

AGENDA

Meeting: **Overview and Scrutiny Management Committee**
Place: **Kennet Committee Room**
Date: **Tuesday 28 March 2017**
Time: **10.30 am**

Please direct any enquiries on this Agenda to Yamina Rhouati, Democratic Governance Manager, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718024 or email Yamina.Rhouati@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 Glenis Ansell	Cllr Simon Killane (Chairman)
Cllr Chuck Berry	Cllr Gordon King
Cllr Christine Crisp	Cllr Jacqui Lay
Cllr Stewart Dobson	Cllr Stephen Oldrieve
Cllr Howard Greenman	Cllr Tony Trotman
Cllr Alan Hill (Vice Chairman)	Cllr John Walsh
Cllr Jon Hubbard	Cllr Bridget Wayman
Cllr George Jeans	

Substitutes:

Cllr Ernie Clark	Cllr Mark Packard
Cllr Anna Cuthbert	Cllr Ricky Rogers
Cllr Peter Edge	Cllr James Sheppard
Cllr David Jenkins	Cllr Ian Thorn
Cllr Paul Oatway QPM	Cllr Philip Whalley

Recording and Broadcasting Information

Wiltshire Council may record this meeting for live and/or subsequent broadcast on the Council's website at <http://www.wiltshire.public-i.tv>. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being recorded. The images and sound recordings may also be used for training purposes within the Council.

By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and/or training purposes.

The meeting may also be recorded by the press or members of the public.

Any person or organisation choosing to film, record or broadcast any meeting of the Council, its Cabinet or committees is responsible for any claims or other liability resulting from them so doing and by choosing to film, record or broadcast proceedings they accept that they are required to indemnify the Council, its members and officers in relation to any such claims or liabilities.

Details of the Council's Guidance on the Recording and Webcasting of Meetings is available on request.

Parking

To find car parks by area follow [this link](#). The three Wiltshire Council Hubs where most meetings will be held are as follows:

County Hall, Trowbridge
Bourne Hill, Salisbury
Monkton Park, Chippenham

County Hall and Monkton Park have some limited visitor parking. Please note for meetings at County Hall you will need to log your car's registration details upon your arrival in reception using the tablet provided. If you may be attending a meeting for more than 2 hours, please provide your registration details to the Democratic Services Officer, who will arrange for your stay to be extended.

Public Participation

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](#).

For assistance on these and other matters please contact the officer named above for details

AGENDA

1 **Apologies**

2 **Minutes of the Previous Meeting** (*Pages 7 - 30*)

To approve and sign the minutes of the meetings held on 3 January, 1 and 14 February 2017.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

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 **21 March 2017** 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 **23 March 2017** 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 **Management Committee Task Group Updates**

To receive verbal updates on recent activity on the following:

- Financial Planning Task Group
- Swindon and Wiltshire Local Enterprise Partnership Task Group
- MyWiltshire System Task Group

7 **Report of the Military Civilian Integration Partnership (MCIP) / Army Basing Task Group** *(Pages 31 - 32)*

A report is attached providing an update of activity undertaken since the previous report and provide recommendations for the scrutiny legacy review.

8 **Review of the work of Overview and Scrutiny - 2013-2017** *(Pages 33 - 70)*

A report is attached highlighting the key pieces of work undertaken by Overview and Scrutiny (OS) during the 2013-17 Council and recommending topics for suggested inclusion in a new OS work programme after the elections.

The report also reviews the effectiveness of OS during the 2013-17 Council, including by considering discussion points from the OS Legacy workshop, and makes recommendations for consideration by Management Committee after the elections as appropriate.

9 **Overview and Scrutiny Annual Report 2016-17**

The Annual Report presenting the key activities and outcomes of Overview and Scrutiny during 2016-17 will follow. This will be published on the council website and Elected Wire and presented to Full Council.

10 **Wiltshire Council Response to CLG Enquiry into Overview and Scrutiny in Local Government** *(Pages 71 - 84)*

A report is attached presenting for endorsement the council's response to the Communities and Local Government's (CLG) call for evidence under its enquiry into overview and scrutiny in local government.

11 **Urgent Items**

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

12 **Date of next meeting**

6 June 2017

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.

None

This page is intentionally left blank

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 3 JANUARY 2017 AT KENNET COMMITTEE ROOM, COUNTY HALL.

Present:

Cllr Glenis Ansell, Cllr Chuck Berry, Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Alan Hill (Vice Chairman), Cllr George Jeans, Cllr Gordon King, Cllr Jacqui Lay, Cllr Stephen Oldrieve, Cllr Tony Trotman, Cllr John Walsh, Cllr Anna Cuthbert (Substitute), Cllr Paul Oatway QPM (Substitute) and Cllr Ian Thorn (Substitute)

Also Present:

Cllr Chris Caswill, Cllr John Thomson and Cllr Philip Whitehead

1 Apologies

Apologies were received from Councillors Glenis Ansell, Simon Killane, Howard Greenman, Jon Hubbard and Bridget Wayman.

Councillor Wayman was substituted by Councillor Paul Oatway QPM. Councillor Hubbard was substituted by Councillor Ian Thorn. Councillor Greenman was substituted by Councillor Anna Cuthbert.

2 Minutes of the Previous Meeting

The minutes for the meeting held on 1 November 2016 were presented for consideration and it was,

Resolved:

To approve and sign as a true and correct record.

3 Declarations of Interest

As item 8 – Request for Scrutiny Review of an Officer Decision – related to public conveniences, Councillor Chuck Berry clarified for information that he no longer worked in the public convenience industry.

4 Chairman's Announcements

Details were provided for the Overview and Scrutiny Legacy Workshop to be held for members on 17 January 2017 from 2-4pm in the Council Chamber,

County Hall. The workshop formed part of the approved learning and development programme, and would provide an opportunity for members to reflect on the Overview and Scrutiny approaches, successes and challenges during the 2013-2017 council period. Attendees would be asked to consider what messages and recommendations should be made to the succeeding 2017-2021 council as it established its priorities.

5 **Public Participation**

There were no questions or statements submitted.

6 **Forward Work Programme**

The Forward Work Programmes for the Select Committees and updates on previous work was received. Additional updates were received as follows:

Health Select Committee

Particularly attention was drawn to the meeting on 15 November 2016 and monitoring of developing urgent integrated care. AN update had been received from the Clinical Commissioning Group and further updates would follow in March 2017, along with further information from Great Western Hospital responding to the recent disappointing Care Quality Commission report. It was also reported the Better Care Plan Task Group would be meeting to complete their final report on 3 January 2017.

Children's Select Committee

The Committee was informed of recent activity, including a briefing on the Health Schools scheme which councillors were encouraged to raise with schools in their area, as well as an update from the Wiltshire Assembly of Youth representative, also a member of the Wiltshire Youth Parliament, who had attended the Houses of Parliament where discussion of mental health among young people had been raised as a priority.

Resolved:

To receive the updates from the Select Committees and approve the Forward Work Programme.

7 **Management Committee Task Group Updates**

The written update from the Task Groups was received. Additional updates were received as follows:

Military-Civilian Integration Partnership Task Group

The Task Group was awaiting updates from partners and would formulate a recommendation to the forthcoming Council once received.

Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Task Group

A meeting with the new Chairman of the SWLEP, Mr John Mortimer, would take place within the month.

MyWiltshire System Task Group

At the request of the Task Group the committee considered proposed changes to the terms of reference as a result of an extension to the timescale for the implementation of the new system to accommodate the development of the council's digitisation strategy. It was,

Resolved:

That the Committee approve in principle to amend the terms of reference of the Task Group to include monitoring development of the council's digitisation strategy, and to received proposed wording to that effect at the next meeting.

8 **Request For Scrutiny Review Of An Officer Delegated Decision: Demolition Of Former Public Conveniences On Bath Road, Chippenham**

Under Paragraph 1 of Part 3D(1) of the Constitution (Scheme of Delegation to Officers), it states *'any member of the Council may request that decisions taken under delegated powers are scrutinised by the appropriate overview and scrutiny committee'*.

On 3 December 2016 the council's Designated Scrutiny Officer received such a request from Councillor Chris Caswill, Chippenham Monkton Division, relating to officer delegated decisions to demolish a block of former public conveniences situated on Bath Road, Chippenham, which lies within his electoral division.

A report from Paul Kelly, Head of Corporate Support (Democracy and Performance) and Designated Scrutiny Officer was prepared for the Committee in response to the request. The report set out the constitutional authority for the request, details of the officer delegated decisions that had been taken and their context in relation to agreed council policy, and set out Councillor Caswill's argument as to why scrutiny should be taken in respect of the decisions and the initial officer response to that argument.

It was also noted that the request was the first of its kind that had been received by the council, and the process for consideration by the Committee had been developed by the Designated Scrutiny Officer and Monitoring Officer in consultation with the Chairman and Vice-Chairman of the Overview and Scrutiny Management Committee. Further, it was clarified in the report that a request for scrutiny of officer decisions did not halt progression of a decision as with formal 'call-in' of Executive decisions taken under Part 8 of the Constitution (Overview and Scrutiny Procedure Rules).

The background to the decisions in question had been the approval of the Financial Plan 2015/16 by Full Council on 24 February 2015, which included the transfer of the cleaning and securing of unmanned/attended public conveniences to town and parish councils. On 15 March 2016 Cabinet resolved, among other things as detailed in the report, to transfer public conveniences to towns and parishes that wished to manage them following undertaking of cost

benefit analyses, and to authorise specific Associate Directors in consultation with the relevant Cabinet Member to enter into formal arrangements as necessary to carry out the resolved actions.

Councillor Caswill was invited to detail to the Committee why he believed decisions taken by Barry Pirie, Associate Director, People and Business, required further scrutiny.

Councillor Caswill began by clarifying that while he believed the evidence showed some serious mistakes had been made in the process of the decisions, he had no concerns about his interactions with officers throughout the process, which had been courteous throughout. He also clarified that an element of the issues related to planning, and while the Committee could not and should not become involved in any aspect of determining planning applications relating to the officer decisions in question, decisions leading up to those planning applications required scrutiny.

It was stated that the Cabinet decision from March 2016 had been clear that the primary intention was that public conveniences should, where possible, be delegated to towns and parishes. It was not disputed that initially Chippenham Town Council indicated they did not have a wish to take on these particular conveniences. However, Councillor Caswill contended that there had been considerable contention locally about the decisions, and proper processes had not been followed, particularly in relation to a changing situation.

On 7 July 2016 a newsletter from the Cabinet Member for Highways and Transport, Cllr Philip Whitehead announced the conveniences in questions would be demolished, but as local member Councillor Caswill had not received any prior notification. Having been told the newsletter was in error, a planning application for the demolition emerged which had been dated 23 June 2016. Cllr Caswill's contention was that the decision to demolish had been taken prior to any cost benefit analysis being undertaken, and that in addition to this the failure to keep him informed was a failure to abide by Protocol 1 of the Constitution (Councillor-Officer Relations). The application was submitted again later in September 2016 but was not included on the weekly list of applications circulated to members. Councillor Caswill challenged the application with officers and it had to be withdrawn due to errors, which he felt showed that as a result of the haste and lack of consultation with members, a significant error had been made, and that the decision was not proportionate, one of the principles of decision making for the council.

Chippenham Town Council had objected to the proposed demolition and on 23 October set up a working party to advise Wiltshire Council they were reconsidering the matter. CllrCaswill argued that as the Cabinet decision was aimed, where possible, at transferring rather than demolishing public conveniences, the officer decision to demolish should have been withdrawn as a result. However, officers informed him that they were proceeding as the demolition was necessary for marketing of the site, which he contested. The Business Improvement District have also subsequently indicated they might

contribute to keeping the conveniences open. Nevertheless, despite this the officers indicated they would proceed.

Cllr Caswill stated he had also been informed that the process of determining what should be done in this matter had involved officers consulting Cabinet through a body termed Cabinet Liaison, which was not a public body. He considered private consultation was not open and accountable and the views of Cabinet Liaison should not be dominant over the only public decision, which was to prioritise keeping as many conveniences open as possible, and if it could not be that decision should be made publicly.

In summary, he felt the decisions undertaken in relation to Bath Road, Chippenham, required additional scrutiny because there had demonstrably been errors of process and failures of required consultation, which had already resulted in one application being withdrawn. Secondly, the decisions were being made following private consultations and therefore were not challengeable as all decisions should be. Thirdly, as a matter of common sense the application for demolition should be suspended while the issues were sorted out.

In response to a query on the report stating the Town Council confirming on 16 December 2016 they did not wish to take over the public conveniences, Cllr Caswill stated this had been true, but this had followed a letter from Dr Carlton Brand, Corporate Director, informing the Town Council it was unrealistic to prepare a new lease for them to take over the site, and he maintained the latter decision was contrary to Cabinet policy and they had only been responding on that point.

Dr Brand then commented upon the request from Cllr Caswill. He welcomed the democratic challenge as an indication of the strong member-led culture of the council, which had been upheld with guidance sought from members throughout the process.

He stated there had been in essence two decisions in relation to this matter. One was whether to continue operating such public conveniences, falling under the Cabinet Member for Highways, and the second relating to what to do with the buildings, which fell to the Associate Director. The site had been on the market for 10 years and was a principle site for the town, with feedback from the market being that without the toilet block the site would sell much more readily. He also stated his letter to the Town Council had simply laid out the situation for them, as they had gone back and forth on whether they wanted to take the site on or not.

Cllr Philip Whitehead was invited to comment, and he stated that two processes had been followed. A Cabinet decision taken in line with the Financial Plan had been to transfer conveniences where possible, but Chippenham had twice confirmed they did not wish to take on the site, stating they had a sufficient complement of public conveniences. In the absence of a budget to maintain the site, and the Town Council wishing to take them on, demolition had been the only option, particularly as the conveniences required significant investment to bring them up to standard.

The Committee then debated the request for scrutiny of the decisions that had been taken in relation to the Bath Road public conveniences.

Some members felt that the evidence that a series of consultations had taken place from officers following the appropriate decision and delegation from Cabinet. The Town Council had indicated several times they did not wish or could not take on management of the public conveniences, and officers had acted in good faith to progress matters in the only way possible following those indications. Authority to do so had been granted to the Associate Director, in consultation with the Cabinet Member, and it was therefore appropriate that the matter had been discussed at Cabinet Liaison, an informal gathering of cabinet members and corporate directors to discuss council business.

Other members felt that there was evidence there had been a confused situation in relation to the decisions being taken, as well as indications of errors of process and consultation and the extent of that should be looked at further to ensure the processes were sufficient and appropriate, noting that if the primary aim of a decision had been to encourage transfer of assets, if that was not possible and demolition was then decided upon, that decision perhaps could have been more public and therefore accountable. It was also raised that decisions being progressed and assessed only in an informal committee such as Cabinet Liaison required clarity on its functions and how much influence the informal body had.

There was also concern local members were often not kept as informed of matters within their divisions as the constitution required. Some also considered that scrutiny of an officer decision had not been undertaken within the span of Wiltshire Council, and there might be a benefit to testing out the process fully.

The Committee was in agreement that there was no reason given why demolition applications should not appear on the weekly list of applications to members, and recommended they be added.

At the conclusion of debate Cllr Caswill summarised by stating it was clear that he as local member had not been adequately consulted on several occasions, but the most critical issue was there had never been a public decision to demolish taken by members, and the only public decision was from Cabinet in March 2016 which did not state demolishing was council policy, and therefore an officer decision had, in his view, superseded that of the Cabinet.

Resolved:

That the officer delegated decisions in respect of the Bath Road public conveniences not be scrutinised further.

9 **Centre for Public Scrutiny (CfPS) Annual Conference 1 December 2016 Update**

The written update from the Chairman of the Committee on his attendance at the Centre for Public Scrutiny Conference (CfPS) Annual Conference on 1 December 2016 was received in the agenda supplement.

Resolved:

To note the update.

10 **Dates of Future Meetings**

The date of the next meeting was confirmed as 1 February 2017 to scrutinise the administration budget proposals. A meeting had also been arranged for 14 February 2017 to scrutinise any opposition budget proposals that were submitted.

11 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 - 11.55 am)

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

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

This page is intentionally left blank

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 1 FEBRUARY 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Chuck Berry, Cllr Christine Crisp, Cllr Howard Greenman, Cllr Alan Hill (Vice Chairman), Cllr Jon Hubbard, Cllr Simon Killane (Chairman), Cllr Gordon King, Cllr Jacqui Lay, Cllr Stephen Oldrieve, Cllr Tony Trotman and Cllr Bridget Wayman

Also Present:

Cllr Laura Mayes, Cllr Fleur de Rhé-Philipe, Cllr Baroness Scott of Bybrook OBE, Cllr Jonathon Seed, Cllr Toby Sturgis, Cllr John Thomson, Cllr Dick Tonge, Cllr Stuart Wheeler and Cllr Philip Whitehead

12 **Apologies**

Apologies were received from Councillors Glenis Ansell, Stuart Dobson and John Walsh.

13 **Declarations of Interest**

There were no declarations.

14 **Chairman's Announcements**

It was stated that the meeting would be live broadcast and recorded.

15 **Public Participation**

There were no questions or statements submitted.

16 **Date of Next Meeting**

The date of the next meeting was confirmed as 14 February 2017 at 1100 at Monkton Park, Chippenham.

17 **Procedure of Meeting**

The procedure for the meeting was noted.

18 **Wiltshire Council's Financial Plan Update 2017/18**

The draft Wiltshire Council Financial Plan Update for 2017/18 was presented by Councillor Richard Tonge, Cabinet Member for Finance, and Michael Hudson, Associate Director of Finance, ahead of its submission to Cabinet on 7 February and Full Council on 21 February 2016.

It was noted that Council on 18 October 2016 had approved a Medium Term Financial Plan and Efficiency Statement 2017-2020, an agreement with central government to secure details of four years of funding settlements, with the council committing to specific efficiency targets. The Committee had considered details of that plan on 10 October 2016, which included assumptions of 1.99% annual rise in Council Tax and 2% Social Care Levy. The proposals for 2017/18 were considered within the framework previously agreed, though since the agreement it had been stated councils could bring forward an additional 1% increase in the Social Care Levy, which it was proposed be accepted.

Details of the income and proposed expenditure were provided. It was confirmed under the proposals the council would set a balanced budget. A report from the Financial Planning Task Group was also received and considered.

The Committee, along with other members in attendance including all members of the Executive, discussed the proposed budget, and clarification was sought on many issues from the attending Cabinet Members and Corporate Leadership Team, with details contained in the report as appended to these minutes. Particular focus was given to service budget proposals, how proposed savings would be achieved, impacts upon staffing levels, community grants and adult social care along with other topics as detailed in the appended report.

At the conclusion of discussion, it was,

Resolved:

- a) **To thank the Financial Planning Task Group for its report and for its work throughout the year monitoring and scrutinising the finances of the council; and,**
- b) **To note that the process for scrutiny of the budget had been robust and added value.**

19 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.45 pm)

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

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

Wiltshire Council

APPENDIX to the Minutes of 1 February 2017

Cabinet 7 February 2016

Council 21 February 2016

Special Meeting of the Overview and Scrutiny Management Committee Report on the Draft 2017/18 Financial Plan

Purpose of report

1. To report to Cabinet and Full Council a summary of the main issues discussed at the special meeting of the Overview and Scrutiny Management Committee held on 1 February 2016.

Background

2. The special meeting of the Overview and Scrutiny Management Committee provided an opportunity for non-executive councillors to question the Cabinet Member for Finance and the Associate Director for Finance on the draft 2017/18 Financial Plan before it is considered at Cabinet on 7 February 2017 and Full Council on 21 February 2017.
3. The Cabinet Member for Finance, supported by the Associate Director of Finance, was in attendance along with the Leader of the Council and all members of the Executive and the Corporate Leadership Team to provide clarification and answers to issues and queries raised by the Committee.
4. In addition to the draft Financial Plan available on the website a briefing from the Cabinet Member for Finance open to all members was held on 24 January 2017.
5. Details had included:
 - Council Tax to be increased by 1.99%, plus a 3% Social Care Levy, a 1% increase from the Medium Term Financial Plan approved by Council on 18 October 2016.
 - The continuing reductions in grant funding from central government, being a further 17.6% reduction for the next financial year.
 - Increases in investment to protect vulnerable children and adults, and investing in the environment and roads.
 - Details of service changes required to achieve the £13.331m savings proposed.

Main issues raised during questioning and debate

6. The Chairman invited the Chairmen of the Select Committees to lead off discussion, with a focus on budget proposals and their implications for services relating to those committees, before opening to general queries.

Financial Planning Task Group

7. The report of the Task Group on the proposals was received and noted, in addition to thanks to its members for their work monitoring and scrutinising the council's finances throughout the year.
8. The report would be forwarded for attention at Cabinet and Full Council along with the report of the Management Committee itself.

Environment Select Committee

9. In relation to the council's key actions within its business plan details were sought on highways investment, and in response it was confirmed that while Wiltshire was due to receive £2.946m of the National Productivity Investment Capital Fund aimed to reduce congestion at key locations and improve maintenance of local highway assets, the conditions around using the grant had not yet been clarified.
10. Details were sought on proposed efficiencies in services including Leisure, Parking provision and Planning consultation in respect of town and parish councils.
11. The £1.003m savings required under Waste services was discussed, with a suggestion the Environment Select Committee might need to consider further scrutiny to monitor the changes proposed.
12. In response to queries on reviewing the model for community support it was stated the review would include the management structure for area boards, and details were sought on the proposed £0.400m savings through a review of Voluntary Community Social Enterprise (VCSE) partnership arrangements and whether there would be reductions to payments to all partners. The Cabinet Member agreed to provide a list of VCSE groups along with details of current arrangements and proposed reductions for each.
13. Other topics discussed included the reduction in the subsidy for councillor ICT provision, details of the Housing Revenue Account (HRA) and that no funds being allocated for carbon reduction.

Children's Select Committee

14. The Committee discussed the increasing pressures regarding children with special educational needs and adults with learning disabilities, in part from new statutory requirements for the 18-25 age group. £1.000m of the increased pressures related to children transitioning into Adult Care. It was reported that when a young person transferred from children's to adults' services their funding moved with them and there was consequently a need to ensure the Children's services budget was not disadvantaged.
15. It was noted that a lot of work had been undertaken on the council's School Improvement Strategy, and that £0.500m was being invested to support this Strategy.

16. Details were sought on budgets for Safeguarding and Early Help services with the intention to record internal meetings electronically rather than recruit dedicated minute-taking staff to save £0.100m.
17. In response to queries it was stated details would be provided to members on the number of local authority schools which would be running deficit budgets for the next financial year.
18. It was confirmed that the £0.050m total reduction in area board youth funding would apply to all area boards, not only those which had not utilised their full previous allocation of youth funding.
19. It was also stated by the chair of Children's Select Committee that figures showing young people's engagement with area board-funded youth activities could not be directly compared with previous years as the methodology for calculating these had changed.

Health Select Committee

20. The increasing pressures on Adult Social Care was discussed, with the 6% increase in investment noted. Details were sought of the £1.510m of savings that would still be required, with a focus on preventative work to reduce demand and changes to working practices. It was noted that a significant amount of the growth in investment related to the effect of the National Living Wage on adult services contracts.
21. The £1.000m of savings identified from a review of the Learning Disabilities service for adults was highlighted and it was suggested that the Health Select Committee might monitor the review and any impact upon this group.
22. Further details were also sought on the review of services in Public Health and Public Protection, and the £0.175m of savings identified across that service identified.

General Enquiries and Observations

23. Other issues discussed included clarifying the number of staff posts that were likely to be removed under the Financial Plan, approximately 200. It was confirmed some had already been identified within service budgets while others remained to be identified, and it was hoped that removing vacant posts would minimise the need for redundancies.
24. Details were also sought on the number of apprenticeships at the council, approximately 30, and efforts to increase this, as well as assessment of the use of dedicated reserve funding and health and wellbeing centre funding allocations. It was confirmed that potential movements in the rate of inflation and the impact of central government's reform of National Non-Domestic Rates (NNDR) presented a level of financial risk, as set out in the General Fund Reserve Risk Assessment.
25. At the conclusion of the debate it was resolved that the budget scrutiny process had been robust, in-depth and had added value to the draft budget proposals.

Proposal

26. That Cabinet and Council take into account the comments from the Overview and Scrutiny Management Committee in considering the update to the Financial Plan 2017/18.

Councillor Simon Killane
Chairman of the Overview and Scrutiny Management Committee

Report Author: Kieran Elliott, Senior Democratic Services Officer, 01225 718504 or kieran.elliott@wiltshire.gov.uk

6 February 2017

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 14 FEBRUARY 2017 AT COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER.

Present:

Cllr Glenis Ansell, Cllr Stewart Dobson, Cllr Howard Greenman, Cllr Alan Hill (Vice-Chairman, in the Chair), Cllr Jon Hubbard, Cllr Simon Killane (Chairman), Cllr Gordon King, Cllr Jacqui Lay, Cllr Stephen Oldrieve, Cllr Tony Trotman, Cllr Bridget Wayman, Cllr Anna Cuthbert (Substitute) and Cllr Philip Whalley (Substitute)

Also Present:

Cllr Alan MacRae, Cllr Fleur de Rhé-Philippe, Cllr Baroness Scott of Bybrook OBE, Cllr Jonathon Seed, Cllr Toby Sturgis, Cllr John Thomson, Cllr Dick Tonge, Cllr Stuart Wheeler, Cllr Roy While, Cllr Philip Whitehead and Cllr Jerry Wickham

20 **Apologies**

Apologies were received from Councillors Chuck Berry, Christine Crisp and Simon Killane.

Councillor Crisp was substituted by Councillor Anna Cuthbert. Councillor Berry was substituted by Councillor Philip Whalley.

With Councillor Killane absent, the Vice-Chairman, Councillor Alan Hill, was in the Chair for the meeting.

21 **Declarations of Interest**

There were no declarations.

22 **Chairman's Announcements**

There were no announcements.

23 **Public Participation**

No questions or statements had been submitted.

24 **Purpose of Meeting**

The procedure for the meeting was noted.

25 **Wiltshire Council Financial Plan 2017/18: Amendments**

Amendments to the administration budget proposals as published on 24 January 2017 had been received from the administration itself and from the Liberal Democrat Group.

Councillor Baroness Scott of Bybrook OBE, Leader of the Council, in her capacity as Leader of the Conservative Group, presented her proposed amendments to the budget, as detailed in Agenda Supplement 1 and as announced at Cabinet on 7 February 2017. The amendments sought to limit the reduction in grant funding for VisitWiltshire to £0.050m rather than £0.100m; to increase investment to the Wiltshire Parent Carers Council (WPCC) by £0.050m; to extend the opening hours at Household Recycling Centres in Salisbury, Trowbridge and Chippenham by one day a week from April to October requiring an additional investment of £0.175m; an additional £0.100m to be invested in staff development.

The proposals were to be funded by further reducing the marketing and communications budget by £0.175m; and £0.200m of preventative property maintenance to be funded through allocated whole life capital funding, allowing that amount to be directed toward the amendments.

The proposals had been confirmed as legal and financially viable by the Corporate Leadership Team in consultation with the Monitoring Officer and Section 151 Officer

Councillor Glenis Ansell, in her capacity as Liberal Democrat Group Leader, presented her proposed amendments to the administration recommended budget as also detailed in Agenda Supplement 1, submitted following announcement of the administration revisions at Cabinet on 7 February 2017. The amendments sought to fund an extension of 1 hour for opening hours at all Household Recycling Centres for the entire year, requiring additional investment of £0.200m. The proposal was to be funded by reducing the budget for professional subscriptions, fees and conferences by £0.150m; and to extend the procurement savings target identified in the administration budget by an additional £0.050m.

The proposals had been confirmed as legal and financially viable by the Corporate Leadership Team in consultation with the Monitoring Officer and Section 151 Officer.

The Committee, along with other members in attendance including members of the Executive, discussed the proposed amendments from both Group leaders as detailed fully in the appended report, including examining the impact of any proposed savings and attendant investment increases.

At the conclusion of discussion, it was,

Resolved:

- 1) To note that robust scrutiny had been conducted regarding the amendments from the respective group leaders and so added value to the process for consideration of the council's budget; and
- 2) That Council take note of the comments of the Committee as detailed in the report appended to these minutes.

26 **Date of Next Meeting**

It was confirmed the proposed meeting on 25 April 2017 would be cancelled, and the date of the next meeting had been switched with that of the Children's Select Committee, meaning the final meeting of the Committee ahead of the Unitary Elections would be 28 March 2017.

27 **Urgent Items**

There were no urgent items.

(Duration of meeting: 11.00 am - 12.00 pm)

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

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

This page is intentionally left blank

Wiltshire Council

APPENDIX to Minutes of 14 February 2017

Full Council

21 February 2017

Special Meeting of the Overview and Scrutiny Management Committee Report on Proposed Amendments for the 2017-18 Budget

Purpose of report

1. To report to Full Council a summary of the main issues discussed at the special meeting of the Overview and Scrutiny Management Committee held on 14 February 2017. This was convened to consider proposed amendments to the initially published administration budget proposals.

Background

2. This special meeting of the Overview and Scrutiny Management Committee provided an opportunity to scrutinise amendments to the budget that were proposed after the committee meeting on 1 February 2017, which considered the initial proposals from the administration which were published on 24 January 2017.
3. At Cabinet on 7 February 2017 Councillor Baroness Scott of Bybrook OBE, Leader of the Council and Leader of the Conservative group, proposed a series of amendments to the budget as previously published, and which Cabinet then resolved to recommend to Council on 21 February 2017. As these changes had not previously been scrutinised, it was agreed they would be taken to the meeting of Overview and Scrutiny Management on 14 February 2017.
4. Following the Cabinet meeting Councillor Glenis Ansell, Leader of the Liberal Democrat group, submitted on behalf of her group a series of amendments to the budget as proposed by Cabinet, for consideration and scrutiny ahead of the Council meeting on 21 February 2017.
5. Both sets of proposals had been accepted as legal and financially deliverable by the council's Corporate Leadership Team in consultation with the Section 151 Officer and the Monitoring Officer.
6. The amendments submitted by Baroness Scott on behalf of the Administration and subsequently agreed by Cabinet were as detailed in agenda supplement 1 to the meeting, and as summarised below:
 - To limit the reduction in grant funding for VisitWiltshire to £0.050m rather than £0.100m;
 - To increase investment to the Wiltshire Parent Carers Council (WPCC) by £0.050m;

- To extend the opening hours at Household Recycling Centres (HRC) in Salisbury, Trowbridge and Chippenham by one day a week from April to October requiring an additional investment of £0.175m;
 - An additional £0.100m to be invested in staff development.
 - The proposals were to be funded by further reducing the marketing and communications budget by £0.175m; and
 - £0.200m of preventative property maintenance to be funded through allocated whole life capital funding, allowing that amount to be directed toward the amendments.
7. The amendments submitted by Councillor Ansell on behalf of the Liberal Democrat group were as detailed in agenda supplement 1 to the meeting, and as summarised below:
- To fund an additional opening hour for all HRCs in Wiltshire for the entire length of the year, at a cost of £0.200m.
 - This to be funded by reducing the budget for professional subscriptions, fees and conferences from that proposed by £0.150m; and,
 - To extend the procurement savings target identified in the administration budget by an additional £0.050m

Main issues raised during questioning of and discussion on the proposals from the Conservative group

8. Following presentation from the Leader of the Conservative group, the Chairman for the meeting sought queries and comments from the Committee and any other Members in attendance.
9. In her presentation Baroness Scott explained that preparing a budget was a lengthy and demanding process, and during that process and as further information became available, a number of issues that required further consideration were identified, and the amendments had been proposed to address these.

Consideration of investments/decreases in reductions

Visit Wiltshire

10. The amended budget proposed a smaller reduction to the grant awarded to Visit Wiltshire than that originally suggested, with a total reduction of £0.050m rather than £0.100m.
11. Baroness Scott and the Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property, Councillor Fleur de Rhé-Philippe, stated the proposal had arisen following additional discussions with Visit Wiltshire on the likely impact of the initial £0.100m reduction on their efforts to encourage and support tourism to Wiltshire, an industry which provided over 29,000 jobs.

12. The Committee discussed the amendment, noting the work that Visit Wiltshire undertook, and seeking details of how their effectiveness was monitored and therefore how the smaller reduction would enable them to perform their role and so the impact of that smaller reduction could be assessed. It was also clarified for the avoidance of doubt that this was not a proposed increase in investment to Visit Wiltshire, but simply a smaller grant reduction than initially proposed.

Wiltshire Parent Carers Council (WPCC)

13. The amended proposal was to increase investment to the WPCC by £0.050m to enable employment of another member of staff and increased support. The WPCC is an independent, voluntary organisation managed and run by parent carers providing information and events for parent carers and working in partnership with the council and other organisations, in particular relating to Special Education Needs.

Health and Recycling Centres (HRC)

14. Baroness Scott stated the administration had been reviewing data in relation to the HRCs for some time and latest visitor data suggested that at the three main sites there was a need to increase investment to enable an additional opening day during the spring and summer to ease issues of traffic queueing on the highways. This would require additional investment of £0.175m.

Staff Development

15. The proposal was to invest an additional £0.100m to improve the council's learning and development offer, increasing access to coaching and mentoring. Baroness Scott stated availability to learning and development had been a key issue identified through a recent staff survey which the investment would seek to address.

16. The Committee discussed the proposal, seeking details of the reductions that had already taken place in the staff development budget in previous years, as well as details of what the £0.100m might be able to fund and how many additional staff would be able to undertake additional training, as well as how the progress would be monitored by members.

Consideration of savings

Marketing and Communications

17. Baroness Scott introduced the proposal, which was to reduce the marketing and communications budget by an additional £0.175m. While it remained important for people to be informed of the council's work, discussions had taken place to identify further savings that could then fund the additional investments and grant reductions proposed.

Preventative Property Maintenance

18. The proposed that £0.200m could be focused on other spending by reprioritising work in property maintenance out of the whole life capital funding budget.
19. Details were sought during discussion on how the additional £0.200m had been identified as available following further due diligence on the annual capital maintenance programme, rather than additional revenue funds, and it was confirmed that the full amount would be available to fund the proposed increased investments and decreased in grant reductions.

Main issues raised during questioning of and discussion on the proposals from the Liberal Democrat group

20. Following presentation from the Leader of the Liberal Democrat group, the Chairman for the meeting sought queries and comments from the Committee and any other Members in attendance.
21. In her presentation Councillor Ansell stated she was glad the administration had chosen to revise its budget in recognition of issues that had been highlighted, and that her group had proposed an additional amendment to further address concerns.

Consideration of amendments (investments)

HRCs

22. The proposal was to fund an additional hour of opening for all HRCs in Wiltshire all year, requiring an additional £0.200m
23. The Committee discussed the amendment, seeking details of how the cost had been calculated and confirming that the stated investment would permit an additional hour at all sites including the additional day proposed for the three HRCs in the Administration's amendment.

Consideration of amendments (savings)

Professional Fees and Subscriptions

24. Details were provided in the agenda supplement on the overall budget for provision of past payments in relation to professional subscriptions, professional fees and conferences attendances, which it was proposed to reduce by £0.150m.
25. Details were sought on the impact of the proposed reduction, in particular in relation to staff development, and it was stated there had been an underspend in 16/17 of nearly £0.150m and that after careful analysis the Liberal Democrat

group believed the reduction would not reduce officer capacity, and that no existing subscription or conference currently attended would be cancelled. It was stated discussions would need to be had with the relevant associate directors to assess any potential impact.

Procurement savings

26. The proposal was to increase the savings target for procurement from £0.250m to £0.300m, which the Liberal Democrat group believed to be an achievable target given those accomplished in previous years.
27. The Committee and members discussed the proposal, with details sought on which areas of procurement might yield the additional £0.050m targeted in order to fund the proposed investments.

Conclusion

28. That Council take into account the comments from the Overview and Scrutiny Management Committee in considering the proposed amendments to the financial plan 2017-18.

Councillor Alan Hill
Vice-Chairman of the Overview and Scrutiny Management Committee (in the Chair on 14 February 2017)

Report Author: Kieran Elliott, Senior Democratic Services Officer, 01225 718504 or kieran.elliott@wiltshire.gov.uk

This page is intentionally left blank

Wiltshire Council

Overview and Scrutiny Management Committee

28 March 2017

Report of the Military Civilian Integration Partnership (MCIP) / Army Basing task group

Purpose of report

1. To provide an update of activity undertaken since the previous report and provide recommendations for the scrutiny legacy review.

Background

2. On the last occasion that the Task Group reported to the Management Committee it was agreed that:
 - i) The Task Group should continue in order to receive evidence requested to answer questions raised
 - ii) That the Task Group would focus on Wiltshire Council's involvement in the Army Basing project rather than on the integration partnership as a whole.
 - iii) That the Task Group would report back once the requested evidence had been received and reviewed and the planned Army Basing Peer Review had taken place.

Activity since the previous report

3. An ongoing discussion with the MCIP programme staff has provided evidence and updates as requested.
4. The Planned Army Basing Peer Review, led by the Local Government Association, had been planned for April 2016 but was deferred to late September 2016. The five reviewers, including senior members and officers from other councils, conducted 28 interviews with 42 people over four days. One of those interviews was with the Chairman of the Task Group about the role Scrutiny had played.
5. The Task Group had hoped to hold a meeting after the publication of the final Peer Review Report in order to appraise the findings of the review. Unfortunately, to allow the Task Group to report to the Management Committee before the end of the current council, a meeting had to be scheduled before the final publication.
6. The Task Group met on 14th March and reviewed its outstanding questions and a summary of the Peer Review findings with Kevin Ladner, MCIP Programme Manager.

Conclusions

7. The summary findings of the Peer Review painted a very positive picture of Wiltshire Council's involvement in the Army Basing Programme. It would be useful to scrutinise the final report when published.

8. There is a need to ensure that Wiltshire Council learns the lessons from the first rebasing (Five Rifles), including feedback from communities through Area Boards, and applies those lessons to future rebasing.
9. There remain questions around the medium to long term integrating of army personnel into civilian communities.

Recommendations

10. The Task Group recommends the management committee include the following in the scrutiny legacy report:
 - (1) There is a need to scrutinise the final Army Basing Peer Review report when published.
 - (2) Scrutiny could have a valuable role to play in ensuring that lessons are learnt from Wiltshire Council's involvement in the initial army basing and applied to the arrival of future cohorts.
 - (3) There may be an opportunity to scrutinise any commitment to military/civilian integration made in the council's next business plan.

Report author: Toby Eliot, Corporate Support Manager, 01225 713886,
toby.eliot@wiltshire.gov.uk

Wiltshire Council

Overview and Scrutiny Management Committee

28 March 2017

Review of Overview and Scrutiny 2013-17

Executive Summary

An opportunity for Overview and Scrutiny (OS) to reflect 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 2017-21 council to consider in order to maximise the impact of its future activity.

This report highlights the key pieces of work undertaken by Overview and Scrutiny (OS) during the 2013-17 Council (as set out in Appendix A) and recommends topics to the Management Committee for suggested inclusion in a new OS work programme after the elections (as set out in Appendix B).

The report also reviews the effectiveness of OS during the 2013-17 Council, including by considering discussion points from the OS Legacy workshop held in January 2017, and make recommendations for consideration by Management Committee after the elections as appropriate.

Proposal(s)

Members are asked:

1. To thank all those members, partner organisations and officers who have positively contributed to the work of the select committees and in the effective delivery of the OS work programme;
2. 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;
3. To ask the Management Committee to review the topics listed in **Appendix B** and determine what should be included in its legacy report for the OS work programme of the new Council;

4. To note the development areas identified at the OS Legacy workshop and ask Management Committee under the new Council to consider how they might be taken forward as appropriate;
5. To note the CLG enquiry into the effectiveness of OS in local government and recommend that Management Committee under the new Council receives updates at appropriate milestones;
6. To note the delivery of the 4-year OS learning and development programme so far and ask Management Committee under the new Council to consider whether a review of the programme is required to ensure it remains appropriate and deliverable;
7. To note the next steps described in paragraphs 27 and 28.

Paul Kelly
Head of Performance and Democracy (and Designated Scrutiny Officer)

Review of the work of Overview and Scrutiny – 2013-2017

Purpose

1. To highlight the key pieces of work undertaken by Overview and Scrutiny (OS) during the 2013-17 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 effectiveness of OS during the 2013-17 Council, including by considering discussion points from the OS Legacy workshop held in January 2017, and make recommendations for consideration by Management Committee after the elections as appropriate.

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. This 'legacy process' complements other opportunities for reflection such as OS councillor training workshops, annual meetings between OS chairmen/vice-chairmen and executive members and the 2015 LGA Peer Review of OS.
4. 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 2017-21 council to consider in order to maximise the impact of its future activity.
5. For the 2013-17 council, OS Management Committee has agreed the following OS legacy process:
 - 1) **OS Legacy Workshop** (17 January 2017)
A learning and development event where executive and OS members reviewed OS's successes and challenges during this council. The outcomes from this are outlined from **paragraph 11** below.
 - 2) **Select Committee 'end of term' reports** (February / March)
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 2013-17** (28 March 2017)

Having considered the above, to agree an overarching report for submission to the new council to be considered at the next Management Committee's first meeting on 6 June 2017.

Review of Overview and Scrutiny 2013-17

Context

6. As a new unitary council in 2009, Wiltshire Council's OS arrangements were agreed for "day one" following consultation during transition, a joint OS committee between the relevant district and county councils and input from an external national advisor. In 2012, these arrangements were revised, primarily through the creation of the Management Committee to take overall responsibility for the function, its working relationship with the Cabinet and a single OS work programme. A new style and approach was adopted based on constructive early engagement, a focus on supporting the development of policy linked to the business plan and seeking positive outcomes for customers.

LGA Corporate Peer Challenge – 2013

7. In 2013 the council invited a Local Government Association (LGA) review team to carry out a corporate peer challenge with a broad remit that included looking at the council's governance and decision making. The leading OS councillors were interviewed and the findings were reported to Cabinet in January 2014 (full report [here](#)). In short, the LGA peer challenge report stated that,

"The Council's scrutiny function needs reviewing as it is primarily focused on process rather than outcomes. There has been a focus on scrutinising internal plans and strategies, including the recently approved Business Plan, financial management and staff morale. While focused internal scrutiny continues to be an important role, its remit ought to be much wider focusing on outcomes for citizens, wider policy agendas and the impact they have on local communities and their resilience." [Realign scrutiny to focus on outcomes for the public]

8. As was acknowledged at the time, the peer challenge represented a snapshot in time and many of the findings regarding OS were overtaken by an OS improvement programme already in motion at the time of the review. In addition, many of topics suggested for focus had been added to the work programme. Nevertheless, OS responded by considering what further changes might be beneficial and these included efforts to emphasise adding value and focusing on outcomes for communities and the public.

LGA Overview and Scrutiny Peer Challenge – 2015

9. In 2015 the council invited the LGA to undertake a peer review looking

specifically at its OS arrangements; the first such review in the country. A team of 5 peer reviewers undertook a full-day programme of interviews with Wiltshire's councillors and officers to gather perspectives on the strengths and weaknesses of the function. The review's outcomes were extremely positive (full report [here](#)), with the following highlighted as key strengths:

- A good response to the findings of the 2013 corporate peer challenge
- Increasingly purposeful and outcomes-focused reviews
- A work programme aligned with the Business Plan and focusing on important policy areas and key partnerships
- A clear understanding amongst councillors and officers of OS's roles and responsibilities
- A positive OS-Executive working relationship.

10. Areas suggested for development by the Peer Challenge and subsequently addressed include:
- Re-confirming OS's core values
 - Greater promotion of OS's role and purpose, internally and externally
 - Close alignment of OS and Cabinet work programmes (59% of Cabinet items received prior OS input in 2015/16)
 - Annual review of the budget scrutiny process to identify opportunities for improvement
 - Recommendation tracking framework designed, ready for full implementation after the elections.

OS Legacy Workshop – 2017

11. As part of OS's councillor learning and development programme, a workshop was held on 17 January 2017 at which executive and non-executive councillors were invited to discuss:
- a) The key areas of success and challenge in the OS arena in the current council
 - b) The key outcomes and learning points to refer to OS in the next Council, in the light of coming local and national developments.
12. The workshop was well-attended and receive positive feedback from attendees, with the following identified as being strengths of OS at Wiltshire Council:
- Positive OS-Executive working relationships, including constructive liaison with the Executive on the OS work programme
 - Opportunities to influence policy at an early stage
 - An apolitical and collaborative culture
 - Focus on priorities in the council's Business Plan
 - Appropriate balance of proactive-reactive OS (with few "call-ins")
 - Willingness and support of officers across the council
 - Dedicated scrutiny officer resource
 - Diversity of councillor knowledge and experience
 - Information briefings before OS committee meetings
 - Contribution of co-opted members on Children's Select Committee and stakeholders on Health Select Committee
 - Particularly valuable work undertaken by OS task groups

- Positive engagement with a variety of partners.
13. The following were identified as things OS at Wiltshire Council could develop further:
- Shorter OS committee agendas to enable greater focus on priorities
 - Greater focus on in-depth OS work through task groups
 - More innovative approaches to evidence gathering
 - Greater engagement with service user groups and the public
 - More emphasis on meeting “witnesses” in their own environments e.g. site visits
 - Supporting young people to influence policy through OS
 - Encouraging broader non-executive member participation in OS
 - Avoiding parochialism
 - Demonstrating OS’s impact more effectively and seeking officers’ feedback on its value and effectiveness.
14. After the May 2017 elections, Management Committee may wish to consider the development areas identified and, if appropriate, how they might be addressed.

Communities and Local Government (CLG) Enquiry into OS in local government – 2017

15. As outlined in a separate report on this meeting’s agenda, in January 2017 CLG launched an [enquiry](#) looking at whether overview and scrutiny arrangements in England are working effectively and whether local communities are able to contribute to and monitor the work of their councils. As a large unitary council with a strong reputation for effective OS, Wiltshire Council has submitted a response to the CLG’s call for evidence (presented separately).
16. Following the elections, Management Committee will be kept aware of the enquiry’s progress and may want to consider the implications of its findings for OS in Wiltshire.

OS Councillor learning and development programme

17. In [January 2015](#) Management Committee endorsed a 4-year councillor learning and development programme, subject to annual evaluation and budget availability. Prior to this OS had made requests to the council’s Learning and Development Team in a somewhat ad hoc way and a more strategic approach was needed. The 4-year programme’s objective was to provide a more effective and relevant OS function, developing the skills of members, officers and partners, especially in the context of the election of a new council in 2017 and potential changes in local government and the public sector.
18. With the 4-year programme having been implemented partway through a council term, around half of the programme has so far been delivered. Events have included:
- Health Select – a practical workshop on agenda setting – October 2015
 - Development of a tracking system – October 2015
 - Questioning and listening skills workshop – November 2015

- Role Clarity workshop – March 2016
 - OS's Legacy 2013-17 workshop – January 2017
19. All OS Member L&D events receive subsequent evaluation by the Scrutiny and Learning & Development teams. Management Committee also receive post-event reports, providing the opportunity for councillor evaluation.
 20. An OS session within the post-election councillor induction programme is now being designed. The Management Committee under the new Council may wish to re-visit its 4-year L&D programme to ensure it remains fit for purpose, reflects identified needs (such as those highlighted under paragraph 13) and is deliverable with the available resources.

Review of key OS activities – 2013-17

21. With Council elections in May, the Management Committee has asked each select committee to produce a brief “end of term” style report to highlight some of the good work done and outcomes achieved. These, along with relevant Management Committee activities, are drawn out and listed in **Appendix A**.

Suggested ongoing OS work – 2017-21

22. 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. Every effort has been made to bring reviews to a conclusion in time for the end of the current Council, but inevitably some things are ongoing due to the significance or long-term nature of the topic.
23. The select committees have tried to kept this list to a minimum as Management Committee will need to leave capacity for OS councillors to develop their own work programme based on public views expressed during the election period and following engagement with the new executive.
24. It should also be noted that a new council Business Plan is expected to be developed during the Summer/Autumn of 2017 and will naturally be influential in forming the new OS work programme. The Management Committee will want to liaise with the Executive regarding opportunities for OS engagement in developing the new Business Plan.
25. Previously Management Committee has requested that the annual meetings between OS chairmen/vice-chairmen and Executive members to discuss work priorities be held immediately after OS committees' first meetings, when new OS chairs/vice-chairs have been elected. However, given the development of a new Business Plan during the Summer, it is proposed that these meetings be arranged later in the year once Full Council has agreed its priorities.
26. With the council's 2017-18 Financial Plan now agreed, the officer resource available to support OS activity will also need to be considered when forming the new OS work programme.

Next Steps

27. Members of the Management Committee are asked to give guidance on what should be included from the attached appendices in a final legacy report to Management Committee under the new Council.
28. Following the elections this will then be made available to the new Management Committee, appointed by Council on 16 May. The Management Committee's first meeting is scheduled for 6 June, 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, partners and customers over the following cycle of meetings before finalising the plan.

Recommendations

29. To thank all those members, partner organisations and officers who have positively contributed to the work of the select committees and in the effective delivery of the OS work programme;
 30. 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;
 31. To ask the Management Committee to review the topics listed in **Appendix B** and determine which should be included in its legacy report for the OS work programme of the new Council;
 32. To note the development areas identified at the OS Legacy workshop and ask Management Committee under the new Council to consider how they might be taken forward as appropriate;
 33. To note the CLG enquiry into the effectiveness of OS in local government and recommend that Management Committee under the new Council receives updates at appropriate milestones;
 34. To note the delivery of the 4-year OS learning and development programme so far and ask Management Committee under the new Council to consider whether a review of the programme is required to ensure it remains appropriate and deliverable;
 35. To note the next steps described in paragraphs 27 and 28.
-

Paul Kelly
Head of Democracy and Performance (and Designated Scrutiny Officer)

Report author: Henry Powell, Senior Scrutiny Officer, 01225 718052,
henry.powell@wiltshire.gov.uk

Appendices

- | | |
|------------|---|
| Appendix A | OS Key activity and achievements 2013-17 |
| Appendix B | Recommended ongoing OS work under the new Council |

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Safeguarding Children and Young People Task Group	May 2012 – January 2017	<p>Established in May 2012 to monitor and scrutinise implementation of the improvements to safeguarding arrangements required by Ofsted following its inspection of services.</p> <p>The Task Group was re-established to monitor the implementation of the Task Group's recommendations and to scrutinise the delivery of improvements.</p>	<p>Provided 41 recommendations addressing: communications; children's social care workforce; locality working; and members and safeguarding.</p> <p>Monitored reports presenting the results of internal audits of child protection practice.</p>
Schools and the Local Authority Task Group	January 2013 – January 2015	Established in response to government reforms to the education system and the changing relationship between local authorities and schools.	<p>Explored how the council can continue to promote excellence in schools as the local authority's role changes.</p> <p>Recommended a review of the services we should continue to offer to schools.</p>
Education for 16-19's Task Group	January 2014 – November 2014	Established to consider the Draft Wiltshire Education Employment and Skills Strategy, and examine the various options, prior to its consideration by Cabinet.	Provided 12 recommendations in a report provided as an appendix to the draft strategy for consideration by Cabinet.
SEND Task Group	January 2014 – January 2016	Examined the best ways to prepare young people with SEND for Adulthood. Topics included: education; employment; housing options; and developing inclusive communities.	Investigated how the council can help prepare young people with SEND for adulthood and

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
			create more inclusive communities.
Positive Leisure Time Activities for Young People Task Group	February 2014 – July 2016	Established to work in conjunction with a review of how the council meets its statutory duty to secure young people aged 13-19 access to sufficient positive leisure-time activities that improve their wellbeing, and sufficient facilities for such activities.	Contributed to a major review of how activities for young people will be delivered in the future.
Early Help Strategy Task Group	June 2014 – April 2015	Established a task group in response to the Early Help Strategy 2013-17, which set out the Council's proposals for Wiltshire's early help offer, including what it was doing, the desired improved outcomes for children and young people and the priority objectives to achieve this.	Investigated how CSC can efficiently and effectively monitor the delivery of the Early Help Strategy 2013-17 Requested that update reports are presented to CSC at six month intervals with the ability to refer issues that required more in depth analysis.
Children's Centres Task Group	January 2015 – June 2015	Established to consider the re-commissioning process through which Wiltshire Council Children's Centre provision was commissioned via voluntary organisations.	Provided recommendations for both the Council and Children's Centres which aimed to help achieve maximum impact and value for money.

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Child Sexual Exploitation Task Group	April 2015 – December 2016	The task group was established to focus on the Prevent strand of Wiltshire Council's Child Sexual Exploitation (CSE) action plan's 'Prevent, Protect, Pursue' themes.	<p>Extra CSE training sessions for Wiltshire councillors and monitoring of the council's CSE action plan.</p> <p>The task group produced recommendations on the council's CSE action plan including ensuring that the outcomes could be measured and monitored.</p>
School Improvement Strategy Task Group	March 2016 – January 2017	CSC agreed the School Improvement Strategy as a work priority and established the task group to review the efficiency and effectiveness of the Wiltshire School Improvement Strategy.	Compared Wiltshire's School Improvement Strategy with those of other local authorities and made recommendations aimed to help ensure all pupils attend an excellent school and could achieve their full potential.
Overnight Short Breaks for Disabled Children and Young People	December 2013	CSC received a report summarising the joint review between the Council and NHS Wiltshire Clinical Commissioning Group on overnight short breaks for disabled Children and Young People in Wiltshire.	Considered the proposals under a joint review between the Council and NHS Wiltshire Clinical Commissioning Group on overnight short breaks for disabled Children and Young People in Wiltshire.

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Children's Community Health Services Retender	January 2016	Children's community health services in Wiltshire were being retendered with a single provider of children's community health services, rather than by five organisations. A decision had been made by Cabinet on 13 October 2015 regarding the preferred provider.	The rapid scrutiny exercise produced recommendations on the new performance monitoring framework resulting from the retender of Wiltshire's children's community health services.
School Places Strategy 2015-20	July 2015	Received the Wiltshire School Places Strategy 2015-2020 before it became a key framework document for the Council in considering any statutory proposals for changes to school organisation including the commissioning of new schools.	Encouraged comprehensive consultation of area boards when developing the Strategy.
Wiltshire Assembly of Youth (WAY)	March 2016 onwards	As part of a commitment to closer working with young people the committee now receives update reports from their young people's representative	Created a closer working relationship between the CSC and Wiltshire's young people.
Early Help Dataset	May 2016 & January 2017	The Early Help Dataset helps us evidence the impact of Wiltshire's early help offer. CSC received copies of the dataset at the May 2016 and January 2017 meetings.	Gained assurance that the Early Help Dataset was a suitable mechanism for providing oversight and delivery of the Early Help Strategy, and that its recommendations had been acted upon.

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Pupil Performance in Public Tests and Examinations	Annual	Annual reports to CSC providing an overview of pupil performance at the end of each key stage and compares attainment in Wiltshire with national, south west and statistical neighbour performance.	Largely noting the performance figures. Have requested further information and a briefing on phonics.
Adoptions West	Regular updates	Regular updates on the progress of Wiltshire's collaboration with five other local authorities and the voluntary sector toward developing a Regional Adoption Agency (RAA) which is currently known as Adoption West.	Assurance of progress made in the development of the RAA.

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
Community Infrastructure Levy (CIL) Task Group	August 2012 – December 2014	The Task Group were asked to test out the charging proposals for CIL, and receive updates on the implementation of CIL.	Supported the executive in establishing a viable rate for CIL to support development. Using planning powers to maintain the vitality of market towns and local high streets.
Waste Task Group	May 2013 – December 2013	Established to provide scrutiny input on future options for the service delivery for waste and recycling collection and management prior to the contract coming to an end in 2016.	Provided recommendations which were considered in the report to Cabinet on the delivery of the waste services. Issues raised were incorporated in Briefing Note.
Adoptable Estates Task Group	May 2013 – December 2014	Established based on concerns over the conditions attached to planning approvals being open to abuse or ignored to the detriment of council activity, owner- occupiers and tenants.	Examined regulations and contractual arrangements, and reviewed timings and protocols for adoption. Also, reviewed other authority's success in development adoptions and their protocols to identify improvements for Wiltshire's process.
20mph Policy Task Group	December 2013 – December 2014	To review the 20mph policy as it was enacted in terms of whether it would enable the delivery of reduced numbers of casualties and increased general road safety.	Recommended greater community involvement in schemes, fundraising, and safety initiatives. Including CATG's and Area Boards.

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
Car Parking Review Task Group	February 2014 – February 2015	Established to provide an advisory and support role to the team undertaking the car parking review as well as providing a member from the task group to sit on the Project Board.	Considered and review consultation responses and proposals to Cabinet prior to their meeting.
Public Transport Review	June 2015 – September 2016	To investigate the strategic savings of £0.5m to result from a complete review and transformation of public transport in the county in the 2015/16 budget.	Appointed a representative to the Public Transport Review Board. Provided feedback on data collected from the consultation.
Resident Engagement Task Group	November 2015 – April 2016	Set up to provide input in a review of housing management services' approach to resident participation and their own scrutiny arrangements.	Provided feedback on Wiltshire's approach to resident engagement following meetings with three other key housing providers in Wiltshire.
Waste Service Changes Task Group	November 2015 – September 2016	Investigated the impact of reduced Household Recycling Centres' hours and traffic management issues and to investigate the impact of the new green waste collection service particularly in relation to fly-tipping.	Provided recommendations on functionality of HRC's (following revised opening hours), the promotion of green waste collection, and addressing fly-tipping.
Future Delivery Model for the Repairs, Improvements and Maintenance of Council Owned Assets	September 2015	Wiltshire Council's Housing team had reviewed the way in which its contracts were structured and delivered through a comprehensive review of the service considering all the delivery models in the housing sector.	Provided recommendations on: contractors, apprenticeship schemes, adequate ICT, communication with tenants.

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
Re-Commissioning of Housing Service Support Contracts	February 2017	Invited to provide input on a review of all housing related support contracts with a view to re-commissioning Housing Service Support contracts.	Recommended that a task group be set up to provide input on what the new service will look like.
Flood Plan	Regular updates 2013-2016	Received updates relating to the 2013 review of the plan and further reviews following the review and response to flooding in Wiltshire.	Was satisfied that there were well coordinated arrangements for and responses to flooding and winter weather.
Green Infrastructure Strategy	October 2013	The Wiltshire Core Strategy includes Core Policy 52, which places a requirement for all development to protect and enhance local green infrastructure (GI) networks	Endorsed the strategy and encouraged Area Boards to consider potential Green Infrastructure projects for local plans that will be influenced by the strategic level Green Infrastructure strategy.
Gypsy and Traveller Plan	Regular updates 2014-2017	Received updates on work undertaken, the current situation, and future work.	Updates assured progress on planning policies for sites, and the progress of the plan.
Wiltshire Core Strategy	February 2015	Were advised on the development of Neighbourhood Plans across Wiltshire and the Core Strategy.	Committee were assured on the delivery of the core strategy.
Award of New Highways Contract	January 2016	The Committee received the confidential report on the new highways contract award along with a presentation on the key aspects.	Accepted the recommendations of officers to Cabinet.

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
			Recommended the Highways and Street Scene Task Group should continue and monitor the implementation of the new contract (including reviewing KPIs).
Leisure Services	April 2016 & February 2017	Reports from Leisure on implementing their vision of "Helping people in Wiltshire to live longer, healthier lives, while addressing health inequalities"	Requested and received statistics on the number of individuals participating in leisure activities within Wiltshire and updates on progression.
Library Services	April 2016 & February 2017	Received report detailing review of Library Services (mobile library services in 2015) and follow-up report on the progress of the success and progress of the new library model.	Updated on the success and progress of the new Calne Library model, including a breakdown of usage for each library in Wiltshire.

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
Joint Air Quality Task Group	Jan 2014	A joint activity with Environment Select looking at implementation of the Air Quality Strategy, including how council services were working together.	Recommended that a process be developed to allow Area Boards to share examples of good practice regarding improving air quality.
Contenance Services Task Group	May 2014	Formed in response to concerns regarding the adequacy, range and number of continence products offered under a new Wiltshire contract.	Sent a letter to national policymakers seeking guidance on the Policy to enable better provision and recommended that commissioners re-evaluate the home delivery service of incontinence products.
Dementia Task Group	Sep 2014	Following a request from the Executive, explored opportunities for improving the quality of advanced dementia care and whether community interventions could be strengthened to diminish dependency or prevent admissions.	Supported the executive and health partners in ensuring that organisations in Wiltshire work together to support people with dementia and their carers and families.
Joint Working Group – Avon & Wiltshire Mental Health Partnership	Nov 2015	Following a CQC inspection report requiring AWP to improve their services, a collaboration with scrutiny members from Bristol, B&NES and North Somerset, scrutinising AWP's improvement programme.	Worked together with three other councils to support and be a critical friend for AWP to improve clinical mental health services.

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
Help to Live at Home Task Group	Nov 2015	A detailed review interviewing key witnesses and exploring this pioneering model of care that aimed to put re-enabling individuals at the heart of the service.	Made recommendations that were taken forward including greater use of technology in providing care and a single point of contact for clients.
Obesity and Child Poverty Task Group	Mar 2016	A joint exercise with Children's Select Committee looking at the links between child poverty and obesity and supporting the development of the Joint Wiltshire Obesity Strategy.	Recommended targeted, evidenced ways of tackling links between deprivation and unhealthy eating, including increasing uptake of Free School Meals and further OS work looking at the number of fast-food outlets near schools.
Helping pharmacists do more	June 2016	The Chairman hosted a roundtable meeting with external invitees to discuss ways of making greater use of pharmacists' clinical expertise in delivering good health outcomes.	Prompted the development of a training programme to enable Wiltshire pharmacists to play a greater role in providing local health care services
Better Care Plan Task Group	Jan 2017	A long-term review of how effectively Wiltshire's £32m of Better Care funding (2016-17) drove the integration and improvement of health and care services.	Provided ongoing member scrutiny of how innovation funding was being used. Made recommendations on addressing the significant workforce challenges in the care sector and the adoption of a shared approach to risk across health and care partners (response

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
			awaited).
Scrutiny of Wiltshire Safeguarding Adults Board	2013 to 2017	Received updates on multi-agency work to ensure systems for protecting vulnerable adults are robust.	Assured the arrangements for safeguarding adults and helped raised the profile of safeguarding matters in other health and care scrutiny work.
NHS 111	Nov 2014 March 2015 Sep 2015	Received regular performance updates on the service including the percentages of calls answered within 60 seconds, abandoned within 30 seconds etc.	Held commissioners and providers to public account for the service performance achieved in Wiltshire.
Acute hospitals	2013 to 2016	Considered a number of CQC inspection reports on all of the main hospitals for Wiltshire. In some cases asked the CCG and Acute trusts to attend meetings and provide evidence of their action plans for improvement.	Held acute healthcare commissioners and providers to public account for their performance, using evidence gathered by the national inspection body.
Mental Health & Wellbeing Strategy	April 2016	Considered the draft Strategy and the delivery of its implementation plan through receiving data against strategic targets. Also explored links between mental health and physical ailments.	Influenced the mental health and wellbeing priorities for the county and put in place monitoring arrangements to support the delivery of strategic targets.

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
Mental Health Partnership Trust (AWP)	July 2016	Considered the draft Quality Account 2015/16 and CQC inspection results for AWP and received a briefing on the Trust's improvement programme.	Monitored improvements to clinical mental health services in Wiltshire using data from the national regulatory body.
Non-emergency patient transport (Arriva)	Nov 2014 Mar 2015 April 2016	Received regular updates on the pick-up and drop-off times for patient transport and met informally with the commissioner and provider to discuss multi-agency solutions to performance issues.	Improved responses to Wiltshire residents have been seen as a result of consistent and effective engagement with scrutiny.
NHS Health Checks	Jan 2015 Jan 2016	Considered data showing implementation of this national programme by GP surgeries across Wiltshire.	Identified variances in implementation across the county and planned further work to assess its impact on the numbers of diagnoses and interventions.
Charges for Adult Care	April and June 2016	Considered changes to the council's charging policy for care at home with a focus on how people would be impacted. Scrutinised the clarity of the consultation letter sent to those affected and the whether the number of consultation responses was sufficient to form a basis for change.	Assured the consultation process for proposed changes to fees for adult care and planned future checks on their impact.
Wiltshire ambulance service	Mar 2016	Took part in joint scrutiny with other local authorities in the South West, then agreed	Scrutinised the response times and other performance measures of the

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
	Sep 2016	Wiltshire-specific arrangements with the South West Ambulance Service Trust (SWAST) who provide an annual performance report.	Trust in Wiltshire. Supported the availability of defibrillators in public places and the work underway to reduce the number of inappropriate referrals to the service.
Public Health	2013 to 2016	Considered the council's Public Health annual reports and requested info on the kinds of local community initiatives being led by Area Boards.	Monitored the priorities and approaches of the council's Public Health team to ensure preventative measures fit with the council's priorities.
Sustainability and Transformation Plan (STP)	2016 to 2017	Received updates, reports and draft versions of the emerging STP for the B&NES, Swindon and Wiltshire footprint area.	Monitored the Plan's development, focusing on likely impacts in the Wiltshire area.
Developing Integrated Urgent Care	Nov 2016	Received a briefing and report on the council and CCG's plans to procure an Integrated Urgent Care service for Wiltshire.	Helped ensure that efficiencies are maximised from converting urgent care to an integrated service and that the needs of Wiltshire communities are reflected.

OS Management Committee			
Activity	Date	Brief Explanation	Outcome
Financial planning	2013-17	A combination of task group and committee-level scrutiny, covering: <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 In-depth review of a four-year financial settlement offer from central government. 	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 of a four-year financial settlement offer from central government.
Business planning	2013	Select Committees and Management Committee considered the draft Business Plan 2013-17, based on the 12 priorities/deliverables of the Council, with comments referred to Cabinet prior to final adoption.	Helped to define the council's main priorities in its Business Plan 2013-2017 and how they will be supported
Area Boards	2013	A dedicated task group set up to review the operation and effectiveness of Wiltshire's area boards since their introduction in 2009.	Helped to enhance the role of the council's 18 area boards.
OS Peer Challenge	2014-15	A peer review team undertook interviews with councillors and officers to gather perspectives on the strengths and weaknesses of the function.	A positive outcome, with the following highlighted as key strengths of OS: <ul style="list-style-type: none"> A work programme focusing on important policy areas and key partnerships

OS Management Committee			
Activity	Date	Brief Explanation	Outcome
			<ul style="list-style-type: none"> • A clear understanding of OS's roles and responsibilities • A positive OS-Executive working relationship.
Local Enterprise Partnership (LEP)	2014/15	A dedicated task group set up to monitor how LEP funding is used to support infrastructure projects in Wiltshire.	Introduced a pioneering joint arrangement with Swindon Borough Council to scrutinise the operation of the LEP
Military Civilian Integration Partnership (MCIP)	2014	A dedicated task group set up to scrutinise the potential impact of Army re-basing in the County	Scrutinised the potential impact of Army re-basing in the County
Call-in of a decision regarding the Royal United Hospital (RUH) Patient Hopper Bus	2015/16	A special public meeting to consider calling in of a decision to cease funding the Royal United Hospital (RUH) Hopper Bus Service for patients.	Enabled member and public challenge of how this important decision was taken to ensure it was fair and constitutionally sound.
Campus Governance	2015/16	A dedicated task group set up to support the development of, <ul style="list-style-type: none"> • An effective governance model for campuses • A future model of community engagement and role of area boards in respect of governing campuses; and • A communications strategy for keeping communities informed about progress with 	Developed a governance framework recognising the varied nature and composition of area boards and community areas.

OS Management Committee			
Activity	Date	Brief Explanation	Outcome
		revised campus developments.	
Voluntary groups using Household Recycling Centres (HRCs)	June 2016	A special public meeting to discuss the potential calling in of a decision regarding the Cessation of a subsidy for VCSE Permits for Household Recycling Centres.	Ensured that proper processes had been followed before changes to HRC use were implemented
Hydrocarbon Extraction ("fracking")	July 2016	Following a motion at Full Council, a detailed committee briefing providing clarifying the technical extraction process, national planning policies, local planning policy and the planning process.	Explored the legal framework around 'fracking' and checked what policies the council has in place to ensure potential applications can be dealt with appropriately.

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Task Groups			
Child and Adolescent Mental Health Services Task Group	TBC	Council and the Wiltshire CCG have recommissioned a new integrated service delivery model for primary and specialist CAMHS to meet the needs of children and young people.	Identified as a priority by CSC and WAY.
SEND Passenger Transport	TBC	SEND transport budget was short by £6 million and it was suggested that the Officers gain information from other local authorities as to how they provided this service. Attention was drawn to a national study which was being carried out in which all councils were being asked to participate and provide statistical data.	To hold a scrutiny exercise on the provision of SEND transport when the results of the national study were available
Academisation	TBC	To consider the impact of academisation on Wiltshire.	To leave as a priority to be considered dependant on the outcome of local authority MAT's
Review of the Strategy and Support Programme for Disadvantaged Learners	TBC	<p>The School Improvement Strategy and the Strategy for the Support of Vulnerable Learners set out Wiltshire's approach to improving the educational attainment of children and young people.</p> <p>The School Improvement Strategy task group originally had this under its initial remit, but agreed that it should focus their work on the School Improvement Strategy. It was resolved by the task group that this should be a future work priority of the CSC.</p>	Recommendation endorsed by CSC from the School Improvement Strategy Task Group's final report.

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Select Committee items			
Pre-Meeting Information Briefings	Standing item prior to meetings	Information briefings held prior to meetings where the information is of use to members but no formal resolutions are needed. Possible future topics: - PAUSE Initiative Child-Carers	To provide members with useful information-only briefings, and to agree possible future topics.
Activities of the Wiltshire Assembly of Youth (WAY)	Standing Item	Regular update reports from the WAY provided by the CSC Young People's representative.	To continue closer working with Wiltshire's young people.
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 these reports.
Safeguarding Children and Young People Panel Annual Report	Annual item	To continue receiving annual reports from the panel – with separate sections in the reports addressing Child Sexual Exploitation.	Committee requirement to receive these reports. Resolved at January 2017 meeting to receive separate sections on CSE.
Corporate Parenting Panel Annual Report	Annual item	To continue receiving annual reports from the panel	Committee requirement to receive these reports.

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Wiltshire Safeguarding Children Board Annual Report	Annual Item	To continue receiving annual reports from the panel	Committee requirement to receive these reports.
Post 16 Area Wide Review (Joint lead by Economy & Planning and Education)	13 June 2017	Report to Cabinet presenting the findings of the Post-16 area review of education in Wiltshire, Gloucestershire and Swindon.	For CSC to comment and feed into the report prior to Cabinet.
Children's Service Integration Project	Autumn 2017	Update following the committee's endorsement of the direction of travel being scoped by the Children's services Integration Project Phase 2.	Identified as possible legacy topic by CSC
Nursery Places – 30hours Free Entitlement for Working Parents	January 2018	Update to find out the impact of the increased childcare entitlement from September 2017.	Resolved at January 2017 meeting when considering Nursery Places
Obesity and Child Poverty Update	March 2018	12-month update on the progress with the Wiltshire's Reducing Child Poverty Strategy following the outcomes, recommendations, and executive response of the Obesity and Child Poverty task group.	Update following scrutiny activity.
Adoptions West	Ongoing updates.	Updates leading up to the scheduled implementation from April 2018.	CSC has been regularly updated on the progress of this work.
SEND Update	TBC	Update on the strategy and identified issues. To provide a summary of the current position and the future vision.	Identified as possible legacy topic by CSC

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Early Help Dataset – Common Assessment Framework	TBC	The Early Help Dataset was created in September 2014. The dataset has continually evolved following ongoing review from the Early Intervention Sub Group and a formal review by the Early Help Task Group.	It was noted further work was needed to assess those indicators about children and young people with CAFs.
Exclusion Zones for Fast Food Outlets	TBC	Committee received a report on possible proliferation of fast food outlets (particularly near schools) through the planning process following reference to it in recommendation 12 of the Final Report of the Obesity and Child Poverty Risk Group.	Resolution following the item considered in December 2016
Children's Community Centre Services	TBC	Report on the progress made in this area.	Identified as possible legacy topic by CSC
Wiltshire Council Apprenticeships	TBC	Report on what opportunities there are within the council, and the delivery of them.	Identified as possible legacy topic by CSC
Representation			
Education Transformation Board	Ongoing	For the Children's Select Committee to continue to provide representation through a nominated committee member on the Educational Transformation Board.	For CSC to feed into and receive updates on the work of the ETB.

Environment Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Task Groups			
Highways and Street Scene Task Group	20 June 2017	Focus on the implementation of the new contract, including the proposed KPI's, performance framework, and monitoring the new contract.	To receive the final report and subsequent executive response.
Re-Commission of Housing Service Support Contracts	20 June 2017	To consider the recommendations following the second rapid scrutiny exercise.	To receive the final report.
Select Committee items			
Playing Pitch Strategy	Annual	Reports to be provided from the Wiltshire Playing Pitch Strategy Implementation Group to Environment Select Committee regarding the strategy's development.	To receive updates on progression of strategy following committee involvement in its draft.
Wiltshire Council Resident Engagement Strategy	20 June 2017	For the Committee to receive an updated report on the progress of the Council's resident engagement strategy provided	To provide an update following the work of the task group as agreed at 7 June meeting.

Environment Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Enforcement update	20 June 2017	Information following a reduction in numbers of enforcement officers.	To review the impact of the reduction of enforcement officers across the services.
Wiltshire Housing Allocation Plan	TBC	To receive following Cabinet's consideration of the Draft Wiltshire Housing Site Allocations Plan on 23 May 2017.	Identified as a legacy topic by ESC.
Emissions	TBC	To investigate possible scrutiny involvement in Wiltshire's emissions.	Identified as a legacy topic by ESC.
Municipal Waste Management Strategy	TBC	Work planned to develop an updated version of the current strategy. This was scheduled to take place in 2017.	Identified as a work priority.
Planning	TBC	To consider the possibility of scrutiny involvement in planning.	Identified as a legacy topic by ESC.
Governance arrangements for the prioritisation of Community Infrastructure Levy (CIL) spending	TBC	On 14 March Cabinet resolved to, <ul style="list-style-type: none"> • Approve the process for the review of the Regulation 123 List and prioritising the spending of strategic funds raised through the CIL; • Agree that for 2017, the next step would be to prioritise projects for funding consistent with the current Regulation 123 List. 	To assist with the effective operation of CIL and ensure open and transparent decision making in the allocation of strategic CIL funds.

Health Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Select Committee items			
Sustainability and Transformation Plan (STP) (potentially through a task group)	Key milestones	To continue to monitor the development of the plan, with a potential focus on, <ul style="list-style-type: none"> • Governance, engagement and consultation • Analysis and plans for addressing gaps in health and wellbeing, quality and funding • Delivering Wiltshire's health and wellbeing aims. 	To provide public, non-executive scrutiny of the key integrated plan for health care in Wiltshire for the coming years.
Developing Integrated Urgent Care	June 2017	The Committee received a briefing and report on the council and CCG's plans to procure an Integrated Urgent Care service for Wiltshire and resolved to receive an update in 2017.	To provide public, non-executive scrutiny of a key project for integrating health and social care services, ensuring urgent services meet communities' needs.
Obesity and Child Poverty	June 2017	The Committee endorsed a task group recommendation to receive an update on the take-up of free school meal (FSM) at Wiltshire schools. School Meals have been shown to be on average more nutritionally balanced than packed lunches etc. Their take-up is therefore linked with reducing obesity levels amongst children living in poverty.	To help protect the health and wellbeing of this vulnerable group.

Appendix B Recommended ongoing OS work under the new Council

NHS Health Checks	June 2017	The Committee received an interim update in Jan 2017 and resolved to receive the final evaluation report on the project.	To identify any variances in implementation across the county and to assess the project's impact on diagnoses and interventions.
Avon & Wiltshire Mental Health Partnership Trust	Sep 2017	To receive an update on AWP's improvement programme following the CQC inspection report (2015) and the update on improvement provided in July 2016.	To ensure clinical mental health services in Wiltshire are fit for purpose.
Wiltshire Health & Care (Adult Community Health Care Service)	Sep 2017	To receive an update on the performance of the service, 14 months from the commencement of the contract.	To ensure the new service provider is delivering the outcomes specified in the contract.
Mental Health and Wellbeing Strategy	Nov 2017	Annual monitoring of progress against targets within the Mental Health and Wellbeing Strategy.	To ensure the council's strategic priorities for mental health are being delivered.
Learning Disabilities service	2017	In February 2017, Full Council agreed to find £1M savings within the Learning Disabilities budget through a review of how the service is commissioned. A potential scrutiny review of this area was proposed at OS Management Committee.	To ensure the Learning Disabilities service is efficient, funded appropriately and that this vulnerable group are protected.
Dementia	2017	In endorsing the report of the Dementia Task Group (Sep 2014), the Committee resolved to review progress after	To ensure services for people living with

Appendix B Recommended ongoing OS work under the new Council

		two years to ensure that, as a minimum, the actions identified in the commissioning Action Plan 2014-15 have been delivered.	dementia and their carers are efficient, funded appropriately and that this vulnerable group are protected.
Better Care Plan	Annual	The Committee endorsed a Better Care Plan Task Group recommendation for future monitoring of the Better Care Plan against its five national performance areas: a) Admissions to residential and nursing care b) Success of re-ablement and rehabilitation c) Delayed transfers of care (DTC) d) Avoidable emergency admissions e) Patient and service user experience	To ensure Better Care funding is being used effectively to drive innovation in Wiltshire.
Data integration across Wiltshire's health care sector	TBC	The Committee endorsed a Better Care Plan Task Group recommendation for further scrutiny of the Single View project to integrate information across the health and care system.	To ensure that efficiencies and service improvements are achieved through better sharing of data.
Service and commissioning integration across Wiltshire's health care sector	Ongoing	The Committee endorsed a Better Care Plan Task Group recommendation for further scrutiny of integration of services and commissioning across Wiltshire's health care sector.	To ensure that efficiencies and service improvements through a more integrated approach to delivering health and care services.
Acute hospitals – financial and performance update	27 June 2017	In March Cllr Caswill requested that the Committee receive an update on the financial position and winter performance in the GWH, RUH and SDH hospitals. In accordance with the Constitution this request must be	

		considered by the Management Committee.	
--	--	---	--

OS Management Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Select Committee items			
Business planning	Summer/ Autumn 2017	A new council business plan is expected to be developed following the 2017 elections with OS engagement led by the Management Committee.	To help define the council's main priorities in its new Business Plan and how they will be supported.
Financial planning	Ongoing	To continue the effective approach to budget scrutiny 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 support the development of sound financial plans and the delivery of savings.
Developing OS in Wiltshire	2017	As recommended by the LGA Peer Challenge review of OS, to review OS's operation and effectiveness, including the development areas highlighted at the OS Legacy workshop and how they might be taken forward.	To ensure OS maximises its contribution to open and honest decision-making and to the overall good governance of the council.

Appendix B

Recommended ongoing OS work under the new Council

OS Councillor Learning and Development programme	2017	As suggested by the LGA Peer Challenge review of OS, to re-visit its 4-year L&D programme to ensure it remains fit for purpose, reflects identified needs and is deliverable with the available resources.	To ensure OS councillors have the skills and knowledge to have a positive impact on outcomes through effective OS.
Task Group items			
Financial Planning Task Group	Ongoing	See above	See above
Local Enterprise Partnership (LEP) Task Group	Ongoing	A dedicated joint task group with Swindon Borough Council scrutinising the operation of the LEP.	To ensure LEP funding is used effectively to support infrastructure projects in Wiltshire.
Military Civilian Integration Partnership (MCIP) Task Group	Ongoing	As set out in the report included in this agenda, the Task Group recommends that, <ol style="list-style-type: none"> (1) There is a need to scrutinise the final Army Basing Peer Review report when published. (2) Scrutiny could have a valuable role to play in ensuring that lessons are learnt from Wiltshire Council's involvement in the initial army basing and applied to the arrival of future cohorts. (3) There may be an opportunity to scrutinise any commitment to military/civilian integration made in the council's next business plan. 	Scrutinise the potential impact of Army re-basing in the County
My Wiltshire System Task Group (to become the Digital	Pre-cabinet adoption of the	The task group's current terms of reference are focused on supporting the development of the council's My Wiltshire system; a digital platform enabling residents to report a variety of issues.	To maximise residents' ability to access services and report issues through digital

Appendix B

Recommended ongoing OS work under the new Council

Strategy Task Group)	council's Digital Strategy	However, in January 2017 Management Committee agreed in principle to amend the task group's terms of reference to include monitoring development of the council's digitisation strategy.	technology and to achieve savings through the better use of technology.
----------------------	----------------------------	--	---

Wiltshire Council

Overview and Scrutiny Management Committee

28 March 2017

Wiltshire Council Response to CLG Enquiry into Overview and Scrutiny in Local Government

Purpose

1. To present for information the council's response to the Communities and Local Government's (CLG) call for evidence under its enquiry into overview and scrutiny in local government.

Background

2. On 24 January 2017 CLG launched an [enquiry](#) looking at whether overview and scrutiny arrangements in England are working effectively and whether local communities are able to contribute to and monitor the work of their councils. The enquiry's terms of reference cover twelve themes, which are set out in the Wiltshire Council response attached at **Appendix A**.
3. The enquiry comes almost two decades after the original OS legislation was introduced and follows failures in a number of high profile cases, including child sexual exploitation in Rotherham, poor care and high mortality rates at Mid Staffordshire NHS Foundation Trust and governance failings in Tower Hamlets.
4. Clive Betts MP, Chair of the Communities and Local Government Committee, has said:

“Local authorities have a considerable degree of discretion when it comes to overview and scrutiny. We will examine these arrangements and consider what changes may be needed to ensure decision-makers in councils and local services are better held to account.”

5. The Centre for Public Scrutiny, which will submit its own response, has given strong support to the enquiry (full blogpost [here](#)), with its Chief Executive, Jacqui McKinlay commenting:

“The CLG inquiry into local government overview and scrutiny (O&S) is certainly overdue. A model which was first introduced nearly two decades ago has so far avoided much scrutiny itself, with most broadly accepting that it was preferable to the committee system it replaced.

“The local government and public services landscape is radically different today compared to 17 years ago. Changes that both challenge and reinforce

the need for overview and scrutiny: the level of complexity now involved in the commissioning and running of council services; the range of delivery vehicles, and the symbiotic relationships between public services...

“In this context, we have seen tragic consequences when accountability is blurred, the most vulnerable are not protected and overview and scrutiny (amongst others) have not been up to the task of holding to account.

“Are [Scrutiny’s successes] shouted about? No of course not, scrutiny is like the rest of the sector in that improving lives is our goal and trying to making a positive difference is a continuous task. We have the honour of meeting hard working, determined, resilient scrutiny councillors who are going above and beyond every day. Even in the most difficult circumstances, every council has examples of scrutiny success.

“...We need to get better at measuring impact, become less of a paper reviewing machine, get more creative at how scrutiny is carried out (less time in stuffy committee rooms), training to increase councillor confidence and capability. Above all we need ruthless prioritisation to make sure scrutiny focuses only on those issues where it can make an impact...

“...Developments in local government, and events both nationally and internationally, mean that O&S is something that needs to be protected but which must also up its game to continue to be relevant.”

6. As a major unitary local authority, respected nationally for its commitment to overview and scrutiny, it is appropriate for Wiltshire Council to submit an individual response to this national enquiry. Due to the submission deadline of 10 March 2017 a draft response could not be brought before Committee for approval. The council’s response was therefore formed in consultation with the Chairman and Vice-chairman of the Management Committee, the Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services and the relevant Corporate and Associate Directors.

Key considerations

7. The full Wiltshire Council response to the enquiry’s call for evidence is attached at **Appendix A**. In summary, it sets out how OS works in Wiltshire and what factors are most influential in making it effective. It does not call for changes to the existing OS legislation, feeling that local choice is more effective than a prescriptive system implemented at a national level. Effective OS requires an organisational culture of openness and transparency in which OS is considered an integral part of its governance. Effective OS recognises the position of the council’s Executive (and Administration) and works with it rather than in “opposition” to it, without losing its independence to challenge and hold to account. It achieves more when this is done positively and constructively.

Next steps

8. The council's response has now been submitted to CLG and is likely to be published as part of the enquiry's evidence. Any further correspondence with CLG, such as requests for further information or attendance at a select committee meeting, will be reported to Committee as appropriate. Progress with the enquiry and its eventual findings (for which no date has been published) will also be reported. Following the elections, Management Committee may want to consider the implications of its findings for OS in Wiltshire and this is covered under the Review of OS 2013-17 report elsewhere on the agenda.

Proposal

9. To endorse the Wiltshire Council response to CLG's call for evidence under its enquiry into overview and scrutiny in local government.

Paul Kelly

Head of Democracy and Performance (and Designated Scrutiny Officer)

Report author: Henry Powell, Senior Scrutiny Officer, 01225 718052,
henry.powell@wiltshire.gov.uk

Appendices

Appendix A Wiltshire Council response to the CLG enquiry into overview and scrutiny in local government.

Background documents

[Inquiry: Overview and scrutiny in local government](#)

This page is intentionally left blank

Wiltshire Council response to the CLG inquiry into OS in local government

Wiltshire Council overview

Wiltshire Council is the 8th largest county and 3rd largest planning authority in England. Wiltshire has 500,000 residents and with 99,490 people over 65 has the third largest older population of any county in Britain. It is geographically large and sees a diverse range of issues across its communities, e.g.:

- On IMD (Indices of Multiple Deprivation) with 1 being the most deprived and 32,483 being the least, Wiltshire averages 22,229
- It is the largest MOD rebasing county, with 21% of the British army based here
- The road network includes 2,967 miles of roads (17th largest nationally)
- It has 236 schools, 31 small rural schools and is the seventh lowest funded for education
- Average house prices are 11 times local incomes.

The unitary authority of Wiltshire Council was created in 2009 and has 98 elected members. It currently has a majority Conservative Administration of 61 members, with Liberal Democrats being the largest Opposition group with 22 members. It operates a Cabinet governance model, with a Leader elected by Full Council and 9 other executive members. The cabinet is supported by a further 11 'portfolio holders' who operate as junior cabinet members without formal decision making powers.

Since 2012 Wiltshire Council's overview and scrutiny committee structure has comprised:

- OS Management Committee, which manages the OS work programme and scrutinises corporate cross-cutting matters
- Children's Select Committee
- Environment Select Committee
- Health Select Committee

The OS committees are supplemented by task groups, rapid scrutiny exercises and OS councillor representation on project boards.

In 2015 the council invited the LGA to undertake a peer review of our OS arrangements; the first such review in the country. The review's outcomes were extremely positive, with the following highlighted as key strengths:

- OS well-aligned with the council's business plan
- A clear understanding amongst councillors and officers of OS's roles and responsibilities
- A positive OS-Executive working relationship
- Effective OS work with partners

The council has continued to address some of the development areas identified by the peer review through:

- Improved promotion of OS's activity and outcomes, internally and publicly

- An annual review of the budget scrutiny process to identify further improvements
- Refreshing OS guidance documents outlining agreed methods of OS.

To give an indication of Wiltshire's OS output, it produces around 12 'deep-dive' task group reports per year, submits 100 recommendations to decision makers (with 30% referred to partners), scrutinises 59% of Cabinet decisions and has 88% of the council's eligible councillors engaged in its work.

Wiltshire Council response to the CLG enquiry's terms of reference

1. Whether scrutiny committees in local authorities in England are effective in holding decision-makers to account

Wiltshire Council has established a culture in which, by convention, Executive members and directors engage with OS and are held to account for their decisions. The effectiveness of this process is reliant on the statutory powers at OS's disposal to a degree, but 'softer', local factors such as the behaviour of individuals and the learning culture of the organisation are much more influential. This includes factors such as,

- Political will to engage in a meaningful and timely way
- Trust between executive and non-executive, administration and opposition
- OS member skills and knowledge
- Officer resource to support the process
- Organisational awareness of OS and its value
- Public awareness of OS as a means of holding decision makers to account and influencing policies and decisions

It is also worth noting that at present the biggest influences on local government come from central government, i.e. creation of Local Enterprise Partnerships (LEPs), reducing grant funding, changes to health care governance, devolution, NNDR reform, benefits reform, etc. This has a significant impact on the nature of local scrutiny, with OS members attempting to hold local decision makers to account for their ability to manage a rapidly and significantly shifting picture.

2. The extent to which scrutiny committees operate with political impartiality and independence from executives

At Wiltshire Council the accepted objective is an independent and yet collaborative relationship between the Executive and OS, with the emphasis on regular informal and formal dialogue between the leading members to ensure OS has the opportunity to influence key policies and decisions. The Executive also approaches OS proactively seeking input on proposals and the OS work programme quite significantly reflects the council's Business Plan and hence the Cabinet work programme (in 2015/16, 59% of Cabinet agenda items had received some form of prior OS input). However, OS retains the ability to review issues or services not subject to planned executive decision or policy change.

There is a culture of discussing significant OS reviews with the Executive prior to these being formally established. This acknowledges the benefit of having both Executive and non-executive support for major OS activities, helping ensure that the OS work programme adds maximum value. There is also an acceptance that OS can use its resources most effectively by focusing on the agreed priorities of the council (as set out in its Business Plan).

There is a convention of OS task groups discussing their preliminary findings and recommendations with the relevant Executive member and other stakeholders as appropriate prior to being finalised and published. This is to ensure accuracy and that the full context has been considered, rather than to skew final reports in favour of the Executive perspective.

A robust budget scrutiny process has been developed over the past few years and is seen as exemplifying the maturity of the relationship between the Executive and OS. This process includes Task Group- and Committee-level scrutiny of the Executive's draft budget and then the opportunity for opposition groups to bring proposed budget amendments before OS at a dedicated meeting; an opportunity regularly taken up by the largest Opposition group. The findings and views of OS are then reported to Full Council when the budget is debated.

Political impartiality is also protected by conventions regarding the appointments of OS chairmen and vice-chairman (see 4 below), the political balance of the committees and all executive members being ineligible for OS activity.

3. Whether scrutiny officers are independent of and separate from those being scrutinised

Wiltshire Council retains a small team of dedicated scrutiny officers, which leads on supporting OS activities (as well as some Police and Crime Panel activity), and this dedicated resource is valued highly by OS members. The team is managed by the Head of Democracy and Performance (and Designated Scrutiny Officer) and sits within the council's Corporate Office. This team also includes Democratic Services, Policy, Performance and Risk, the Programme Office (a corporate project management resource) and the Systems Thinking business transformation team. This location in the structure places OS at the corporate centre of the council and its policy development and decision making processes. The team is headed by an Associate Director who reports to one of the council's two Corporate Directors (we have no chief executive).

On a small number of occasions, to increase OS capacity, officers from outside of the Scrutiny team have provided lead support for OS activities relevant to their service area. Service directors regularly attend as "witnesses" to provide evidence in support of OS reviews.

4. How chairs and members are selected

Members of Wiltshire Council's four OS committees are appointed by Full Council. An overarching OS management committee and three select committees then appoint their chairmen and vice-chairmen. The chairmen and vice-chairmen of the three select committees (Children's, Environment and Health) also sit on the Management Committee, along with the chairman of Financial Planning Task Group.

By convention, the chairman of the OS Management Committee (which manages the single OS forward work programme) **does not** belong to the majority political group, as a demonstration of the position's independence from the Executive; its vice-chairman **does**, providing an important link with the Administration. The three other OS committees have a mixture of Administration and Opposition group chairmen, with their vice-chairmen by convention coming from the group not occupied by the chairman. This is to ensure political spread in the leading OS positions.

OS task groups and rapid scrutiny exercises appoint their own chairmen at the first meeting, with a mixture of Administration and Opposition group members holding such positions. Some effort is given to achieving a balance of Administration of Opposition group members on any one activity in order to avoid any perception of political bias, but it is primarily based on expressions of interest following an invitation to all eligible councillors.

5. Whether powers to summon witnesses are adequate

Wiltshire Council has established a culture in which Executive members and directors regularly attend relevant OS committees, sometimes invited due to a specific agenda item, but often as a standing invitation. Disagreements regarding the attendance of council witnesses, member or officer, are very rare.

Health Select Committee regularly invites witnesses from health partners, such as the CCG, acute hospitals and other healthcare providers. Through good planning and the establishment of good working relationships issues with attendance have been rare and the wielding of existing legislative powers to compel has not been necessary.

The attendance of witnesses other than members, officers and close partners/providers is relatively rare at OS committee meetings. However, this is not due to having insufficient powers to "summon" them. Non-council witnesses are more commonly invited to OS task group meetings to provide specialist knowledge or a broader perspective, but this is through polite invitation rather than "summoning"!

6. The potential for local authority scrutiny to act as a voice for local service users

All OS committee agendas have a Public Participation section where any member of the public may submit questions or make a statement (having given sufficient notice). In reality, at most OS meetings, this opportunity is not taken up. OS committee meetings tend to attract the greatest public attendance when addressing a specific issue of significant local concern, for example, hydrocarbon extraction i.e. “fracking”.

OS task groups and rapid scrutiny exercises quite often seek out the views of local service users on relevant topics. Given resources, this is usually via relevant stakeholder groups or using data from existing council consultations, rather than through dedicated public engagement undertaken by the Scrutiny team.

Wiltshire Council operates a well-resourced Area Board system, with groups of local members forming community-based committees. These put a significant emphasis on public engagement and act as community forums. They, rather than OS, are often seen as the primary avenue through which local service users can raise concerns. The council has a formal protocol through which Area Boards can refer potential strategic issues up for broader consideration by OS. However, more informal routes such as members raising concerns at OS committee meetings or ‘off line’ with OS chairmen and Scrutiny officers are preferred. In summary, the OS process is seen as member-led, with local service users’ interests pursued when taken up by their democratically elected representatives.

The council has recently updated its OS webpage to be more user-friendly and for several years as published quarterly and annual OS reports that present recent OS activity and outcomes in a public-friendly format. OS committee meetings have also recently started to be webcast, which will raise OS’s public profile further.

7. How topics for scrutiny are selected

The council has a single OS forward work programme, managed by the OS Management Committee. The work programme is heavily influenced by the three thematic select committees (Children’s, Health and Environment), with the Management Committee typically approving the topics recommended by the select committees for review assuming there is sufficient capacity and support.

As stated above, the OS work programme quite significantly reflects the council’s Business Plan priorities and hence the Cabinet work programme. This aligns with an established culture of OS focusing on the agreed priorities of the Council to make most effective use of its member and officer resource. However, the OS work programme also features a significant number of topics not subject to imminent Cabinet decision (e.g. particularly with the

Health Select Committee, with its wider focus on the CCG and health partners). This is considered a reflection of OS's healthy independence from the Executive.

The council's constitution provides a number of avenues through which members can request OS review of a topic, including:

- Call-in of an executive decision, requiring 10 non-executive signatories
- An item on an OS committee agenda, requiring a request from
 - a committee member and approval by the Management Committee
 - 5 non-Executive members and approval by the Management Committee
 - the leader of the largest opposition group (up to 4 times per year)

However, these avenues are used relatively rarely and the most common reasons for adding a topic to the OS work programme are:

- OS committee resolution
- Request from an OS committee chairman
- OS input on a scheduled Cabinet decision
- Full Council meeting request (notice of motion referral)

8. The support given to the scrutiny function by political leaders and senior officers, including the resources allocated (for example whether there is a designated officer team)

As stated above, "Wiltshire Council retains a small team of dedicated scrutiny officers, which leads on supporting OS activities, and this dedicated resource is valued highly by OS members. The team is managed by the Head of Democracy and Performance (and Designated Scrutiny Officer) and sits within the council's Corporate Office. This team also includes Democratic Services, Policy, Performance and Risk, the Programme Office (a corporate project management resource) and Systems Thinking transformation team. This location in the structure places OS at the corporate centre of the council and its policy development and decision making processes. The team is headed by an Associate Director who reports to one of the council's two Corporate Directors (we have no chief executive)."

Executive members and senior officers are in regular dialogue with leading OS members, a process supported by the dedicated Scrutiny team. This includes ad hoc meetings to discuss key pieces of work, plus an annual programme of scheduled OS/Executive meetings to discuss work priorities. Executive members also consistently attend relevant OS committee and task group meetings as witnesses. Quarterly meetings are held between the Leader and the Chairman of the OS Management Committee to discuss the OS function and work programme overall. Finally, Executive members consistently attend and contribute to events forming part of the council's OS member learning and development programme.

9. What use is made of specialist external advisers

Under Wiltshire Council's OS Task Group Protocol, external advisers' role can include:

- Helping the panel to identify appropriate officers and witnesses
- Assisting the panel in developing lines of enquiry
- Commenting on the evidence presented
- Contributing to member training
- Providing advice regarding the final report

Wiltshire Council retains a small budget for using advisors, but this is infrequently used, and task group engagement with a variety of stakeholders, interest groups and witnesses (rather than advisors), and the use of co-opted members, is more common. This is perhaps due to the difficulty in sourcing external advisors who are considered to be apolitical and not aligned to a particular viewpoint.

The most recent example of using an external advisor was a representative of the NSPCC providing policy advice to an OS task group looking at the council's safeguarding arrangements. The specialist professional advice provided was considered to have been invaluable and enhanced the final product.

10. The effectiveness and importance of local authority scrutiny of external organisations

At Wiltshire Council, the Health Select Committee is the biggest scrutineer of external organisations, e.g. the CCG, acute hospital trusts and other healthcare providers. Positive engagement has generally been achieved through a constructive, supportive approach and a number of multi-agency events to agree roles and working relationships under the changed healthcare governance arrangements.

Non-Health examples of OS engaging with external organisations have included:

- a major highways contractor
- the armed forces (focusing on a major rebasing exercise in the county and the accompanying military-civilian integration project)
- a major telecoms contractor (as the deliverer of a highspeed broadband project)

The involvement of these external organisations is often initiated and always supported by the relevant Executive members, with the organisations attending OS meetings as co-witnesses to provide additional information. However, the focus of the scrutiny and accountability has remained with the Executive member.

In Wiltshire's experience, Scrutiny of external organisations needs to be mindful of, and is often dependent on, the council's broader relationship with the organisation concerned. The existing relationship between the council and

the partner/contractor, and the potential impact of scrutiny on this, has to be considered. The scrutiny undertaken has therefore necessarily involved close liaison with the Executive and a gradual process of relationship-building with the partner to secure positive engagement.

Wiltshire Council is one of the few local authorities nationally to have a OS task group actively engaging with the region's Local Enterprise Partnership, providing extra public accountability to the LEP funding spent within the county. All LEP reports and expenditure are published to facilitate further scrutiny by members of the public.

11. The role of scrutiny in devolution deals and the scrutiny models used in combined authorities

Wiltshire Council was a member of a Joint South West OS committee that scrutinised the performance of the local ambulance service, until this was disbanded in 2016. The participating local authorities agreed that it had become resource-intensive and did not enable effective scrutiny of service performance at a local authority level.

12. Examples where scrutiny has worked well and not so well

What has worked well...

- **Budget scrutiny:** As stated above, the council's budget scrutiny arrangements are considered robust and as adding value to the process. Dedicated committee and task group meetings, including one to consider opposition groups' proposed budget amendments, allows for evidence-based analysis of the proposals and enhance the subsequent debate at Full Council. The Financial Planning Task Group also undertaken regular monitoring of the revenue and capital budget reports to Cabinet.
- **Safeguarding Children & Young People Task Group:** A long and detailed OS review of arrangements for safeguarding children (following an Ofsted grading of 'Inadequate') that was requested by the Executive. Made 41 recommendations, the majority of which were taken on board, and was shortlisted for a national award.
- **Highspeed Broadband Project Board:** An OS member was appointed as a scrutiny representative on this Board, an approach also taken with a number of other projects. This can provide 'light touch', non-resource intensive OS input, with the representative bringing updates back to committee for further action as appropriate. A protocol has been drawn up defining this role to help ensure OS's independence is protected.
- **Task Groups and Rapid Scrutiny Exercises:** In general, small groups of OS members focusing on a specific topic, with the ability to gather and analyse evidence in a variety of ways, are felt to be more impactful than the more formal select committee meetings.

Not so well...

- OS has been effective in helping the Executive to develop or improve policy and service delivery once the area is in motion or relatively mature. However, there have been few examples of OS developing policy or driving service improvements ‘from the ground up’.
- Wiltshire Council works hard to maximise OS member engagement, with 88% of eligible members taking part in some form of OS activity (2015/16). However, the actual input (e.g. questions asked at OS committee meetings, chairmanship of task groups) is concentrated within a much smaller population of OS members.
- OS has demonstrably focused its work on key **actions** within the council’s business plan. However, it is more difficult to demonstrate its impact on the business plan’s overarching thematic priorities.

Summary comments

Wiltshire Council welcomes this enquiry; local government has seen significant changes in since OS was introduced in 2000 and the time is right to review OS’s methods and effectiveness.

Wiltshire Council is not seeking changes to the existing OS legislation, feeling that local choice is more effective than a prescriptive system implemented at a national level. Effective OS requires an organisational culture of openness and transparency in which OS is considered an integral part of governance. Effective OS recognises the position of the council’s Executive (and Administration) and works with it rather than in “opposition” to it, without losing its independence to challenge and hold to account. It achieves more when this is done positively and constructively.

Please contact Henry Powell, Senior Scrutiny Officer, on any matters relating to this response. 01225 718052 / henry.powell@wiltshire.gov.uk

This page is intentionally left blank