

# AGENDA

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**Meeting: Overview and Scrutiny Management Committee**

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

**Date: Tuesday 16 July 2019**

**Time: 3.00 pm**

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

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## Membership:

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

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

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## Substitutes:

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

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

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## **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

## PART I

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

1 **Apologies**

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

2 **Minutes of the Previous Meeting** (*Pages 5 - 12*)

To approve and sign the minutes of the meeting held on 4 June 2019.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **9 July 2019** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm **on 11 July 2019**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Wiltshire Council Equality and Inclusion Annual Report 2019 and Objectives 2019-22** *(Pages 13 - 50)*

To receive the draft Cabinet report on meeting the Public Sector Equality Duty to agree the new objectives and action plan for 2019-22

7 **Corporate Peer Challenge Update** *(Pages 51 - 72)*

Update on the actions agreed.

8 **Forward Work Programme** *(Pages 73 - 102)*

Updates from the Chairs

9 **Management Committee Task Groups** *(Pages 103 - 110)*

Updates from the Task Groups

10 **Date of Next Meeting**

To confirm the date of the next meeting as 24 September 2019.

11 **Urgent Items**

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

## **PART II**

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

## **OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

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### **MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 4 JUNE 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.**

#### **Present:**

Cllr Chuck Berry, Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Mary Douglas, Cllr Howard Greenman, Cllr Alan Hill (Vice-Chairman), Cllr Jon Hubbard, Cllr Gordon King, Cllr John Smale, Cllr Tony Trotman, Cllr John Walsh, Cllr Graham Wright (Chairman), Cllr Gavin Grant (Substitute), Cllr Jacqui Lay (Substitute) and Cllr Roy While (Substitute)

#### **Also Present:**

Cllr George Jeans, Cllr Ian Blair-Pilling, Cllr Richard Britton, Cllr John Thomson, Cllr Philip Whitehead, Cllr Tony Jackson, Cllr Bridget Wayman and Cllr Richard Clewer

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#### **28 Election of Chairman 2019/20**

Nominations were sought for a Chairman and following a proposal from Councillor Mary Douglas, seconded by Councillor Stewart Dobson, it was,

#### **Resolved:**

**To appoint Councillor Graham Wright as Chairman for the forthcoming year.**

#### **29 Election of Vice-Chairman 2019/20**

Nominations were sought for a Vice-Chairman and following a proposal from Councillor John Smale, seconded by Councillor Christine Crisp, it was,

#### **Resolved:**

**To appoint Councillor Alan Hill as Vice-Chairman for the forthcoming year.**

#### **30 Apologies**

Following the annual meeting of Council on 21 May 2019 Councillor David Halik was removed from the Committee and Councillor Tony Trotman added to the Committee. Councillor Peter Fuller was removed as a substitute, and Councillor Jacqui Lay was added as a substitute.

Apologies were received from Councillors Ruth Hopkinson, Pip Ridout and Stuart Wheeler, substituted by Councillors Gavin Grant, Jacqui Lay and Roy While respectively.

31 **Minutes of the Previous Meeting**

The minutes of the meeting held on 19 March 2019 were presented for consideration, and it was,

**Resolved:**

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

32 **Declarations of Interest**

There were no declarations.

33 **Chairman's Announcements**

There were no announcements.

34 **Public Participation**

There were no statements or questions submitted.

35 **Wiltshire Online Programme**

*With the agreement of the Committee this item was moved forward in the agenda.*

A report was received from Councillor George Jeans, Overview and Scrutiny appointed representative to the Broadband Contract project board. The Board oversees the Wiltshire Online programme, which provides fibre broadband infrastructure to areas considered by commercial operations to be financially non-viable. The report was presented by Councillor Jeans updating on the progress of the programme, with additional comments from Councillor John Thomson, Deputy Leader and Cabinet Member for Communications, Communities, Leisure & Libraries (and interim Cabinet Member for Adult Social Care, Public Health and Public Protection), and Sarah Cosentino, Portfolio Manager.

In discussion the Committee noted the overall success of the programme, with approximately 97% coverage estimated by the end of the process, and discussed technological and policy issues and developments within the programme. It was raised that individual properties or groups of properties within an otherwise commercially viable area, and thus not covered by the programme rollout, could be on different telecommunications infrastructure and therefore not have been picked up in previous rounds of the programme. In response it was stated the latest set of contracts was at an individual property level and thus they could be identified and a variety of solutions offered. It was agreed that it was important that local members be provided with sufficient information to help the project team to identify such properties, as well as information voucher schemes to assist with various technological solutions.

Other issues discussed included noting that due to initial BT overbuilds there had been broadband cabinets placed in areas they were not required, but that

the Council had identified this prior to the later phases of infrastructure installation. Concerns were also raised on broadband related issues of residents of new development areas being locked into single broadband suppliers, which it was stated was a national policy issue which would be raised with local MPs. It was agreed as important that the Council not involve itself in dealing with complaints regarding service quality, which would need to be directed at suppliers.

The Committee also discussed when scrutiny input would no longer add value to delivery of the programme, and noted that the funding would be all utilised by March 2020. It was also reiterated that localised updates could be provided to area boards upon request. In response to queries, it was stated that a government voucher scheme for isolated communities to access satellite broadband solutions had had limited take up due to its cost.

At the conclusion of discussion, it was,

**Resolved:**

- 1) **To note the update from Cllr George Jeans, the Overview and Scrutiny councillor representative, on the Wiltshire Online Programme.**
- 2) **To request that a members' briefing be circulated explaining:**
  - a) **how premises can pursue access to ultrafast broadband;**
  - b) **the voucher scheme generally;**
  - c) **where residents should direct concerns about broadband services.**
- 3) **That the Committee will review the best method of Overview and Scrutiny engagement on this programme in March 2020.**

36 **New Statutory Guidance on Overview and Scrutiny**

In January 2017 the Department for Communities and Local Government (CLG) launched an enquiry looking at whether Overview and Scrutiny arrangements in England were working effectively and whether local communities are able to contribute to and monitor the work of their councils. Wiltshire Council submitted two responses over the course of the consultation and call for evidence. On 8 May 2019 the Department of Housing, Communities and Local Government published new statutory guidance on Overview and Scrutiny in Local and Combined Authorities. The Committee received the new guidance along with a report from Paul Kelly, Head of Democracy and Performance.

In discussion it was noted that overall the statutory guidance set out recommendations for practice and culture reflected the approach already well embedded at Wiltshire Council, noting in particular the regular liaisons between Overview and Scrutiny and the Executive, the proactive and leading role of Select Committee Chairmen and general levels of openness and transparency in provision of information and engagement. The Committee also drew attention to the Council having a dedicated Overview and Scrutiny team to resource its activities, which many other councils did not.

The Committee therefore considered a number of points where it was not in keeping with the statutory guidance or where it was felt the council could further improve its processes.

It was felt that an explicit protocol setting out the relationship between the Executive and Overview and Scrutiny was unnecessary given the existing processes and relationship, noting that had such a protocol been in place in the past this might have restricted the development of the procedures that were not in place, and that retaining the flexibility of the arrangements was positive. It was also not felt any additional clarity on managing potential conflicts of interest was required. It was, however, raised that it was important the Committee ensure it continue to conduct sufficient corporate scrutiny and not be restricted to its managing function.

It was also agreed that for occasions where Full Council requested Overview and Scrutiny involvement on a topic, particularly in response to public engagement, it would be appropriate for any scrutiny report to be taken to Full Council for information only.

Finally, the Committee discussed including a requirement in council contracts that any contract must supply information to, or appear before, an Overview and Scrutiny Committee upon request. It was noted that automatic scrutiny of major contracts was resource intensive and in the past had not added value on every occasion, but that under current arrangements when it was felt appropriate committees undertook such scrutiny. On those occasions contractors usually were happy to appear before a Committee or Task Group, and the Committee considered it would be reasonable for this to be an explicit requirement of a contract, noting that the relationship of the contractor was with the council, not merely the Executive, but that any involvement from Overview and Scrutiny could not stray into management of contracts.

At the conclusion of discussion, it was,

**Resolved:**

- 1) To note the new Statutory Guidance on Overview and Scrutiny for Local and Combined Authorities, and the discussion in particular of the areas that would allow or suggest change to current practice;**
- 2) To agree that Overview and Scrutiny reports will be included for information in Full Council agenda papers when the relevant issue was originally requested for scrutiny by Full Council;**
- 3) To ask the Overview and Scrutiny Chairmen and Vice-Chairmen and relevant Executive Members to explore a potential framework for requiring contractors to engage in Overview and Scrutiny when requested, and report back;**
- 4) To note the following additional potential areas for improvement:**
  - a) Advertising democratic meetings in council premises;**



- b) The greater use of co-opting members to OS activities with particular expertise.**

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

As the item was not ready for consideration for Overview and Scrutiny or Cabinet, the item was deferred to a future meeting.

38 **Forward Work Programme**

The Committee received and noted the Forward Work Plans for each Overview and Scrutiny Select Committee, as well as updates from the Chairmen of each Select Committee on recent and future activities that were to be undertaken, including but not limited to the items below.

In relation to the Children's Select Committee it was noted that Ofsted were undertaking an inspection of the Council, that it would be doing a future piece of work on apprenticeships as well as ongoing work on disadvantaged learners. The Children's Centre Consultation Task Group was praised for its work and report on a challenging topic.

In relation to the Health Select Committee there had been reports on phase 2 of the Adult Social Care Transformation and the South West Ambulance Service would be presenting to them shortly. It would also be looking Alzheimer's support. The Committee noted this and commented upon the importance of work on dementia across the council, and of the issue of healthcare care worker recruitment and retention in rural communities.

In relation to the Environment Select Committee it was reported more data was being sought on highways incidents of death or injury, the review of public transport was ongoing, the licensing committee had taken forward work from scrutiny on taxi rates, and a draft air quality strategy had been considered. The membership of the Climate Change Task Group was reported, and it would be meeting for the first time on 4 June 2019.

The Committee also requested the issue of promoting the forward work plan to councillors and others be considered by the Communications with Councillors Task Group.

At the conclusion of discussion, it was,

**Resolved:**

- 1) **To note the Overview and Scrutiny forward work programme, and to welcome the positive work being done and the Executive's engagement with it;**
- 2) **To note that the Chairman of the Health Select Committee will explore scrutiny input on the difficulties of recruiting sufficient GPs and healthcare workers in Wiltshire.**

## 39 **Management Committee Task Groups**

The Committee received a report updating on the progress of work being undertaken by the tasks group it had set up. The updates were noted for the Communications with Councillors Task Group, Digital Strategy and Implementation Task Group, Financial Planning Task Group, Swindon and Wiltshire Local Enterprise Partnership Task Group, Public Consultations Task Group, and the Commercialism Task Group.

The Committee also received the report of the Military and Civilian Integration Task Group. The Task Group had retained concerns that the financial impacts of the army rebasing had not been fully assessed, and that evidence suggested the benefits from S.106 legal agreements from planning developments had not been fully delivered. They also had concerns that the programme had not properly considered the issues of community integration from the large influx of military families. It did not examples of good practice, of joint events with and engagement between military and civilian, but a survey it had undertaken suggested communities saw more threats than opportunities from the community change.

The Task Group considered that its work had progressed as far as it could, and recommended that the Task Group be stood down along with some recommendations for further actions.

The Committee discussed the report at length, and considered that at the present time there was no further work the Task Group could add value to, although it felt that the situation should be reassessed in 2020 to see the impacts of the ongoing changes to communities, though it was noted the issues of military security, demographics and most military facilities being behind the wire were obstacles to overcome for any wider community engagement, which was easier for the families living outside the wire. The Committee supported the suggestion of a conference to be held between affected parties to agree a shared vision of successful integrated communities.

At the conclusion of discussion, it was,

### **Resolved:**

- 1) To note the updates from the task groups;**
- 2) To disband the Military-Civilian Integration Partnership (MCIP) Task Group, but to review progress with supporting military-civilian integration at community level in 12 months' time;**
- 3) To endorse, and refer for response, the MCIP Task Group's recommendations, which are:**
  - a) That relevant division members are encouraged by the MCI Programme to follow up outstanding local section 106 investments through the relevant area boards.**

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

40 **Annual Report of Overview and Scrutiny**

The Chairman presented the Annual Report of Overview and Scrutiny, as already reported to Full Council on 21 May 2019. The Committee thanked all those who had participated in scrutiny activities in the past year, and in particular the officer team.

**Resolved:**

**To receive the Annual Report of Overview and Scrutiny.**

41 **Overview and Scrutiny Member Remuneration**

The Wiltshire Council Members' Allowances Scheme was last adopted by Full Council on 16 October 2017 following a review by an Independent Remuneration Panel. The Scheme retained a £15,000 Overview and Scrutiny Fund to remunerate councillors to recognise significant additional responsibilities undertaken as part of Overview and Scrutiny activities.

Under the scheme the Committee had responsibility for approving a methodology to allocate the fund. The Committee considered a new methodology at its meeting on 18 September 2018 and a report was received setting out the allocations using that method.

At the conclusion of discussion, it was,

**Resolved:**

**To approve the application of the scheme for allocation of the Overview and Scrutiny Remuneration fund for 2018/19 as detailed in Appendix 1.**

42 **Date of Next Meeting**

The date of the next meeting was confirmed as changed to 16 July 2019 at 1430.

43 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.50 pm)

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

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**Wiltshire Council**

**Cabinet**

**17 September 2019**

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**Subject: Wiltshire Council Equality & Inclusion Annual Report 2019 and Objectives 2019-22**

**Cabinet Member: Councillor Richard Clewer, Cabinet Member for Corporate Services, Housing, Heritage, Arts and Tourism**

**Key Decision: Key**

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## **Executive Summary**

As a public body, Wiltshire Council is required to demonstrate its compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010).

Since 2014, the council has published an annual equality and inclusion report. This provides evidence and case studies to demonstrate how the council meets its PSED each year. The Annual Report 2019 highlights the council's achievements in the last 12 months.

The annual report should be read alongside the 2017-18 Statutory Workforce Report, again published annually, which is ratified by the council's Staffing Policy Committee.

Wiltshire Council must also prepare and publish one or more objectives that it thinks it needs to achieve to further any of the aims of the general equality duty. This needed to be done for the first time by 6 April 2012 and at least every four years thereafter.

The previous objectives were published in 2015, therefore five new objectives for 2019-22 have been developed. These are:

- Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's [equality vision](#) and [statutory duties](#)
- Build a resilient community that represents the voices and diversity of Wiltshire, specifically in respect of Lesbian, Gay, Bisexual, BME and Trans communities
- Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future

- Ensure equality considerations are built into the council's approach to customer access which will ensure that our Services are fully accessible for all our diverse communities and customers
- Ensure the Accessibility Strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people

### **Proposals**

- For Cabinet to note the contents of the annual report and approve for publishing on the council's website
- For Cabinet to note the action plan and approve the direction of travel for the council's diversity and inclusion agenda.
- For Cabinet to recommend the adoption of the Equality & Inclusion Objectives (The Corporate Equality Plan) at Full Council
- To recommend to Cabinet that all elected members complete the Equality and Diversity e-learning module that is currently mandatory for staff.

### **Reason for Proposal(s)**

Wiltshire Council has a statutory duty to comply with the Equality Act 2010 and the Public Sector Equality Duty. The proposal ensures that Cabinet are aware of the work being done to achieve compliance and are in agreement with the direction of travel.

**Executive Director** Terence Herbert

## Wiltshire Council

### Cabinet

17 September 2019

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**Subject:** Wiltshire Council Equality & Inclusion Annual Report 2019 and Objectives 2019-22

**Cabinet Member:** Councillor Richard Clewer, Cabinet Member for Corporate Services, Housing, Heritage, Arts and Tourism

**Key Decision:** Key

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### Purpose of Report

1. This report provides evidence to Cabinet that Wiltshire Council is meeting its obligations under the Public Sector Equality duty (through the Annual Report 2019)
2. This report also shows Cabinet what Wiltshire Council needs to achieve to further the aims of the PSED (through the Objectives and Action Plan 2019-22)
3. This report asks Cabinet to note the achievements demonstrated in the Annual Report, and to recommend the new Equality Objectives 2019-22 to Full Council
4. This report recommends to Cabinet that all elected members complete the Equality and Diversity e-learning module that is currently mandatory for staff.

### Relevance to the Council's Business Plan

5. Protecting the vulnerable – the council's compliance with the Equality Act 2010 ensures that it pays due regard to eliminating discrimination of those who share any of the nine protected characteristics, who are by their very nature some of the most vulnerable in our communities.
6. Strong Communities – the new action plan puts an emphasis on the council understanding its communities and engaging with those who are traditionally difficult to engage with.
7. An innovative and effective council – the new action plan aims to improve understanding (training of staff and members), systems (Equality Impact Assessments) and relationships (collaboration with partners) to further the aims of the PSED.

### Background

8. Paragraph 1.1 of Part 3 of the Constitution reserves to full Council adopting the *Corporate Equality Plan, pursuant to the Public Sector Equality Duty under s149 of the Equality Act 2010*.
9. As a public body, Wiltshire Council is required to demonstrate its compliance with the Public Sector Equality Duty (PSED) (Equality Act 2010).

The PSED places a **general duty** on the council to have due regard to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations between people

And a **specific duty** on the council to

- A. Publish information to demonstrate its compliance with the general equality duty. This information must include, in particular, information relating to people who share a protected characteristic who are:
- Its employees, and
  - People affected by its policies and practices.

(Since 2014, Wiltshire council has published an annual equality and inclusion report. This provides evidence and case studies to demonstrate how the council complies with the PSED with regard to people affected by its policies and practices. This report should be read alongside the 2017-18 Statutory Workforce Report, again published annually, which is ratified by the council's Staffing Policy Committee)

And:

- B. prepare and publish one or more objectives that it thinks it needs to achieve to further any of the aims of the general equality duty. This needed to be done for the first time by 6 April 2012 and at least every four years thereafter.

(The previous objectives were published in 2015, therefore new objectives for 2019-22 have been developed.)

## **Main Considerations for the Council**

### 10. Annual Report 2019

Since 2014, Wiltshire council has published an annual equality and inclusion report. This provides evidence and case studies to demonstrate how the council meets its Public Sector Equality Duty each year.

The format for the Annual Report 2019 (attached as appendix 1) has been refreshed to put the focus more on achievements over the last 12 months, as opposed to demographics and statistics, which have remained static since the 2011 National Census.

The report demonstrates good practice across a range of council services.

The Annual Report 2019 is aimed at the general public and will be published on the council's website.

### 11. Objectives and Action Plan 2019-22



Under the PSED, Wiltshire Council must identify and publish at least one objective that it thinks it needs to achieve to further any aims of the general equality duty.

To determine what the objectives should be, a self-assessment was carried out against the [Equality Framework for Local Government](#) (EFLG). This has five performance areas:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Involving your communities
- Responsive services and customer care
- A skilled and committed workforce.

In addition, it has three levels of achievement, namely:

- 'Developing'
- 'Achieving'
- 'Excellent'

As the council is striving for excellence, five equality objectives have been identified based on areas where the council was assessed to be at the “developing” or “achieving” stage. The objectives are:

- Equality considerations are embedded in the council’s leadership, partnership and organisational commitment and complement the council’s [equality vision](#) and [statutory duties](#)
- Build a resilient community that represents the voices and diversity of Wiltshire, specifically in respect of Lesbian, Gay, Bisexual, BME and Trans communities
- Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future
- Ensure equality considerations are built into the council’s approach to customer access which will ensure that our Services are fully accessible for all our diverse communities and customers
- Ensure the Accessibility Strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people

The five objectives are underpinned by an action plan, the actions falling into three broad themes:

- **Communities**
- **Service Users**
- **Staff**

To deliver the plan there are three groups, each focused on one of the themes. Membership of these groups includes officers with appropriate influence and knowledge to be able to implement the actions they are responsible for and represent a range of services across the organisation.

The Equality & Inclusion Objectives and Action Plan 2019-22 are attached to the report at appendix 2.

Priorities for year one of the plan are centred on Wiltshire council understanding its staff and communities, identifying the scale and scope of any gaps in meeting our PSED, and improving the knowledge of staff and members concerning their responsibilities regarding the Equality Act 2010.

To date, 4390 staff have completed the (mandatory) Equality and Diversity e-learning, and approximately one third of members have completed the same module. The e-learning is not mandatory for councilors.

### **Overview and Scrutiny Engagement**

12. This report is due for discussion at Overview & Scrutiny Management Committee on 16<sup>th</sup> July 2019.

### **Safeguarding Implications**

13. There are no specific safeguarding implications as a result of this report

### **Public Health Implications**

14. There are no specific Public Health implications as a result of this report

### **Procurement Implications**

15. No procurement is expected as a result of this proposal

### **Equalities Impact of the Proposal**

16. The purpose of this report is to help the council to achieve compliance with the public sector equality duty.

### **Environmental and Climate Change Considerations**

17. There are no direct Environmental or Climate Change considerations as a result of this proposal.

### **Risks that may arise if the proposed decision and related work is not taken**

18. If the related work is not taken then the council will be at risk of legal challenge under the Equality Act 2010 for non-compliance with the PSED.
19. Without clear objectives the council may be at risk of damaging its reputation if unable to be able to state how it is working to improve equality and inclusion.

## **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

20. The council may still be at risk of challenge or damage to reputation unless all service areas buy in to the overarching objectives.
21. The action plan aims to mitigate this with continued training of staff and members, and increased awareness of equality and inclusion issues.

## **Financial Implications**

22. No financial implications are expected as a result of this proposal – there is no identified budget for Equality and Inclusion.

## **Legal Implications**

23. As previously stated, the proposal aims to ensure the council complies with the Equality Act 2010 and the related Public Sector Equality Duty.

## **Workforce Implications**

24. The proposal includes additional training for staff to ensure their understanding of their responsibilities under the PSED
25. The proposal aims to ensure equality of opportunity for staff who have one or more of the protected characteristics in the Equality Act 2010

## **Options Considered**

26. No other options considered, it is a legal requirement for the council to have a published set of equality objectives

## **Conclusions**

27. The adoption of new equality and inclusion objectives is necessary to maintain compliance with the specific duties of the PSED.

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Report Author: Emily Higson, Corporate Support Manager,  
[emily.higson@wiltshire.gov.uk](mailto:emily.higson@wiltshire.gov.uk), Tel: 01225 713990

Date of report 2<sup>nd</sup> July 2019

**(Make sure above includes name, title and contact details of report author)**

## **Appendices**

E&I Annual Report 2019  
E&I Objectives and Action Plan 2019-22

## **Background Papers**

None

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# The Corporate Equality Plan

Annual Report

June 2019

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**Wiltshire Council**  
Where everybody matters

At Wiltshire Council we take the approach that equality and inclusion should be part of our mainstream work, we challenge issues where we find them and provide support and education.

Elected members and staff need to work together to ensure that Wiltshire Council, as a major employer, leads the way in providing employment and services which are inclusive and fit for purpose.

Our **Equality statement** outlines how we are firmly committed to the principles of equality and inclusion in both employment and the delivery of services. We are keen to celebrate the diversity of people who live and work in Wiltshire.

This report provides detailed examples and case studies of how Wiltshire Council is applying the three strands of our Public Sector Equality Duty.



Allison Bucknell,  
Lead Councillor  
for Equality



Robin Townsend,  
Director,  
Corporate Services  
and Digital  
and Wiltshire  
Council Equality  
Champion

At  
Wiltshire Council,  
equality and inclusion  
is embedded into  
everything  
we do.

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## The Equality Act 2010

The Equality Act 2010 came into effect on 1 October 2010 and it legally protects people from discrimination in the workplace and in wider society.

It brought together many different bits of equality legislation, replacing previous anti-discrimination laws with a single act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone.

The act contains three general duties:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between people

The act protects people from discrimination based on 'protected characteristics'\* in the receipt of services and in employment. These are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership
- Race, ethnic or national origin
- Religion or belief
- Sex (female/male)
- Sexual orientation

\*Carers and the military are protected under the Equality Act by 'association' and/or 'perception' but are not a protected characteristic in their own right.

## Our Public Sector Equality Duty

On 5 April 2011, a new Public Sector Equality Duty (PSED) was introduced as part of the Equality Act. There are two 'specific duties' that are part of our PSED

The **first requirement** (starting 31st January 2012 for most public bodies, 6th April 2012 for schools) is to publish on an annual basis, relevant, proportionate information relating to:

- **Employees who share protected characteristics** (for public bodies with 150 or more employees); this will be updated in March 2019.
- People who are affected by the public body's policies and practices who share protected characteristics (for example, service users)

This report provides information on the second of these.

The second duty requires public bodies to prepare and publish one or more specific and measurable equality objectives which will help them to further the three general duties. This requirement came into effect on the 6th April 2012 and is required to be reviewed and re-published every four years.

Our Equality objectives have been reviewed for 2019 – 22. A summary of these are provided later in this document.

## Where everybody matters







## Putting our duties into action – Achievements in 2018

The overall aim of this report is to give a high-level picture of how the council is tackling inequality and what action it is taking to make improvements. We have deliberately decided not to publish lots of statistics, facts and figures. Our approach is to provide examples and case studies including links wherever possible to reports and summaries of data and to show how data and information is being used in the decisions we made or planned services for a range of diverse groups (e.g. disabled people, Black and Minority Ethnic, older people, younger people etc.)

### Organisation

#### Employment

Wiltshire Council is firmly committed to the principles of equality and inclusion in both employment and the delivery of services. Examples include:

- Under 25s workforce work (positive action)
- Apprentices - <https://workwiltshire.co.uk/>
- Membership of the employers' network for equality and inclusion (ENEI)
- Reasonable adjustment budget of £10,000 per annum for disabled staff and applicants
- An accessible careers **website** with links to information for disabled applicants
- Introduction of e-learning for all staff on equality and diversity.
- Supporting equality events and raising awareness about specific disabilities e.g. autism training
- Volunteers
- Flexible working and time off for carers' responsibilities
- We are part of the Disability Confident scheme and adopt the Disability Confident Employer badge. The scheme reaffirms the commitments made under the previous 'two ticks' scheme and also sets some new expectations in relation to how we attract, recruit and support people with disabilities. We are delighted to have been awarded the Disability Confident employer (level 2) status for a further two years until September 2019



## Putting our duties into action – Achievements in 2018

Further evidence includes:

- **Wiltshire Strategic Economic Assessment**
- Volunteer Strategy
- Transgender guidance – transitioning at work produced and made available to managers and staff through HR portal
- Signing the “Working for Carers” Charter - Our commitment to creating a carer-aware workplace (Jan 2017)

### Staff Voices

Equality and inclusion underpin all the council’s business and are integral to Wiltshire Council’s Business Plan. Embedding equality and inclusion throughout the council’s business is critical to achieving our overall vision.

Internally, Wiltshire Council has developed a “Staff Voices” network. This followed a review of the existing three staff forums, which was carried out to ensure staff representation remained effective and relevant. We still maintain three groups representing some of the protected characteristics. These are the **Black and Minority Ethnic network (BME)**, **employees who are Carers and Disabled network**, and a **Lesbian, Gay, Bisexual and Trans (LGBT+)** Network whose membership is extended to those working in any public sector organisation across Wiltshire and Swindon, including Wiltshire Police.

Staff voices was launched formally in October 2017 with a seminar attended by members, staff and senior managers. The event highlighted the importance of inclusive leadership and management through story-telling from members of the staff network. A further event took place in May 2018

with a focus on unconscious bias. In addition to specific work that each of these networks will continue to do, the Staff Voices network will open up the issue of equality and diversity to all staff, with the aim of promoting inclusion across the organisation. Regular consultation and engagement will continue to take place with the network and they will be supported by the Corporate Office Team.

### Equality Impact Assessments

The Public Sector Equality Duty requires the council and organisations carrying out services on our behalf (e.g. our contractors and our delivery partners) to have to consider the needs of individuals in their day to day work. The way that Wiltshire Council demonstrates this is by completing individual Equality Impact Assessments (EIAs) on the delivery plans for the respective budget decisions at the stage when plans for implementation are drawn up. These are reviewed and updated with the latest information and made available during the decision-making process so that the full equality implications of proposals are understood, inform final decisions and due regard is paid to the Equality Duty.

EIAs are public documents and can be requested if not available on our website.

You will also find the outcomes from EIAs within all our committee papers to ensure our elected councillors understand the impact of decisions we make on different groups.

In 2018/19 as part of the council’s budget setting process, all heads of service completed equality impact assessments on their savings proposals.



## Celebrating LGBT+ History Month

On February 4, 2019, the LGBT rainbow flag was raised at county hall for the fifth year in a row. To show their support for our LGBT staff and residents, senior managers and politicians, including our three corporate directors, wore rainbow lanyards throughout LGBT history month. There was also a public display of information in the Atrium at county hall.



Executive Directors Alistair Cunningham, Terence Herbert and Carlton Brand celebrating LGBT+ History Month

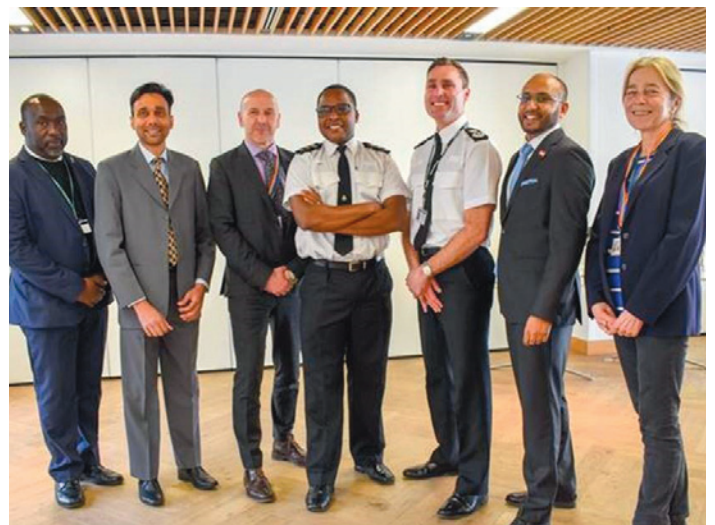
## Partnership working

Wiltshire Council is also a proactive member of the South West Equalities Network (of local authorities). There is a clear focus amongst practitioners within the south west to share information and to draw upon professional expertise nationally and locally to improve working practices. Activity in 2018 included a transgender workshop held at Bristol City Council in September.

Partners worked together at the Wiltshire Hate Crime conference in October 2018. The conference is organised by West Wiltshire Multi Faith Forum

(WWMFF) in partnership with Wiltshire Islamic Cultural Centre and was supported by Wiltshire Council through the local Community Engagement Manager and was attended by officers and councilors.

Officers from Wiltshire Council have been working with Wiltshire Police to identify areas of potential collaboration and sharing of resources, in addition to looking at wider collaboration with other public sector organisations in Wiltshire. Wiltshire's Chief constable, Kier Pritchard was also a speaker at the council's BME Staff Forum in February 2019. (Pictured below).



### Vulnerable Persons Relocation Scheme

2018 saw the third anniversary since the first refugee families settled in Wiltshire.

Refugee families are finding jobs and gaining independence as they settle into local communities in Wiltshire.

Wiltshire has welcomed more than 100 individuals and families since the first group of Syrian refugees arrived in December 2015 and 11 babies have now been born in the county.

They were part of the government's Vulnerable Person's Relocation Scheme to help people leave the war-torn country. Wiltshire Council was one of the first local authorities to welcome the families after the scheme was announced.

The council has worked with partners including Wiltshire Police, health colleagues and the Department

for Work and Pensions to ensure the refugees have all they need to settle quickly into their new homes.

Charities, faith groups, community groups and volunteers have been key to the project as they have also provided support to help the refugees adapt.

Many of the refugees are now working in Wiltshire. Some examples include two who are now working for a tailor, another works in a baker and another has qualified as a forklift driver. Another two have started their own food delivery business. One was also successful in securing employment with Wiltshire Council, as a health trainer in the Public Health department.

Some of them work as volunteers helping in charity shops, local community groups and build a bike schemes to name a few.



Baroness Jane Scott, Leader of Wiltshire Council (centre), with Syrian refugee families and members of the council's VPRS team.

### Library Service

Customers unable to visit a local library due to disability, long term illness or with mobility issues can access library services through our **home service** which is delivered by volunteers.

The public mobile library service visits rural communities across the county and provides reading and learning opportunities for all. A mobile library also visits care homes and sheltered dwellings delivering deposit collections of books.

The mobile library **timetables** can be found on the Wiltshire Council website.

Membership concessions are available for those customers requiring support in using the library service, for example, carers, visually impaired customers and those needing more assistance from friends and family to visit the library.

Additional services that tackle inequality include:

Rhyme times for pre-school children (including a Polish rhyme time at Trowbridge library)

**Bookstart** packs for pre-school children with books in alternative languages available.

**Talking book reading group** for people with sight loss at Trowbridge Library

**Library Memory Groups** aimed at people with memory loss, dementia and their carers at Salisbury, Trowbridge and Royal Wootton Bassett libraries.

Providing additional resources for specific occasions, such as Holocaust Memorial Day and LGBT+ History month, such as topic-specific reading lists and



Users of the mobile library service

signposting to support organisations

**Books in alternative formats** – talking books, large print books, eBooks and audiobooks.

**Bag books** - multi-sensory stories for children with additional needs.

Comprehensive collections of books to support a wide range of health and well-being and information needs including autism, dyslexia, dementia and mental health.

We monitor the effectiveness of our libraries through the customer satisfaction performance reports

Wiltshire council is committed to working towards reducing health inequalities. Examples of initiatives we are involved in include:



Wiltshire Council engages with this national initiative in order to spread the principles of Kick It Out as well as to target young people at an age when their participation in sport and physical activity is most likely to diminish. This programme has also proven successful at engaging young people from areas known to have high levels of deprivation.

The project also supports leadership pathways for young people to develop skills and the ability to take on the role of managing a team of young people throughout the competitions.

Wiltshire Council in partnership with Swindon Town Football in the Community and the national charity StreetGames, delivered Kick It Out events in Trowbridge and Tidworth during October half term 2018 for young people aged 10 to 19. These events included Street Skillz activities, tournaments for 14 to 16 year-olds and the Ability Sports programme for young people aged 9-18 years with a disability.

Wiltshire Council first delivered this programme in 2012 and 843 young people have now taken part in this annual series of events.



helping you   
to help yourself





Participants in one of the Kick It Out events in 2018

- Street Games offer and Doorstep Sports Clubs Disabled sports. In addition there is the volunteer academy, Wiltshire Skate Series, Fit and Fed and Club1, all of which aim to tackle inequality: <http://wiltshire.gov.uk/leisure-activities-for-young-people>
- Disability Sports - for more information visit <http://wiltshire.gov.uk/leisure-ability-sports>
- Concessionary schemes to access leisure services [www.wiltshire.gov.uk/leisure-memberships](http://www.wiltshire.gov.uk/leisure-memberships). We also offer a 50% discount to the cost of attending a school holiday sports camps if families are in receipt of certain benefits.
- Walking Sports – People are less likely to be physical active as they get older. Walking sports provides a vehicle for individuals to remain active by offering slower paced versions of traditional sports including football and netball: <http://wiltshire.gov.uk/leisure-returning-to-sport>
- This Girl Can – Women are less likely to be physically active than men especially if they reside in an area with high levels of inequality in terms of deprivation. Wiltshire Council are piloting a scheme in Melksham that offers female only physical activity sessions in the heart of an estate known to suffer from levels of inequality <http://wiltshire.gov.uk/leisure-returning-to-sport>
- **Health Fairs**
- **Joint Health and Wellbeing Strategy 2015 – 2018**
- Wiltshire Council also offers a free Health Trainer Service which is available for people aged 18 and over. Health trainers can support people to achieve and maintain their lifestyle goals including eating better, losing weight, stopping smoking, drinking less and moving more. Through one to one sessions, health trainers help boost motivation, increase confidence and provide the tools needed to enable people to achieve healthier lifestyles.
- New Domestic Abuse and Sexual Violence service  
The new service models focuses on reducing inequalities, including the new 'places of safety' element of the contract which includes both the traditional refuge provision, as well 10 self-contained units – which will help accommodate high risk victims of DA fleeing with larger families, families that have teenage boys, families with pets, male victims, as well as those victims with multiple complexities, who perhaps would not be suitable to shared living. In addition, there is also a dedicated Independent Sexual Violence Support Advisor (ISVA) to work with male victims of sexual violence.



Wiltshire Council has made a **promise** to young people living in care:

- A choice of home where you can stay until you are ready to move on from care
- To keep you together with brothers and sisters whenever we can, and to help you stay in close contact with your family if that is what is right for you
- To listen to your views, act on them when we can and be honest when we cannot
- That your social worker will work hard for you to solve problems
- To tell you what your rights are and what you are entitled to
- That you will be involved in decisions taken during your looked after child review
- To involve you in decisions about school and to help you get to school so that your education can continue
- To arrange transport for you that is reliable, gets you to school, important meetings, and on time
- To invite you to group activities with other children living in care, and those leaving care, to help you feel more confident
- That we will deal with bullying quickly and efficiently
- To support you when you need help with school, leaving school and preparing for employment and training

And for young people leaving care the council has promised to support them on their next steps.

Following changes introduced through the Children and Social Work Act 2017, care leavers can ask for support from their Personal Adviser up to the age of 25, whether they are in education or training or not.

The council also has nominated care leaver champions from staff across the organization. Their role is:

- To help provide a range of opportunities for care experienced people across the county. It may be work experience or shadowing opportunities, training, mentoring, improved access to services or accommodation or a combination of all these things.
- Be the first point of contact for a young person who might need some direct help, support or advice about a particular issue which is affecting them; it could be legal or consumer advice, tax or benefit advice or someone to talk to about housing.



Wiltshire Council is committed to providing excellent housing services. One of our key priorities is to make best use of existing stock and that, working with our partners, we increase the supply of decent **new affordable homes** in Wiltshire. The aims and priorities for strategic housing in Wiltshire over the next five years have been developed through consultation with our customers, our community and our partners.

## Housing and Financial Inclusion

➔ **Tenancy Sustainment:** This service provides a comprehensive in-house support to tenants who would otherwise be at risk of failing in their tenancies. Officers work with tenants, who may have:

- Financial worries,
- Debt issues,
- Vulnerabilities.

They will help people to sustain their tenancies and to encourage and facilitate their independence. We are accessible to tenants by offering home visits to try and increase tenant engagement. We will also be setting up drop-in sessions in conjunction with this throughout the county to give tenants the opportunity of accessing services in their own community.

➔ **Rental Exchange:** The Big Issue in partnership with Experian helped us to implement the Rental Exchange in March 2016 which continues to be used. The Rental Exchange helps tenants to:

- Create an online proof of identity - increasingly important when applying for goods or services.
- Build a positive credit history to help increase access to mainstream credit.

It aims to tackle the financial, digital and social exclusion challenges faced by rental tenants in the UK. We believe that people should get credit for paying their rent on time. The Rental Exchange incorporates a tenant's payment history in their credit file in a secure and compliant way, with no cost to either the housing provider or tenant. The Rental Exchange is a way to enhance a person's credit report without needing to take on new credit agreements.

Key benefits include:

- Proof of financial reliability,
- Access to cheaper credit and automated evidence of ID and proof of address,
- Inclusion in the digital society and a system that is seen as "fairer" for social tenants, and more in line with other forms of tenure."

We are further supporting the most vulnerable in our communities through initiatives such as adapted bungalows, the New Tenancy Sustainment Service, the **Wiltshire Core Strategy Topic Paper: Gypsy and Travellers** and the **Allocation Policy 2015**.



# Community Engagement

Understanding how our services affect the community is paramount to effective decision making. To ensure we are able to take into consideration the views of the community, Wiltshire Council undertakes a process of equality analysis. Equality analysis involves considering how decisions made and services delivered affect people who share protected characteristics. This can include identifying the potential to impact positively on equality by reducing or removing inequalities and barriers that exist. It can also include identifying negative impact and considering how this can be minimised.

There are various routes in which the council engages and listens to communities. Some of these ways include:

- 18 Area Boards with devolved funding to support local initiatives
- Wiltshire Learning Disability Partnership Board
- Local Youth Networks (LYNs) supported by their own Local Youth Facilitators designed to support young people and their communities to come together to offer a range of activities for those aged 13-19. LYN is active in all 18 community areas and a local youth officer will be the “go to” person for youth issues and developing activities. Marlborough LYN has supported two new youth clubs that help to support young people from the town’s more deprived areas.
- Development of health and wellbeing centres and specific consultation carried out with particular community groups in their design
- Following earlier work commissioned by Wiltshire Council to identify barriers to engagement with BME and LGBT residents, the council has been working with the West Wiltshire Multi Faith Forum to devise a roadshow which gets out into communities and enables them to engage with the council in a familiar setting.
- Commission specific support services for those identified at risk or vulnerable. For example, Wiltshire Parent Carer Council, Age UK, memory cafes with the Alzheimer’s Society, social clubs for those with a sight impairment, learning disabilities, mental health etc.
- Dementia Friends
- Have your Say which details the many ways in which our communities can speak up about the decisions the council is making
- People’s Voice (Wiltshire’s Citizen Panel)
- Local Housing panels / Older People’s Panels
- Mental Health Service User group (FOTP)
- Out Community Matters website <https://ocm.wiltshire.gov.uk/>
- Classes for non-English speakers in Melksham
- Youth focused area board meetings
- Older peoples events through Area Boards
- Multi- cultural carer awareness events
- Wiltshire Voices: A series of short films providing an insight into the lives and experiences of communities with a protected characteristic and beyond. The films were used to inform strategy development including the “before I forget” campaign which has led to Dementia Friendly towns
- Wiltshire Council’s staff survey 2018
- #EPIC – staff engagement initiative
- Winter weather scheme – a programme run by volunteers to help with gritting local roads and pavements to keep services open/allow access in extreme weather

## General evidence basis

### Equality Impact Assessments

### Equalities research

### Community Area profiles

### Community Area Joint Strategic Assessments

### Learning Disability Partnership Board

## What next?

Wiltshire Council has been looking towards the future and thinking about what can be done to support the most vulnerable in our communities. The action plan is a working document to ensure equality and inclusion is embedded in policies and strategies to be inclusive for everyone in our workforce and communities.



## Wiltshire Council Equality Objectives 2019-22

As part of the Public Sector Equality Duty, we are required to review and publish our Equality Objectives every 4 years. In 2019 we have developed a new set of objectives, following a self-assessment against the **Equality Framework for local Government**.

Our new objectives are:

### Objective 1

Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's **equality vision** and **statutory** duties

### Objective 2

Build community resilience through understanding and listening to the voices and diversity of Wiltshire, specifically in respect of Lesbian, Gay, Bisexual, BME and Trans communities

### Objective 3

Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future

### Objective 4

Ensure equality considerations are built into the council's approach to customer access and service delivery which will ensure that our Services are fully accessible for all our communities and customers

### Objective 5

Ensure the Accessibility Strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people

There is an underlying action plan which is broken down into three themes – staff, service users and communities – and the actions are owned by our three corresponding working groups.

Our organizational approach to delivering equality is explained in appendix 1.

### Our organisational approach to delivering equality

The external pressures that will have an impact on future demand, identified during the service planning process, are reviewed while preparing the council's budget for the following year in order that the council can plan to minimise the impact of required savings on vulnerable groups.

Complementary to this is the council's Behaviours Framework. This **Behaviours Framework** underpins the principles set out within the business plan which guides the way we carry out business. This is a set of positive behaviours which applies to all employees and describes how staff are expected to carry out their work for Wiltshire Council.

The Behaviours Framework is embedded throughout the organisation – from job descriptions, during recruitment and interview, appraisal stages and performance management. Links are made with corporate learning and development opportunities. Explicit to the framework is 'Trust and Respect' which articulates the need to '...promote the values of diversity.'

Wiltshire Council Corporate Diversity and Inclusion Steering groups:

The first Diversity and Inclusion steering group was set up to support Wiltshire Council with its commitment to integrate Equality and Diversity throughout its services and to help secure its vision of creating stronger, more resilient communities.

Following a review in 2018, it was agreed that a fresh approach to governance would help to focus on achieving the outcomes.

We now have three groups, each focusing on a different audience:

- Staff
- Service Users
- Communities

Each group has responsibility for delivering their theme in the new action plan, in addition to:

- Facilitating communication, debate and dialogue at a strategic and service level relating to equality and diversity issues
- Identifying improvements needed to achieve the council's aspirations and obligations in relation to equality and diversity and to monitor progress made
- Using the expertise within the group to find practical solutions to any barriers that may present themselves in delivering the council's aspirations and obligations around equality and diversity
- Identifying and communicating examples of good practice and support continuous improvement
- Sharing and exchanging information, expertise, advice and guidance across the council from which all can learn and develop
- Promoting the need for fairness, justice and equality of access to services for all The group consists of representation from all areas across the council.

## Appendix 2 Who we serve

### A summary of information by protected characteristic groups<sup>1</sup>

- Wiltshire Council is a unitary authority created in 2009 from the former county council and four district councils. The council delivers services across 20 community areas and with 4,539 employees (excluding schools)
- Wiltshire has a total population of 471,000 persons, making it the fifth largest authority in the south west. Over the period Census 2001 to Census 2011, Wiltshire's population growth was 8.8%, higher than England's at 7.9% and higher still than the south west's growth at 7.3%.
- The percentages of men and women in Wiltshire are roughly equal (49.2% and 50.8%) although more women feature in the older (85+) age ranges (see below)

**Age:** The Census 2011 estimates show that:

Category	Wiltshire	South West	England
*Retirement age and above	21.15%	23.1%	17.4%
*Working age (15-65)	60.4%		29%
*Under 15 years old	18.0%		

Wiltshire's population is set to increase by just over 10.4%. The fastest population increase has been, and will continue to be, in the number of people aged 85 years and over. There are currently more than twice as many females as males in this population group.

#### Unpaid care:

Carers' health – bad or very bad*	Ratio women men – providing	Carers from BME
5%	3:2	5.9%

Those providing unpaid care constitute just over 10% of the general population.

<sup>1</sup>All data, unless quoted otherwise, taken from analysis of the census 2011

\*There is little % difference in 'bad/very bad' health status between men and women.

#### Ethnicity:

2001 census – White population	
Wiltshire	96.2%
England and Wales	80.5%

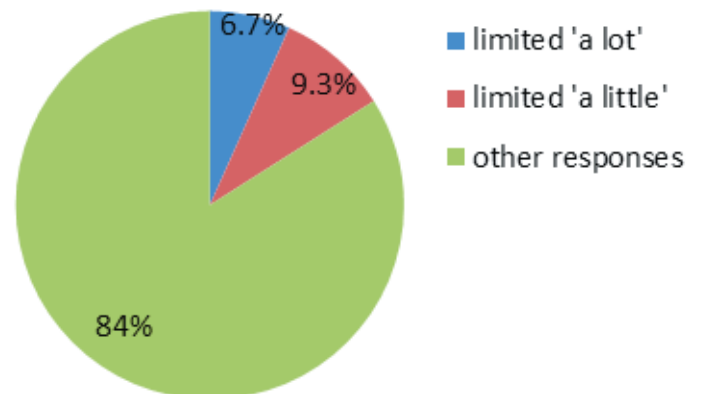
2011 census – White population	
Wiltshire	93.4%
England and Wales	80.5%

'Other White' was the second highest group with 12,108 people (2.57%); the nature of Wiltshire's minority ethnic population has changed from a largely Asian or Asian British grouping since 2001 to an Eastern European grouping where Polish migrants feature prominently

The number of those classifying themselves as from a 'mixed' background increased by just over 0.5% from 2001-2011 with the Black African population growing significantly over this period also. There is a long history of some minority communities in Wiltshire – for example, Polish in Westbury, Moroccan in Trowbridge and Gypsy, Roma and Traveller communities across the county. We also know that 2.5% of those aged three and over do not have English as a first language (see Schools Equality Information Report for further breakdown of languages spoken).

#### Health:

There are 75,000 people in Wiltshire who are limited in daily activities because of a health problem or disability:



The figures above are below the England and south west averages.

## Appendix 2 Who we serve continued...

### Sexual orientation and gender:

Data around sexual orientation (heterosexual, lesbian, gay, bisexual) and gender reassignment was not collected as part of the Census 2011. However, there are a number of national pieces of research which can help Wiltshire understand potential population statistics:

- Data from the Office for National Statistics<sup>2</sup> shows in 2016, just over 1 million (2.0%) of the UK population aged 16 and over identified themselves as lesbian, gay or bisexual (LGB).
- GIRES (the Gender Identity Research and Education Society) puts the number of people living with some form of 'gender variance' in the UK as approximately 1%

If applied to the general population figures for Wiltshire, this would mean that just over 5,000 people would identify themselves as Gay or Lesbian with nearly 2000 identifying as Bisexual and 4,700 as Trans\* (across a wide spectrum of gender variance). The **workforce report** also extrapolates these national figures for estimating numbers of staff who could be Lesbian, Gay, Bisexual or Trans\*

### Religion and belief:

The predominant religion in Wiltshire is Christian (64%) followed by 'other religions' (0.5%) and Muslim (0.4%). There are active Muslim community groups and religious bases in Trowbridge and Salisbury.

### Marriage and Civil Partnership:

A very small percentage (0.1%) of those 16 years and over in Wiltshire are in a civil partnership. 43% of those aged 16 years and over are married which is slightly higher than the south west and England averages.

### Military:

Military personnel constitute around 3.5% of the total population and the total number of military personnel and their dependents is estimated to be around 30,000 (6.4%). There is a strong link between population concentrations of Gurkha (Nepalese) and Black African- Caribbean and the military bases in Wiltshire. Wiltshire has the highest concentration of Polynesian residents outside of London and again, this is linked to Wiltshire's military presence. There will also be an increase in military personnel as a result of the Army Basing Programme which will bring approximately 7,600 additional service personnel and their families to Wiltshire.

### Deprivation:

While Wiltshire is generally less deprived than England as a whole, the county has seen an increase in relative deprivation and in 2010, for the first time, had one Lower Super Output Area (LSOA) in the 10% most deprived in England: Salisbury St Martin Central.

**For further information**, please see: Wiltshire's Joint Strategic Assessment which brings together key evidence and analysis by theme and the Equality in Wiltshire sections of the Intelligence website.

<sup>2</sup>ONS statistical bulletin – Sexual identity, UK:2016

## Appendix 3 Further information:

To view specific equalities information about our **workforce only**

National Guidance available on the **Equality and Human Rights Commission (EHRC) website**

**Equality Act guidance** from the Government Equalities Office

**The Equality and Human Rights plans for monitoring and enforcing the Public Sector Equality Duty**

**Publishing equality information: commitment, engagement and transparency**  
(EHRC publication)





## Wiltshire Council

Where everybody matters

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# The Diversity and Inclusion Action Plan

Meeting our Public Sector Equality Duty

## Summary

This is Wiltshire Council's Diversity and Inclusion Action Plan 2019-2022. It sets out our equality objectives for the next three years, which we are required to do under the Public Sector Equality Duty.

The objectives and action plan show how Wiltshire Council will meet its duties under the PSED and are based on locally identified priorities, following a self-assessment against the Local Government Framework for Equality.

The objectives are:

1. Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's **equality vision** and **statutory duties**
2. Build a resilient community that represents the voices and diversity of Wiltshire, specifically in respect of Lesbian, Gay, Bisexual, BME and Trans communities
3. Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future
4. Ensure equality considerations are built into the council's approach to customer access which will ensure that our Services are fully accessible for all our diverse communities and customers
5. Ensure the Accessibility Strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people.



Equality matters

## Delivery

The actions in the plan fall into three broad themes:

- Communities
- Service Users
- Staff

In delivering the actions, there will be three groups, each focussed on one of the themes. Membership of these groups will include officers with appropriate influence and knowledge to be able to implement the actions they are responsible for and will represent a range of services across the organisation.

There will be a core group of people who attend all three groups, and there will be representation from Staff Voices (the three staff networks) on each group.

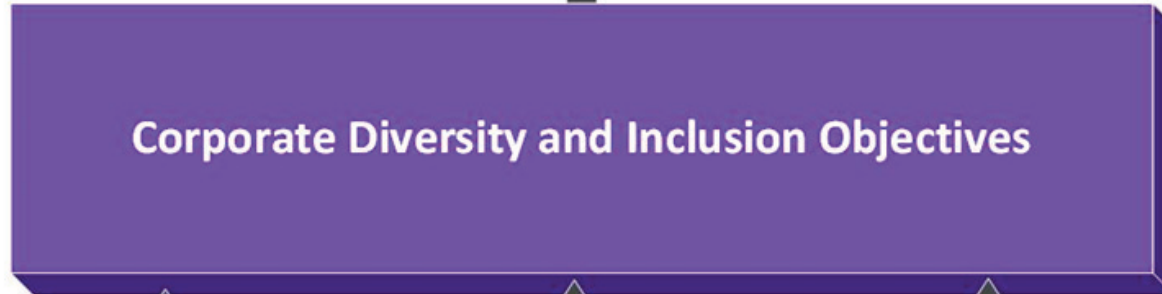
The diagram below summarises the strategic context and relationships involved in delivering this action plan.

Council

Strategy

Delivery

Support



# Wiltshire Council Diversity & Inclusion Plan



## Wiltshire Council Equality Objective 1

Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's equality **vision** and **statutory duties**. Link to Business Plan: An Innovative and Effective Council.

Outcome	Actions	Theme	Responsible Officers	Timescale	Measures
Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.	Improve the EIA template to make it easier to use and find.	Service delivery	Emily Higson	29/03/2019	Revised EIA template & guidance published. Monitor EIA's received and look at the quality to identify if there are any training needs.
	Review and re-publish guidance. Publicise refreshed template and guidance regularly.	Service delivery	Emily Higson	March 2019	Number of new EIAs
	Create publicly accessible library of completed EIAs (include retrospective "amnesty" of EIAs from last 12 months' key decisions).	Service delivery	Emily Higson	September 2019	Number of EIAs in library
	Review role of Procurement in meeting equality priorities to ensure fit for purpose	Service delivery	Emily Higson	June 2019	Corporate representation at appropriate procurement activity.
All staff and councillors understand their responsibility with regard to equality and inclusion and can access support and knowledge when they need it	Develop e-learning resources, including mandatory induction and refresher modules for all staff and elected members.	Staff Communities (members)	Marie Lewis Catherine Coombs Libby Johnstone	December 2019 December 2019	E-learning live – number of completions
	Set up Equality & Inclusion knowledge hub resource on intranet/GROW.	Staff	Emily Higson	October 2019	Number of active users and requests for support
	Reconfigure steering group to 3 theme groups, each with terms of reference and an action plan.	Staff Communities Service Delivery	Emily Higson David Harris	December 2019	3 theme groups established with terms of references and regular meetings and defined outcomes. Each group can demonstrate successful outcomes achieved within year 1.
	Carry out good practice review against similar councils and other public sector organisations	Staff Service Delivery	Emily Higson	October 2019	Review completed
Senior leaders and politicians challenge inequality and show public commitment to equality and inclusion	Carry out good practice review against similar councils and other public sector organisations	Service Delivery	Nicky Dyer	January 2020	Annual Report 2020
	Carry out good practice review against similar councils and other public sector organisations	Service Delivery	Emily Higson Henry Powell	September 2019	O&S review and report with recommendations
	Carry out good practice review against similar councils and other public sector organisations	Service Delivery	Liz Creedy	March 2020	Audit report with recommendations

## Wiltshire Council Equality Objective 2

Build community resilience through understanding and listening to the voices and diversity of Wiltshire, specifically in respect of Lesbian, Gay, Bisexual, BME and Trans communities. Link to Business Plan: Strong Communities.

Outcome	Actions	Theme	Responsible Officers	Timescale	Measures
Wiltshire Council can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis	Liaise with partners including police, Army, Health and Fire & Rescue to share resources, good practice and better understand our communities.	Communities	Emily Higson Nicky Dyer	September 2019	Areas for collaboration identified Number of joint/collaborative projects and events
	Re-establish the Wiltshire Lead Officers (Equality) Group				
	Using the "There's No Place Like Home" research report as a starting point: Use current data to understand better the experience of LGBT tenants in social housing in Wiltshire	Service Users	Housing Management Eammon McClelland	October 2019	Qualitative evidence of any issues for tenants identified
	Carry out training on LGBT awareness for staff and contractors visiting homes	Staff	OD & Training	March 2020	Specific training delivered
	Encourage registered providers (housing associations) in Wiltshire to agree to a pledge to be more proactive and visible in supporting LGBT tenants	Service Users	Housing Management	June 2020	Pledge signed
	Review and widen to other protected characteristics	Service Users	Housing Management	December 2020	To be identified
Wiltshire council has a good reputation in the community for effective engagement	Carry out an exercise to gather evidence for Wiltshire Council's reputation in the community and put in place a plan to address any gaps				
	Identify good practice already taking place in community areas	Communities	David Redfern Rhys Schell	December 2019	Project Bank/repository for successful projects
	Identify hard-to-engage groups and specific needs to improve engagement	Communities	Rhys Schell	December 2019	Each community area has a profile of groups with identified needs
Area boards know and understand all sections of their communities	Attendance at areas boards to present on PSED in communities	Communities	Libby Johnstone	December 2019	All Area Boards have PSED on agenda in 2019
	Community Area Boards, CEMs and VCSE groups work together to continually improve engagement	Communities	David Redfern	June 2020	Measures of satisfaction and social impact show improved engagement

## Wiltshire Council Equality Objective 3

Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future.

Business Plan Link: An Innovative and Effective Council

Outcome	Actions	Theme	Responsible Officers	Timescale	Measures
A more robust workforce profile which informs our People Strategy and supports the Council in meeting the Public Sector Equality Duty	Equalities monitoring questionnaire which explains the reason why data needs to be collated sent to all staff to increase the range of information collected on the protected characteristics and improve existing information held (data cleanse).	Staff	Catherine Coombs	Annual	Increase in the range of data collected on the protected characteristics and a decrease in the rates of 'unknowns' for BME and disability.
	To amend the confidential equality and diversity section of the application form..	Staff	Catherine Coombs	October 2019	Form amended
Improve our understanding about the Council's workforce to deliver improved outcomes for our customers.	To upload data in to SAP	Staff	Catherine Coombs	March 2020	Upload complete
	To include this information in the annual equality and diversity workforce report.	Staff	Catherine Coombs	March 2020	Workforce Report ratified by Staffing Policy Committee
A reduction in the number of staff with protected characteristics saying that they have been a victim of bullying and/or harassment	E-learning on bullying and harassment rolled out E-learning on unconscious bias rolled out	Staff	Catherine Coombs	March 2019	Number of completions of training Number of staff reporting bullying and harassment from protected characteristics
A more representative workforce which supports our succession planning	Continue to promote schemes to employ younger people, working in partnership with other service areas e.g. economy and enterprise.	Staff	Catherine Coombs	SMarch 2021	An increase in the percentage of under 25's in the council workforce. Numbers of apprenticeships, traineeships, volunteers and work experience students increases
	Actively try to attract a diverse range of councillors by promoting the allowance, carers allowance, and maternity/paternity arrangements in advance of the next election.	Communities	Libby Johnstone	June 2020 – May 2021	Democratic Services rep on groups.
Staff with protected characteristics feel more supported, recognised and the Council is seen as an 'employer of choice' in relation to equality, diversity and inclusion	Stonewall Workplace Equality Index rating 2020 Complete self-assessment and anonymous surveys to staff	Staff	Catherine Coombs LGBT+ Staff Network	September 2019	Realistic assessment of current position in relation to other organisations
	Develop and implement action plan based on gaps identified	Staff	Catherine Coombs LGBT+ Staff Network	September 2021	An improved rating in Stonewall 2022 index
	Staff voices events to promote understanding, acceptance and inclusion	Staff	Staff Network Chairs Emily Higson Nicky Dyer Catherine Coombs	October 2019 May 2020	2 events per year
	Staff Networks Day event at Salisbury Foundation Trust	Staff	Catherine Coombs Staff Network Chairs	May 2019	Attendance at event
	Each staff network has a work plan for the year Chairs of staff networks have a formal agreement with the council regarding time allowed for equality work (aligned with Union staff)	Staff Staff	Staff Network Chairs HR	April 2019 To be agreed	Plan agreed Agreement in place

## Wiltshire Council Equality Objective 4

Ensure equality considerations are built into the council's approach to customer access and service delivery which will ensure that our Services are fully accessible for all our communities and customers. Business Plan Link: Protecting the Vulnerable, An Innovative and Effective Council, Strong Communities.

Outcome	Actions	Theme	Responsible Officers	Timescale	Measures
A greater voice and influence for those less likely to be heard within the work of Wiltshire Council (and other statutory partners)	Act on feedback from Staff networks	Service Delivery	Emily Higson	Continuous	To be identified
	Maximise the opportunities to improve access and engagement through Wiltshire Council's Digital Programme	Service Delivery	Emily Higson Matthew Tobin	March 2021	
Staff and customers are supported to have equal access to buildings and facilities	Building audit to assess accessibility to those including: Physical disabilities Sensory Impairment Learning Disabilities (including Autism) Mental Health Older People Young people People with dementia Religious/cultural needs (To be prioritised)	Service Delivery Staff Communities	Emily Higson Facilities Management (to be identified)	March 2020	Audit report
Ensure no discrimination towards transgender staff and customers	Review Stonewall guidance and develop trans-inclusion action plan for Wiltshire	Service Delivery Staff	LGBT Staff Network Catherine Coombs Emily Higson	Review October 2019 Action plan implemented by 2022	Action plan complete
	Introduce option of using gender neutral pronouns for staff and service users	Service Delivery Staff	Emily Higson Catherine Coombs	April 2020	
	Research gender neutral toilet facilities	Service Delivery Staff	Emily Higson Facilities Management	April 2020	
All frontline staff, whether they are office based or working in the community, understand their role in Equalities and Inclusion	Create and implement an annual communications plan for diversity and inclusion	Staff	Emily Higson Ceri Tocock	May 2019	

## Wiltshire Council Equality Objective 5

Ensure the Accessibility Strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people. Business

Plan Link: Strong Communities, Protecting the Vulnerable

Outcome	Actions	Theme	Responsible Officers	Timescale	Measures
<p>A better understanding of the issues for young people (e.g. underlying causes of bullying)</p> <p>Communities feel empowered to support and/or challenge schools in meeting their equality duties</p> <p>Children and young people feel safe and respected by their peers</p>	Robust equalities guidance and support will be readily available for schools from the LA	Service Delivery	Pamela Carroll	March 2020	To be agreed
Schools and Youth organisations produce citizens who promote tolerance and inclusion	Understand and promote equalities work within schools and youth groups	Communities Service Delivery	Pamela Carroll Britt Sawyer	September 2019	To be agreed
Increased awareness in communities of equality duties on schools	Material will also be made readily available to area boards and communities to enable them to see what schools need to be doing	Communities	David Redfern Pamela Carroll	March 2020	To be agreed
All frontline staff, whether they are office based or working in the community, understand their role in Equalities and Inclusion	Create and implement an annual communications plan for diversity and inclusion	Communities	Pamela Carroll	September 2020	To be agreed







# The Diversity and Inclusion Action Plan

**Wiltshire Council**  
Where everybody matters

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## Wiltshire Council

### Overview and Scrutiny Management Committee

16 July 2019

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#### Corporate Peer Challenge Action Plan Update

##### Purpose

1. To provide the committee with an overview of the activity undertaken in respect of the agreed actions following the Corporate Peer Challenge in Wiltshire which took place at the end of 2017.

##### Background

2. Following the formation of a new council in 2017 and the agreement of a new 10-year business plan the council invited the Local Government Association (LGA) to arrange a Corporate Peer Challenge (CPC) for Wiltshire.
3. CPCs are improvement focused and are tailored to meet individual councils' needs, designed to complement and add value to a council's own performance and improvement. They are not inspections and do not provide a detailed diagnosis or scored assessment.
4. The LGA put together an expert team from other local authorities who reviewed a range of documents and information before spending four days in Wiltshire in November 2017. During their time at the council the group spoke to more than 130 individuals including councillors, staff and partners; attended more than 40 visits and meetings; collectively spent more than 260 hours investigating and deliberating to reach their conclusions.
5. The Peer Team reported that the council had strong and accessible political leadership; that stakeholders are clear about what the council stands for; that the council has an ambitious business plan; that the council benefits from a committed workforce who are well engaged; that there is a strong record of financial management in the council; that the council has overseen a very good recovery in Children's Services since 2012.
6. Additionally, the Peer Team made some observations, suggestions and recommendations about how the council might improve.
  - To enable the most effective delivery of its Business Plan the council should seek to clarify and quantify its key priorities. Sharper focus should be brought to organisational delivery and resource allocation which underpin this.

- In respect of the key areas of commercialism and ‘digital’ the council should build a shared understanding of the opportunities, investment required and skill needed in these areas so that it is more able to achieve successful outcomes.
  - Revisit the current intent and application of the Area Boards - so that into the future the council’s ambitions in terms of leadership of place can be further realised
  - More closely align financial and budget planning to organisational priorities and underpin this with a more robust planning and performance management regime. This will enable better linking of business and financial planning and further supporting a culture of openness and accountability
  - Apply the same approach and commitment to the Adults Services Transformation plans as was afforded to the council’s previous children services recovery plan – so that it is organisationally owned and more likely to be delivered as a consequence
  - In order to increase the delivery of housing numbers across Wiltshire, the council may wish to consider developing its plans in respect of a smaller number of strategic sites. This may strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations
  - Ensure that both the council and corporate leadership team (CLT) themselves invest sufficient time in focussing on their development as a team. They have a pivotal leadership role and such investment will help them realise their ambition to provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.
7. Cabinet approved an action plan in March 2018 based on the CPC report, and OSMC received an update in November 2018. This report provides a further update against that action plan. An updated version of the action plan is provided at appendix A.

### **Key developments since November 2018**

8. The council has introduced a revised methodology for service planning. Clear outcomes are being developed to ensure delivery on the Business Plan Priorities. Outcomes are supported by Outputs with robust delivery plans, fully resourced. These will replace service plans and give direct connection straight through to individual appraisal targets.
9. KPIs at outcome and output levels will ensure robust performance management.

A new performance and risk management policy was adopted by Cabinet in March 2019 which sets out an assurance framework; including risk and linking to financial management, which through business planning, monitoring and management links all activity back to Wiltshire Council's strategic priorities as set out in the Business Plan

10. March cabinet agreed the approach to commercial investment and has agreed £ 10m a year provision in the capital programme for the next five years and a framework for assessing services in the context of the commercialisation is in development. A commercialisation task group has been established to help shape the commercialisation strategy and drive it forward. The Council's Leadership and Management Programme includes elements of commercialisation with an understanding that this filters through the organisation as current and future leaders are trained. The latest cohort of the leadership programme, which started in spring 2019, will receive a module on commercialisation.
11. An important element of the implementation of the digital strategy was the awarding of the contract to Microsoft (MS) to jointly deliver the outcomes of a five-month review. Working in partnership with MS is enabling the council to resource and build long-term capacity to deliver a significant cultural and technical change to the way the organisation operates and serves its customers. An IT and Digital strategy has been approved by Cabinet and Council has approved the necessary increased funding. The strategy makes recommendations in terms of a 'get well' programme for the council's ICT, further developments in the Digital area, enhanced governance around technology investments, and changes to the ICT team to enable them to support the technology into the future.
12. To support the strategic approach to digital transformation, a new Director of Digital and IT post has been. The new role focuses on achieving efficiencies across services using new platforms as well as exploiting existing solutions; making the best of solutions already in place. In addition, work is ongoing to develop a programme of training and learning to ensure that staff are aware of, and able to utilise, the opportunities presented by digital transformation.
13. A new Director of Communities and Neighbourhoods post has been created in the recent Tier 2 restructure and is in the process of recruitment. Following the Community Working Review there is a focus on providing a clear programme of devolution to communities, introducing multidisciplinary, multi-agency team approach to responding to community need. Transfers of assets will continue through Area Boards and transfers of packages of assets and services to town councils is now supported by a new policy.
14. The Adult Social Care Transformation programme continues to progress, with the current care management system in adult care due to be replaced with new system in November 2019. This is the same system used by Children's social care which will allow more effective data sharing.

15. A new Advice and Contact team is now in place working alongside the Adults Multi-Agency Safeguarding Hub. Further virtual partners will be identified to maximise partnership working in addition to police and health agencies.
16. The Council's Adult Services are being supported by a joint commissioning team, led by a new Director of Commissioning who started in spring 2018, that also support Children's services. The new joint service has worked with local providers to create a new framework, helping to shape the market, for providing Help to Live at Home services which is due to go live in Autumn 2018. Commissioning is also a focus for the new Directors of Adult Services who are working with the Clinical Commissioning Group to devise and implement joint place-based commissioning.
17. Homes England funding has been secured for phase 2 of the Council house build programme. The announcement to lift the HRA borrowing cap has enabled a significant increase in the programme, to be reported to October 2019 Cabinet. Southern area boards have been attended to explain affordable housing opportunities and especially community led housing, which has a new team in place. It is intended to report to cabinet in July with detailed proposals on establishing the local housing company and local development company, which have already been approved in principle.
18. A bed audit of extra care, residential & nursing homes, supported living and shared lives (for adults) has been completed and a draft accommodation strategy is now in place. The next planned phase will be to develop an Estates Strategy.
19. In reviewing commissioning, procurement and contract management arrangements, a comprehensive improvement plan is in place for the Strategic Procurement Hub, this includes the contract management arrangements. The roles and responsibilities within SPH have been reviewed and a new structure is in place. Consultation is completed for Brokerage restructure. Consultation for wider commissioning restructure will begin at end of June 2019.
20. The Corporate Leadership Team (CLT) are now scheduled to meet fortnightly as a Corporate Director team, and as a wider CLT (including statutory directors). This results in increased time spent developing as a team but also on discussing and agreeing actions relating to the strategic agenda. The Corporate Directors have agreed shared objectives for cascading to the extended leadership team, and whole council. These weekly meetings have however been impacted by events in Salisbury this year.
21. The Corporate Directors are now provided with professional advice and challenge from the Directors in the discharging of their statutory responsibilities and this is supporting and informing strategic decision making and delivery of the business plan priorities.

22. The Corporate Directors are now receiving leadership development and coaching as a team and individually. This is being provided as part of a schedule of development by an external expert.

### **Recommendations**

23. The Overview and Scrutiny Management Committee note the progress against the Corporate Peer Review Action Plan described above and in Appendix A.

**Dr Carlton Brand, Terence Herbert, Alistair Cunningham OBE**

**Executive Directors**

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At iCorporate Peer Challenge – Action Plan (Agreed March 2018) Update June 2019

Recommendation	Action	Measure of success	Time-scale	Lead(s)			Update
				Cllr	CD	D	
<b>Main Recommendations</b>							
1. To enable the most effective delivery of the Council's Business Plan it should seek to clarify and quantify its key priorities. In such a way a sharper focus can be brought to organisational delivery and resource allocation which underpin this.	Deliver a comprehensive service planning process including a strong planning and performance management regime; one that more explicitly links business, risk, financial planning, and major programmes into one coherent whole with a clear and coherent "Golden Thread" throughout	'Plans for change' in place with key priorities distilled for budget setting process	Sept 2019	Cabinet	CB AC TH	RT BH JP	<p>Clear outcomes are being developed to ensure delivery on the Business Plan Priorities</p> <p>Outcomes are supported by Outputs with robust delivery plans, fully resourced. These will replace service plans and give direct connection straight through to individual appraisal targets</p> <p>KPIs at outcome and output levels will ensure robust performance management</p> <p>The Council is developing a 3 year budget strategy that will be based on a budget build approach using the delivery plans as foundations.</p> <p>Comprehensive quarterly reporting to Cabinet and Scrutiny covering financial, risk, performance and assurance.</p> <p>This is supported by monthly financial reporting to Corporate Leadership Team</p>

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		Redesigned performance measures and reporting arrangements agreed by cabinet  Managers have performance linked cascaded objectives	Jan 2019	Cllr PW	CB AC TH	JP RT ee	The KPIs for Outcomes and Outputs will form the basis for corporate performance management.  A robust Performance & Risk Policy has been approved by Cabinet having been through Audit Committee  Output delivery plans will cascade directly to individual appraisal targets
2. In respect of the key areas of commercialism and 'digital' the council should build a shared understanding of the opportunities, investment required and skill needed in these areas so that it is more able to achieve successful outcomes.	Agree commercial strategy and appetite for risk/investment. Review approaches across	Commercial Strategy agreed by cabinet; with resources to deliver (encompassing user needs, multi-disciplinary team skills and uptake of services).	Feb 2018	Cllr PW	AC	BH SH	Cabinet agreed a new commercial policy in February 2018.  A Commercialisation Task group has been set up by Scrutiny to shape and drive the whole approach to commercialisation  A framework for assessing services in the context of the commercialisation is in  March cabinet agreed the approach to commercial investment and has agreed £ 10m a year provision in the capital programme for the next five years

	<p>Clarify the commercial skills, knowledge, behaviours and expertise required UK.</p>	<p>Staff are clear in respect to required skills, capabilities and expectation of income</p>	<p>June 2019</p>	<p>Cllr PW</p>	<p>AC</p>	<p>BH AR</p>	<p>A Director of Housing and Commercial has been appointed which focusses the commercial approach to Assets and Investments.</p> <p>A Trading Services Manager post has been established and filled. This focusses on commercial trading with schools.</p> <p>HR&amp;OD building elements of commercial awareness into internal leadership and development programme</p> <p>A commercial module will be explored and developed for the next cohort of managers – the next programme will be starting April 2019</p>
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	Increase financial literacy and use of financial models to effectively support business case development	Heads of Service understand true cost of all services	June 2019	Cllr PW	AC	BH JP	<p>Generic Financial Trading Accounts have been developed to support assessment of services</p> <p>Investment models are in development to support decision making</p> <p>The financial elements of business cases have been fed into the development of corporate business case development</p> <p>A finance module has been part of the internal leadership and management programme since its inception for both the aspiring and developing manager programmes</p>
	Review fees and charges policy across the council, and maintain on an annual basis	New fees and charges agreed as part of council budget annually	Sept 2019	Cllr PW	AC	BH	Fees and charges considered as part of annual budget on a service by service basis. A fundamental review is planned as part of the development of a three year Budget Strategy

	<p>Agree narrative for Digital Strategy, aligning programs to address core challenges</p>	<p>Services, teams and staff are clear about the purpose and outcomes of the Council's Digital Strategy and what this means for them and their customers.</p>	<p>July 2019</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT</p>	<p>An IT and Digital Strategy has been approved by Cabinet and the increased funding has been approved by Council.</p> <p>The strategy scope includes all services and programs to ensure alignment and resourcing.</p> <p>The Council has awarded contract to Microsoft to joint deliver a significant digital change programme (business case agreed by cabinet in June 2018). Within this is a significant emphasis upon adoption and Change management that is critical to the take up and success of the programme.</p>
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	Clarify the digital skills, knowledge, behaviours and expertise required	Services that are engaged with the Digital programme plan and implement programmes of adoption and change.	Mar 2018	Cllr PW Cllr AO	CB	RT JP	A Business Partner – OD Transformation has been appointed to support the digital programme and deliver the adoption and change management workstream, ensuring services and staff are engaged with the programme and the relevant changes embedded to enable the organisation to transform. A programme of organisational development will be developed to ensure staff have the opportunity to access support to develop digital skills, and a new behaviours framework to support delivery of the programme will be launched to support staff in developing and understanding the behaviours needed to adopt the change.
	Increase use of data and analytics and embed digital service Design Standards in redesign	GDS service design standards will be embedded within the new platform, Customer Relationship Management (CRM) software. As part of the Cloud Navigator programme a technical design authority will be created of which agreeing and ensuring design standards will be a feature.	TBC  Sep 2020	Cllr PW Cllr AO	CB  CB  CB	PD	<p>Microsoft Cloud Navigator programme has a project which will pilot the technology and skills to bring greater data insight to the Council.</p> <p>The key focus areas for the programme are: Robotic process automation (RPA) pilot due by Jan 2019.</p> <p>Design replacement for MyWiltshire (customer platform) – starting October</p>

		Through a data intelligence pilot programme being undertaken through the Cloud Navigator programme the Council will be able to create a data management and insight strategy.					2018.
Page 63	Explore opportunities to market and promote these new channels more effectively with citizens and businesses – and learn from why citizens do not access through those channels	Cloud Navigator programme in partnership with Microsoft to be fully implemented GDS standards embedded in work undertaken	Sept 2020	Cllr PW Cllr AO	CB	RT BH PD	Design and build of customer relationship management (CRM) tool for customer service The adoption and change workstream within the Cloud Navigator programme will have a remit to work with, for example our Community Engagement Officers and Communications team to promote the awareness and take-up of the new platform
3. Revisit the current intent and application of the Area Boards - so that into the future the council's ambitions in terms of leadership of place can be further realized	Review all remaining discretionary services to determine which may benefit most from devolution ('local-first' approach).	Devolution of remaining discretionary services and budgets	Apr 2018	Cllr JT Cllr PW	AC	RT PK SH	Community working review completed setting out changes and recommendations for Cabinet. Proposing the introduction of a devolution programme.

	Establish with CEMs collaborative teams of front line services, partners, local VCS and economic groups.	Multi-agency community team approach in place, mobilising community assets and volunteers, transferring assets and services.	Dec 2018	Cllr JT	CB	DR	Community working review proposed the introduction of a multi- agency and multi-disciplinary community team approach.
	Project bank audit of each community area. Support health and wellbeing groups to expand support. Ensure that social care reviews adopt a community-led approach to appropriate areas of service.	Additional projects in place. More themed interactive meetings, shorter formal AB meetings.  Localisation of adult social care service and children social care integration through the reviews	Dec 2018  Dec 2018	Cllr JT  Cllr JT	CB  CB AC TH	DR  TD LT EL CE HJ	We are considering public health being more embedded in community areas boards. The community led approach for social care should be applied across the board to help improve health and wellbeing outcomes not just for social care, but for the wider determinants also.



<p>4. More closely align financial and budget planning to organisational priorities and underpin this with a more robust planning and performance management regime. This will enable better linking of business and financial planning and further supporting a culture of openness and accountability</p>	<p>Comprehensive service planning process linking priorities, finance, procurement and HR informs budget setting.</p>	<p>Medium Term Financial Strategy published</p>	<p>Sept 2019</p>	<p>Cllr PW</p>	<p>CB AC TH</p>	<p>RT, BH JP</p>	<p>Development of clear outcomes to ensure delivery on the Business Plan Priorities</p> <p>Outcomes supported by Outputs with robust delivery plans, fully resourced. These will replace service plans and be the foundations for the building of the 3 year budget.</p> <p>Each Output delivery plan will have clear accountability to a Director. This is vital as more than one service will be required to feed into these delivery plans.</p>
<p>Page 65</p>		<p>Full Council agree budget closely allied to service change plans</p>	<p>Mar 2019</p>	<p>Cllr PW</p>	<p>CB AC TH</p>	<p>JP BH RT IG</p>	<p>Full Council will agree a 3 year budget which will have been built up from output delivery plans which underpin the Business Plan.</p>

<p>5. Apply the same approach and commitment to the Adults Services Transformation plans as was afforded to the council's previous children services recovery plan – so that it is organizationally owned and more likely to be delivered as a consequence</p>	<p>Investment in appropriate capacity</p>	<p>Strong programme office support in place with breadth of capacity and capability in ASC transformation team</p>		<p>Cllr JT</p>	<p>CB AC TH</p>	<p>TD CE HJ EL</p>	<p>Current care management system in adult care will be replaced with new system in November 2019. This is the same system used by Childrens social care which will allow more effective data sharing.</p> <p>Have brought in Glenesk to add capacity to the transformation of commissioning HJ</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 66</p>	<p>Delivery of Front Door elements of ASC transformation programme</p>	<p>As defined in business case</p>	<p>Apr 18</p>	<p>Cllr JT</p>	<p>CB AC TH</p>	<p>TD</p>	<p>ACT Board has expanded its membership and is working across a multi- agency agenda to improve outcomes. New Advice and Contact team now in place working alongside Adults Multi-Agency Safeguarding hub. Further virtual partners will be identified to maximise partnership working in addition to police and health agencies.</p> <p>Commissioning of a new Help to Live at Home Alliance (framework agreement) for care providers to go live in Autumn 2018. This has been co-produced with local providers and is a basis for all aspects of market influence and development, including workforce recruitment, retention and development.</p> <p>Working closely with the market to co-produce market shaping</p>
	<p>Secure a market management strategy as a priority including securing and retaining appropriate skills</p>	<p>Strategically managed diverse and sustainable market is in place</p>	<p>April 20</p>	<p>Cllr JT</p>	<p>CB AC TH</p>		

Approach integration of DASS post with health carefully, doing so from a position of strength and clear priorities set across the two agencies	Scope joint commissioning arrangements	Commissioning staff co- located	2018	Cllr JT	CB AC TH	strategies across children and adults' services.
	Examine the potential for alliance contracting	Framework agreed with partners	2019	Cllr JT		As part of transformation Directors are in discussion with the CCG to look at joint place based integrated commissioning.
	Undertake due diligence on joint post	Joint DASS/ CAO post in place with NHS Wiltshire	2018	Cllr JT	CB AC TH	Due diligence undertaken on joint post. A change of circumstance meant a revised approach to tier one management structure was required. This is now in place making best use of existing resources.

6. In order to increase the delivery of housing numbers across Wiltshire, the council may wish to consider developing its plans in respect of a smaller number of strategic sites. This may strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations	Develop local plan accordingly	New local plan and HRA business plan focuses development in fewer places	2020	Cllr TS Cllr RC	AC	SH	<p>The initial informal consultation with stakeholders on the Local Plan commences in October.</p> <p>The Local plan will consider a number of strategic sites that will concentrate development in areas of known need.</p> <p>Homes England funding secured for phase 2 of Council house build programme. Lifting of HRA borrowing cap enables significant increase in programme to be reported to October Cabinet</p>
	Use area boards to explain and champion local delivery	Fewer objections to significant local developments	2020	Cllr JT Cllr RC	AC	SH	Southern area boards have been attended to explain affordable housing opportunities and especially community led housing

<p>7. Ensure that both the council and CLT themselves invest sufficient time in focusing on their development as a team. They have a pivotal leadership role and such investment will help them realise their ambition to provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.</p>	<ul style="list-style-type: none"> <li>• Empowered: CLT are empowered to make the organisational decisions they deem necessary to deliver on the Council's priorities and policies</li> </ul>	<p>Regular CD away days in calendar Development Programme developed for CLT established</p>	Dec 18	<p>CB AC TH</p>	<p>IG BH RT</p>	<p>Leaner CLT now reflects the revised senior management structure. Resulted in increased resilience and strategic capacity</p>		
	<ul style="list-style-type: none"> <li>• Time and Space: CLT commit a sizeable portion of their individual time working as a leadership team on the strategic council wide agenda</li> </ul>		Dec 17			<p>CB AC TH</p>	<p>JP</p>	<p>CLT moved to fortnightly meetings – more time spent on the strategic agenda. CDs have agreed shared objectives.</p> <p>CDs are receiving leadership development and coaching from an external expert.</p>
	<ul style="list-style-type: none"> <li>• Team Development: CLT prioritise investment in their collective leadership development so they are able to act as a collegiate team that leads organisationally</li> </ul>		Feb 18			<p>CB AC TH</p>	<p>JP</p>	<p>Plans being developed to provide leadership development to all in the extended leadership team.</p>
	<ul style="list-style-type: none"> <li>• Performance Management: CLT implement a Corporate Performance regime clarity in terms of success criteria and the culture, processes</li> </ul>	<p>Redesigned performance reporting arrangements agreed by cabinet, with systems in place to drive sustainable performance improvement</p>		<p>CB AC TH</p>	<p>RT JP BH</p>	<p>New Performance and Risk policy to be approved by Cabinet in next six months. Will include CD level scorecards that link to council's business plan, service planning and corporate performance reporting – a whole organization approach</p>		

<ul style="list-style-type: none"> <li>•Wicked issues: Identify a number of cross cutting issues/ opportunities that create the opportunity for organisational and system wide collaboration</li> </ul>	<p>Cross service initiatives are delivered with programme office and systems thinking support – key work programs already agreed or in progress are Social Mobility and High Frequency Contacts (HFC)</p>	<p>Mar 18</p>		<p>CB AC TH</p>	<p>RT JP BH</p>	<p>Both the digital and commercialism programmes are working across the council and bringing single solutions into different areas of the council. There are currently 140 apprentices employed, with a further 9 to start. Degree level apprenticeship training that support succession planning and individual career aspirations and are set to follow later this year.</p>
<ul style="list-style-type: none"> <li>• Transformative Learning: An environment is set where active learning is valued as a means of Improvement, reflection leading to continuous performance improvement</li> </ul>	<p>Increase in apprenticeships and formal learning uptake and participation</p>	<p>Feb 18</p>		<p>CB AC TH</p>	<p>JP</p>	<p>Our internal programme of learning &amp; development has grown to include apprenticeship training and a leadership and management programme aimed at aspiring and developing managers. This is alongside a range of face to face training and facilitated learning supported by an eLearning platform provided by Learning Pool. Bespoke training and workshops to support transformational programmes are also being developed on request and added to the corporate offer where appropriate.</p>

Additional suggestions							
Provide more clarity in terms of the “what” will be devolved to town and parish councils and ‘why’ when transferring operational services and assets down to towns and parishes and be more assertive about the agenda.	Pull together a start and finish task force to identify issues and unblock the reasons for the time it takes to secure asset transfers and movement of some operational responsibilities to Town and parish councils.	Accelerated phasing of transfers  Progress reports on CATs available and accessible online, including capture of financial and community benefits for those that have transferred.	Sep 2018	Cllr PW	AC	RT IG SH	Single assets are being transferred to parishes and third sector organisations through area boards. A Service
Page 71	Support ‘place based’ delivery of services so that co-ordination of activities between communities, parishes and towns across a larger geographical footprint can be exploited to the full. This could be done by further exploration of larger devolution packages that would require the input and coordination of parish and town councils, particularly where devolved services serve greater geographical areas.	Clear list of potential assets for transfer available  Consider and define approach  Parish Council’s collaborate on devolution agreements	Jan 2018	Cllr JT Cllr PW	AC	RT  SH	Devolution and Asset Transfer Policy was approved by Cabinet in November 2017 and allows for packages of assets and services to be devolved to Wiltshire’s towns.

<p>The council should consider its assets and capabilities in terms of how it should intervene in housing delivery</p>	<p>Examine business case for new local housing company</p> <p>Undertake a full housing needs assessment for older adults, younger adults and children with complex needs, translating this into a plan covering accessible homes, sheltered housing and extra care for example, so that the council is proactively intervening to deliver better outcomes in these areas.</p>	<p>Local housing company up established on a sound basis</p> <p>Housing needs assessment completed</p>	<p>2019</p> <p>Jun 2018</p>	<p>Cllr RC</p> <p>Cllr RC</p>	<p>AC</p> <p>AC</p>	<p>SH</p> <p>HJ</p>	<p>It is intended to report to July cabinet with detailed proposals to establish local housing company, local development company.</p> <p>A bed audit of extra care, residential &amp; nursing homes, supported living and shared lives (for adults) is underway. This will lead to a new accommodation strategy expected in February 2019.</p> <p>Draft accommodation strategy in place. Next phase is to develop an Estates Strategy</p>
<p>Review commissioning, procurement and contract management arrangements with a detailed improvement plan.</p>	<p>Undertake a systemic review including systems, data, information, reporting, staff development, and organization. Agreed a full suite of performance measures</p>	<p>Director of Commissioning in place</p> <p>Detailed review complete with clear roles and responsibilities across the commercial cycle involving commissioning, procurement and contract management.</p>	<p>Feb 18</p> <p>June 19</p>	<p>Cllr JW</p> <p>Cllr JT</p>	<p>TH</p> <p>TH</p>	<p>HJ</p> <p>BH</p>	<p>Director of Commissioning, Helen Jones, started May 2018</p> <p>A comprehensive improvement plan is in place for the Strategic Procurement Hub, this includes the contract management arrangements.</p> <p>The roles and responsibilities within SPH have been reviewed and a new structure is in place.</p> <p>Consultation is completed for Brokerage restructure. Consultation for wider commissioning restructure to begin at end of June HJ</p>



## Overview and Scrutiny Management Select Forward Work Programme

Last updated 1 JULY 2019

<b>Overview and Scrutiny Management Committee – Current / Active Task Groups</b>		
<b>Task Group</b>	<b>Start Date</b>	<b>Final Report Expected</b>
Financial Planning Task Group	October 2013	-
Swindon and Wiltshire Joint LEP Task Group	March 2014	-
Digital Strategy and Implementation Task Group	June 2017	
Communications with Councillors Task Group	January 2019	
Public Consultations Task Group	January 2019	September 2019
Commercialism Task Group	March 2019	

<b>Overview and Scrutiny Management Select – Forward Work Programme</b>			Last updated 1 AUGUST 2019		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / Purpose of Report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
24 Sep 2019	Interim report of the Digital Strategy and Implementation Task Group	To provide an update of the work and findings of the task group.	Robin Townsend	Cabinet Member for Finance, Procurement, ICT and Operational Assets	Natalie Heritage
24 Sep 2019	Final Report of the Public Consultations Task Group	To present the findings and recommendations of the Task Group for endorsement and referral to the Cabinet Member for response.	Robin Townsend	Deputy Leader and Cabinet Member for Communications, Communities, Leisure and Libraries	Natalie Heritage
24 Sep 2019	Task Group update	To receive an update on the work of the OS Management Committee's task groups.	Ian Gibbons	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Henry Powell
24 Sep 2019	Forward Work Programme	To consider the current Overview and Scrutiny forward work programme	Ian Gibbons	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Henry Powell

## Environment Select Committee FWP - July 2019

Last Updated 24 JUNE 2019

Topic	Start Date	Finish Date
Homelessness Strategy Task Group	December 2018	September 2019
Global Warming and Climate Emergency Task Group	May 2018	TBC

<b>Environment Select Committee FWP - July 2019</b>			Last updated 1 JULY 2019		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / Purpose of Report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
3 Sep 2019	Public Transport Review Update	As resolved at 23 April 2019 meeting, the Head of Passenger Transport to provide a statement updating on the progress of the Judicial Review	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Jason Salter
3 Sep 2019	Waste Management Strategy	As resolved at 26 June 2018 meeting, a 6-month progress report on the Waste Management Strategy to be provided to the committee.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	
3 Sep 2019	Rapid Scrutiny: Plastic Waste in Wiltshire's Roads - Executive Response	For the Committee to receive the Executive response to the Rapid Scrutiny's final report.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Marie Gondlach
3 Sep 2019	Homelessness Strategy Task Group: Final Report	For the Committee to receive the final report of the Task Group, following the completion of their work	Simon Hendey (Director - Housing and Commercial)	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Natalie Heritage
3 Sep 2019	Housing Aids and Adaptations	As agreed with the Cabinet Member and the Chairman and Vice-Chairman, the Committee to consider information on the Council's policies around adapting housing stock for disabled tenants	Simon Hendey (Director - Housing and Commercial)	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Natalie Heritage

<b>Environment Select Committee FWP - July 2019</b>			Last updated 1 JULY 2019		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / purpose of report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
5 Nov 2019	Salisbury Recovery	As resolved at 8 January 2019 ESC following a presentation on the matter, the Committee to receive a further presentation on the progress of work in six months' time	Robin Townsend	Cabinet Member for Economic Development and South Wiltshire Recovery	Kartar Singh
5 Nov 2019	Highways Annual Review of Service	As resolved at 6 November 2018 meeting, the Committee to continue to receive an annual update on the review of the highway service.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley
5 Nov 2019	HIAMS: Streetworks	As resolved at 12 March 2019 meeting, the Committee requested a report on the next stage of the HIAMS implementation, with regard to highways inspections and the benefits of the HIAMS mobile working capability later in 2019	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Paul Bromley
5 Nov 2019	Response to the Late-Night Taxi Fares Task Group's Final Report	For the Committee to receive the formal response in relation to the Late-Night Taxi Fares Task Group's final report. As resolved at 8 January 2019 ESC, the final report to be received by Licensing Committee, prior to ESC considering the formal response.	Parvis Khansari	Cabinet Member for Adult Social Care, Public Health and Public Protection	Henry Powell

<b>Environment Select Committee FWP - July 2019</b>			Last updated 1 JULY 2019		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / purpose of report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
5 Nov 2019	Executive Response to the Homelessness Strategy Task Group: Final Report	For the Committee to receive the Executive's response to the Homelessness Strategy Task Group's final report	Simon Hendey (Director - Housing and Commercial)	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Natalie Heritage

## Children's Select Committee Forward Work Programme

Last updated 1 JULY 2019

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<b>Children's Select Committee – Current / Active Task Groups</b>		
<b>Task Group</b>	<b>Start Date</b>	<b>Final Report Expected</b>
Child and Adolescent Mental Health Services (CAMHS)	October 2017	TBC
SEND School Provision	October 2017	TBC (Interim received June 2018 & January 2019)
Traded Services for Schools	December 2017	TBC
Youth Transport	May 2019	September 2019

<b>Children's Select Committee - Rapid Scrutiny</b>		
<b>Topic</b>	<b>Details</b>	<b>Date</b>
Children's Centres Buildings Consultation		March 2019

<b>Children's Select Committee – Forward Work Programme</b>			Last updated 1 JULY 2019		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / Purpose of Report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
10 Sep 2019	Performance & Outcomes for Families & Children's Services	To receive an overview of the performance and outcomes of children's social care.	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	Lynda Cox
10 Sep 2019	Apprenticeships Update - Service Provider Contract Obligations	To receive an update from the Corporate Director for Growth, Investment & Place on the progress made towards building in obligations into service provider contracts to ensure Level 2 apprentices are included within their Wiltshire-based workforces.		Cabinet Member for Children, Education and Skills	Alistair Cunningham OBE
10 Sep 2019	Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills, Cabinet Member for Highways, Transport and Waste	Adam Brown
12 Nov 2019	Pre-Meeting Information Briefing: Children Accessing Alternative Educational Provision	To receive the topic as a pre-meeting briefing following the resolution from the 5th March 2019 Children's Select Committee meeting.	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	



Children's Select Committee – Forward Work Programme			Last updated 1 JULY 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
12 Nov 2019	Higher Education Strategy	To receive an update on the progress of the SWLEP Higher Education Strategy as agreed by the committee in November 2018.		Cabinet Member for Children, Education and Skills	Jackie Tuckett
12 Nov 2019	Executive Response to the Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills, Cabinet Member for Highways, Transport and Waste	Adam Brown
10 Mar 2020	Elective Home Education for Children with SEND	Item follows the resolution from the 5th March 2019 Children's Select Committee:  "To receive further data and analysis in 12 months on children with SEND receiving Elective Home Education."	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	Jen Salter
10 Mar 2020	Families and Children's Transformation Programme: Impact and Outcomes for Young People	To receive the item following the resolution from the 5th March 2019 Children's Select Committee:  "To receive a report in 12 months on the impact of the programme on the outcomes for young people in Wiltshire"	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	Theresa Leavy



## Health Select Committee Forward Work Programme

Last updated 25 JUNE 2019

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

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Sep 2019	00 - pre-meeting briefing - Dementia	To receive presentations from both Alzheimer's Society and Alzheimer Support on their history and the service(s) they provide in Wiltshire.			Marie Gondlach Alzheimer's Society Alzheimer Support
3 Sep 2019	01 - Chairman's Announcement - Age UK - Home from Hospital scheme - one year update	Following resolution at the Health Select Committee on 6 March 2018 to receive a one-year-on update on the Age UK Home from Hospital scheme, including performance indicators / confirmation that the specification and performance outcomes are being met.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Sue Geary
3 Sep 2019	01 - Chairman's announcement - Citizen's panels - update	To receive an update on the implementation of the Citizen's panels, including information on the recruitment and appointment of panel members.			CCG - Sarah MacLennan
3 Sep 2019	01 - Chairman's Announcement - Primary Care Networks - update	Update on completion (can be chairman's announcement) including engagement with voluntary sector to be involved with the network to ensure a holistic approach and including outcome of Healthwatch engagement work.			CCG - Sarah MacLennan
3 Sep 2019	CCG - mental health bed-base review	As agreed at the HSC meeting on 25 June 2019, to receive information on the CCG mental health bed-base review			CCG - Lucy Baker

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Sep 2019	Dementia	Receive information from the council on its recent work re Dementia, including Dementia strategy for Wiltshire and update on Dementia alliances in the community (dementia friendly town and shops). Receive information from Alzheimer's Society on its recent work and national campaign (Fix Dementia Care). Receive information from Alzheimer Support on its recent work (as contract holders). Include reports from Healthwatch.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Alzheimer's Society and Alzheimer Support
3 Sep 2019	Extra Care and Housing Related Support Services	To present options for the commissioning of Extra Care and Housing Related Support Services before decision by Cabinet on 17 September 2019.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Sue Geary
3 Sep 2019	Green Paper	To consider both the government and the LGA green paper on care and support for older people.			Marie Gondlach
3 Sep 2019	Intermediate Care Bed Service	To consider the report seeking approval to tender for the Intermediate Care Bed Service beyond 2020 before consideration by Cabinet on 17 September 2019.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Deborah Elliott, Sue Geary

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Sep 2019	Outcome of the review of Intermediate Care Bed Service	At its 5 March 2019 the committee considered the executive response to the rapid scrutiny exercise on Extension of Intermediate Care Bed Service contracts for 2019-2020. It was agreed that the committee would receive the outcome of the review of Intermediate Care Bed Service at the earliest opportunity.	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
3 Sep 2019	Places of safety – user feedback	As agreed at the HSC meeting on 25 June 2019, to receive the analysis of the user feedback when available (report expected to be completed at the end of July 2019).			CCG - Lucy Baker, Acting Director Commissioning Director (Maternity, Children and Mental health) Wiltshire Clinical Commissioning Group
3 Sep 2019	Wiltshire Safeguarding Adult Board - annual update and information on the three-year strategy	To receive the Wiltshire Safeguarding Adult Board's next three-year strategy in 2019, as agreed at the 18 December 2018 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Emily Kavanagh Mr Richard Crampton, Chairman of the Board

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	00 - Pre-committee briefing - Key Performance Indicators and Adult Social Care Quality Scorecard	It was agreed at the 5 March 2019 that the committee would have a pre-meeting briefing focusing on Key Performance Indicators and Adult Social Care Quality Scorecard at its June 2019 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
5 Nov 2019	00 - pre-meeting briefing - NHS long term plan	To receive a presentation on the NHS long term plan			CCG
5 Nov 2019	01 - Chairman's announcement - relocation of RNHRD	<p>It was agreed at the 5 March 2019 meeting that the committee would receive an update to confirm the move to proposed site (Combe Park) for Royal National Hospital for Rheumatic Diseases' Bath Centre.</p> <p>The Trust was proposing to relocate the Bath Centre for Pain Services, along with clinicians and staff, to a specially refurbished building (Bernard Ireland House) on the RUH's Combe Park site in autumn 2019.</p>			Emma Mooney - RUH Sarah MacLennan - CCG

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Adult Social Care - Quarterly scorecard	<p>At its March 2019 meeting the committee resolved the following with regards to ASC quarterly scorecards:</p> <p>To invite the Cabinet member to consider the following with regards to the scorecards:</p> <p>a. using more than 2 data points to inform the scorecards (to highlight trends);</p> <p>b. including national comparison on monitoring figures;</p> <p>c. showing the “strategic weight” of the Key Performance Indicators (how do they link with the council’s business plan and / or priorities)</p> <p>d. reviewing the KPIs themselves on a regular basis, such as every 6 months</p>		Cabinet Member for Adult Social Care, Public Health and Public Protection	
5 Nov 2019	AWP Transformation Programme - 12 months update	It was agreed at the 11 July 2018 HSC meeting to receive an update in 12 months' time on the AWP transformation programme.			Nicola Hazle, Clinical Director for BANES, Swindon and Wiltshire, Avon and Wiltshire Mental Health Partnership NHS Trust



<b>Health Select Committee – Forward Work Programme</b>			Last updated 25 JUNE 2019		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / purpose of report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
5 Nov 2019	AWP Transformation Programme - update	As agreed at the July 2018 meeting - To receive an update in December 2019.			AWP

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Nov 2019	Wiltshire Council - CQC inspection - update on actions	<p>On 14 June 2018 the CQC published its review of how local health and social care systems work together in Wiltshire. Further details can be accessed on the <a href="#">CQC website</a>.</p> <p>When the committee considered the information in the CQC report at its meeting on 11 July, it agreed for the following to be added to its forward work programme:</p> <ul style="list-style-type: none"> <li>• Developing a sustainable integrated workforce strategy</li> <li>• Strengthening joint commissioning across the whole system</li> <li>• A single overarching health and social care strategy, improving</li> <li>• Developing a single, integrated communications strategy</li> <li>• Implementing digital opportunities and information sharing</li> <li>• Unifying and developing whole system governance arrangements</li> <li>• New Wiltshire health and social care model</li> <li>• Improving Wiltshire’s Health and Wellbeing Board effectiveness.</li> </ul> <p>The committee will receive information from the council on the actions it has taken, or plans it has made to address the issues highlighted in the CQC report with a specific focus on the areas listed</p>			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 Jan 2020	Avon and Wiltshire Mental Health Partnership (AWP) - update	<p>Following consideration of the 2018 Quality Accounts to invite AWP to provide the following information:</p> <ol style="list-style-type: none"> <li>1. An explanation of the reason(s) for not meeting national average for follow up within seven days of discharge for Q1 (table 14 of Quality Accounts);</li> <li>2. Further information on the monitoring of the impact of training for members of staff (implementation of changes) and the plan(s) for safeguarding training (one-off / regular training);</li> <li>3. An explanation of the 75% target for patients to have a pharmacist involved in the discharge planning process (table 4 of Quality Accounts);</li> <li>4. An explanation of the impact of the changes in legislation relating to s136 of the Mental Health Act on the number of serious incidents;</li> <li>5. Learning from deaths – an update on the “quality” of the learning from Mortality Reviews following the decision to have structured selection of cases (rather than random) since Q4 in 2018-19;</li> <li>6. Achieving regulatory compliance – progress to date.</li> </ol>			AWP

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 Jan 2020	Great Western Hospital (GWH) - update	<p>Following consideration of the 2018 Quality Accounts to invite GWH to provide the following information:</p> <ol style="list-style-type: none"> <li>1. progress on the priorities for Quality Improvement identified by the trust for 2019-20, with a particular focus on discharge and communication(s) related to discharge: <ol style="list-style-type: none"> <li>a. Improving effectiveness of nursing handover and timely discharge communication,</li> <li>b. Improve patient experience and engagement and improve complaint response timescales,</li> <li>c. Increase Quality Improvement capacity through implementing a trust-wide programme of Quality Improvement training,</li> <li>d. Develop the support provided to carers of a person living with dementia,</li> <li>e. Reduce the rates of Clostridium Difficile infection.</li> </ol> </li> <li>2. Actions implemented to address issues highlighted by the December 2018 CQC inspection, in particular for: <ol style="list-style-type: none"> <li>a. Urgent &amp; Emergency Care,</li> <li>b. Medical care (including older people's care), and</li> <li>c. Surgery</li> </ol> </li> <li>3. Implementation of key learning points and actions taken with regards to Never Events (if possible number of Never Events reported to date)</li> <li>4. Developments to the Emergency</li> </ol>			GWH

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 Jan 2020	Medvivo - update	<p>Following consideration of the 2018 Quality Accounts to invite Medvivo to provide the following information: An update to inform the committee of the progress made or plans in place to deliver the five priorities for 2019-20:</p> <ol style="list-style-type: none"> <li>1. Early detection and treatment of sepsis to save lives</li> <li>2. Improve service user engagement and understanding of the patient journey throughout integrated urgent care</li> <li>3. Develop and continually review Antimicrobial Stewardship and prescribing to improve patient outcomes</li> <li>4. Improve patient safety through telephone triage and develop the multi-professional team within the Clinical Assessment Service</li> <li>5. Improve the health and wellbeing of staff and continue to develop them with the right skills for the right people in the right place at the right time.</li> </ol>			Medvivo

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	Salisbury Foundation Trust (SFT) - update	<p>Following consideration of the 2018 Quality Accounts to invite SFT to provide the following information:</p> <p>1. Progress achieved to date for the five quality priorities identified by the trust for 2019/20, with particular interest in (page numbers refer to the quality accounts):</p> <p>a. Improving patient flow through the hospital, including measurements of the impact of the SAFER care bundle (Priority 3) and measurements of emergency re-admissions within 28 days of discharge as this has been slightly increasing for patients aged 16 and over since 2016 (page 70);</p> <p>b. Increasing the number of patients who are able to be discharged to their preferred place of care at the end of their life, including working collaboratively with the community and social care partners to develop an older persons' pathway (Priority 3);</p> <p>c. Organisational development strategy with regards to improving staff health and wellbeing;</p> <p>2. Progress on expanding parking provision for both staff and visitors.</p> <p>3. An update on the following areas from the priorities identified for 2018/19 (page numbers refer to the quality accounts):</p> <p>a. Continued efforts to reduce the</p>			SFT

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	SWASFT (South West Ambulance Service Foundation Trust) performance in Wiltshire - annual report	<p>As agreed at the HSC meeting on 25 June 2019, to receive a performance report from SWASFT in a year's time. It would be hoped that it would be in the same format as the report received on 25 June 2019 but including clear targets for the different categories.</p> <p>Following consideration of the 2018 Quality Accounts to invite AWP to provide the following information:</p> <ol style="list-style-type: none"> <li>1. Evaluation of the effectiveness of the Enhanced Hear and Treat process (as implemented since 23/04/219);</li> <li>2. Update on the development and implementation of Mortality Reviews;</li> <li>3. Improvements achieved for patients' experience using Always Events methodology in end of life care (and measurements used);</li> <li>4. Update on the improvements made or actions taken to improve on the main topic for complaints in 2018-19 (access and waiting)</li> </ol>			SWASFT (South West Ambulance Service Foundation Trust) - Paul Birkett-Wendes, County Commander, Wiltshire and BANES South Western Ambulance Service NHS Foundation Trust

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	Wiltshire Health and Care	<p>Following consideration of the 2018 Quality Accounts to invite Wiltshire Health and Care to provide the following information:</p> <p>An update to inform the committee of the progress made or plans in place to deliver the priorities identified for 2019-20:</p> <ul style="list-style-type: none"> <li>• Safe - people are protected from abuse and avoidable harm;</li> <li>• Effective – people’s care, treatment and support achieves good outcomes, promotes a good quality of life and is evidence based where possible</li> <li>• Caring / experience – staff involve and treat people with compassion, kindness, dignity and respect</li> <li>• Responsive – services are organised so they meet people’s needs</li> <li>• Well-led – leadership, management and governance of the organisation assure the delivery of high quality person centred care, supports learning and innovation and promotes an open and fair culture</li> </ul>			Wiltshire Health and Care
	CCG Commissioning Intentions	(TBC)			CCG
	Update on Strategic Outline Case - consultation results	Update on the information provided at the HSC meeting in September 2017.			



Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	NHS Health Checks	As agreed at the September 2018 meeting to receive an update on the implementation of the agreed recommendations following the rapid scrutiny, after May 2019.	Tracy Daszkiewicz (Director - Public Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	Steve Maddern
	Maternity Transformation Plan - analysis of the public consultation	It was agreed at the 5 March 2019 meeting that the Health Select Committee would consider the outcome of the public consultation and the findings of the panel of clinicians on the Maternity Transformation Plan at the meeting on 25 June 2019. However the analysis of the responses would not be completed until July 2019, the item was therefore deferred to the September 2019 meeting of the committee.			CCG - Lucy Baker and Sarah MacLennan

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Update on model of procurement (specialist commissioning contacts)	When considering the executive response to the rapid scrutiny exercise focusing on Extension of Specialist Commissioning Contracts for Supported Living, Floating Support and Supported Housing, the committee resolved: To be provided with an update on the model for procurement that would be adopted following this review work, in terms of the “direction of travel” for the contracts, including the feedback from providers and service users and if possible highlighting the main changes from previous contracts at the earliest opportunity.	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
	Gypsy and Traveller health needs assessment	The needs assessment will be used as part of the development of the next Wiltshire Gypsy and Traveller strategy.	Tracy Daszkiewicz (Director - Public Health)	Deputy Leader and Cabinet Member for Communications, Communities, Leisure and Libraries	Steve Maddern
	Non-elected representation on the Health Select Committee	Annual consideration of Non-elected representation on the Health Select Committee (agreed in 2018 to take place at the same meeting as the election of chair and vice-chair)			Marie Gondlach
	00 - pre-meeting briefing - Shared Lives	For the committee to receive information on the Shared Lives scheme			

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

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

Health Select Committee – Forward Work Programme			Last updated 25 JUNE 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Wiltshire Health & Care (Adult Community Health Care Service) - update following CQC report	<p>At its meeting on 9 January 2018, the Committee resolved to receive a further update, possibly in July 2018, providing further information regarding the implementation of actions, and the development of the trust. The trust subsequently requested that this be brought to the September meeting.</p> <p>Delayed until the December meeting (no report received for the September meeting).</p>			Wiltshire Health & Care



## Wiltshire Council

### Overview and Scrutiny Management Committee

16 July 2019

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#### Task Group Update

#### 1. Communications with Councillors Task Group

##### Membership

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

*Supporting officer: Adam Brown*

##### Terms of Reference

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

##### Recent activity

The task group most recently met on 3<sup>rd</sup> July to consider a referral from Full Council regarding a potential review of the Wiltshire Council Media Protocol. Members met with Ceri Tocock, Head of Communications Marketing & Events. The process of the media protocol was discussed, along with its content in the context of it being last updated in 2015. The task group considered that reviewing the protocol would stray from its remit. As such they have agreed for it to be passed to the Public Consultations Task Group to consider a review.

The task group have agreed a draft survey to be developed and circulated to all Wiltshire Councillors regarding their experience with internal communications. This will

be circulated once a named officer has been established to create the survey using the relevant software, it is hoped that this will be shortly after the 8<sup>th</sup> July.

## **2. Digital Strategy and Implementation Task Group**

### Membership

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

*Supporting Officer: Natalie Heritage*

### Terms of Reference:

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

### Recent Activity

The Task Group met on 11 June 2019 to receive an update on the Digital Programme, as well as the ICT Get Well Programme and Citizen Engagement. The members discussed the progress of work within the Digital Programme and provided input on ensuring that Citizen Engagement adds value to the community groups that it is designed to serve.

Following liaison with the Executive over recent months, the Chairman was impressed with the paperwork provided and presentations given by Officers. The Task Group are next meeting in early September, to discuss their interim report as well as to receive an update on certain elements of the Digital Programme. Members have agreed that in 2020 they would like to meet quarterly.

## **3. Financial Planning Task Group**

### Membership

Cllr George Jeans  
Cllr Pip Ridout  
Cllr Ian Thorn (Chairman)  
Cllr Stuart Wheeler  
Cllr Roy While



Cllr Richard Britton  
Cllr Gavin Grant

*Supporting officer: Henry Powell*

### Terms of Reference:

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

### Recent activity

6<sup>th</sup> June 2019

#### **Presentation on the Avon Mutual Bank from Jules Peck, Founding Director**

#### **New approach to budget and performance reporting**

- The Task Group welcomed the direction of travel toward the integrated reporting of budget, performance and risk data

#### **Budget Monitoring Report - Quarter 4 and Outturn 2018-19**

- Noted that the addition to general fund reserves was possible due to the Minimal Revenue Provision which we did not need to use last year, and also the small underspend from the 2018-19 budget.
- Sought reassurance that, following reports to Audit Committee, and the financial pressures on schools, there is no wider issue regarding the council's liabilities. It was confirmed that there is no indication that Wiltshire has schools with significant deficits at present. An overall picture of schools' financial health will be available shortly.
- The savings delivered under the ASC transformation programme were welcomed.

#### **Budget process review and forward look**

- Welcomed plans to introduce a 3 year budget plan to be fleshed out during the summer and proposals brought back to the task group.

#### **Non-executive councillor budget suggestion facility**

- Approved the latest draft of the new Protocol.

#### **Acquisition of an Operational Asset**

- Assessed the planned acquisition, which was later determined by Cabinet.

#### **Terms of Reference**

- Agreed to propose the expansion of the Task Group's terms of reference to encompass scrutiny of performance and risk. This has been undertaken by the task group for some years but hitherto not formally reflected in its remit.

#### 24 June 2019 – Adult Social Care budgets 2018/19 and 2019/20b

The Task Group received detailed updates on the outturn position of the 2018/19 adult social care budgets and the current position of the 2019/20 budget. In summary,

- Formal KPIs have been put in place to maximise staff's use of Care First to avoid the unforeseen budget pressures that have been experienced in the past.
- There is no particular departmental reserve for the ASC budgets should anything over-spend. Any unforeseen overspends will need to be dealt, as usual, with by finding savings elsewhere in the budget or failing that through GF reserves.
- As well as the pressures on staff created by reduced resources, vacancies due to lack of suitable staff also create work pressures (and also further financial pressures).
- Due to improvements in the transitions processes between child and adult care there is improved forecasting of the future costs heading to ASC. However, there is a limit to the accuracy of this forecasting because of the fundamental differences between the Children's Act and the Care Act i.e. the differences in the assessment criteria at the two different life stages.
- Service users also face the trials of re-assessment once they reach 18, with all their previous assessments being disregarded.
- Without the requisite number of qualified social workers and Occupational Health professionals it is difficult to have the tough conversations with clients. We are looking at moving to a strength-based approach to assessment (rather

than deficit-based approach), which will focus on the clients' abilities from the starting point and move away from a cultural tendency to overprescribe care.

- Wiltshire has a lot of clients with quite complex needs. Sometimes the residential care homes don't have the appropriate skills, leading to the spot purchasing of expensive specialised care.
- There is an emerging campaign to find more care/support workers for adults. For example, asking foster carers for young people to become Shared Lives carers once their foster children turn 18.
- Wiltshire's high self-funding numbers lead to too many clients entering residential placements when they don't necessarily need to. They can then end up in expensive care placements, which the council then contributes to, immediately or in the long-run when the client's assets run out.
- Cosmetic virements will no longer be processed by Finance. This is to ensure accountability of budget management, but also transparency of where the pressures really are. This allows next year's budgets to be set based on accurate data.
- Wiltshire may see benefits from the merging of the three CCGs (Wiltshire, Swindon and BANES) in terms of policy and procedures.

## **5. Swindon and Wiltshire Local Enterprise Partnership (LEP) Task Group**

### Membership

#### **Wiltshire Councillors:**

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

#### **Swindon Borough Councillors:**

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

*Supporting officer: Adam Brown*

### Terms of Reference

1. Develop an overview and scrutiny framework and operational protocols which meet the requirements of democratic accountability for the use of public funds

by a partnership body which is led by the business community under a mandate from the Secretary of State for Business, Innovation and Skills.

2. Whilst developing the framework, the Task Group will carry out trial activities to scrutinise the outcomes and work of the SWLEP. In fulfilling this role the task group will:
  - a) Perform all overview and scrutiny functions on behalf of both Councils in respect of the SWLEP and JSEC
  - b) Appoint such sub-groups as it consider appropriate to fulfil those functions.
  - c) Review and/or scrutinise decisions made or actions taken in connection with the discharge or any of the SWLEP and JSEC functions.
  - d) Make reports and recommendations to the Councils relevant partner in connection with the discharge of any functions.
  - e) Approve a forward work programme, including the programme of any sub-groups it appoints so as to ensure that the Task Group and sub-groups' time is effectively and efficiently utilised.
  - f) Foster and encourage an inclusive, structured, non-partisan and non-adversarial approach to overview and scrutiny which is reliant on evidence rather than anecdote.

#### Recent activity

The task group most recently met on 13<sup>th</sup> June to consider a report on the potential future options regarding the scrutiny engagement with the SWLEP. After considering the options detailed in the report the members resolved to request further research into the processes, requirements and implications of establishing a joint committee and refreshing the current task group model and its terms of reference. The task group will next meet on 9<sup>th</sup> September to consider this information.

## **6. Public Consultations Task Group**

#### Membership:

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

*Supporting Officer: Natalie Heritage*

#### Terms of Reference

1. To investigate:
  - a. The quantity and scope of council consultations and the level of response

- b. How the council determines when, and when not, to consult the public on proposals or potential service changes
- c. How the council determines the best design and format for each consultation
- d. The public's perception and experience of council consultations

2. To make constructive recommendations for improvement if appropriate.

### Recent Activity

The Task Group met on 17 June with a very full agenda, they discussed The Wiltshire Compact, Equality Impact Assessments, the proposed Business Intelligence Hub and also received a presentation from Cllr Lynch on Models of Communication, specifically William Bridges' model. Officers from Legal Services also attended the meeting, to provide further evidence on the Council's consultation process and legislative duties.

The Task Group supported the principles that underpin the Wiltshire Compact and suggested that, once updated, this document be extended to include all external public sector partners that work with the Council.

In regard to the Business Intelligence Hub, detail around how consultations would be managed has not yet been finalised and the Task Group expressed concern about interim arrangements; as they felt these risked opening up the Council to legal challenge with any consultations that are conducted during this time. The Task Group agreed that officers working within the Hub should be skilled in human psychology and consultation processes.

The Task Group are next meeting in early September to discuss their final report and recommendations with the Executive and Officers, which they intend to bring back to OS Management Committee at the end of September.

## **8. Commercialism Task Group**

### Membership

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

*Supporting officer: Marie Gondlach*

### Terms of Reference

- a) To support implementation of the council's commercialism agenda, by considering and making recommendations regarding,
  - Developing existing income streams

- Developing new commercial opportunities, either through existing assets or developing or acquiring new ones
- Councillor and officer expertise in this area
- The experiences of other local authorities
- Legal and commercial issues
- The ethos, values and reputation of the council when considering opportunities.

b) To liaise with the Financial Planning Task Group, Audit Committee and the Traded Services for Schools Task Group to ensure that a holistic approach is taken with regards to commercialism for the council.

### Recent activity

The Commercialism task group has not met since the last meeting of OSMC.

The task group will hold its next meeting in September 2019 when it will consider:

- An overview of traded services within the council;
- Models available to deliver services (such as wholly owned subsidiary, community interest company, etc.);
- A national overview of Local Authorities' approach to commercialism.

### Proposals

- 1. To note the update on Task Group activity provided.**
- 2. To expand the terms of reference of the Financial Planning Task Group to include the following: "To review the council's Performance and Risk monitoring reports and the Corporate Performance Framework."**

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