

AGENDA SUPPLEMENT (1)

Meeting: Overview and Scrutiny Management Committee

Place: Online Meeting

Date: Tuesday 9 March 2021

Time: 10.30 am

The Agenda for the above meeting was published on 1 March 2021. Additional documents are now available and are attached to this Agenda Supplement.

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

8 **Review of Overview and Scrutiny 2017-2021** (Pages 3 - 56)

A report from the Democracy Manager (Scrutiny) is attached.

DATE OF PUBLICATION: 5 March 2021

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Wiltshire Council

Overview and Scrutiny Management Committee

9 March 2021

Review of Overview and Scrutiny 2017-21

Purpose

1. To highlight the key pieces of work undertaken by Overview and Scrutiny (OS) during the 2017-21 Council and to recommend topics to the Management Committee for suggested inclusion in a new OS work programme after the elections.
2. To review the approach and effectiveness of OS during the 2017-21 Council and make recommendations for consideration by OS Management Committee after the elections.

Background

3. An opportunity for Overview and Scrutiny (OS) to look back on its activity during the outgoing council is an important part of its learning and improvement journey. The legacy process allows consideration of OS's successes and challenges during the past four years, including the key scrutiny reviews undertaken. It can then submit suggestions for OS under the next council to consider in order to maximise the impact of its activity.
4. For the 2017-21 council, the following process has been conducted:
 - 1) **Feedback from OS members, Executive members and senior officers**

All select committee members invited to suggest work priorities for OS under the next council and suggest improvements to OS's approach. The chairman and vice-chairman of OS Management Committee also met with other select committee chairmen and vice-chairmen, as well as the council's Executive and Corporate Leadership Team and their feedback has been incorporated into some of the recommendations set out below.
 - 2) **Select Committee 'end of term' reports**

The three select committees considered their 'end of term' reports, highlighting the key pieces of work done during the current council and suggesting ongoing pieces of work under the next. These, plus the equivalent information for the Management Committee, are listed in the table under **Appendix A**.
 - 3) **OS Management Committee reviews the work of OS during 201-21**

Having considered the above, this committee is asked to agree an overarching report for submission to the new council to be considered at the next Management Committee's first meeting for the 2021-25 council.

Review of Overview and Scrutiny 2017-21

Context

5. A key milestone for OS during the 2017-21 council was the publication of new statutory guidance on OS at local authorities in England and Wales. This followed a review of OS's effectiveness by the Ministry for Housing, Communities and Local Government (MHCLG) parliamentary select committee. The council submitted two responses to this enquiry, setting out Management Committee's views on effective OS practice.
6. In June 2019, OS Management Committee considered the new statutory Guidance and its implications for Wiltshire, concluding that the council was closely aligned with the best practice set out (and also with the recommendations of the MCHLG select committee).
7. From May 2017 to March 2020, OS operated its constituted structure, with four select committees meeting 6-8 times per year typically operating around 3 task groups each plus ad hoc rapid scrutiny exercises and representation on council programme boards. This structure and approach is broadly in line with most of the other large, top-tier councils surveyed in 2020.
8. Due to the COVID-19 pandemic, between April and December 2020, OS switched to a streamlined model focusing on COVID-19 through a dedicated task group and OS Management Committee. All other task group and rapid scrutiny activity was suspended, excepting the priority work being undertaken by the Financial Planning and Global Warming & Climate Change task groups. This streamlined approach was agreed in order to protect council resources, allowing officers focus on the urgent operational response to the pandemic. In practice, it involved:
 - a) A reduction in the public OS undertaken;
 - b) Greater use of informal select committee meetings and 'offline' engagement by leading OS members with select committees and the Executive;
 - c) More officer briefings for select committee chairmen and vice-chairmen on forthcoming proposals to Cabinet.
9. Since January 2021, the full select committee structure has been reinstated, with agreement that agendas are focused on COVID-19 and other priority areas, questions are provided in advance where possible and meetings aim to conclude within 2 hours.

OS key activities – 2017-21

10. With Council elections in May, each select committee has produced an "end of term" style report to highlight the good work done and outcomes achieved. These, along with relevant Management Committee activities, are listed in **Appendix A**.

Recommended ongoing OS work – 2021-25

11. Also extracted from the select committees' reports is a list of reviews which they consider should be included as ongoing pieces of work in any new OS work programme. These are shown in **Appendix B** and again include relevant Management Committee responsibilities.

OS's approach 2017-21 and 2021-25

12. Following the discussions outlined under paragraph 4, it is proposed that the following represent the **key strengths** of Wiltshire OS during the 2013-17 council:
 - a) Positive OS-Executive working relationships
 - b) In general, good opportunities to influence policy at an early stage
 - c) An apolitical and collaborative culture
 - d) Focused on the council's key priorities
 - e) An appropriate balance of proactive-reactive OS (with few "call-ins")
 - f) Willingness and support from officers across the council
 - g) Dedicated scrutiny officer resource
 - h) The use of information briefings to inform and educate councillors, as a complement to OS meetings
 - i) Particularly valuable work undertaken by OS task groups
 - j) Positive engagement with a variety of partners
 - k) Efficient and effective engagement on the COVID-19 response when a streamlined OS model was necessary.

13. Following the discussions outlined under paragraph 4, it is proposed that the following represent the **key areas for development** for OS to consider under the 2017-21 council:
 - a) Be more proactive in identifying and pursuing work priorities beyond the Cabinet forward work programme
 - b) Reintroduce regular liaison between OS chairmen/vice-chairmen and their Executive counterparts to support OS work planning
 - c) More regular liaison between all OS chairmen and vice-chairmen, focusing on oversight and continuous improvement
 - d) Give greater profile to financial and corporate scrutiny
 - e) Seek more opportunities to influence policy at an early stage
 - f) Continue to make efficient use of virtual meetings for task groups, rapid scrutiny exercises and briefings etc.
 - g) Continue to aim for committee agendas focused on priority areas, delivering <2-hour meetings where possible
 - h) Undertake more liaison with MPs on local issues with a national component
 - i) Increase public awareness of, and engagement in, OS work
 - j) Make better use of councillors' diverse knowledge and experience
 - k) Maximise the number of non-executive councillors participating in OS, taking the post-election induction as an opportunity to promote OS
 - l) Expand the use of information briefings, taking advantage of remote meeting technology to arrange these flexibly, having discussed the most appropriate topics with Executive, officer and partner colleagues
 - m) Refine the process for OS task groups jointly established by two or more select committees

14. The additional **key development areas** below have been specifically identified by **Children's Select Committee** for consideration by its successor committee:
 - a) Ensure that no issues are missed by implementing a more joined-up approach with other groups such as:

- Corporate Parenting Panel
 - Schools Forum
 - Health Select Committee
 - Safeguarding Vulnerable People Partnership (SVPP)
 - FACT programme boards
 - SEND Local Area Board
 - Wiltshire Council's Health and Wellbeing Board.
- b) For the above to include:
- Liaison between the respective chairmen when a committee agenda is being prepared
 - Annual meetings between the respective chairs when the Committee is setting its priorities for the year ahead
 - Communication with the Chair and Vice-Chair of Schools Forum ahead of the annual budget scrutiny process.
- c) Embed the voices of Wiltshire's children and young people in the work of the committee through:
- Regular updates from the Youth Voice team
 - Direct engagement with the Wiltshire Youth Union (including Children in Care Council (CiCC), Members of the Youth Parliament (MYP's), and Care Leavers Forum) to ensure that the committee is aware of WYU's priorities when the committee is setting its work programme.
- d) Consider joint training and information sessions between the committee and the bodies listed above, to maximise officers' time and strengthen working relationships.
- e) Consider forming small working groups to undertake detailed reviews of the 8+ annual reports received by the committee, with findings reported to committee, and/or for questions on these reports to be invited in advance.

Next Steps

15. Members of the Management Committee are asked to give guidance on what should be included from the attached appendices in the final 2017-21 legacy report to Management Committee under the new Council.
16. Following the elections this will then be made available to the new Management Committee, appointed by Council on 18 May 2021. The Management Committee's first meeting is scheduled for 25 May 2021, when the chairman and vice-chairman will be elected from among the appointed members. Direction will then be given to the select committees when they first meet over the initial development of the new work programme. An element of dialogue will naturally occur between the Management Committee and select committees and through consultation with the executive and partners over the following cycle of meetings before finalising the plan.

Recommendations

17. To thank all those councillors, co-opted members, stakeholders, partner organisations, officers, other witnesses and members of the public who have positively contributed to

the work of the select committees and in the effective delivery of the OS work programme;

18. To acknowledge that the content of the report, including the key activities listed at **Appendix A**, demonstrates the significant contribution that OS is making to open and honest decision-making and to the overall good governance of the authority;
19. To refer the topics listed in **Appendix B**, and the strengths and development areas listed under paragraphs 12-14, for consideration by OS Management Committee at its first meeting of the new Council.

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Appendices

Appendix A OS Key activity and achievements 2013-17

Appendix B Recommended ongoing OS work 2017-21

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Appendix A – OS Key activity and achievements 2017-21

Children’s Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Task Groups:			
Child and Adolescent Mental Health Services (CAMHS) task group (joint with Health Select Committee)	November 2017 – ongoing	Highlighted lessons learned from the previous primary and specialist CAMHS model and quality assured the new governance arrangements. It is planned for the task group to carry on its work in the new council.	12 recommendations focusing on enhancing the experience for children and young people, including “early intervention”, continuity of care, and clarifying the self-referral process.
SEND School Provision task group	September 2018 - ongoing	The task group was originally established to look at the plans for the future provision of SEND schools and school places in Wiltshire, then evolved to consider the future provision of SEND education for Wiltshire’s children and young people, for which it undertook a detailed review of evidence and visited all 6 special schools across the region, working with SEND schools and the Wiltshire Parent Carer Council.	11 recommendations relating to the potential future provision of SEND education in Wiltshire 16 recommendations on the proposed restructuring of the Wiltshire’s special schools
Traded Services for Schools and Outdoor Education task group	February 2018 – March 2020	Established, following two rapid scrutiny exercises, to review the proposed developments for traded services to schools and to review and comment on the Cabinet report regarding the proposals for the future of outdoor education in Wiltshire.	5 recommendations were implemented as the task group carried out its work on Traded Services. The task group made a further 7 recommendations to ensure that traded services

Appendix A – OS Key activity and achievements 2017-21

Children's Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
		<p>The task group then evolved to include scrutiny of the Council's advertising of the two outdoor education sites as well subsequent decision-making process regarding expressions of interest (bids).</p> <p>Examined the potential impacts of closing the Braeside and Oxenwood educational centres, with both facilities now continuing to provide valuable outdoor learning opportunities for young people.</p>	<p>for school was successful and flexibly met customers' needs. The task group's key findings and recommendations were presented to two Cabinet meetings with regards to Outdoor Education and formed part of the decision-making process.</p>
Youth Transport task group	May 2019 – March 2020	Established to investigate the current range of public transportation options available to young people in Wiltshire, and to identify any unmet needs, gaps in service provision, and potential areas of improvement.	Produced recommendations with a focus on the improvement of Wiltshire's public transport services for young people.
Rapid Scrutiny Exercises:			
Care leavers Local Offer	23 January and 27 April 2018	Helped to define the priorities in the council's new Local Offer for care leavers.	5 recommendations including prioritisation of funding, increase in grant (to align with surrounding areas) and reallocation of funding.

Appendix A – OS Key activity and achievements 2017-21

Children’s Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Youth democracy	June 2018 - ongoing	Appointed two new young Wiltshire residents as Youth Representatives on the committee to provide young people’s voice in its debates.	To embed the voice of Young People in the work of the committee.
Children’s Centre Consultation Rapid Scrutiny Exercise	15 April 2019	<p>Established to consider the results of the consultation, the proposed closures and the plans for alternative venues for Children’s Centres. Scrutinised proposals to transfer services from dedicated buildings to community settings.</p> <p>Made successful recommendations for improvement, including clarifying the rationale for the proposals and the alternative provision in place, to ensure current service levels are maintained and vulnerable groups continue to access support services.</p>	The 6 recommendations from the rapid scrutiny exercise were presented to Cabinet ahead of a decision being made and later all accepted by the relevant Cabinet Member.
Select Committee agenda items:			
Corporate Parenting Panel	Annual reports	To consistently review the annual reports to ensure that the information presented can be scrutinised and adequately reflects the work undertaken by the panel.	Ensured that key figures and data sets are included to present a comprehensive overview of the current situation in Wiltshire with regards to children in care.

Appendix A – OS Key activity and achievements 2017-21

Children’s Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Childcare Sufficiency	Annual report	Continuously monitoring the council’s work to meet the requirement to make available sufficient childcare in the local area, which is a statutory duty placed on the Local Authority.	Helped to ensure sufficient childcare is available in Wiltshire for working parents and parents who were studying or training for employment.
Safeguarding (performance monitoring)	19 January 2021	Considered how the council assesses the robustness and efficiency of its safeguarding processes.	Recommended two further scrutiny exercises; one to develop data sets and one to review the effectiveness of the FACT (Families and Children Transformation) programme.
Looked After Children (LAC)	2019-20	Recommended that improvements to supporting children in care were more clearly defined and were supported by appropriate metrics.	

Appendix A – OS Key activity and achievements 2017-21

Environment Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Task Groups:			
Highways and Street Scene	June 2016 – Nov 2017	Established to focus on the implementation of the new highways contract, including the proposed KPI's, performance framework, and monitoring.	Recommended, <ul style="list-style-type: none"> • implement on-going scrutiny of the Annual National Highways and Transport Network Survey Report; • develop the public satisfaction survey; • improve co-ordination of road works with relevant bodies.
Waste Contract	Feb 2018 – Jan 2019	Established to provide scrutiny and support for policies and programmes to increase recycling rates and reduce litter through the council's waste contracts (post-2017).	Recommended, <ul style="list-style-type: none"> • better communications about good recycling and disposal practices; • greater use of fixed penalty notices (FPN) and easier reporting of fly-tipping.
Late Night Taxi Fares	June 2018 – Jan 2019	Established to review the schedule of late-night tariffs for Hackney Carriages as adopted by the Licensing Committee in 2014.	Recommended, <ul style="list-style-type: none"> • a review of Wiltshire's late-night tariffs to support the county's late-night economy; • an increase in the number of licensed vehicles with disabled access;

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Environment Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
			<ul style="list-style-type: none"> • further safeguarding training for drivers.
Homelessness Strategy	Dec 2018 – Sep 2019	Established to add value to the development and shaping of the council’s homelessness policies, through the work around the council’s Homelessness Strategy. Particularly focusing upon how the council could take preventative measures to reduce homelessness.	Recommended, <ul style="list-style-type: none"> • early intervention by agencies to prevent homelessness; • emergency accommodation and the Rough Sleeper Outreach Team be prioritised; • improve information regarding homelessness on the council website.
Housing Aids & Adaptations	Sep 2019 – March 2021	Established to review the council’s, and its partners’, approaches to meeting the requirements of households who live in a home adapted to meet their needs.	Recommended, <ul style="list-style-type: none"> • an adaptable affordable homes policy; to improve the Disabled Facilities Grant (DFG) process; • a reduction in the number of delayed transfer of care; • improved access to affordable housing for disabled people.
Global Warming & Climate Emergency	June 2019 – to date	Established to make recommendations to achieve the council’s target of a carbon neutral Wiltshire by 2030.	Detailed recommendations were set out in two reports covering energy, transport, air quality and planning.

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Environment Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Rapid Scrutiny exercises:			
Re-Commissioning of Housing Services Support Contract	June 2017	Established to discuss the approach when procuring new services and to help shape the outcomes required and the substance of what to commission.	Recommended, <ul style="list-style-type: none"> • implement a system of monitoring and management of housing support contracts; • investigate incentives to move people on from Housing Support Services; to reduce the amount of temporary accommodation; • re-commission domestic abuse services.
Plastic Waste for Roads	June 2018	Established to look at the feasibility of using waste plastics in road repair, resurfacing, and road building programmes.	Recommended, <ul style="list-style-type: none"> • small-scale tests, using recyclable material on roads; • monitoring the development and application of other such initiatives in the UK.
Select Committee agenda items:			
Household Waste Management Strategy	Sep 2017 and further updates	Received updates on work undertaken, service performance	Updates gave assurance on the progress of the Waste

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Environment Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
		and progress of the action plan.	Management Strategy
Housing Board	Sep 2017 and further updates	Received updates on governance, work undertaken, current work and future developments.	Updates gave assurance on progress and performance management.
Highways Annual Review of Service	Nov 2017 and further updates	Received updates on work undertaken, current work and future developments.	Updates gave assurance on progress and performance management.
Local Transport Plan – Car Parking Strategy	Jan 2018	Received draft strategy options following a consultation process.	Supported cashless parking and recommended that resident parking zones be considered in the strategy.
Travellers Reference Group	Sep 2018 to date	Received updates on progress from the Reference Group and on the Traveller Strategy	Gave assurance on progress with the implementation of the Travellers' Strategy.
LED Lighting	Nov 2018	Report on proposal to replace current streetlighting with LED units.	Proposed dimming lights late at night and extending the scheme to other council owned areas e.g. car parks.
Salisbury Recovery Operation	Jan 2019	Presentation on economic impacts and recovery following Novichok nerve agent attack (March 2018)	Gave assurance on progress of the recovery programme.
Air Quality Strategy	April 2019	Report on the draft strategy to improve air quality in Wiltshire.	Raised challenge of improving air quality and the link between air quality and traffic congestion. Council should lobby Government for further legislation.
COVID-19 update	March 2021 to date	Received updates as to the	Raised issues with on-going

Appendix A – OS Key activity and achievements 2017-21

Environment Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
		council’s COVID-19 response including areas within the remit of the committee	support for businesses, creating safe spaces and supporting the homeless.

Appendix A – OS Key activity and achievements 2017-21

Health Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Task Groups:			
Children’s and Adolescent Mental Health Services (joint with Children’s Select Committee)	2018-21	Formed to look at the recommissioning of the Child and Adolescent Mental Health Service and in response to rising demand for mental health services.	Produced two reports recommending that, <ul style="list-style-type: none"> • The mental health of children and young people be considered holistically, including in schools. • Measures be put in place to use prevention to avoid young people reaching crisis point. • A well-promoted screening tool to be made available to those seeking self-referral. • Data reporting for CAHMS be improved. • Greater clarity be provided on the roles, responsibilities and accountability of each agency involved in the delivery of CAMHS.
Rapid Scrutiny exercises:			
NHS Health Checks	2018-19	Formed to:	Recommended a number of ways to increase the take-up

Appendix A – OS Key activity and achievements 2017-21

Health Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
		<ul style="list-style-type: none"> a) Determine how data could be used to analyse the costs of non-attendance and inform focused promotion of Health Checks. b) Review the provision and “advertising” of Health Checks by GPs / surgeries. c) Analyse comparative outcome for attendees / non-attendees. 	of NHS Health Checks, particularly amongst “harder to reach” groups.
Maternity Transformation Plan (joint with Bath & North East Somerset Council)	December 2018	Formed to undertake a joint rapid scrutiny of the proposal for public consultation on a transformation of maternity services.	Ensured the public consultation on changes to maternity services would inform residents and enable them to give their views before any changes were made.
Extension of Intermediate Care Bed Service contracts for 2019-2020	November / December 2018	Formed at the request of the Cabinet to review proposals before a decision was made.	Recommended consideration be given to clauses in the contract(s) to mitigate the risk of long-term bed void rates. Assured proposals regarding the extension of the Intermediate Care bed service

Appendix A – OS Key activity and achievements 2017-21

Health Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
			Contracts.
Contracts for Supported Living, Floating Support and Supported Housing	December 2018	Formed at the request of the Cabinet to review the proposed extension of contracts before a decision was made.	Requested that feedback from providers and service users form part of the ongoing contract scrutiny.
Programme Board memberships			
Adult Social Care Transformation Programme Board	2017-2018	The Board was formed to oversee the programme and an OS representative was invited to sit with observer status on the Board.	Provided ongoing non-executive engagement.
Select Committee agenda items:			
Customer Engagement with adult care	2017-2018	Set out the council's current contract and funding arrangements with User Led Organisations and Healthwatch Wiltshire.	Assured the arrangements in place to engage with customers on the adult care services they receive.
Places of Safety	2017-2018	Considered risks around capacity for out of hours service and how these would be monitored, plus feedback regarding the impact of the temporary closure on the populations of Swindon and Wiltshire.	Ensured that a workable solution was found by Wiltshire Council and Swindon Clinical Commissioning Group regarding the Place of Safety and Section 136 assessments for Swindon patients in

Appendix A – OS Key activity and achievements 2017-21

Health Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
			Wiltshire.
Adult care charging policy	2017-2018		Ensured, by highlighting issues, that more time was allowed for further discussion with the user-led organisations to address these issues.
Ambulance services	2017	Reviewed data regarding the ambulance service's activity and performance in Wiltshire.	Reviewed the challenging response targets in rural areas; how calls are prioritised; the support to the service provided to the service; how demand patterns have changed; and issues facing the recruitment to some rolls such as call-handlers.
Carers support	2017	Considered the draft Carers in Wiltshire Joint Strategy 2017-22 prior to its consideration by Cabinet.	Recommended a baseline figure for measuring schools be included in the strategy.
Non-Emergency Patient Transport	2017	Received a report providing an update on: <ul style="list-style-type: none"> • Contract activity and performance • Contract term 	Raised a number of issues regarding eligibility criteria.

Appendix A – OS Key activity and achievements 2017-21

Health Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
		<ul style="list-style-type: none"> • Service developments • Patient Feedback • External inspections (CQC) • The way ahead 	
Avon & Wiltshire Mental Health Partnership Trust	2018	Considered performance data regarding acute mental health services for adults in the county.	Identified concerns regarding the temporary closure of places of safety (covered above).
Food Standards	2019	Received a report on the Food Standards Agency (FSA) responsible for protecting public health and consumers.	Supported the approach outlined to address some food standard enforcement concerns raised by the FSA.
Wiltshire Safeguarding Adult Board	2017-20	Received the outcome of safeguarding adults reviews and other work undertaken by the board.	Requested that the Multi Agency Safeguarding Hub (MASH) be promoted to Area Boards to raise awareness of safeguarding referral routes.
Scrutiny of local acute trusts	2017-20		Enhancing working relationships with the NHS trusts that serve Wiltshire and monitored the delivery of their priorities.
COVID-19	2020-21	Received regular updates on the	Ensured that issues emerging

Appendix A – OS Key activity and achievements 2017-21

Health Select Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
		council and CCG’s response to the pandemic.	from communities were addressed and that the vulnerable were supported.
Nursing and residential care procurement	2021	Reviewed the proposed introduction of a dynamic commissioning and procurement platform for nursing and residential beds in Wiltshire, known as the ‘Care Home Alliance’.	Ensured sufficient and appropriate provision of nursing and residential beds.
Commissioning Extra Care Housing Services	2021	Considered recommendations for four Extra Care Housing (ECH) sites supported financially by Wiltshire Council.	Ensured that the needs of residents were met and value for money for the council secured.

Appendix A – OS Key activity and achievements 2017-21

OS Management Committee – Key activity and achievements 2017-21			
Activity	Date	Brief Explanation	Outcome
Task Groups:			
Financial Planning Task Group	2017-21	<p>A combination of task group and committee-level scrutiny, covering:</p> <ul style="list-style-type: none"> • Monitoring of revenue and capital budgets • Review of draft financial plans and opposition group amendments, with findings reported to Full Council 	Monitored spend throughout the year focusing on key pressure areas; supported the process of setting the budget including considering options and alternative proposals; supported evaluation of the risks and opportunities.
Swindon and Wiltshire Local Enterprise Partnership (LEP) Task Group / Panel	2017-21	Initially, a dedicated task group set up to monitor how LEP funding is used to support infrastructure projects in Wiltshire. Subsequently, an income-generating external scrutiny panel, including representation from both elected members and local business.	Introduced a pioneering joint arrangement with Swindon Borough Council to scrutinise the operation of the LEP.
Digital Strategy and Implementation Task Group	2018-2020	<p>A task group formed to:</p> <ol style="list-style-type: none"> a) Explore learning from other councils on how to use Microsoft solutions b) Review alignment between council ICT projects 	Reviewed various digital programmes, including Microsoft Navigator, Microsoft Value Added Initiative ICT Strategy and the Highways Infrastructure Asset Management System (HIAMS).

Appendix A – OS Key activity and achievements 2017-21

		<ul style="list-style-type: none"> c) Audit existing software and highlight duplication d) Review interface between service users/residents and the council and its digital systems. 	
<u>Planning Committee System Task Group</u>	March 2018	<p>A task group formed to review how much the council’s development control processes met the needs of Wiltshire’s residents and communities;</p> <p>Investigate whether its planning committee structure was best suited to delivering an efficient, effective and sustainable service;</p> <p>Suggest recommendations for improvement of the planning committee system.</p>	<p>While noting the levels of satisfaction from users of the planning service, recommended that: Options be explored regarding:</p> <ul style="list-style-type: none"> a) Further increasing the speed of the process b) Increasing the speed of the pre-application process c) Increasing the amount of application-specific advice provided to applicants d) Greater direct discussions between planning officers and applicants. <p>Considering the impact on local democracy and accountability before reducing the council’s area planning committee;</p> <p>Implementation of a consistent approach to public participation at planning committee meetings;</p> <p>Reviewing the process for Rights of Way and Village Green applications.</p>
<u>Third Party Advertising Policy Task Group</u>	March 2018	A task group formed to support the development of the council’s Advertising Policy, by considering,	Recommended that the council:

Appendix A – OS Key activity and achievements 2017-21

		<ul style="list-style-type: none"> • Legal and commercial issues • The ethos, values and reputation of the council • Supporting local businesses and economic development • Opportunities for income generation. 	<p>Begins generating revenue income through the provision of third party advertising opportunities;</p> <p>Adopts the proposed Advertising Policy in order to guide the council’s choice of advertisers and adverts;</p> <p>Reviews its Advertising Policy regularly to ensure lessons are learned from its application in practice and that the council’s core purpose, values and reputation are protected;</p> <p>Wiltshire’s specific characteristics be considered when selecting the key advertising opportunities to pursue and assessing their income potential;</p> <p>To take all opportunities to collaborate and learn from other local authorities in developing the council’s advertising function.</p>
Wiltshire Online Project Update	2017-20	At the invitation of the Executive, sat as an observer on the Wiltshire Online Programme Board to provide ongoing scrutiny of its work.	Provided resource efficient, ongoing scrutiny engagement on the roll-out of high-speed broadband across Wiltshire.
Final Report of the Public Consultations Task Group	Sep 2019	<p>A task group formed to investigate:</p> <p>a) The quantity and scope of council consultations and the level of response;</p> <p>b) How the council determines when, and when not, to consult</p>	<p>Recommended that the council:</p> <p>Ensures it is consistent in its approach to public consultations;</p> <p>Ensures it has the necessary expertise and skills to manage public consultations:</p>

Appendix A – OS Key activity and achievements 2017-21

		<p>the public on proposals or potential service changes</p> <p>c) How the council determines the best design and format for each consultation;</p> <p>d) The public’s perception and experience of council consultations.</p>	<p>Rolls out corporate training to all service areas on the processes for managing each of these.</p> <p>Design future consultations so that the public directly inform the council’s decision making.</p> <p>For all public consultations to clearly state:</p> <p>a) the purpose of consulting the public on the proposal</p> <p>b) the process that the Council will follow when making its final decision and where a respondent’s contribution fits into this chain of events.</p> <p>That decision-making reports to clearly set out how respondents’ views have actively influenced the final decision made.</p>
<p>Communications with Councillors Task Group</p>	<p>Mar 2020</p>	<p>A task group formed:</p> <p>a) To review councillors’ experience and expectation of internal communications</p> <p>b) To contribute to a new online information portal for Wiltshire councillors.</p> <p>c) Ensure that the communications received by councillors assist</p>	<p>Recommended that the council:</p> <p>Updates the Council’s Media Protocol 2015</p> <p>Ensure all emails circulated to all Wiltshire Councillors have the relevant division title listed first in the email’s subject line;</p> <p>Ensures the Council’s Directory is updated;</p> <p>Encourages all members to attend the Council’s Digital Hints and Tips sessions</p>

Appendix A – OS Key activity and achievements 2017-21

		them in undertaking their role as effectively as possible.	Circulates to councillors guidance on managing and joining remote meetings.
Wiltshire COVID-19 Response Task Group	June 2020 – Jan 2021	<p>A task group formed:</p> <ul style="list-style-type: none"> a) To support the response to, recovery from, and legacy of, COVID-19. b) To be efficient and proportionate in its approach to support the ongoing focus on the operational response to covid-19. c) Where appropriate, to provide pre-decision OS engagement on other matters to be determined by Cabinet. d) By monitoring the COVID-19 situation and response, to consider when a transition to business-as-usual or alternative OS arrangements is appropriate. 	<p>Provided streamlined and flexible scrutiny engagement on the council’s response to the pandemic in a way that allowed resources to remain focused on supporting the people of Wiltshire.</p> <p>Engaged with the wider overview and scrutiny membership to ensure their concerns and questions were addressed.</p>
Rapid scrutiny exercises:			
Activity	Date	Brief Explanation	Outcome
Asset and Service Devolution and Community Asset Transfer Policy	Nov 2017	Formed to contribute to the revised Asset and Service Devolution and Community Asset Transfer Policy	Recommended that the council:

Appendix A – OS Key activity and achievements 2017-21

		<p>prior to its consideration by Cabinet and Council.</p>	<p>Consider establishing ownership, to enable freehold transfers, for assets where service devolution is considered;</p> <p>Consider indicating a high threshold for costs that are considered “prohibitive”</p> <p>Ensure that town and parish councils are aware of the non-prescriptive nature of services and assets to be considered for devolution or transfer;</p> <p>Invite town/parish councils to submit any services and associated assets within their boundaries that they wish to be considered as part of their request(s) for transfer;</p> <p>Allocate appropriate staffing resources to ensure that the programme can be delivered in an accurate and timely manner;</p> <p>Develop and implement a programme of communication to ensure that all town/parish councils are aware of the policy and the opportunities it presents.</p>
Select committee items:			
Activity	Date	Brief Explanation	Outcome
Business Planning	June 2017	Reviewed the draft Business Plan, the council’s overarching document setting out its priorities	Provided detailed commentary on the council’s draft Business Plan prior to its finalisation and adoption by Full Council.

Appendix A – OS Key activity and achievements 2017-21

		for the following ten years.	
Emergency Planning and Management	Sep 2017	In the wake of the Grenfell Tower fire disaster, considered a synopsis of recent actions and testing of the Council's preparedness to the response and recovery of an emergency.	Supported a continuing programme of training and exercising for emergency response and recovery across the organisation and increased engagement with partners in the voluntary sector.
Central Government review of Overview and Scrutiny	Nov 2017 Mar 2018 Sep 2018 June 2019	Detailed input on a parliamentary select committee review of the effectiveness of OS in England, and on the subsequent revision to the relevant Statutory Guidance by Central Government.	Contributed evidence and feedback to calls for evidence from the parliamentary select committee to ensure that Wiltshire's experiences were reflected in the new OS statutory guidance. Reviewed the new guidance once published to ensure OS practice in Wiltshire reflected national best practice.
Corporate Peer Challenge	Feb 2018 Nov 2018 July 2019	Took part in, and responded to the outcomes of, a Corporate Peer Challenge of the council undertaken on request by the Local Government Association (LGA).	Received regular updates on the implementation of the LGA's recommendations regarding the council's strategic approach and corporate governance.
Call-in of Executive Decision: 'Outdoor Education'	April 2018	Used OS's statutory power to pause implementation of decision and consider a formal request to review the procedures followed by the Executive when taking the decision to close the Braeside and Oxenwood outdoor education sites.	Having reviewed the written and oral evidence presented, found that there were insufficient grounds to demonstrate that the principles of decision making had not been followed by the Cabinet in this case, and therefore the decision could be implemented.

Appendix A – OS Key activity and achievements 2017-21

Equality & Inclusion Annual Report 2019 and Objectives 2019-22	July 2019	Considered the council's Equality and Inclusion Annual Report 2019 and Objectives 2019-22 on meeting the Public Sector Equality Duty.	Reviewed the annual report and action plan, and direction of travel for the council's diversity and inclusion agenda; Asked officers and Cabinet to consider whether there is evidence to support an equality objective specifically emphasising building resilient communities that represent the voices and diversity of Lesbian, Gay, Bisexual, BME and Trans communities in Wiltshire.
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Children's Select Committee (CSC) – recommended work 2021-25			
Chairman and Vice-Chair engagement meetings:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
Young Carers in Wiltshire	TBC	That the Chair and Vice-Chair meet with relevant officers to review the scope of a potential task group or rapid scrutiny – to consider how to best promote the service and ensure that Young Carers and their families access the support on offer.	Agreed - 21 January 2020 CSC meeting (but did not take place due to Covid-19)
Forward work planning - engage with respective Chair and Vice-Chair	Annual	<ul style="list-style-type: none"> • Corporate Parenting Panel; • Schools Forum; • Health Select Committee; • Safeguarding Vulnerable People Partnership (SVPP); • FACT programme boards; • SEND Local Area Board; • Wiltshire Council's Health and Wellbeing Board. 	To strengthen joined-up working.
Embedding the voice of children and young people	Annual	Meet with the young people who form the Wiltshire Youth Union (WYU), which includes Children in Care Council (CiCC), Members of the Youth Parliament (MYP's), and the Care Leavers Forum – this may be arranged by the Youth Voice team – to understand their priorities and key concerns for the year ahead. This would also be an opportunity to review ways of working to ensure that there is a good level of communication between CSC and WYU.	To strengthen joined-up working.
Budget	January / February	Meet / communicate with the Chair and Vice-Chair of Schools Forum (alternatively attend Schools Forum meeting) to discuss the budget.	To strengthen joined-up working.

Children's Select Committee (CSC) – recommended work 2021-25			
Information Briefings:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
School Funding	January	To have a pre-meeting briefing on school funding ahead of council's budget setting (typically February).	Agreed - 10 March 2020 CSC meeting
FACT (Families and Children Transformation Programme) – the journey so far		<p>To receive information on the FACT programme including:</p> <ul style="list-style-type: none"> • a 3 to 5 years plan or roadmap showing the FACT programme's journey to date (including its original objectives), • the current aims and objectives of FACT (at the time the committee will receive the briefing), • and how the council is planning to deliver these. <p>NB This briefing would underpin the work of the proposed task group.</p>	To develop the committee's understanding of services
MASH and early support		To organise a briefing for members on the MASH / early support (may include tour of the MASH).	Agreed - 10 March 2020 CSC meeting (FACT update)
School Improvement Programme		<p>To organise a briefing for members on the school improvement programme.</p> <p>NB – linked to agenda item</p>	Agreed - 10 March 2020 CSC meeting (Schools Ofsted judgments)
SEND provision		<p>To understand SEND and provision by the council (including awareness of funding).</p> <p>NB This briefing would underpin future scrutiny work (rapid scrutiny) on SEND provision and High Needs block funding.</p>	To develop the committee's understanding of services

Demand modelling for Children in Care		To understand the process followed for demand modelling for Children in Care. Could also include information on the different options for accommodation for children in care To enable the committee to understand the key factors that may lead to families' breakdown and where the council could consider early intervention / support.	Briefing to Chair and Vice-Chair on CPP report, Monday 5 October 2020.
Local Authority's (LA) statutory responsibilities linked to schools		<p>To establish the activities and areas linked to schools which are still statutory responsibilities of the LA and determine the best format the LA's performance in these areas should be reported to the CSC.</p> <p>This could include:</p> <ul style="list-style-type: none"> • Safeguarding (support and responsibilities) • SEND (support and responsibilities) • Specialist Schools and Specialist Units overseen by the LA (i.e. Rowderford School, developments in Salisbury & Exeter House, Hearing Impaired Unit Salisbury, ARK Resource Base Amesbury and others etc), and SEND provision contracted out • Traded services for schools • School building programme • Virtual school, etc. 	To ensure that the committee receives information that enables it to monitor the council's performance, where appropriate
Employment and apprenticeship		<p>To receive information on:</p> <ul style="list-style-type: none"> • NEET (not in education, employment or training) numbers in Wiltshire – including national figures for comparison (ONS) • Take up / outcome of the NEET government scheme in Wiltshire and nationally • Current number of apprentices in Wiltshire and schemes in place, including Wiltshire Council 	To develop the committee's understanding of demand / needs / provision in the county

Appendix B

Recommended ongoing OS work 2021-25

		<ul style="list-style-type: none"> Services in place / support available in Wiltshire to help young people move towards work, education or training e.g. Wiltshire Council's Employment and Skills (Work Wiltshire), programmes such as Building Bridges, etc. 	
Alternative Educational Provision		<p>To receive information on processes followed and options available in Wiltshire, including information on the Service Level Agreement for funding delegated to secondary schools to support learners at risk of exclusion.</p> <p>NB – timely to link with agenda item - annual data set on Children Missing out on Education.</p>	Agreed - 5 March 2019 CSC meeting
Five to Thrive (training programme)		To better understand the programme, including an update on “take-up” and outcomes (Public Health).	Agreed - 10 March 2020 CSC meeting (FACT update)
Virtual schools		Virtual Schools update following change of leadership and ways of working (and budget reduction) – information about the service and its work.	To develop the committee's understanding of services.
Family Learning Service		To raise awareness of the service and the support it offers to families.	Agreed – 2 March 2021 CSC meeting

Children's Select Committee (CSC) – recommended work 2021-25			
Rapid Scrutiny Exercises:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
Housing - provision of accommodation for young people at transition time		To consider how effective the council is at meeting housing needs (including availability of choice and location) for young people at transition time (e.g. Care Leavers or SEND “aging out” of existing provision).	Agreed - 12 November 2019 CSC meeting (OS / Executive meeting 2019-20).
SEND provision		To develop Data sets for future reporting to the committee on SEND provision / performance.	As discussed by the CSC on numerous occasions.
High needs block funding		To review the current processes and explore whether there would be value added in establishing a task group to consider options to manage pressures on high needs block budget whilst providing the most appropriate support at the earliest opportunity.	Budget briefing for the Chair and Vice-Chair
Health Outcomes and meeting health needs		<p>To explore how the council can best scrutinise what partners (and providers) are doing to provide health outcomes for Wiltshire children, this would include establishing what the current scrutiny by the council is (including information on the current and planned work on this topic of the Safeguarding Vulnerable People Partnership). Please see further information in the report (Agenda item 92, paragraphs 25 to 28 refer)</p> <p>This could also include reviewing the promotion and support offered for healthy eating, which could potentially help to address both childhood and adult obesity.</p> <p>To ensure that families have access to help or support to be</p>	<p>Agreed - 12 November 2019 CSC meeting (OS / Executive meeting 2019-20).</p> <p>To enable children to have a healthy balanced diet could have enormous benefits for their future.</p>

Children's Select Committee (CSC) – recommended work 2021-25			
Rapid Scrutiny Exercises:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
		able to produce healthy, nutritious food for their families within a limited budget (explore options such as lottery funded six-weeks cookery programmes, etc. which could be developed further).	

Children's Select Committee (CSC) – recommended work 2021-25			
Select Committee items:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
DfE Changes - Update from Department for Education	Standing Item	A report presenting an update on developments relating to children's services arising from the Department for Education. NB Increasing concerns from pupils expecting to take exams (with access to education having been impacted by the Covid-19 pandemic) – keep an eye on guidance issued.	To keep the committee informed of national changes and their potential impact for the council.
School Ofsted Judgements	Standing Item	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.	To keep the committee informed of "trends".
Update from Wiltshire Youth Voice	Standing Item	Regular update reports (written or verbal), including update on the implementation of the action plan (see below).	To continue closer working with Wiltshire's young people.

Children's Select Committee (CSC) – recommended work 2021-25			
Select Committee items:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
		<p>NB – to present the action plan for the Youth Voice Team (including milestones) at one meeting, including:</p> <ul style="list-style-type: none"> - which young people are being reached (and how, e.g. via schools); - what is the target we would like to reach (which young people and “how many”); - the “vision” for the relationship between the council and young people. <p>NB – for the committee to consider an evaluation of the Youth Consultant role.</p>	As agreed CSC 2 March 2021
Covid-19 response / recovery	Standing item (whilst relevant)	To receive update on the council's demand modelling, and capacity to meet that demand with regards to Children's Services, including Support for schools, throughout the Covid-19 pandemic and lockdowns, and support for recovery provision and a review of that support (e.g. take up and impact).	To ensure that there
Corporate Parenting Panel	Annual item (twice)	To continue receiving annual reports from the panel: <ul style="list-style-type: none"> - March (brief update) - October / November (annual report) 	Committee requirement to receive these reports.
Performance monitoring report	January and June	To receive performance monitoring reports on the overall service, likely to be June (to consider the year-end data from the previous year) then January meetings.	As approved at CSC on 12 November 2019 (OS/executive meeting outcome)

Children's Select Committee (CSC) – recommended work 2021-25			
Select Committee items:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
Early Years and Childcare Standards Report	Annual item	<p>To receive a report detailing local authority standards for early years and pre-school provision including sufficiency (which is a statutory duty), pupil outcomes and Ofsted grades.</p> <p>Including in 2021-22:</p> <p>a. Outcome of campaign to promote childcare as an attractive offer to those who are looking for an alternative career – launched by Wiltshire Council in April 2021</p> <p>b. update on the implementation of the SWAP (sector-based Work Academy Programme) course, developed with Jobcentre Plus and Family and Community Learning</p> <p>c. update on the county-wide action plan (paragraph 38 of the report refers), latest timescale being July 2021</p> <p>d. update on the work with schools regarding “wrap-around care” for school age children</p>	<p>Monitoring of statutory duty of the council.</p> <p>As agreed at CSC 2 March 2021</p>
Elective Home Education (including SEND)	Annual item	<p>To receive dataset and policy on Elective Home Education (EHE), including children with SEND including:</p> <ul style="list-style-type: none"> • (if possible) data from previous year(s) to highlight any trends as a consequence of the Covid-19 pandemic; • Information on the council's responsibilities and how the council can monitor effectiveness of EHE. 	<p>As agreed 5 March 2019 CSC (delayed due to Covid-19)</p> <p>Annual dataset as agreed 4 September 2018 CSC</p>

Children's Select Committee (CSC) – recommended work 2021-25			
Select Committee items:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
Children Missing Out on Education / Children Missing Education	Annual item	To receive dataset and policy on Children Missing Out on Education / Children Missing Education NB – may be timely to link to information briefing on Alternative Educational Provision.	Annual dataset as agreed 4 September 2018 CSC
Pupil Performance in Public Tests and Examinations	Annual item	Provides an annual overview of pupil performance at the end of each key stage and compares Wiltshire's attainment with national, south west and statistical neighbours.	Committee requirement to receive this.
Safeguarding Vulnerable People Partnership	Annual Item	To receive annual report from the partnership presenting work in the past year and priorities / objectives for the year ahead	To ensure joined-up working and awareness of respective priorities
Adoption	Annual (May)	To receive information on adoption from the following sources: <ul style="list-style-type: none"> • Local authority's performance report with regards to adoption (statutory requirement that regular assurance reports are provided regarding the Council's responsibility for the adoption of children); • Adoption West's annual report; • Adoption West joint scrutiny panel's annual report. 	To review the work of the joint scrutiny panel as well as scrutinise performance for the areas within adoption which remain the responsibility of the council
Getting to outstanding (Ofsted)	June 2021	To review the council's plan to achieve outstanding (Ofsted), including its self-assessment processes and ensuring that	To support the council in continually improving

Children's Select Committee (CSC) – recommended work 2021-25			
Select Committee items:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
		the voice of the child is embedded in Children's Services' work, including best practice from Outstanding authorities.	services and achieving outstanding.
Child Poverty		To receive a report presenting figures / data for child poverty in Wiltshire (compared to national figures) and the services / provision in place to address this in Wiltshire, either delivered / supported by the council or third sector (that the council is aware of).	
Wiltshire School Improvement Programme - update		To receive a report on implementation / progress of the school improvement programme, including specific measurable evidence of impact on pupil outcomes of the new way of working (as part of the School Performance report), where applicable including direct feedback (on receiving the support) from schools. If possible, to include a diagram showing the new way of working / system. NB – linked to a pre-meeting briefing	As agreed at the 21 January 2020 and 10 March 2020 CSC meeting (schools Ofsted judgments)
Youth Transport (including SEND)	tbc	Update following task group's work and executive response - National Bus Strategy and any decision or progress regarding a single "Wiltshire Youth Card" . To include input from the council's review of transport services for children and young people with SEND (commissioning team). NB – may link to the proposed Access to Post-16 education	As agreed at CSC 2 March 2021 To determine whether further scrutiny would be beneficial.

Children's Select Committee (CSC) – recommended work 2021-25			
Select Committee items:			
Topic / activity	Date	Brief Explanation	Reason for Inclusion
		task group	
Outdoor education	March 2022	Update following task group's work and executive response	To ensure that provision remains.
Traded Services	March 2022	Update following task group's work and executive response: <ul style="list-style-type: none"> a. Progress and development for Traded Services b. Development of the Traded Services team c. The establishment of a project / governance board 	To determine whether further scrutiny would be beneficial.
Troubled families programme – update		As agreed at the meeting on 10 March 2020 (DfE changes) to receive an update on the troubled families programme	
Well-being for Education Resilience		Ensuring the effectiveness of the 'Well-being for Education Resilience' (formally 'Return') programme being delivered to all education establishments in Wiltshire.	
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). NB – these would need to be timed around the work of the proposed task group, and probably “suspended” whilst the task group is active. There will also be a briefing for members on the “journey so far” for the FACT programme.	To inform the committee of progress on a major transformation programme.

Environment Select Committee (ESC) – recommended work 2021-25			
Task Groups:			
Activity	Date	Brief Explanation	Reason for inclusion
Global Warming & Climate Emergency	June 2019 – to date	To continue to focus upon the development of a carbon neutral Wiltshire.	To reply to the Executive responses to its recommendations and to review the development of the climate strategy, including the consultation process.

Environment Select Committee (ESC) – recommended work 2021-25			
Select Committee items:			
Activity	Date	Brief Explanation	Reason for inclusion
COVID-19 updates	On going	To receive updates on the local response to the pandemic relevant to its remit.	To monitor council's on-going response to the pandemic.
Business Plan	tbc	To review the any changes to the areas of the business plan covered by the Environment Select Committee.	To ensure that the work of the committee is aligned with the council's Business Plan.
Climate strategy	tbc	To receive a draft strategy and action plans and to monitor progress.	To ensure that the county is on track to be carbon neutral by 2030.
Climate adaptation	tbc	To receive plans and reports regarding adaptation to climate change e.g. flood risk	To ensure that the county is prepared for the effects of climate change

Environment Select Committee (ESC) – recommended work 2021-25			
Select Committee items:			
Activity	Date	Brief Explanation	Reason for inclusion
Natural environment and the 'ecological crisis'	tbc	To receive plans and reports concerning the council's approach to protecting and preserving biodiversity, eco-systems and the ecology of the county.	To monitor how the council is working to protect and preserve the natural environment.
Local Plan Review	tbc	To receive updates on the development of the new Local Plan.	To consider areas of scrutiny involvement in the updated plan's development.
Local Transport Plan	tbc	To receive updates on the development of the new Local Transport Plan.	To consider areas of scrutiny involvement in the updated plan's development.
Waste	tbc	To receive updates on the household waste management strategy.	To monitor the delivery of the council's waste contracts and waste management strategy.
Highways	tbc	To receive updates on highways management.	To monitor the delivery of council's highways contracts and highways management.
Leisure Services	tbc	To receive regular updates on the new model for leisure services.	To consider areas of scrutiny involvement in the development and delivery of the new service model.
Library Service	tbc	To receive updates on the	To consider areas of scrutiny

Environment Select Committee (ESC) – recommended work 2021-25			
Select Committee items:			
Activity	Date	Brief Explanation	Reason for inclusion
		development of the library service.	involvement during the recovery from the effects of the pandemic and changing service use.
Culture (arts, heritage)	tbc	To consider how council can support the development of the arts, heritage and cultural offer.	To consider areas of scrutiny involvement during the recovery from the effects of the pandemic. Also how to support the promotion of and access to culture and to strengthen links with tourism and local regeneration.

Health Select Committee (HSC) – recommended work 2021-25			
Pre-meeting briefings:			
Activity	Priority	Brief Explanation	Reason for inclusion
Pre-meeting info briefing: Structure of health and care in Wiltshire	High	A briefing to clarify for all members the structure of current health and care provision across the county.	To ensure the committee understand and can robustly scrutinise health and wellbeing outcomes in Wiltshire.
Pre-meeting info briefing (initially): Bath, Swindon and Wiltshire (BSW) Integrated Care System	High	NHS England and Improvement has confirmed that BSW organisations had met the criteria to become an Integrated Care System (ICS). An ICS is a way of working across health and care organisations that allows partners to work closer together and take collective responsibility for the health and wellbeing of populations. More info here .	To ensure the committee understand and can robustly scrutinise health and wellbeing outcomes in Wiltshire.

Health Select Committee (HSC) – recommended work 2021-25			
Select committee items:			
Activity	Priority	Brief Explanation	Reason for inclusion
COVID-19 updates	High	To receive updates from the council,	To ensure ongoing non-

Health Select Committee (HSC) – recommended work 2021-25			
Select committee items:			
Activity	Priority	Brief Explanation	Reason for inclusion
		CCG and partners on the actions being taken to mitigate the impact of the pandemic.	executive challenge on the response to, and recovery from, the pandemic.
Wiltshire Council Business Plan	High – when available	To review the council's next business plan and consider which projects and programmes should be reflected in the committee's work programme.	To ensure that the work of the committee is aligned with the council's corporate priorities.
Mental health – impacts of COVID-19	High	To consider the level of impact and the support services in place to respond.	To ensure that the known and unknown impacts on Wiltshire residents are identified and addressed.
CAHMS (Children's & Adolescent Mental Health Services)	High	In January 2021, Committee recommended that a task group consider the impact of COVID-19 on the mental health of children and young people, and the link between acute level CAMHS and provision of mental health services by voluntary, community and private sector.	To ensure that the known and unknown impacts on Wiltshire's young residents are identified and addressed, and that there is good link-up between different levels of mental health provision.
Elective care – impact of COVID-19	High	To consider the length of delays on procedures, the wider impacts of this and recovery plans in place.	To ensure that procedures are prioritised appropriately and that the associated impacts of delays on patients are identified and addressed.

Health Select Committee (HSC) – recommended work 2021-25			
Select committee items:			
Activity	Priority	Brief Explanation	Reason for inclusion
Carer Support	High	To review the impact of COVID-19 on carers, the support in place and how 'hidden' carers can be identified.	
Support for adults with learning disabilities	Medium	Depending on the outcomes of a rapid scrutiny exercise to review the actions taken by the council in regard to HFT's Furlong Close facility, to consider a potential task group reviewing <ol style="list-style-type: none"> a) The outcomes and latest position following the exercise outlined above; and b) The application of any lessons learned relevant to the wider Wiltshire market for residential and supported living to ensure that it best meets the needs of adults with learning disabilities. 	To ensure that Wiltshire's provision meets clients' needs, particularly in light of the closure of the Furlong Close facility run by Home Farm Trust.
Ambulance service	Medium	To review the performance of the services delivered by South West Ambulance Service Trust (SWAST).	To ensure an effective and responsive ambulance service for the people of Wiltshire.
Tracking inequalities	Medium	To consider health inequalities across different groups (including rough sleepers) and how these are address	To help reduce health inequalities across Wiltshire but identifying the reasons for

Health Select Committee (HSC) – recommended work 2021-25			
Select committee items:			
Activity	Priority	Brief Explanation	Reason for inclusion
		through support, service accessibility and targeted public health messaging.	them and how well measures are targeted to address them.
Over-50s population health	Medium	To consider the BSW Ageing Well programme and the impact of latent demand due to COVID-19 on the older population.	To ensure that the large older population in Wiltshire is supported to be proactive in improving their health and wellbeing.
Oral health and dentistry	Medium	To consider public health measures to promote good oral health; the impact of deprivation and COVID-19 on oral health; the adequacy of the dentistry system in Wiltshire; and how issues with access to dentistry identified nationally are addressed locally.	To ensure that Wiltshire residents are supported to have good oral health, and to ensure that the county's dentistry provision is fit for purpose and accessible to all.
Safeguarding vulnerable adults	Medium	To review the work of the Wiltshire Safeguarding Vulnerable People's Partnership in relation to adults.	To ensure that vulnerable adults in Wiltshire are protected from harm, including addressing any additional risks presented by COVID-19.
Community health and care outreach	Medium	To review services delivered in the community to support people's health and wellbeing, including Social Prescribing and the council's Local Area	To ensure that all opportunities are taken to promote and protect good health at a community level in Wiltshire.

Health Select Committee (HSC) – recommended work 2021-25			
Select committee items:			
Activity	Priority	Brief Explanation	Reason for inclusion
		Coordinator team.	
Acute Trust plans and performance	Medium	To review the organisational health and performance of local acute health trusts.	To ensure that Wiltshire residents have access to good acute healthcare services.
Nursing and residential care procurement	Medium	To review the development and implementation of the commissioning and procurement platform for nursing and residential beds in Wiltshire, known as the 'Care Home Alliance', agreed by Cabinet in January 2021.	To ensure the new system of procuring nursing and residential beds is delivering the outcomes expected at launch.
Winter preparedness	Medium	To assure plans for service provision during Winter 2021.	To maximise Wiltshire's resilience to seasonal health issues such as respiratory illnesses and fractures.
Adult Social Care transformation	Lower	To receive an update on Phase 2 of the programme, which focused primarily on developing services for individuals with a Learning Disability and Mental Health disorders who require care and support under the Care Act 2014.	To ensure the transformation objectives continue to be delivered.
Health emergency preparedness	When appropriate, taking into account	To consider lessons learned from COVID-19 and the response plans in	To ensure Wiltshire residents can be rapidly protected,

Health Select Committee (HSC) – recommended work 2021-25			
Select committee items:			
Activity	Priority	Brief Explanation	Reason for inclusion
	the current pandemic situation	place for future health emergencies.	supported and enabled in the event of any future health emergency.
GP and health staff recruitment and retention	Lower	To review workforce issues across the health and care sector in Wiltshire.	To ensure the healthcare sector in Wiltshire has the work force needed to meet residents' needs.
Personal health budgets	Lower	To review take-up and outcomes from their introduction.	To ensure the benefits of the scheme are realised by Wiltshire residents.

OS Management Committee – recommended work 2021-25			
Select Committee items:			
Activity	Priority / Date	Brief Explanation	Reason for Inclusion
Developing OS in Wiltshire	High Summer 2021	To implement arrangements for further liaison with Executive members, officers, key partners and amongst lead OS members regarding OS's approach and work priorities, including consideration of OS's approach at other local authorities	To ensure OS maximises its contribution to open and honest decision-making and to the overall good governance of the council.
OS Councillor Learning and Development and guidance	High Summer 2021	To review the effectiveness of OS session(s) within the post-election councillor induction; To consider councillors' further learning and development needs over the forthcoming council term; To ensure all councillors understand the opportunities for service improvement and policy development presented by OS and how to raise and pursue issues through OS's processes.	To ensure OS councillors have the skills and knowledge to have a positive impact on outcomes through effective OS.
Business planning	High Summer 2021	To undertake a detailed review of any new business plan, which will define the council's priorities over the forthcoming council term.	To help define the council's main priorities in its new Business Plan and how they will be delivered.
Organisational recovery	High Ongoing	To review the council's response to the pandemic in terms of developing the way its services are delivered resilient, efficient and inclusive organisation.	To ensure that the council takes all opportunities to drive efficiencies in how its services are delivered and how they can be accessed by residents.

OS Management Committee – recommended work 2021-25			
Select Committee items:			
Activity	Priority / Date	Brief Explanation	Reason for Inclusion
COVID-19 pandemic	High Ongoing	To oversee overall OS engagement on the council's ongoing response to the pandemic, to ensure that it continues to be efficient, focused on priorities and supports Wiltshire residents and businesses to recovery from the broad impacts of the pandemic – particularly the vulnerable.	To ensure that the broad impacts of the pandemic on all sections of Wiltshire communities are prioritised, considered and addressed by both OS and the council and its partners.
Financial monitoring and planning	High Ongoing	To continue the effective approach to budget scrutiny engagement developed during the 2013-17 council, including through the dedicated Financial Planning Task Group and liaison with select committees on implications for service delivery. To increase the profile of budget scrutiny amongst all members.	To support the development of sound financial plans, budget management, the delivery of savings and effective ongoing processes for financial scrutiny.
Emergency preparedness	Medium TBC	To review any lessons learned from the council's response to the pandemic in terms of its preparedness for future major incidents.	To ensure that the council is as well placed to support communities in the event of any future major incidents.
Wholly-owned companies – governance review	Medium July 2021	To contribute to a review of governance arrangements for the Stone Circle wholly-owned companies, planned to be reported to Cabinet in July., including consideration of	

OS Management Committee – recommended work 2021-25			
Select Committee items:			
Activity	Priority / Date	Brief Explanation	Reason for Inclusion
		OS's ongoing role in scrutinising the companies' activities.	
Wiltshire Online	Medium	To monitor Wiltshire resident's and business's access to high-speed internet services as a vital utility.	To ensure all residents and businesses in Wiltshire can access the opportunities of high-speed internet access and avoid the impacts of digital exclusion.
Commercialism	Lower	To review the direction and implementation of the council's commercialism agenda, potentially including: <ul style="list-style-type: none"> Existing income streams New commercial opportunities 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. 	
Digital	Lower	To review the direction and implementation of the council's digital agenda (potentially as part of its overall Organisational Recovery programme).	To ensure that all opportunities are taken regarding efficiency and improved digital customer service and access.
Public consultations	Lower	To review implementation of agreed recommendations submitted by the Public Consultations Task Group in 2019.	

OS Management Committee – recommended work 2021-25			
Task Groups:			
Activity	Date	Brief Explanation	Reason for Inclusion
Financial Planning Task Group	Ongoing	See Financial Planning above	See above
Swindon and Wiltshire Local Enterprise Partnership (LEP) Panel	Ongoing	A dedicated joint panel with Swindon Borough Council scrutinising the operation of the LEP, that also includes representation from local businesses.	To ensure LEP funding is used effectively to support infrastructure projects in Wiltshire.