

Wiltshire Council

Overview and Scrutiny Management Committee

18 September 2018

Task Group and Programme Board OS Representative Update

1. Digital Strategy and Implementation Task Group

Membership

Cllr Howard Greenman
Cllr Jon Hubbard (Chairman)
Cllr Bob Jones OBE
Cllr Stuart Wheeler
Cllr Gordon King

Terms of Reference:

1. Explore their options of the Microsoft Exercise and look at learning from other councils on how to potentially use those solutions
2. Look at the list of projects and how things become projects - explore how these can be better vetted in future to ensure project meet best needs
3. Look at audit of existing software and how much we are/are not duplicating systems and costs
4. How we interface between service users/residents and the council and its digital systems

Recent Activity

The Digital Strategy & Implementation Task Group met on 23 July 2018.

The task group received evidence from the Head of ICT, Steve Vercella, on how the Council's ICT system operates as a whole. It was explained that the Council's connections and partnership with Wiltshire Police and the National Cyber-Security Centre provided opportunities for added security of the Council's systems.

The meeting also discussed the ICT Project Prioritisation List. It was detailed that there is a matrix system for how projects are prioritised and, in pursuit of avoiding duplication of systems, this List is set to become a corporate list in due course. Therefore, a paper will shortly be submitted to CLT and the task group are keen to be involved in this process.

The Microsoft Navigator Programme was also raised and Cllr Wheeler will be reviewing the contract and highlighting any potential lines of enquiry to the task group, who may decide to meet independently at their next meeting to discuss these points.

The group also discussed contingency plans and business continuity plans, should the Council's cloud server fail. The task group agreed that, going forwards, they will focus on monitoring of the Value Added aspect of the Microsoft Navigator Programme, as part of their overview and scrutiny role.

The task group are due to meet again on 11 September and will either be discussing Cllr Wheeler's points from the Microsoft contract, or the paper around the corporate list to be created from the ICT Project Prioritisation List.

The task group also agreed with the Executive to amend their Terms of Reference, as there was agreement that the task group was not adding maximum value; as its work programme could be better focused (see Proposal below).

Please also see the separate interim report provided.

2. Financial Planning Task Group

Membership

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

Recent activity

The task group met on 16 July to discuss the Adult Social Care budget 2018/19. Members received a comprehensive briefing from officers and Executive members on how the budget was developed and the main changes and challenges for this financial year. Key discussion points included:

- The need to save £16.524 over the next 3 years and the importance of constantly looking ahead to identify future savings to ensure they are full-year.
- Thanks to having analysed ASC budgets from the ground up the council can now form an accurate picture of both service and financial demand.
- Reablement can make significant changes to how the council supports people to avoid longer term care needs, producing a mixture of savings from current care costs and future cost avoidance. The team is still embedding, but is already making significant differences to the care people are receiving.
- Phase 1 of the ASC transformation programme showed that clients were coming with very complex needs and there was a need for more highly qualified staff who could accurately assess needs from the outset. Transformation Phase

2 we will look at the longer term picture i.e. the lifetime costs of poor outcomes early in life and what preventive work we can do.

- The market is currently complex with variability in the resilience and flexibility of different providers. The domiciliary care demand should reduce, but having only two providers still carries risk. The council has therefore sought to engage with more contractors and to have more of a partnership relationship than a client-contractor relationship. It has also been discussing the re-profiling of some residential beds with the providers to address areas of greater demand. In general we are seeking to shape the market and build positive relationships with providers, rather than a more old-fashioned command and control approach. Our historic commissioning practices were too adversarial and outdated.
- For this year we set a 2% inflationary increase to spot purchase prices (instead of 1%) because historically the increases have been too low. It is better to give a reasonable increase than have a provider slip into financial difficulties and ultimately cease operating.
- There is potentially a wider piece of work to be done addressing how area boards and voluntary groups can play a greater role in supporting vulnerable adults in our communities. We should have 18 health & wellbeing boards under the area boards and they need to be supported to share best practice.
- The task group will receive an update in December 2018.

The task group also met on 26 July to discuss the delivery of actions under the Commercial Policy. Key discussion points included:

- The council is developing structures and 'vehicles' so that it is ready and able to take up commercial opportunities when they arrive.
- The council needs to 'know what it knows' so that it can exploit where appropriate the value of that knowledge.
- Although councils have access to cheap money they also have to be careful how they account for that debt. The council may also need to take risks to a greater degree than previously to make anything more than marginal profits from investments.
- Some form of board would need to be set up to take commercial decisions with the council setting parameters, but acting as a shareholder. Sometimes the council itself can take the decisions, but these can be delegated to a small group of councillors or officers for speed and efficiency.
- The council is already very effective at making income from certain commercial areas, e.g. renting commercial property and housing developments. It could make better use of these skills by ensuring there is spare officer capacity to take commercial initiatives forward.
- The council is looking at a broad variety of sites and developments and there is a decent degree of confidence in generating a return.
- The task group will continue to monitor the topic.

The task group will next meet on 19 September 2018 and the agenda includes the following items:

1. Revenue budget monitoring
2. Budget process for 2019/20
3. Performance and risk monitoring
4. Salisbury Museum – Request for Support
5. Commercial investments update

3. High-speed Broadband

Programme Board representative

Cllr George Jeans

Recent activity

Please see the separate report.

4. Military and Civilian Integration Partnership Task Group

Membership

Cllr Ian Blair-Pilling
Cllr Richard Britton (chairman)
Cllr Gordon King
Cllr Mollie Groom
Cllr Alan Hill
Cllr Tony Jackson
Cllr Graham Wright

Terms of Reference

1. To identify any risks and opportunities presented by the MCIP that are relevant to Wiltshire Council services and priorities, focusing on the following themes:
 - Housing
 - Health
 - Infrastructure
 - Budget
 - Schools
 - Employment (leavers and dependents)
2. To make workable recommendations on how any identified risks could be mitigated and opportunities exploited to support delivery of the MCIP and of relevant priorities within the Council's Business Plan.

Recent activity

A verbal update will be provided.

4. 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

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 task group last met on 31st July to receive the Annual Report of the SWLEP 2018 and begin their scrutiny work on the Chippenham Station Hub. Key discussion points on the annual report included:

- It would be beneficial for the annual reports to include reference to the work and involvement of the Joint SWLEP task group within the “Accountability and Transparency” section.

Key discussion points on the Chippenham Station Hub included:

- The 5400m2 of commercial space to be made available. It was heard that one business had expressed interest in setting up an office. More interest is to be expected as the project continues.
- Clarification on the revenue from the car park charges was sought and this was still yet to be determined as part of the contract between Network Rail and Great Western Rail.
- Business relations with Great Western Railway and Network Rail had improved to a much better level than before. The process had been a learning experience for officers in the mechanics of working with such companies.
- The deadline for 2023 was also confirmed as still realistic, with residential developments taking place in the later parts of the project.

The task group will next meet on 2nd October to continue work on the Chippenham Station Hub, and to receive a report on the Better Business for All Partnership. A meeting between the Chair of the task group and the lead officer for the SWLEP has been organised to discuss further topics of interest to add to the task group’s forward plan.

Proposal

- 1. To note the update on OS task group and programme board representative activity provided.**
- 2. To add Cllrs Britton and Grant to the membership of the Financial Planning Task Group.**
- 3. To endorse the Digital Strategy and Implementation Task Group’s amended Terms of Reference of:**
 - a) Look at audit of existing software and how much we are/are not duplicating systems and costs**
 - b) Look at the list of projects and how things become projects - explore how these can be better vetted in future to ensure project meet best needs**
 - c) Explore their options of the Microsoft Exercise and look at learning from other councils on how to potentially use those solutions**
 - d) How we interface between service users/residents and the council and its digital systems.**

Report authors: Toby Eliot, Senior Corporate Support Manager
 Natalie Heritage, Senior Scrutiny Officer, T: 01225 718062, E: Natalie.Heritage@wiltshire.gov.uk
 Adam Brown, Senior Scrutiny Officer, T: 01225 718038, E: adam.brown@wiltshire.gov.uk
 Henry Powell, Scrutiny Lead, T: 01225 718052, E: henry.powell@wiltshire.gov.uk

