Salisbury Foundation Trust (SFT) - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite SFT to provide information on the areas identified in the report considered on 25 June 2019.			SFT
3 Mar 2020	SWASFT (South West Ambulance Service Foundation Trust) performance in Wiltshire - annual report	As agreed at the HSC meeting on 25 June 2019, to receive a performance report from SWASFT in a year's time. It would be hoped that it would be in the same format as the report received on 25 June 2019 but including clear targets for the different categories. Furthermore, following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite SWASFT to provide information on the areas identified in the report considered on 25 June 2019.			SWASFT - Paul Birkett-Wendes

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	Wiltshire Health and Care	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite Wiltshire Health and Care to provide information on the areas identified in the report considered on 25 June 2019.			Wiltshire Health and Care
	Bath and North East Somerset, Swindon and Wiltshire Clinical Commissioning Group merger - update	As agreed at the 3 September 2019 meeting, to receive an update on the implementation of the “single” CCG for Bath and North East Somerset, Swindon and Wiltshire, including recruitment / staffing, location, etc. (after April 2020)			CCG
	Home from Hospital - update	As agreed at the meeting on 3 September 2019, to receive confirmation of the decision made by Wiltshire Council and the CCG’s Joint Commissioning Board on the commissioning (or decommissioning) of all three current “Home from Hospital” services. NB after June 2020. This could be a chairman’s announcement.	Carlton Brand	Cabinet Member for Adult Social Care, Public Health and Public Protection	Sue Geary
	CCG Commissioning Intentions	(TBC)			CCG
	Non-elected representation on the Health Select Committee	Annual consideration of Non-elected representation on the Health Select Committee (agreed in 2018 to take place at the same meeting as the election of chair and vice-chair)			Marie Gondlach
	00 - pre-meeting briefing - Shared Lives	For the committee to receive information on the Shared Lives scheme			

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Cancer care strategies - update	(date TBC) To receive an update following the information provided at the HSC meeting in September 2017.			CCG
	Outcome of Phase 2 of the Adult Social Care transformation programme	To receive information on the implementation of Phase 2 of the Adult Social Care transformation programme towards “completion”	Claire Edgar (Director - Learning Disabilities and Mental Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
	00 - pre-meeting briefing - Dorothy House	To receive a presentation from representatives of Dorothy House to inform the committee of the range of services provided.			Marie Gondlach
	Advocacy - public visibility	To receive information from the contract holder for the Advocacy Service on its work, with a particular focus on visibility / awareness of advocacy from members of the public.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
	Non-emergency patient transport service in the South West	As agreed at the HSC meeting on 25 June 2019, to receive information on any changes following the change of contractor and a performance update from the new provider E-Zec Medical transport.			

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Carer support	As agreed at the HSC meeting on 25 June 2019, to receive an update on the current situation regarding carer support. The Carers in Wiltshire Joint Strategy 2017-22 was approved full council meeting in February 2018 following scrutiny by this Committee, discussion with the chair and vice chair of the Children’s Select Committee and approval by the Wiltshire Clinical Commissioning Group (CCG) governing body.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
	Care contracts	As agreed at the HSC meeting on 25 June 2019 for the committee to receive information on the council's main care contracts and the process(es) in place to monitor efficiency / delivery / performance.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
	GP and health staff recruitment and retention	As agreed at the HSC meeting on 25 June 2019, to receive information to understand the current situation (i.e. number of vacancies, known issues in recruiting or retaining staff, actions taken by the council to help, etc.)		Cabinet Member for Adult Social Care, Public Health and Public Protection	

Health Select Committee – Forward Work Programme			Last updated 13 SEPTEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Wiltshire Health & Care (Adult Community Health Care Service) - update following CQC report	At its meeting on 9 January 2018, the Committee resolved to receive a further update, possibly in July 2018, providing further information regarding the implementation of actions, and the development of the trust. The trust subsequently requested that this be brought to the September meeting. Delayed until the December meeting (no report received for the September meeting).			Wiltshire Health & Care
	Update on Strategic Outline Case - consultation results	Update on the information provided at the HSC meeting in September 2017.			
	Update on model of procurement (specialist commissioning contacts)	When considering the executive response to the rapid scrutiny exercise focusing on Extension of Specialist Commissioning Contracts for Supported Living, Floating Support and Supported Housing, the committee resolved: To be provided with an update on the model for procurement that would be adopted following this review work, in terms of the “direction of travel” for the contracts, including the feedback from providers and service users and if possible highlighting the main changes from previous contracts at the earliest opportunity.	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	

