

AGENDA

Meeting: Overview and Scrutiny Management Committee

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

Date: Tuesday 17 March 2020

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 Jo Trigg
Cllr Tony Trotman
Cllr John Walsh
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
Cllr Suzanne Wickham

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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 and Membership Changes**

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

To receive details of any membership changes to the Committee.

2 **Minutes of the Previous Meeting** (Pages 5 - 16)

To approve and sign the minutes of the meeting held on 28 January 2020.

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 10 March 2020 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 12 March 2020. 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 **Final Report of the Communications with Councillors Task Group**
To receive the Final Report of the Task Group. (*To follow*)
- 7 **Joint Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Task Group Report on the Chippenham Station Hub Project (Pages 17 - 28)**
To receive a Task Group report on the Chippenham Station Hub Project.
- 8 **Future Scrutiny of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) (Pages 29 - 42)**
To consider future governance arrangements for scrutiny of the SWLEP.
- 9 **Management Committee Task Groups (Pages 43 - 46)**
To receive updates on recent activity on the Task Groups reporting to the Management Committee.
- 10 **Forward Work Programme (Pages 47 - 76)**
To receive the Forward Plan and 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 2 June 2020.
- 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 28 JANUARY 2020 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

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

Also Present:

Cllr John Smale, Cllr Clare Cape, Cllr Jacqui Lay, Cllr Suzanne Wickham, Cllr Bob Jones MBE, Cllr Robert Yuill and Cllr Philip Whitehead

1 **Apologies**

An apology for absence from the Committee was received from Councillor John Smale.

2 **Minutes of the Previous Meeting**

The minutes of the meeting held on 3 December 2019 were received for consideration, and it was,

Resolved:

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

3 **Declarations of Interest**

There were no declarations.

4 **Chairman's Announcements**

There were no announcements.

5 **Public Participation**

There were no questions or statements submitted.

6 **Wiltshire Council's Financial Plan Update 2020-2021 and Medium Term Financial Strategy 2020-2025**

The draft Wiltshire Council Financial Plan Update 2020-21 and Medium-Term Financial Strategy 2020-2025 was presented by Councillor Simon Jacobs, Cabinet Member for Finance and Procurement, with support from Deborah Hindson, Interim Director of Finance and Section 151 Officer, along with Councillor Philip Whitehead, Leader of the Council, and the Chief Executive Officers, Alistair Cunningham and Terence Herbert.

The proposals included a 1.99% rise in Council Tax and a 2% Social Care Levy, as well as details of proposed savings of £14.683 required as a result of growth in demand of key services, of which £3.849 are already identified from the budget setting of 2019/20.

Full details of matters raised in discussion would be included in a report appended to these minutes. The report from the Financial Planning Task Group in consideration of the budget was also received and considered.

Topics raised included, but were not limited to, the increase in level of reserves to 5%, achievability of savings, predictions of growth of adult social care and looked after children costs, future changes from central government, previous waste contract delays, climate change, Special Education Need funding, along with other topics as detailed in the appended report.

At the conclusion of discussion, it was,

Resolved:

- 1) **To note the Financial Plan Update 2020-21 and Medium-Term Financial Strategy 2020-25 and to refer the comments of the Committee and the report of the Financial Planning Task Group to Cabinet and Full Council for consideration on 4 and 25 February 2020 respectively.**
- 2) **To welcome the Executive's positive engagement with the Financial Planning Task Group in the budget development and monitoring process.**
- 3) **To support the Financial Planning Task Group's continued focus on monitoring the delivery of the savings and efficiencies proposed in this Financial Plan Update (and of any further savings proposed throughout the year).**

7 **Final Report of the Digital Strategy & Implementation Task Group**

The Digital Strategy and Implementation Task Group commenced in January 2016, initially as the MyWiltshire System Task Group before its remit was widened in January 2017 to encompass the council's Digital Strategy. Since its formation the Task Group had looked at a variety of topics, including but not limited to the cultural transformation of the IT service, technology and platform

projects and redesigns of service activity. Interim reports were received from the Task Group on 18 September 2018 and 24 September 2019.

Following meetings with the relevant Cabinet Member and officers, the Task Group determined that its activity had been taken as far as it could and that it was not the most appropriate way to add further value to the council, though it supported continued engagement between Overview and Scrutiny and the Executive in other forms. As such, the Chairman of the Task Group, Councillor Jon Hubbard, presented the final report of the Task Group, recommending it be disbanded.

The Committee thanked the Task Group members and supporting officers for their work, and agreed to explore options for future scrutiny of specific programmes and activity in the future. At the conclusion of discussion, it was,

Resolved:

- 1) **To thank the Task Group for its hard work and contribution to the council's digital portfolio since its establishment in 2016.**
- 2) **To disband the Digital Strategy and Implementation Task Group.**
- 3) **To maintain regular dialogue with the Cabinet Member for ICT, Digitalisation and Operational Assets regarding future scrutiny of this area, and involve the current Chairman of the Digital Strategy and Implementation Task Group in those discussions.**
- 4) **To endorse a scrutiny representative maintaining a position on the Digital Board (or its equivalent), in consultation with the Executive Members for ICT and Digitalisation.**

8 **Forward Work Programme**

The Forward Work Programmes for each Overview and Scrutiny Committee were received, and it was,

Resolved:

To note the updated Forward Work Programmes provided.

9 **Management Committee Task Groups**

Written updates were provided on all Task Groups of the Overview and Scrutiny Management Committee, and it was,

Resolved:

To note the update on Task Group activity provided.

10 **Date of Next Meeting**

The date of the next meeting was confirmed as the extraordinary meeting on 11 February 2020 to consider any proposed amendments to the budget.

The date of the next scheduled ordinary meeting was confirmed as 17 March 2020.

11 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.35 am - 12.15 pm)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services, direct line (01225) 718504, e-mail kieran.elliott@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

APPENDIX to the Overview and Scrutiny Management Minutes of 28 January 2020

Wiltshire Council

Cabinet 4 February 2020

Council 25 February 2020

Report of the Overview and Scrutiny Management Committee on the Draft Financial Plan Update 2020-21 and Medium-Term Financial Strategy 2020-2025

Purpose of report

1. To report to Cabinet and Full Council a summary of the main issues discussed at the meeting of the Overview and Scrutiny Management Committee (“The Committee”) held on 28 January 2020.

Background

2. The meeting of the Overview and Scrutiny Management Committee provides an opportunity for non-executive councillors to question the Cabinet Member with responsibility for Finance and the Chief Executives with the Interim Director of Finance on the draft 2020-21 Financial Plan and medium-term financial strategy before it is considered at Cabinet on 4 February 2020 and Full Council on 25 February 2020.
3. The Cabinet Member for Finance and Procurement, Councillor Simon Jacobs, supported by the Interim Director of Finance and Section 151 Officer, Deborah Hindson, was in attendance along with the Leader of the Council, Councillor Philip Whitehead, and the Chief Executive Officers, Alistair Cunningham and Terence Herbert, to provide clarification and answers to issues and queries raised by the Committee.
4. In addition to the draft Financial Plan update made available on the council’s website on 20 January 2020 and other public events, a briefing from the Cabinet Member open to all elected Members was held on 23 January 2020 and was attended by 44 Members.
5. Details had included:
 - Council Tax to be increased by 1.99% and a Social Care Levy of 2%;
 - Details of the £14.683m savings proposed (of which £3.849m was identified during the 2019/20 budget process, leaving £10.834m to be identified), with a total expenditure of £344.023m;
 - Increase in the level of reserves to 5% over the MTFs period;
 - A 2.7% increase for social dwelling rents
 - The Housing Revenue Account (HRA) budget for 2020/21 to be set at £30.302m expenditure and all service charges related to the HRA being increased to cover costs, capped at £5 per week for those not on housing benefits and garage rents increased by 1.7%.
 - A forecast budget gap of £69.527m for the Medium-Term Financial Strategy period 2021/22 – 2024/25

APPENDIX to the Overview and Scrutiny Management Minutes of 28 January 2020

Main issues raised during questioning and debate

6. This report is divided into sections relating to each of the Select Committee areas as budget proposals and impacts on services were discussed, before opening up to general queries.

Financial Planning Task Group

7. The report of the Task Group on the budget proposals was received and noted. The report and its comments would be forwarded for attention at Cabinet and Full Council along with the report of the Committee itself.
8. The Committee sought details of some of the points raised in the Task Group report, including the identification of risks when seeking savings, and in particular the new Savings Delivery Group, which would be reporting directly to the Corporate Leadership Team on achieving agreed savings.
9. Business transformation, in particular digitalisation, was highlighted as increasingly important to achieve savings. It was noted that the circa £69m of savings required in the next four years was less than had been achieved in the preceding 4 years, and there was discussion of how transformation of services could allow savings not previously achievable, but also that many simple efficiencies had already been achieved.

Children's Select Committee

10. Clarity was sought in relation to the Dedicated Schools Grant (DSG) where as in 2019/20 there had been an increase in demand in the High Needs Block, for this year of £4.904m. It was confirmed Schools Forum had agreed a transfer of 0.7%, £2.065m, from the Schools Block to support high needs pupils, which would require approval from the Secretary of State. the Council had requested permission to transfer up to 1% of Schools Funding (up to £2.6m) to cover the remaining shortfall for the High Needs block along with £1.300m as a one-off contribution. It was confirmed that the Department for Education had approved 0.8% to contribute to the shortfall from other blocks within DSG. It was also noted by the Committee that Wiltshire remained one of the lowest funded authorities in this area.

Additional details were also sought on future budget pressures and growth in Children's and Families, where it went from £6.596m in 2020/21 to £3.870m in 2021/22, before increasing to £5.211m by 2024/25. This was explained as 20/21 effectively having double growth reinstating some 2019/20 savings.

11. Pressures on cost of providing children's transport of £1.221m was raised, and it was stated this could decrease when arrangements for the expanded school at Rowdeford were in place.
12. The level of savings required from children and education within the bloc which included corporate services and Human Resources was also queried, as well as the £0.675m funding for the Families and Children's transformation programme.

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13. Further queries were made on Special Educational Need (SEN) funding contributions from academies, impacts on services from increases in the living wage, and that circa £4m of the overall £73m savings required in the next 4 years had already been identified, hence the overall figure of circa £69m still to identify.

Environment Select Committee

14. Details were sought in relation to waste contract delivery, as delays had resulted in significant costs in the previous financial year. In response it was stated the council was confident the new household waste and recycling collections would be operational from sometime in March 2002.
15. It was confirmed in response to queries that there were no current plans to end charging for green waste collection, and no government proposals on the subject at present.
16. It was also confirmed that free Sunday parking costs had not been included within the budget proposals.
17. Details were sought on the development of a climate change team within the proposals, and it was highlighted that the team would bring through projects like Carbon reduction funded by capital investment or savings, and that the budget cost was for staffing.
18. Other issues raised included pressures on the libraries service, and it was stated no savings were required, one off growth had been given, but there was a focus on increasing volunteering further and looking at making the service more efficient.

Health Select Committee

19. It was confirmed that the Social Care Levy was able to be included in the budget because central government had not finalised its fairer funding formula which would revise allocations for local authorities, and therefore the amount could change in future once that was resolved, and was for 2020/21 only. It was confirmed the levy was for adult social care.
20. It was stated that approximately 62p out of every pound the council spent was on Adult Social Care and Looked After Children, and as such transformation within Adult Social Care had been responsible for significant savings in previous years and would in future years. The Committee was also interested in monitoring private sector social care for any implications for the council. It also requested a breakdown of how much of the spend was statutory, and how much was discretionary, with a discussion on the preventative effect of discretionary spending.
21. It was noted that there was continued uncertainty as to proposals from central government regarding social care, and that there could be significant changes which could impact upon council proposals, positively and negatively. It was also confirmed in response to queries that the council was in frequent contact with the Clinical Commission Group to discuss operations and financial matters.

APPENDIX to the Overview and Scrutiny Management Minutes of 28 January 2020

Conclusion

22. To note the Financial Plan Update 2020-21 and Medium-Term Financial Strategy 2020-25 and to refer the comments of the Committee and the report of the Financial Planning Task Group to Cabinet and Full Council for consideration on 4 and 25 February 2020 respectively.
23. To welcome the Executive's positive engagement with the Financial Planning Task Group in the budget development and monitoring process.
24. To support the Financial Planning Task Group's continued focus on monitoring the delivery of the savings and efficiencies proposed in this Financial Plan Update (and of any further savings proposed throughout the year).

Councillor Graham Wright

Chairman of the Overview and Scrutiny Management Committee

Report Author: Kieran Elliott, Senior Democratic Services Officer, 01225 718504,
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30 January 2020

Annex – Report of the Financial Planning Task Group for 28 January 2020

Wiltshire Council

Overview and Scrutiny Management Committee

28 January 2020

Report of the Financial Planning Task Group:

Wiltshire Council Financial Plan Update 2020-21 and Medium-Term Financial Strategy 2020/21-2024/25

The Task Group met with the following to discuss the reports on 23 January 2020:

Cllr Philip Whitehead	Leader of the Council
Cllr Simon Jacobs	Cabinet Member for Finance and Procurement
Alistair Cunningham	Chief Executive Officer (Place)
Terence Herbert	Chief Executive Officer (People)
Deborah Hindson	Interim Director for Finance and Section 151 Officer
Matthew Tiller	Chief Accountant
Lizzie Watkin	Head of Corporate Finance and Deputy S151 Officer

Observing:

Cllr Graham Wright	Chairman, OS Management Committee
Cllr Bob Jones MBE	Vice-chairman, Environment Select Committee
Paul Kelly	Head of Democracy

Issue (page and paragraphs numbers refer to the Budget Report)	Further information / Comments
(Para 16) Social Care Levy	It is assumed that local authorities' ability to collect the Social Care Levy (rising by 2% in 2020-21 only) will remain until Central Government provides an alternative model that makes social care funding sustainable.
(Para 28 table) Climate Change Team	This is a £350k investment to meet the staffing costs of a climate change team, remaining static in subsequent years.
(Para 28 table) External footpaths and cycle paths	The £100k budgeted is to fund staff for identifying and progressing footpaths and cycle paths so that the council can take advantage of Central Government funding expected this year.

<p>(Para 32) Savings Delivery Group</p>	<p>Once established, this will be an officer group to ensure the delivery of savings. An operational group will look at savings delivery plans while a senior board will exercise further challenge. The group will look at business plans behind proposed operational changes to ensure that they are deliverable and will monitor previous year undelivered savings and future years' savings. Delivery of headline savings will continue to be reported via the budget monitoring reports brought to Cabinet and the Task Group, with deliverability RAG-rated.</p> <p>The task group queried whether the group could also be proactive in terms of identifying additional savings opportunities.</p>
<p>(Para 42) Designated School Grant (DSG)</p>	<p>Following the Special Educational Needs (SEN) restructure in November 2019, a challenging recovery plan was approved by Schools Forum on 16 January 2020. Schools Forum also agreed a transfer of 0.7% (£2.065m) of grant from the schools block of funding to support high needs pupils. A formal disapplication request has now been submitted to the Secretary of State to permit this, with approval anticipated. Schools Forum is working with officers on a wide range of plans to reduce the commitment on the high needs block and national lobbying on funding continues.</p> <p>Paragraph 42 will be amended to reflect situation after approval by Schools Forum.</p>
<p>(Para 57) Topping up General Fund Reserves</p>	<p>It was confirmed that the recommendation to adopt General Fund Scenario 3 (representing the largest injection of cash into General Fund Reserves) represents the advice of the Section 151 officer and is intended to retain the council's reserves at the 5% of budget total (currently 4.4%). Wiltshire's reserves are low compared with most comparator authorities, but it remains policy to operate at 'minimum reserves' to maximise the funds available for investment.</p>
<p>(Para 66) Business Transformation</p>	<p>The SAP improvement programme presents enormous opportunities for broad efficiencies, to be fully implemented by 2022.</p> <p>An Head of Organisational Design and People Change has been appointed to ensure that all</p>

	<p>transformation programmes have a strong people focus in order to achieve the necessary cultural change. There may be a benefit in members becoming more aware of how the council successfully drives culture change as part of all service transformations.</p> <p>There will also be more consistent performance management with people held to account for delivery of their objectives.</p>
(Appendix A) Rates Retention	The level has reduced in 2020-21 (£56.6m) due to a technical adjustment. The council has to pay Central Government back a certain percentage if it collects more business rates than originally projected.
(Appendix B) Capital Costs	<p>A breakdown of capital cost projections is set out in paragraph 28 (table).</p> <p>The council expects to invest around £800M in capital programmes across the next 10 years.</p>
(Appendix F para 13) Government funding	An update from Central Government on the Fair Funding Review is not expected prior to the council's 2020-21 budget being adopted. However, announcements are expected later in the year. In deciding the outcomes of the review Central Government will need to consider the potential impact on high need/low rate collecting local authority areas if there was a significant shift towards greater rate retention by collecting authorities.
(Appendix F para 13-15) Business Rates Review	<p>The task group requested more detail about the potential changes to income collections and a sector by sector split of rateable values.</p> <p>There is some risk with projecting business rate receipts from the Ministry of Defence (MOD) because there can be delays to the assessments of MOD assets' rateable values due to security access requirements for assessors</p>
(Appendix F para 17) Interest	In general, Central Government wants to encourage local authorities to invest, but there is no certainty at present in terms of possible changes to local authority borrowing rates.

Police ICT	Following Wiltshire Police’s decision to withdraw from the council’s ICT system (due to national security requirements for police ICT) both parties are negotiating how the expense of the change will be shared. The change will mean a reduction of income to the council, but also a reduction in its costs.
Addressing the funding gap	<p>The 2020-21 budget presents those savings proposals that have already been submitted (by budget holders),challenged and approved. The other savings proposals submitted will continue to be assessed by the Savings Delivery Groups, with bigger savings areas considered by the relevant programme boards.</p> <p>Although it may appear to be the headline figure, the £69M budget gap over four years is significantly less than the total amount of savings achieved over the last four years and is deliverable</p>

Cllr Ian Thorn, Chairman of the Financial Planning Task Group

Report authors:

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Wiltshire Council

Overview and Scrutiny Management Committee

17 March 2020

Joint Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Task Group Report on the Chippenham Station Hub Project

Purpose of the report

1. To present the findings and recommendations of the task group for endorsement by the committee.

Background

2. The Chippenham Station Hub (CSH) project was identified as a specific project for the task group to explore at its October 2017 meeting. The CSH project was intended to enhance the station facilities and develop surrounding land for improved car parking, commercial property and residential property. The task group agreed that it would be worthwhile to evaluate the progress of a SWLEP project and provide feedback for the SWLEP to consider in future projects. It was picked alongside the Greenbridge Roundabout project as one of two specific SWLEP projects for the task group to scrutinise. The aim was for the task group to scrutinise the role of the SWLEP.
3. The task group resolved to consider the following aspects of the CSH:
 - a. Exploring how and why it has been a constantly evolving project;
 - b. What the overall vision and form of the project was;
 - c. How it was identified and selected as a Department for Transport (DfT) project before being unretained (*see definition in paragraphs 13-14*);
 - d. To understand any risk implications and any lessons learned from the project.

Terms of reference

4. The following terms of reference for the piece of work were agreed by the task group on 21 June 2018:
 1. To evaluate the progress of the Chippenham Station Hub Project to date.
 2. To explore the overall ambition of the project and consider how it will meet the set of outcomes provided with the grant.
 3. To provide constructive feedback on the consistency of the ambition and aims of the project translating into its implementation and anticipated outcomes.

Membership

5. Whilst undertaking this work, the task group comprised the following membership:

Wiltshire Council
Cllr Trevor Carbin
Cllr Christine Crisp
Cllr Alan Hill (Chairman)
Cllr Nick Murry

Swindon Borough Council
Cllr Des Moffatt
Cllr Timothy Swinyard
Cllr Rahul Tarar
Cllr Chris Watts

Methodology

6. The task group met and received evidence from the following witnesses:

SWLEP

Paddy Bradley, Director of Partnerships & Programmes, SWLEP
John Mortimer, Chairman of SWLEP Board
Ian Durston, SWLEP Programme Manager

Wiltshire Council

Matt Croston, Strategic Programmes Manager
Cllr Pauline Church, (previously) Cabinet Member for Economic Development and South Wiltshire Recovery.

External

Francis McGarry, Business Development Director for Network Rail (Western Route)
Paul Johnson, Chairman of TransWilts
Luke Farley, GWR

7. The task group has considered the topic of the Chippenham Station Hub Project over six meetings.

Evidence

Key points

8. The way in which projects are selected has changed. This project was selected for funding by central government, projects are now prioritised and selected by LEPs.
9. It should be noted that the “management structure” for projects such as these is as follows:
 - a. The SWLEP is accountable to central government for the delivery of projects’ outputs but does not have direct management of projects;
 - b. Each project has a scheme promoter who takes on management of the project (for the SWLEP area, currently, it would be either Wiltshire

Council, Swindon Borough Council or Wiltshire College), in this case Wiltshire Council managed the delivery of the project;

- c. The SWLEP programme manager leads a Delivery and Performance Team, made up of key officers from both councils, which advises and supports the scheme promoter's Project Management Team to ensure that the outputs from the project are being delivered.
10. Through the discussion with Network Rail the task group was informed that, regardless of the CSH project, Network Rail were responsible and accountable for the development of the area surrounding the station and maximising its economic development, as part of its contract as operator of the train station, which would also include the provision of adequate parking provision. It was noted that Great Western Railway (GWR) were also involved with the development of the café and concourse area.

Overall findings

11. The task group was first briefed in October 2017 where it heard that the project was not included in the original 12 "top priorities" of the 2013 SWLEP strategic plan. The project was located amongst other projects (in an unranked order) and then unilaterally chosen by central government as a project that satisfied both local and national objectives.
12. Following discussion with central government the project was included for delivery through the Local Growth Fund (LGF) by the SWLEP in 2014. A conditional allocation of £16m to be match-funded by private investment and £2m of local contributions had been made, totalling £34m.
13. At the time of the task group's original briefing the project was designated as a "retained scheme" by the Department for Transport (DfT); which meant that DfT would undertake appraisal of the project business case rather than the LEP and the decision to approve the project and grant funding had been retained by DfT (i.e. money would be routed through the LEP but the LEP would have little say over it).
14. By December 2017 the project had recently been 'un-retained' by the DfT as it had been decided that the project's scope was broader than transport. The implications of this were that the project then fell entirely within the governance structure of the SWLEP. The task group heard that this was a positive step with more control over the project handed to the SWLEP by the DfT, including the flexibility to allocate the money elsewhere should the SWLEP board decide to do so.
15. The task group heard that, in 2014, central government was attracted by a range of factors including the following potential benefits from the project:
 - a. 150 houses produced indirectly;
 - b. 390 jobs produced indirectly;
 - c. 7 hectares of employment land;
 - d. 1594 parking spaces created.

16. The masterplan for the project included the following:
 - a. enhanced car parking;
 - b. meeting needs of growing town;
 - c. creating a sense of “arrival”;
 - d. improving commercial attractiveness;
 - e. aligning with the electrification programme (i.e. both programmes to be co-ordinated and delivered at the same time);
 - f. aligning with the Chippenham masterplan.

17. The task group was informed in June 2018 that the adopted Chippenham Site Allocations Plan predicted identified land for at least 4,510 additional homes and around 26.5 hectares of employment land in the surrounding area by 2026. To ensure the Chippenham train station could accommodate this anticipated growth by 2026, an expansion of the CSH was required with improvements to the station facilities, increased car parking capacity, provision of retail and commercial space and additional residential homes; with the following outputs being expected from the project:
 - 102 homes;
 - 5450sqm of commercial floor space;
 - and 1594 parking spaces.

18. At the same task group meeting members heard that the delivery of the project under LGF funding had a deadline of 2021; one of the key risks to the project was a failure to secure match funding from partners.

19. The task group was also informed that this was a complex project with a variety of development activities involved, each potentially requiring a different development partner. For this reason, the project had been split into the following separate phases led by different partners, although Wiltshire Council was the overall scheme promoter for the project:
 - a. (Phase i) Station Capacity Improvements – new booking hall, improved retail unit, gatelines (*a row of turnstiles allowing railway passengers to enter or exit on inserting a ticket*), new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange [GWR led];
 - b. (Phase ii) Wiltshire Council Land – high quality commercial building and decked car parking [Wiltshire Council led];
 - c. (Phase iii) Station Car Parking Capacity Improvements – decked car parking [Wiltshire Council, Network Rail and private sector led];
 - d. (Phase iv) Rationalisation of Station Car Parking – high quality commercial building and decked car parking [Wiltshire Council and Network Rail led];
 - e. (Phase v) Infrastructure Improvements – station square public realm and footbridge [Wiltshire Council and Network Rail led];
 - f. (Phase vi) Commercial Development – high quality commercial and residential units [Chippenham 2020 and development partner led]; and
 - g. (Phase vii) Residential Development – high quality residential units [Network Rail and development partner led].

20. The phased delivery strategy had been determined in order to:
 - a. Accommodate delivery of the GWR station works within the current Great Western franchise (ending April 2020);
 - b. Secure an identified commercial tenant with near term requirements for a commercial opportunity on the Wiltshire Council land;
 - c. Address the interdependencies with adjacent development outside of the scheme's control (timing of GWML electrification works, infrastructure works including new rail bridge relating to Rawlings Green housing development, Langley Park redevelopment programme);
 - d. Address operational issues to allow station operation and provision of car park capacity during the construction works;
 - e. Provide appropriate timescales to obtain relevant stakeholder support and required planning consents;
 - f. Deliver 'quick wins' to support the identified project outcomes of:
 - Improving the station's role as a transport gateway to Chippenham town centre; and
 - Realising opportunities for development to support growth and jobs.
 - g. Align with LGF funding timescales;
 - h. Retain flexibility over the site design and delivery model to best respond to local market conditions; and
 - i. Manage the resource burden on Wiltshire Council recognising that different elements of the project will be delivered by different parties under different arrangements.
21. Whilst the project included aligning with the Chippenham masterplan as part of the CSH masterplan it was noted that the Chippenham masterplan was not an official document. Chippenham Town Council were however developing a Neighbourhood Plan which may adopt elements of the Chippenham masterplan (*still being developed at the time of writing this report*).
22. A total 40% increase in footfall was predicted at Chippenham railway station by 2029, thanks to bigger and more frequent trains which were expected to attract commuters. The project was looking to address this predicted increase through improvements including better signposting and increased parking. Alongside this, commercial developments and housing were investigated.
23. The land available for commercial development at the project site was largely owned by Network Rail. In July 2018 the task group heard that Good Energy had agreed to have an office at the Sadlers Mead Car Park site, which would be delivered through phase 2 of the project and would include a multi-storey car park with provision for Good Energy staff and a few spaces available for the public.
24. It was noted that, at this point in time (July 2018), Good Energy was the only business identified for use of the Commercial Space; it was therefore likely that any additional businesses interested in using the Commercial Space would be identified after the 2021 LGF deadline, therefore without access to funding for the CSH project. The LGF deadline was a hard deadline set by central

government and as such could not be altered, however the deadline applied to the expenditure of funds not the achievement of outputs, which frequently occur in later years, as a result of a project.

25. The task group was informed that SWLEP board had received and considered the various stages of the business case, starting with the outline business case, then a full business case for each stage was produced and considered.
26. At its July 2018 meeting, the task group questioned whether public money should be used to build additional car parking space when the revenue would be collected by private business. It was argued that the benefit of increased parking capacity and the additional footfall from the station development would somewhat offset the revenue issue.
27. At the June and October 2018 meetings, concerns were raised by the task group regarding the construction of the multi-storey car park on the south side of the station as it was felt it may have a negative impact on the planned Extra Care facility, retirement homes and shop.
28. It was confirmed that the SWLEP would not approve funds unless the due planning processes had been followed, during which issues such as the ones raised by the task group (e.g. intrusiveness) would be explored (*planning permission was granted for the multi-storey car park*). It remained the feeling of some members of the task group that the proposed car park may have deterred the applicant(s) for the Extra Care facility, retirement home and shops (*which have subsequently not progressed beyond full planning application*).
29. In October 2018 the task group heard that it was likely some benefits of the project would not be achieved, mainly because of the delays throughout the project making it difficult to meet the impending 2021 LGF deadline. Any remaining aspects of the project would have to be privately contracted.
30. At its April 2019 meeting, the task group noted that the following project's objectives would be met:
 - a. aligning with the electrification programme (with the benefit of longer, faster, and more accessible trains);
 - b. commercial development (office space taken up by Good Energy).
31. Car parking was the main objective that would not be met, as the project won't have created the number of spaces originally envisaged (an additional 1,594 spaces), with effectively only 60 extra spaces gained on the southside of the station. It had not been possible to increase car parking to the northside of the station due to a number of issues including land ownership, listed building access issues and other constraints which meant that a multi-storey car park on the north side of the station could not achieve value for money, and therefore was not developed. Some task group members, understandably, expressed frustration about the limited additional parking provision that would be achieved.
32. At its April 2019 meeting the task group was informed that the LEP hoped that funding could be applied to from other sources, such as the UK Shared

Prosperity Fund to meet the originally expectation for car parking (an additional 1594 spaces to be created).

The 'United Kingdom Shared Prosperity Fund' ("UKSPF") is the Government's initiative to replace EU structural funding after Brexit, i.e. a domestic replacement for the European Structural and Investment Fund (ESIF).

33. The task group noted that a lack of early engagement with GWR and Network Rail led to an initial 6-month delay. At its July 2018 meeting the task group was informed that the SWLEP had been proactive in engaging with Wiltshire Council, GWR and Network Rail to resolve these early engagement issues, alongside the consideration of potential penalties for the scheme promoter for underspends and missing spend deadlines; therefore actually fulfilling the SWLEP's role in terms of supporting and advising the Project Management Team responsible for the delivery of the project.
34. Following this initial lack of engagement, the task group heard that steady progress towards good engagement had been made and was now noted by both GWR and Network Rail as a priority.
35. At the July 2018 meeting, the task group was informed that lessons had been learnt from this by officers responsible for the management of the project regarding the importance of engaging early with private sector organisations and the different ways of engaging with different organisations.
36. At its April 2019 meeting the task group conducted a soft evaluation of the CSH project using an evaluation matrix document with 21 questions regarding the relevance (i.e. original aims and objectives), coherence (consistent with priorities, policies and criteria), effectiveness (achievements to date), efficiency (use of resources), impact (positive and negative), sustainability (benefits likely to endure), and accountability of the project.
37. Although this was a useful exercise for the task group as it enabled it to review the entire development and delivery to date of the project, task group members recognised that they did not have professional expertise to confidently and objectively assess all questions within the matrix. Therefore, there was no agreement within the task group that the exercise was conclusive.

Conclusions

38. As shown in this report and summarised in Appendix A for clarity, the potential benefits expected from the project have changed throughout the delivery of this project with some outcomes not being delivered. The task group was informed of a variety of reasons which led to the project evolving the way it has; including the detailed design of the various elements developing within the cost constraints of the allocated funding and within the needs and constraints of the variety of public sector and private sector partners involved in the project.
39. It was recognised that the following had probably contributed to the issues the project had faced:

The project had not been identified by the SWLEP as one of its twelve priorities in 2013 (*paragraphs 10 to 13 refer*) = The project's strategic plan had not been adequately developed at the time it was unilaterally selected by central government and approved for funding, and the deliverability of the outputs had not been adequately challenged



Work was taking place once the funding had been approved which should have taken place before (i.e. a developed and defined strategic plan) = delays



Redefining and reassessing outputs as strategic plan developed = delays + changed outputs



Not all outputs from the projects could be delivered; some because of the delays experienced (= hard to meet funding deadlines) and some because it came to light that they were undeliverable (*Appendix A refers*).

40. The task group hoped that the lessons learnt with regards to early engagement and different ways to engage with different organisations, as well as the working relationships built from this experience (*paragraphs 33 to 35 refer*), would be carried forward into the future to avoid similar delays, both in this project and others.
41. Nonetheless, task group members were disappointed that delays throughout the process of the project had made it more difficult to meet funding deadlines and hoped that all possible sources would be explored regarding future funding for the aspects of the project awaiting completion post-2021. These include the following referenced to the task group: The UK Shared Prosperity Fund; match funding from GWR and Network Rail; and any future LGF rounds
42. As mentioned previously in this report a situation like this one (where an inadequately developed and defined project at the proposal / strategic plan stage was unilaterally selected for funding by central government) should not occur as LEPs currently determine which projects they fund, and the SWLEP has demonstrated to the task group its commitment to only considering well-developed and well-defined projects for funding.

Recommendations

To the Overview and Scrutiny Management Committee:

- 1. That the content and conclusions detailed in this report be noted.**

To the SWLEP and its future scrutiny body:

- 2. To ensure that the SWLEP's appraisal and approval processes of projects remain robust, because this review has demonstrated that an**

insufficiently developed appraisal and approval process is likely to lead to delays;

- 3. To ensure that delays remain monitored and addressed at the earliest opportunity, because this review has demonstrated that early, possibly avoidable, delays can have ongoing repercussions within a project (such as funding deadlines not being met);**
- 4. To review and monitor the SWLEP's capacity to ensure recommendations 2 and 3 above, in terms of resources – i.e. adequate officer capacity to take direct action when issues arise whilst monitoring many projects (currently 30 projects totalling £518m spend).**

Cllr Alan Hill, Chairman of the Joint SWLEP Task Group

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Appendices

Appendix A - table of outputs (including changes)

Background documents

SWLEP agendas and minutes as presented to the task group:

[Wednesday 24 January 2018 \(item 5.1\)](#)

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Appendix A

	Initial predicted outputs pre-2013 ⁱ	Revised outputs June 2018 ⁱⁱ	January 2020 position ⁱⁱⁱ	Expected outputs on completion	Comment
Parking (spaces) ^{iv}	1,594	No change	1,079	1,079	- Quantum of parking north of tracks is not deliverable within timeframe and budget but future opportunities for decked parking remain. - Sustainable transport package is delivering alternative strategy i.e. reducing parking demand. - Sadlers Mead car park delivers additional 80 spaces on current provision
Housing (Indirect)	150	0	0	0	
Housing (Direct)	0	50	50	50	
Employment (Direct)	390	400	450	450	
Employment (Indirect)	300	80	80	80	
Employment land (ha)	7	0	0	0	
New Employment Space (sq.m)	0	4,000	4,200	4,200	Includes direct projects Good Energy HQ and Co-working space at Phase 6

ⁱ Shows the outputs as they were first reported to SWLEP when the project was initially submitted to Central Government for funding.

ⁱⁱ Shows the figures reported when SWLEP carried out a review of outputs for all projects in 2018. At this stage the focus of the Station Hub project was on the Car Park and Good Energy building at Saddlers Mead – hence the addition of new employment space with the Good Energy building. However, the addition of new employment land on some of the existing car parking space to the south of the railway had run into issues with land acquisition from Network Rail, so outputs for this element were removed.

ⁱⁱⁱ Columns four and five show outputs as they currently stand (and are forecast for the end of the project). There have been significant discussions over the past year about the feasibility of the initially planned extra car parking to the north of the building. This has been shown not to be practical for the time being, hence the reduction in car parking spaces in these columns.

^{iv} There is also some discussion taking place between SWLEP and the scheme promoter on whether the figures for car parking are: new spaces, extra spaces or the total of all spaces available round the station area (with the scheme promoter saying it is the latter).

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Wiltshire Council

Overview and Scrutiny Management Committee

17 March 2020

Future scrutiny of the Swindon and Wiltshire Local Enterprise Partnership

Purpose of report

1. The report is seeking endorsement from the committee:
 - a) Of the proposed future scrutiny arrangements between Wiltshire Council and the Swindon and Wiltshire Local Enterprise Partnership (SWLEP), including the proposed Terms of Reference;
 - b) To close down the existing SWLEP task group.
2. The report also provides information on the SWLEP's current governance arrangements.

Background

3. In 2014 the SWLEP adopted an Assurance Framework which included provision for joint scrutiny arrangements between Wiltshire Council and Swindon Borough Council. This led to the creation of a Joint SWLEP Scrutiny Task Group containing membership from Swindon Borough and Wiltshire non-executive councillors. The objectives of the joint task group were to act as a "critical friend" and develop an overview of strategies and plans, and to provide independent scrutiny of the work of the LEP Board and Joint Strategic Economic Committee (JSEC).
4. The JSEC was a joint committee of Swindon Borough Council and Wiltshire Council comprising members of and delegated authority from each Executive. It was established to provide local democratic and financial accountability for the Strategic Economic Plan and use of Local Growth Fund and other funding streams by the SWLEP.
5. At the time of the JSEC being constituted the SWLEP Board did not meet in public. However, this changed in 2015 and the SWLEP Board has been meeting in public since then.
6. The SWLEP was incorporated as a company limited by guarantee in January 2019. This change of legal status changed the nature of the relationship between the SWLEP, Wiltshire Council as the Accountable Body, and Swindon Borough Council and necessitated a review of the governance framework between these parties, which was the subject of a report to Wiltshire Council's Cabinet on 26 March 2019.
7. In accordance with Part 7 of the Constitution, Cabinet Procedure Rules, the Leader of the Council may amend the Scheme of Delegation relating to cabinet

functions at any time during the year by informing the Proper Officer. This would then be reported to the next ordinary meeting of the council. As a result of the changes to the governance framework supporting the SWLEP, therefore, it is anticipated that the Leader will report to Full Council on 9 July that the JSEC is dissolved and its terms of reference removed from the Constitution.

8. With the dissolution of the JSEC and the SWLEP's change to an incorporated business status an opportunity has arisen to revise the way in which democratic scrutiny of the SWLEP is carried out.

Governance of the SWLEP

Company limited by guarantee

9. In July 2018, Government published a review which recommended that LEPs should be legal entities and have a secretariat independent of local authorities and other organisations that are answerable to the Board.
10. The SWLEP Board took the decision in September 2018 to incorporate as a private company limited by guarantee This was finalised on 14 January 2019.

Accountable body

11. Wiltshire Council is the Accountable Body for the SWLEP. One of the primary roles of the Accountable Body is to hold devolved funding on behalf of the SWLEP and make payments to scheme promoters as per the grant agreements in place for each project or programme. It also ensures that SWLEP:
 - Decisions and activities conform to legal requirements
 - Uses funds appropriately
 - Adheres to its Assurance Procedures
 - Maintains appropriate official records
 - Has advice on legal decisions
 - Has arrangements for local audit

Governance Framework

12. The SWLEP updated its Governance Framework in March 2019 to reflect the changes both to its incorporated status and in line with the latest Government requirements. The Governance Framework is an agreement between the LEP and central government that provides assurance on the SWLEP's decision-making process (further information is available on the [SWLEP's website](#)).

SWLEP Board

13. The SWLEP has a Board of a minimum of 14 and maximum of 20 Members and is constituted to ensure that it is business-led, with its Chair and at least 70% of its Members representing the business community. Board members are appointed on a three-yearly basis (which can be extended in accordance with the articles of association).
14. A nominee from each of the Unitary Authorities is a permanent member of the SWLEP Board. The Chief Executive of Swindon Borough Council and the

Executive Director for Place of Wiltshire Council have the status of non-voting advisors to the Board.

15. The SWLEP Board is responsible for:
 - The development, review and refresh of the Local Industrial Strategy (LIS);
 - The successful and effective delivery of the City Deal, Strategic Economic Plan, the Growth Deal and projects resourced by the Growing Places Infrastructure Fund; and
 - The approval of scheme funding on the basis of recommendations from the relevant sub-groups.
16. There are five core sub-groups reflecting the SWLEP five strategic objectives:
 - Skills and Talent;
 - Transport Infrastructure;
 - Digital Capability;
 - Place-shaping;
 - Business Development.

Task group's consideration of future scrutiny of the SWLEP

17. The task group's revision of the scrutiny engagement with the SWLEP focused on the first of the task group's terms of reference (first adopted at the 28 October 2014 joint task group meeting):

1. *Develop an overview and scrutiny framework and operational protocols which meet the requirements of democratic accountability for the use of public funds by a partnership body which is led by the business community under a mandate from the Secretary of State for Business, Innovation and Skills.*

18. The National Local Growth Assurance Framework 2019 for LEPs ([link](#)) states the following with regards to external scrutiny arrangements for LEPs:

"LEPs should agree with their Accountable Body the appropriate scrutiny arrangements to ensure that decisions have the necessary independent and external scrutiny in place."

*In addition to any agreed internal scrutiny arrangements **within** the LEP, the LEP should participate in relevant Local Authority scrutiny arrangements to guarantee the effective and appropriate democratic scrutiny of their investment decisions. LEPs should ensure this engagement by either:*

- *making an open offer to attend Local Authority Scrutiny Committees in their area and attending when requested; this will enable democratic scrutiny to take place when required and enable LEP decision makers to be held to account;*
- *creating a joint Local Authority Scrutiny Committee, comprised of all Local Authorities from the LEP area, who meet to scrutinise and examine LEP decisions; or*

- *creating a joint Scrutiny Committee which comprises of all Local Authorities from the LEP area and relevant representatives that can provide scrutiny from a business perspective, who meet to scrutinise and examine LEP decisions.”*
19. The Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities ([link](#)) makes the following reference to the scrutiny of LEPs:
- “Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships’ investment decisions.”*
20. This guidance makes clear that different local authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another. Therefore, it is ultimately down to both Wiltshire Council, Swindon Borough Council and SWLEP to agree what they consider to be the best approach for scrutiny of SWLEP’s activities, whilst assuring themselves that appropriate arrangements are in place.
21. The task group considered three options for the future scrutiny of the SWLEP:
- Option 1: Joint Scrutiny Task group with Swindon Borough Council;
 - Option 2: Joint Scrutiny Committee with Swindon Borough Council;
 - Option 3: Relevant Scrutiny Committees Receiving periodic SWLEP updates.

Option 1 - Joint Scrutiny Task group with Swindon Borough Council

22. This option would largely continue the current Overview and Scrutiny arrangements as they are currently. However, the task group could revise/update its current terms reference to reflect the new work arrangements and status of the SWLEP.
23. The task group format provides the benefits, compared to committee:
- a) smaller membership enabling more ad-hoc discussion;
 - b) less formal meetings enabling more extended dialogue with witnesses, which can provide a balanced and informed perspective;
 - c) an effective arena for looking at evidence in detail;
 - d) operating flexibly, taking any approach it considers necessary to inform their deliberations.
24. Although task group meetings are not typically open to the public, any reports produced by the task group, along with any executive responses, are considered in a public forum (except where they contain confidential or exempt information). Along with this the Joint SWLEP Task Group has also provided regular updates to their Overview and Scrutiny Management Committee.
25. Continuing a Joint Scrutiny Task Group would likely benefit from a comprehensive revision of the current terms of reference. This would allow the group to adapt to the SWLEP’s new status. Many aspects of a joint scrutiny committee which might be beneficial to the scrutiny of the SWLEP could be incorporated without being constrained by the implications of establishing a full joint scrutiny committee.

26. Revised terms of reference could include a provision for meetings of the task group to, by default, be open to public attendance unless the consideration of sensitive information required otherwise. Holding meetings in public would also require task group agendas and meeting notes to be published.
27. The task group's terms of reference could provide for the receipt of public questions and public participation, to further strengthen the scrutiny task group's public engagement.
28. The SWLEP is keen to include co-opted SWLEP business membership in future scrutiny engagement methods. Overview and Scrutiny task groups have provision which allows for co-opted members to be included onto their membership. These positions are appointed to individuals because of their specialist knowledge and/or expertise, which in this case would be their specific business knowledge.
29. A revision of the task group's terms of reference would allow for the following changes in the task group's way of working (listed as examples):
 - a) Holding task group meetings in public by default, with the option to hold meetings in private if necessary (for example: to allow the consideration of sensitive information).
 - b) Co-opting of non-SWLEP Board Members (i.e. members of the SWLEP who are not also on the membership of the SWLEP Board) onto the task group membership.
 - c) Establishing, maintaining, and publishing a forward plan for the task group's work including a timetable of meetings for the task group.
 - d) Rebranding the joint task group as a "Joint Standing Task Group" to reflect the interest in the continued scrutiny of the SWLEP.

Option 2 - Joint Scrutiny Committee with Swindon Borough Council

30. This approach would require both agreement from the Full Councils of Wiltshire Council and Swindon Borough Council to create a new formal joint scrutiny committee with non-executive councillor membership from both authorities.
31. The Local Government Act 1972 ([link](#)), Section 102, permits the establishment of joint committees of more than one authority. Sub-sections 2,3 and 5 cover the following topics:
 - a) That the number of members on committees is to be fixed by the appointing authorities.
 - b) That joint committees may include co-opted members
 - c) That members who lose their seat in elections also lose their seat on a committee.
32. The process for establishing the joint committee would be as follows:
 - a) The task group submit its preference to the lead Overview and Scrutiny Committees in Swindon and Wiltshire and recommend that they resolve to investigate the establishment of a Joint Swindon and Wiltshire LEP Select Committee.
 - b) The drafting of terms of reference to cover: purpose; roles, duties and responsibilities; scrutiny function; membership allocation; work

programme; reporting arrangements; agendas, reports and minutes; meeting frequency; election of chair procedure; quorum; voting; declarations of interest.

- c) The lead Overview and Scrutiny Committees to seek support from their respective Full Councils to establish the Joint SWLEP Committee.
33. Such a Joint SWLEP Committee could establish specific joint task groups or rapid scrutiny exercises as and when needed.
34. As referenced above the Local Government Act 1972 provides the ability to include co-opted members on the joint committee's membership. This could be extended to business owner membership in a non-voting role. However, it would need to be ensured that there is no conflict of interest from its membership, such as no relation with any SWLEP directors.
35. A committee structure may provide a more formal approach to scrutiny of the SWLEP, than the current task group approach.
36. Agreements would have to be sought between Wiltshire Council and Swindon Borough Council regarding the resourcing requirements of a formal joint committee. This would include adequate committee room provision, along with additional staffing resource for procedural advice and administrative support and a potential Special Responsibility Allowance (SRA) for the Chairing and Vice-Chairing of a full committee.

Option 3: Relevant Scrutiny Committees at each Local Authority receives SWLEP Updates

37. Under this option the Joint SWLEP Task Group would be dissolved. The scrutiny engagement would be replaced through Swindon Borough Council and Wiltshire Council's respective Overview and Scrutiny Management Committees receiving scheduled updates from the SWLEP on their work and progress.
38. The task group agreed on their meeting of 13 June 2019 that this option should be removed from consideration as it was unlikely to provide the depth of scrutiny required and would also not include co-opted SWLEP business membership.

Conclusions

39. The task group concluded that a task group format would be the better option for future scrutiny of the SWLEP as per the benefits listed in paragraph 23.
40. However, a joint task group, similar to the existing one, and set up in accordance with the Local Government Act 2000 would limit business members' input.
41. It is therefore suggested that a Joint Scrutiny Panel be set up by the SWLEP, with Local Authority members appointed by Wiltshire Council and Swindon Borough Council in the fashion of an outside body.

42. The Joint Scrutiny Panel would not fall under the banner of 'Overview and Scrutiny' as defined by the Local Government Act 2000, but would allow full input and voting rights for business members.
43. Following discussions between the task group and the SWLEP Director, the SWLEP board considered future scrutiny arrangements at its meeting on 26 September 2019 and made the following resolution:
 - a) To authorise the SWLEP Director to work with the relevant partners within the SWLEP to establish a Joint Scrutiny Panel which comprises three non-executive councillors from each of Swindon Borough Council and Wiltshire Council and three business leaders who are members of SWLEP Ltd but do not have representation on the Board of the SWLEP.
44. Proposed terms of reference for the Joint Scrutiny Panel were considered by the SWLEP board at its meeting on 27 November 2019 and are included with this report.
45. The SWLEP has asked the Overview and Scrutiny team at Wiltshire Council to service the Joint Scrutiny Panel and officers are working to agree a charged support arrangement in keeping with the commercialism ethos in the council's Business Plan.

Proposal

46. To note the SWLEP current governance arrangements.
47. To close down the existing joint SWLEP task group.
48. To endorse the proposed future scrutiny arrangements between Wiltshire Council and the SWLEP, including the proposed Terms of Reference.
49. To notify Swindon Borough Council and the SWLEP of this committee's decision with regards to the existing joint SWLEP task group and the proposed future scrutiny arrangements between Wiltshire Council and the SWLEP, including the proposed Terms of Reference.
50. To delegate the appointing procedure for Wiltshire Council's representatives on the SWLEP Panel proposed to the Chairman and Vice-chairman of OS Management Committee.

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Background papers

None

Appendices

DRAFT SWLEP Joint Scrutiny Panel – Terms of Reference

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Swindon and Wiltshire Local Enterprise Partnership (SWLEP) – Joint Scrutiny Panel

Terms of Reference

General

1. These terms of reference set out the membership, remit, responsibilities and reporting arrangements of the SWLEP Joint Scrutiny Panel (also referred to as the Panel in this document).

Background

2. Local Enterprise Partnerships (LEPs) were established as locally-derived business-led partnerships between the private and public sector that would drive local economic growth. Their role has developed considerably since 2010 and LEPs now have responsibility for around £12 billion of public funding and are the mechanism for channelling the Local Growth Fund and other funding to localities.
3. As the role of LEPs has developed, the Government has reviewed the statement of arrangements it expects to see in place within each LEP. This is set out in the National LEP Assurance Framework issued by the Department for Communities and Local Government (DCLG) and is one element of the wider assurance system around LEPs. The National Assurance Framework sets out what government expects LEPs to cover in their local assurance frameworks and the last revision was issued in November 2016. That revision strengthens the rules which LEPs must follow to ensure greater transparency and accountability on how public money is spent.
4. The outcome of a Review of Local Enterprise Partnership Governance and Transparency, led by Mary Ney, Non-Executive Director, DCLG Board, in October 2017, reinforced the importance and value of independent scrutiny.
5. In 2014 the SWLEP adopted an Assurance Framework which included provision for joint scrutiny arrangements between Wiltshire Council and Swindon Borough Council. This led to the creation of a Joint SWLEP Scrutiny Task Group containing membership from Swindon Borough and Wiltshire non-executive councillors. The objectives of the joint task group were to act as a “critical friend” and develop an overview of strategies and plans, and to provide independent scrutiny of the work of the SWLEP Board and Joint Strategic Economic Committee (JSEC).
6. In addition, the SWLEP is accountable for its governance, strategy and delivery to central government through the departments of Business Energy and Industrial Strategy and Housing, Communities and Local Government. The SWLEP has always been a leader within the LEP Network on transparency and democratic accountability.

7. The SWLEP acquired a legal personality when it incorporated as a not-for-profit company limited by guarantee on 14 January 2019. The change of status provided an opportunity to review the local scrutiny arrangements and engage both local non-executive councillors and business leaders in a new scrutiny process.
8. Following consultation of the Joint Scrutiny Task Group, at its meeting on 26 September 2019, the SWLEP Board resolved to establish a Joint Scrutiny Panel, comprising equal membership from Swindon Borough Council, Wiltshire Council and SWLEP Ltd (as further detailed in the Terms of Reference).

Purpose of the SWLEP Joint Scrutiny Panel

9. This Panel will act as a critical friend, developing an overview of strategies and plans and providing independent scrutiny of the work of the LEP Board. It is an essential element of assuring democratic accountability for the use of public funds.
10. The objective is to make constructive recommendations for how future decisions of the LEP can be effectively implemented.
11. The Panel will not have the power to delay the SWLEP's decisions but it will be able to make recommendations for improvement to the SWLEP's decision making process and will be able to make its conclusions public.

Effective scrutiny

12. The Centre for Public Scrutiny has previously identified four Effective Scrutiny Principles, in that it:
 - a. Provides critical friend challenge to decision-makers;
 - b. Enables the voice and concerns of the public and its communities;
 - c. Is carried out by independent minded governors who lead and own the scrutiny process; and
 - d. Drives improvement in public services.
13. Some key concepts for the Panel to consider are that scrutiny should:
 - a. Be independent of the SWLEP Board;
 - b. Be inclusive, structured, non-adversarial and cross-party;
 - c. Offer constructive challenge to prompt SWLEP Board reflection;
 - d. Make recommendations which are evidence based;
 - e. Be part of a wider web of accountability, which may include partners and the public;
 - f. Not unnecessarily duplicate other assurance activity;
 - g. Be appropriately challenging and use effective questioning techniques;
 - h. Ensure value for money; and
 - i. Provide high levels of assurance.

Responsibilities – Terms of Reference

14. It should be noted that the SWLEP Joint Scrutiny Panel does not fall under the banner of 'Overview and Scrutiny' as defined by the Local Government Act 2000 in that it will no longer be a body jointly formed by the two participating councils. However, the two councils will be asked to appoint non-executive councillors to the Panel and it will therefore still provide a scrutiny function led predominantly by democratically elected councillors.
15. The panel will foster and encourage an inclusive, structured, non-partisan and non-adversarial approach which is reliant on evidence rather than anecdote, to perform all scrutiny function on behalf of both Councils in respect of the SWLEP.
16. The panel will develop and approve an annual forward work programme consisting of long-term review of SWLEP programmes, but allowing enough flexibility and time for the review of other significant decisions as they arise in the year, including (but not limited to) any of the following:
 - a. Review the decision making of the SWLEP, and any sub-committees, to ensure due process has been followed and there is a transparent audit trail;
 - b. Review the delivery of SWLEP projects, with the possibility of a "deep dive" exercise on chosen projects or topics if required;
 - c. Review the implementation of the SWLEP strategies, including, but not limited to, the Local Industrial Strategy and its implementation plan and identify opportunities for improvement;
 - d. Review the output and outcomes information of the SWLEP programmes to ensure the SWLEP activities are having a beneficial impact on the economy of the SWLEP area;
 - e. Review the governance of the SWLEP to ensure that it is meeting the required standards, as set down by Central Government, and the highest standards of transparency;
 - f. Make recommendations to the SWLEP Board, and any other relevant sub-committee, on improvement to the SWLEP's decision making process. All recommendations must be realistic and achievable in order for the Panel to make an impact and to be a credible voice within the assurance framework.
 - g. To liaise with other equivalent panels over the development and dissemination of best practice with regards to scrutiny of LEPs.
17. The panel will produce an annual report for the SWLEP Board, which will also be presented to the relevant Overview and Scrutiny Committee for each of the authorities.

SWLEP Joint Scrutiny Panel membership

18. Membership: The panel will have a membership of nine, made up of:
- Three business leaders who are members of SWLEP Ltd but are not represented on the Board of the company;
 - Three non-executive councillors from Swindon Borough Council;
 - Three non-executive councillors from Wiltshire Council;
19. Appointment: subject to agreement by the two local authorities, the relevant Overview and Scrutiny Committee for each will appoint its respective three non-executive councillors, and the SWLEP will appoint its three “non-SWLEP board” members.
20. Term of office: each Local Authority member will be appointed for a whole municipal year, and consideration should be given to local election patterns where appropriate. Business members will be appointed for an initial period of three years from the date of joining the Panel.
21. Chair: to be elected from each membership group on an annual rotating basis, at the panel’s discretion.
- The panel will elect its Chair at its first meeting for the remainder of that calendar year and the calendar year to follow if less than 6 months after the first meeting. After that a chair will be appointed at the first meeting of the panel after the start of the calendar year and for the duration of that calendar year.
22. The Chair has the following duties:
- To set the Agendas for meetings, having regard to the advice of support officers;
 - To develop a draft Annual Work Programme, having regard to the advice of support officers;
 - To facilitate the smooth running of each meeting;
 - To ensure that Members of the Panel have an equal voice and an opportunity to discuss and debate items of interest;
 - To ascertain the sense of the meeting and ensure realistic recommendations are developed;
 - To resolve any dispute in meetings through the exercise of his/her powers;
 - To lead the Panel in its role as critical friend; and
 - To be a champion for the scrutiny role.
 - To present the panel’s annual report to relevant committees, or delegate representation to another member of the panel where required.
23. Quorum: the meeting will require three members representing more than one membership group to be present to be quorate.
24. Attendance: members of the panel are expected to attend no less than 50% of the meetings of the panel. Issues with attendance will be reported to the SWLEP Board and the relevant Overview and Scrutiny Committee.

Meetings of the SWLEP Joint Scrutiny Panel

25. The Joint Scrutiny Panel will meet no less than four times a year and no more than six times a year, unless an additional meeting is either requested or approved by the SWLEP Board to undertake a specific scrutiny exercise.
26. Meetings will be set on a pattern, day and time, to suit members of the panel and will be reviewed on a yearly basis; or following significant membership changes.

Witnesses

27. The Joint Scrutiny Panel will be able to request attendance from Project Managers, members of the SWLEP Board (and any sub-committees) as well as key partners' representatives for SWLEP projects.
28. The panel would first seek advice from the SWLEP's Chief Executive, to ensure that relevant witnesses are approached.

Agendas and minutes for the SWLEP Joint Scrutiny Panel

29. Agendas and minutes for the SWLEP Joint Scrutiny Panel will be supported by Wiltshire Council's Overview and Scrutiny team and accessible on the SWLEP website.
30. Agendas and minutes will also be circulated directly to the members of the panel and any witness presenting evidence at the meeting.

Confidentiality

31. Agendas and minutes from the meetings, can be shared externally unless expressly stated as confidential or in draft form.
32. Members of the Panel are required to respect confidentiality of specific topics discussed at the meeting as requested by other members or witnesses.

Reporting and Monitoring

33. The Joint Scrutiny Panel reports directly to the SWLEP Board. The SWLEP board will monitor the efficiency of the Joint Scrutiny Panel, including through its annual report.
34. The Panel's annual report will also be presented to the relevant Overview and Scrutiny Committee for both local authorities.

Review of the Joint Scrutiny Panel

35. At a minimum the terms of reference will be reviewed annually to ensure that they remain aligned with government policy around accountability and transparency.
36. These may be reviewed sooner, either at the SWLEP Board or Panel's request, should there be significant changes to government policy or if the Terms of References set are preventing the Joint Scrutiny Panel from fulfilling its purpose.
37. Any proposed changes to the Terms of Reference will also be presented to both local authorities' relevant Overview and Scrutiny Committee for consideration.

DRAFT

Wiltshire Council

Overview and Scrutiny Management Committee

17 March 2020

Task Group Update

1. Communications with Councillors Task Group

Membership

Cllr Graham Wright
Cllr Ruth Hopkinson
Cllr Gavin Grant
Cllr Trevor Carbin (Chairman)
Cllr Jose Green

Supporting officer: Natalie Heritage

Terms of Reference

1. To review Wiltshire councillors' experience and expectation of internal communications from the council across its service areas.
2. To contribute to the work already underway to develop a new online information portal for Wiltshire councillors.
3. To make recommendations to ensure that the communications received by Wiltshire councillors take into account their expectations to assist them in undertaking their role as effectively as possible.

Recent activity

The Task Group had a session on Digital Hints and Tips with Tulip Tipper, Senior OD Trainer, on 4 February 2020. The members learnt about how to use Skype, specifically, how to make calls, check someone's availability and add someone to a contact list. Also, the members learnt about viewing calendars in outlook, as well as using this tool to check whether someone else is available and how to schedule a meeting.

The Task Group supported all members attending these sessions, to ensure that Councillors capitalise on making the most of the technology available to them. Additionally, they favoured 'how to' guides accompanying the training sessions, so that individuals could refer back to this information outside of the training session.

The Task Group's final report is being finalised at their meeting on 11 March and will subsequently be added as a supplement to the committee's agenda.

2. Financial Planning Task Group

Membership

Cllr George Jeans
Cllr Pip Ridout
Cllr Ian Thorn (Chairman)
Cllr Stuart Wheeler
Cllr Richard Britton
Cllr Gavin Grant

Supporting officer: Henry Powell

Terms of Reference:

1. To understand and review the Medium Term Financial Strategy (4 year financial model)
2. To understand and review the approach and robustness of the financial planning regime within the Council
3. To understand and help develop the approach to the annual budget setting cycle
4. To review the specific contribution of overview and scrutiny in the annual budget setting cycle with a focus on outcomes
5. To undertake periodic budget monitoring including reviews of key midyear trends and developments and to ensure that these are taken into account when updating the Financial Plan
6. To work under the direction and guidance of the Management Committee and report regularly to the Cabinet Member, Management Committee and select committees (as appropriate) on its work and findings and to make any necessary referrals
7. To review the council's Performance and Risk monitoring reports and the Corporate Performance Framework.

Recent activity

The Task Group has not met since the Committee's last meeting. It will meet again on 19 March 2020, in part to consider its forward work programme for the 2020-21 financial year.

3. Swindon and Wiltshire Local Enterprise Partnership (LEP) Task Group

Membership

Wiltshire Councillors:

Cllr Trevor Carbin
Cllr Christine Crisp
Cllr Alan Hill (Chairman)
Cllr Nick Murry

Swindon Borough Councillors:

Cllr Maureen Penny
Cllr Des Moffatt
Cllr Chris Watts
Cllr Rahul Tarar

Supporting officer: Marie Gondlach

Terms of Reference

1. Develop an overview and scrutiny framework and operational protocols which meet the requirements of democratic accountability for the use of public funds by a partnership body which is led by the business community under a mandate from the Secretary of State for Business, Innovation and Skills.
2. Whilst developing the framework, the Task Group will carry out trial activities to scrutinise the outcomes and work of the SWLEP. In fulfilling this role the task group will:
 - a) Perform all overview and scrutiny functions on behalf of both Councils in respect of the SWLEP and JSEC
 - b) Appoint such sub-groups as it consider appropriate to fulfil those functions.
 - c) Review and/or scrutinise decisions made or actions taken in connection with the discharge or any of the SWLEP and JSEC functions.
 - d) Make reports and recommendations to the Councils relevant partner in connection with the discharge of any functions.
 - e) Approve a forward work programme, including the programme of any sub-groups it appoints so as to ensure that the Task Group and sub-groups' time is effectively and efficiently utilised.
 - f) Foster and encourage an inclusive, structured, non-partisan and non-adversarial approach to overview and scrutiny which is reliant on evidence rather than anecdote.

Recent activity

The committee is invited to consider future overview and scrutiny arrangement for the SWLEP in another item on this agenda.

4. Commercialism Task Group**Membership**

Cllr Richard Britton
Cllr Tony Deane
Cllr Gordon King
Cllr Ian Thorn
Cllr Stuart Wheeler (Chairman)

Supporting officer: Marie Gondlach

Terms of Reference

- a) To support implementation of the council's commercialism agenda, by considering and making recommendations regarding,
- Developing existing income streams
 - Developing new commercial opportunities, either through existing assets or developing or acquiring new ones
 - Councillor and officer expertise in this area
 - The experiences of other local authorities
 - Legal and commercial issues
 - The ethos, values and reputation of the council when considering opportunities.
- b) To liaise with the Financial Planning Task Group, Audit Committee and the Traded Services for Schools Task Group to ensure that a holistic approach is taken with regards to commercialism for the council.

Recent activity

There has been no meetings of the task group since the last meeting of this committee.

Proposals

To note the update on Task Group activity provided.

Report authors:

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Henry Powell, Scrutiny Lead, T: 01225 718052, E: henry.powell@wiltshire.gov.uk

Overview and Scrutiny Management Select Forward Work Programme

Last updated 9 MARCH 2020

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
Commercialism Task Group		
Communications with Councillors Task Group		March 2020

Overview and Scrutiny Management Select – Forward Work Programme			Last updated 9 MARCH 2020		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
2 Jun 2020	Annual OS Report – 2019-20	To present an overview of OS activity during the 2019-20.		Cllr Richard Clewer	Henry Powell
2 Jun 2020	Forward Work Plan		Robin Townsend	Cllr Richard Clewer	Henry Powell
2 Jun 2020	Task Group Update	To receive an update on task group activity.	Robin Townsend	Cllr Richard Clewer	Henry Powell

Children's Select Committee Forward Work Programme

Last updated 1 APRIL 2020

Children's Select Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Child and Adolescent Mental Health Services (CAMHS)	October 2017	5 May 2020
Youth Transport	May 2019	10 March 2020
Traded Services for Schools	December 2017	10 March 2020

Children's Select Committee - Rapid Scrutiny		
Topic	Details	Date

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	DfE Changes - Update from Department for Education	A report by Terence Herbert, Corporate Director, presenting an update on developments relating to children's services arising from the Department for Education.	Terence Herbert	Cabinet Member for Children, Education and Skills	Nicola McCann
	Update from Wiltshire Youth Union Representative	An update including a summary of recent activities of the Wiltshire Youth Union (WYU), the Youth Safeguarding Board (YSB) and the Children in Care Council (CiCC).	Terence Herbert	Cabinet Member for Children, Education and Skills	Sarah Banks
	School Ofsted Judgements	A report which includes information regarding the most recent Ofsted Inspection reports. It will provide an ongoing view of the effectiveness of schools as seen by Ofsted Inspection.	Terence Herbert	Cabinet Member for Children, Education and Skills	Louise Lewis
5 May 2020	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 - Children's Services)	Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 May 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 - Children's Services)	Cabinet Member for Children, Education and Skills	Jen Salter
5 May 2020	Health Outcomes for Wiltshire children	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - to receive a report on the current scrutiny by the council (including information on the current and planned work on this topic of the Safeguarding Vulnerable People Partnership) to explore how the council can best scrutinise what partners (and providers) are doing to provide health outcomes for Wiltshire children.		Cabinet Member for Children, Education and Skills	
5 May 2020	CAMHS Task Group: Final Report - Part B	For the committee to receive the final report of the task group	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Children, Education and Skills	Natalie Heritage

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 May 2020	Early Years & Childcare places across Wiltshire	To receive information on places available (and demand) in Early Years and Childcare settings across Wiltshire			
5 May 2020	Corporate Parenting bi-annual report	To consider the mid-year annual report from Corporate Parenting	Lucy Townsend (Director - Children's Services)	Cabinet Member for Children, Education and Skills	Lisa Pullin
5 May 2020	Executive Response to the Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills, Cabinet Member for Highways, Transport and Waste	Marie Gondlach
5 May 2020	Executive Response to the Final Report of the Traded Services for Schools Task group		Helean Hughes (Director - Education and Skills)	Cabinet Member for Children, Education and Skills	Marie Gondlach

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Jun 2020	Pre-meeting briefing: real-life skills package for care leavers	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - what the council provide for care leavers in terms of "real life" skills (e.g. cooking, managing money, getting ready for employment, etc.), including the package provided by key workers.			
30 Jun 2020	Performance monitoring report	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - that the committee receives performance monitoring reports on the overall service (following on from the pre-meeting briefing at the November meeting on the council's self-assessment process), likely to be June (to consider the year-end data from the previous year) then January meetings.		Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Jun 2020	Safeguarding	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - that a report be brought to the committee in about 6 months, to provide information on what the council does as a whole regarding safeguarding and what it is planning to do, including input from the Safeguarding Board		Cabinet Member for Children, Education and Skills	
30 Jun 2020	Update on the implementation of FACT (Families And Children's Transformation)	As approved at CSC on 12 November 2019 (OS/executive meeting outcome). To received regular updates on the implementation of FACT (Families And Children's Transformation) during 2019-20.	Lucy Townsend (Director - Children's Services)	Cabinet Member for Children, Education and Skills	
30 Jun 2020	CAMHS Task Group: Executive Response	For the task group to receive the executive response to the task group's final report	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Children, Education and Skills	Natalie Heritage

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Jun 2020	Young Carers in Wiltshire - update	As agreed at the 21 January 2020 meeting to receive information following the chair and vice-chair meeting with relevant officers to review the scope of a potential task group or rapid scrutiny with regards to Young Carers in Wiltshire.		Cabinet Member for Children, Education and Skills	Marie Gondlach
22 Sep 2020	Pre-meeting briefing: Outcomes for Disadvantaged learners	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - council's current work and aspirations			
22 Sep 2020	Outcomes for Disadvantaged Learners	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - the council's current work and aspirations.		Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
22 Sep 2020	Wiltshire School Improvement Programme - update	<p>As agreed at the 21 January 2020 meeting:</p> <p>To receive an update (after summer 2020), including specific measurable evidence of impact on pupil outcomes of the new way of working, as part of the School Performance report, where possible including direct feedback from schools (on receiving the support). If possible a diagram showing the new way of working / system.</p>			
22 Sep 2020	Draft annual Corporate Parenting Panel Report	To consider the draft annual Corporate Parenting Panel before it is presented to Full Council on 20 October 2020.	Lucy Townsend (Director - Children's Services)	Cabinet Member for Children, Education and Skills	Lisa Pullin

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
17 Nov 2020	Pre-meeting briefing: recruitment of in-house foster carers	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - a pre-meeting briefing on the recruitment of in-house foster carers, if possible including "known issues" and the numbers of in-house foster carers for both Wiltshire and comparator authorities (if these are recorded / reported) compared to demand / need.			
17 Nov 2020	Update on the implementation of FACT (Families And Children's Transformation)	As approved at CSC on 12 November 2019 (OS/executive meeting outcome). To received regular updates on the implementation of FACT (Families And Children's Transformation) during 2019-20.	Lucy Townsend (Director - Children's Services)	Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 1 APRIL 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
19 Jan 2021	Performance monitoring report	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - that the committee receives performance monitoring reports on the overall service (following on from the pre-meeting briefing at the November meeting on the council's self-assessment process), likely to be June (to consider the year-end data from the previous year) then January meetings.		Cabinet Member for Children, Education and Skills	

Environment Select Committee Forward Work Programme

Last updated 6 MARCH 2020

Environment Select Committee - Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Global Warming and Climate Emergency Task Group	May 2019	TBC
Housing Aids & Adaptations Task Group	Dec 2019	May 2020

Environment Select Committee - Rapid Scrutiny		
Topic	Details	Date

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
6 May 2020	Western Gateway Rail Strategy	As discussed at 24 October 2019 ESC-Executive meeting on the highways and transport portfolio, the committee to receive a Chairman's Announcement as an update on this item, ahead of a full report outlining the rail strategy for the region that Wiltshire's sub-national transport body encompasses at the subsequent committee meeting	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	David Phillips
6 May 2020	A Better Deal for Bus Users	Following the Briefing Note circulated on 26 February 2020 on the Government's funding for 'a better deal for bus users', the committee to consider the report sent to Government detailing how Wiltshire intends to spend the £671,171 allocated to Wiltshire for improving bus services As discussed at committee on 4 March 2020, the committee to receive the report sent to Government		Cabinet Member for Highways, Transport and Waste	Jason Salter

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
6 May 2020	CATGs: 10 Years On	As discussed at 24 October 2019 ESC-Executive meeting on the 'highways and transport' portfolio, a report to be provided detailing the benefit that CATGs have brought to Wiltshire's communities, following the 10 years since they were first implemented	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Allan Creedy, Peter Binley
6 May 2020	Housing Aids and Adaptations: Final Report	For the committee to receive the final report of the task group	Simon Hendey (Director - Housing and Commercial), Sam Fox (Director - Economic Development and Planning)	Cabinet Member for Spatial Planning, Development Management and Investment, Cllr Richard Clewer	Natalie Heritage
6 May 2020	Chairman's Announcement - Housing Board: KPIs	As resolved at committee on 4 March 2020, a Chairman's Announcement to include the KPIs that the Housing Board use	Simon Hendey (Director - Housing and Commercial)	Cllr Richard Clewer	Ian Seeckts

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
6 May 2020	Local Plan Review	As discussed at a briefing meeting held with the Vice-Chairman and Cabinet Member for Spatial Planning, Development Management and Investment on 4 March 2020, a Chairman's Announcement to be provided to the committee, updating on the progress of work for the Local Plan Review	Sam Fox (Director - Economic Development and Planning)	Cabinet Member for Spatial Planning, Development Management and Investment	Georgina Clampitt-Dix
16 Jun 2020	Waste Management Strategy: Annual Review	For the committee to receive an annual update on: - a review of changes to legislation and government policy - performance in 2019-20 - an action plan for 2020-21	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Tracy Carter
16 Jun 2020	Libraries Strategy & Visioning Plan	To provide members with a detailed plan of the work required to achieve a strategic vision for the council's Library provision, ensuring that the service meets the future needs of Wiltshire's communities, ahead of Cabinet's consideration of the item.	Jessica Gibbons (Director - Communities and Neighbourhood Services)	Cabinet Member for Communications, Communities, Leisure and Libraries	Louise Cary

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
16 Jun 2020	Housing Aids and Adaptations: Executive Response	For the committee to receive the executive response to the task group's final report	Simon Hendey (Director - Housing and Commercial), Sam Fox (Director - Economic Development and Planning)	Cabinet Member for Spatial Planning, Development Management and Investment, Cllr Richard Clewer	Natalie Heritage
10 Nov 2020	Highways Annual Review of Service	As resolved at 5 November 2019 meeting, the committee to receive a report on the highways service and the Performance Management Framework in a year's time	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
Not before 13 Jan 2021	Depot Strategy	As resolved at Cabinet on 7 January 2020, the Environment Select Committee to consider the Depot Strategy (Phase Two) ahead of Cabinet	Parvis Khansari, Simon Hendey (Director - Housing and Commercial)	Cabinet Member for ICT, Digitalisation and Operational Assets, Cabinet Member for Highways, Transport and Waste, Cabinet Member for Spatial Planning, Development Management and Investment	Nick Darbyshire, Mike Dawson, Bill Parks
13 Jan 2021	Environment Bill	As discussed at 24 October 2019 ESC-Executive meeting on the 'waste' portfolio, the committee to consider a high-level overview of the Government's environment bill and the implications for Wiltshire.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Tracy Carter

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2021	Trowbridge Bat Mitigation Strategy: 12 month review	As requested by Cllr Oldrieve (committee member) and agreed by the Chairman, the committee to review the progress of the Strategy, once it has been implemented for 12 months	Sam Fox (Director - Economic Development and Planning)	Cabinet Member for Spatial Planning, Development Management and Investment	Georgina Clampitt-Dix, Lynn Trigwell, Geoff Winslow
3 Mar 2021	Implementation of the Waste Contracts	As resolved on 4 March 2020, the committee to receive an update on the improvement to Wiltshire's recycling, now that the enhanced recycling service has been operating for over 12 months	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Tracy Carter
	Public Transport Review Update	As resolved at 23 April 2019 meeting, the Head of Passenger Transport to provide a statement updating on the progress of the Judicial Review	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Jason Salter
	Award of the New Highways Term Consultancy Contract	As resolved at 23 April 2019 meeting, the Committee to receive an update on the outcome of the tender assessment process, once the information can be made available to the public (received in Part One)	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Steve Cross

Environment Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Provision for Gypsy and Travellers	To consider information ahead of Cabinet	Flo Churchill (Interim Director - Economic Development and Planning)	Cabinet Member for Spatial Planning, Development Management and Investment	Georgina Clampitt-Dix
	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

Health Select Committee Forward Work Programme

Last updated 6 MARCH 2020

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)			23 June 2020
N/A			

Health Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
23 Jun 2020	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.			Natalie Heritage
23 Jun 2020	Adult Social Care - Quarterly scorecard	Following consideration of the scorecard at the 5 November 2019 meeting - to receive an update		Cabinet Member for Adult Social Care, Public Health and Public Protection	
23 Jun 2020	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
23 Jun 2020	CAMHS Task Group: Final Report - Part B	For the committee to receive the task group's final report	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Children, Education and Skills	Natalie Heritage
23 Jun 2020	Cancer care strategies - update	(date TBC) To receive an update following the information provided at the HSC meeting in September 2017.			CCG

Health Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
23 Jun 2020	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	
23 Jun 2020	Mental Health bed-base review	As agreed at the 5 November 2019 meeting - To bring forward an update on the Mental Health bed-base review to the next meeting in January 2020, but acknowledging that this might be delayed as there was more work to be undertaken.	Claire Edgar (Director - Learning Disabilities and Mental Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	CCG - Lucy Baker
23 Jun 2020	NHS Health Checks	As agreed at the 5 November 2019 meeting - To receive the annual update on programme performance for 2019-20 for NHS Health Checks at the 23 June 2020 meeting.	Tracy Daszkiewicz (Director - Public Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	Steve Maddern
23 Jun 2020	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)			Natalie Heritage

Health Select Committee – Forward Work Programme			Last updated 6 MARCH 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
15 Sep 2020	00 - Pre-Meeting Briefing Intermediate Care Services Review	As per meeting 3 March 2020 - a pre-meeting briefing once the service review is nearing completion, including the definition of system flow beds.	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	James Corrigan
15 Sep 2020	CAMHS Task Group: Executive Response	For the committee to receive the executive response to the task group's final report	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Children, Education and Skills	Natalie Heritage
15 Sep 2020	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.	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	Gary Binstead
15 Sep 2020	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	

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15 Sep 2020	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.	Terence Herbert	Cabinet Member for Adult Social Care, Public Health and Public Protection	
15 Sep 2020	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	
15 Sep 2020	Update on Strategic Outline Case - consultation results	Update on the information provided at the HSC meeting in September 2017.			
10 Nov 2020	00 - pre-meeting briefing - Shared Lives	For the committee to receive information on the Shared Lives scheme			
10 Nov 2020	00 - Pre-Meeting Briefing Social Prescribing	As per 3 March 2020 meeting - to provide information on what social prescribing is and what it looks like in Wiltshire			Neal Goodwin, CCG Helen Scott, CCG

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10 Nov 2020	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	
10 Nov 2020	AWP - 12 months update	<p>As agreed at the 5 November 2019 meeting:</p> <p>To note the update report and to request an annual update in November 2020 with a specific interest in the following:</p> <ul style="list-style-type: none"> - The development of the roles / career pathway for AWP employees (to help retention of staff) - the associate psychologist apprenticeship pilot (being piloted from January 2020) and other apprenticeship opportunities - the Out of hours service (being piloted with Medvivo) - engagement programme with carers (and families) and overall recognition of carers (possibly with information on the Making Families Count charity and its programme of work) <p>To ask AWP to engage with the Council to ensure it is fully aware of the Single View programme.</p>			AWP - Nicola Hazle

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10 Nov 2020	Social Prescribing	As per meeting 3 March 2020 - To receive an update to report on: - performance; - recruitment, appointment and retention of social prescribers - models of social prescribers in Wiltshire (subcontracted as Community Connectors and other options); - partnership working between Health, the council and voluntary sector with regards to social prescribers (ensuring no gaps); - outcomes of the Wiltshire 'bees' and 'swarms' community initiative (and ongoing activities).			Neal Goodwin, CCG Helen Scott, CCG
2 Mar 2021	Salisbury NHS Foundation Trust quality priorities for 2021/22	As per meeting 3 March 2020 - update from Salisbury NHS Foundation Trust on its quality priorities for 2021/22 to include segmenting figures by age where possible			Lorna Wilkinson, Director of Nursing, Salisbury NHS Foundation Trust Claire Gorzanski, Head of Clinical Effectiveness, Salisbury NHS Foundation Trust

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2 Mar 2021	Wiltshire Safeguarding Adult Board	As per 3 March 2020 meeting - update to include confirmation that the Board ensured the recommendations of the Safeguarding Adult Review for adult E and thematic learning from case reviews were shared and effected change across local organisations			Richard Crompton, Independent Chair of Wiltshire Safeguarding Adult Board
	Homelessness – interconnection of services	As raised by Cllr Gavin Grant, and approved by the committee, at the January 2020 meeting when reviewing the committee's forward work programme. Further details to be provided.			
	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
	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

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	White Paper	To consider both the government and the LGA green paper on care and support for older people. 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.			Natalie Heritage
	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
	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

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	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
	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.			