

Corporate Review Committee

Friday, 3 July 2020
2.00 pm
Virtual meeting

NB. Members are requested to ensure that their Laptops/Tablets are fully charged before the meeting

John Tradewell
Director of Corporate Services
25 June 2020

A G E N D A

PART ONE

1. **Apologies**
 2. **Declarations of Interest**
 3. **Minutes of the meeting held on 4 June 2020** (Pages 1 - 6)
 4. **Gender Equality Update** (Pages 7 - 24)

Cabinet Member for Learning and Employability
 5. **Covid-19 update**

The Leader of the Council to give a verbal update. A link to the last Cabinet report of 17 June is below for information.

<http://moderngov.staffordshire.gov.uk/documents/s137312/Impact%20of%20COVID-19%20on%20SCC%20Communities%20Economy%20and%20Organisation%20and%20Recovery%20Update>
 6. **Work Programme** (Pages 25 - 30)
 7. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below”.
-

PART TWO

(All reports in this section are exempt)

Membership

Charlotte Atkins	Ian Parry
David Brookes (Vice-Chairman)	Bernard Peters
Mike Davies	Stephen Sweeney
John Francis	Natasha Pullen
Colin Greatorex	David Williams (Chairman)
Johnny McMahon	Susan Woodward (Opposition Vice Chairman)
Jeremy Oates	

Interim Scrutiny and Support Manager: Mandy Pattinson

Member and Democratic Services Manager: Chris Ebberley

Minutes of the Corporate Review Committee Meeting held on 4 June 2020

Present: David Williams (Chairman)

Attendance

Charlotte Atkins	Jeremy Oates
David Brookes (Vice-Chairman)	Ian Parry
Mike Davies	Bernard Peters
John Francis	Stephen Sweeney
Colin Greatorex	Susan Woodward (Opposition Vice Chairman)
Johnny McMahon	

Also in attendance: Simon Whitehouse, Director of the Staffordshire and Stoke on Trent Sustainability and Transformation Partnership (STP); Paddy Hannigan, Stafford and Surrounds Clinical Commissioning Group (CCG); Tracy Bullock, University Hospital North Midlands (UHNM); Kenny Laing, North Staffs Combined Health Trust (NSCHT); Jennie Collier, Midlands Partnership Foundation Trust (MPFT); Magnus Harrison University Hospital Derby and Burton (UHDB) Duncan Bedford UHDB and Tracey Shewan STP

PART ONE

1. Declarations of Interest

Agenda Item 4 - Johnny McMahon declared that he had previously been a Chairman of a Clinical Commissioning Group.

2. Minutes of the meeting held on 4 May 2020

RESOLVED: That the minutes of the meeting held on 4 May 2020, be confirmed as a correct record and signed by the Chairman.

3. Covid 19 - Health Scrutiny

The Chairman thanked NHS partners and officers for attending the meeting and explained that they had been asked to attend Corporate Review Committee rather than the Healthy Staffordshire Select Committee as the issues to be considered at the meeting cut across all public services. Detailed scrutiny of the NHS remained with the Healthy Staffordshire Select Committee and today's debate would inform their future work programmes.

The Director of the Staffordshire and Stoke on Trent Sustainability and Transformation Partnership (STP) informed the Committee that the work undertaken over the previous few weeks to bring Health and Social Care services closer together had been unprecedented. Services remained in a level 4 major incident category but there was

also a need to look forward. It was recognised that some of the decisions that had been made would have an effect on the future health of the communities and that resuming services, with Covid-19 still in the community would be a challenge.

The Chairman reminded the Committee that a number of questions had been asked by Committee members in advance of the meeting. Responses received in advance had been published online with the agenda and would not be asked again during the meeting.

Information on the implications of some of the decisions made during the first few weeks of the Covid-19 crisis, particularly relating to the cancellation of operations such as heart surgery, cancer treatments and the reduced primary care referrals was requested. The Committee was informed that getting to the position where the full extent of the crisis and fully understand the impact on long term health of the population was a long way off. The national campaign to only go to hospital if it was a real emergency had worked very well, but it was now time to get people back into hospitals in a planned and safe way. Delayed elements of care in order to cope with the Covid-19 demand would inevitable change mortality rates. On some days during the start of the crisis Accident and Emergency (A&E) departments had received less than half the normal number of patients. UHDB during the worst of the crisis had received 46 cancer referrals compared to a normal of approximately 800 per week.

All acknowledged that switching off services was much easier than turning them back on. There was now a need to redesign some of the services to keep what had worked well e.g. Digital appointments. There was ongoing work to keep patients safe including testing temperature on arrival at A&E, keeping left in corridors, segregating car parks for patients and staff etc. Both UHNM and UHDB were prioritising the operations and waiting lists and resuming patients attending for elective surgery/treatments.

The wellbeing of staff in all NHS settings was a priority and work was taking place to ensure that counselling and support was available where and whenever needed on an ongoing basis. The impact of Covid-19 would change as time went on and it was felt there would be a delay before the full effects were felt.

A similar picture had been seen in Primary Care which had seen very low demand at the start of the pandemic. This had been getting back to normal, but capacity was an issue with face to face appointments taking a lot longer due the cleaning after each patient and PPE processes, which weren't required before.

The 'Help us help you' campaign was discussed, and more information would be circulated after the meeting.

Following a question on Clostridium Difficile and Norovirus rates, the Committee was informed that these had reduced, and assurances were given that the increased levels of hygiene and hand washing would continue in health settings.

The Committee was informed that the changing demand for services may affect the viability of some NHS services in the medium to long term. There was a need to look to the future, which may not include returning 100% to the old system. It was felt that this

was an opportunity to recognise the changes that had been made in a very quick period of time and build on them e.g. digital appointments and consultations.

Following a question on Personal Protective Equipment (PPE), it was explained that home care arrangements were the same as for care homes and this was for providers to source their own supplies where possible and for the Council to provide emergency supplies where necessary. There was a national 'Clipper' system being developed for Primary and Social Care providers but it was felt that this was not yet a proven system and so the current arrangements locally would continue until this was resilient.

It was felt that the conditions of the new national Infection Control Fund were excessive. It was explained that there had been three sources of government funding for the County Council. The first two included funding for care providers, which had been passed on with relatively few conditions; the Infection Control Fund had a large number of conditions for the County Council and care providers which were quite prescriptive and bureaucratic.

Training to use PPE had been provided by MPFT through their Infection Prevention Support Team. The Council and Public Health England had also given advice to care homes about using PPE and provided advice online and through Webinars. 'Train the trainer' programmes were also being rolled out. NSCHT had also supported their staff with training. With regard to NHS Community and Primary Care services, there had been a move to digital contact first and then only if required face to face so the requirement for PPE was limited and where necessary PPE had been provided to staff.

It was confirmed that following national guidance, when Care Home patients left hospital, there had been testing for Covid-19 and if the patient had tested positive, they would have been either isolated or discharge had been delayed.

Following a question on why the Healthwatch care home survey had been postponed, the Committee was informed that the decision to postpone had been taken as it had been felt that this was not the appropriate time to overburden care homes with information gathering as they were already completing the national capacity tracker for daily returns and local intelligence was also being collected on a regular basis. Work was taking place with Healthwatch to think about what information could be collected in future to help understand the impact of Covid-19 in care homes. Members were informed that there was a piece of work being developed place to explore the impact on the mental health of residents and their long-term wellbeing following the pandemic.

It was felt that there had been some confusion between the County and Borough/District Emergency shopping programmes which had left gaps and duplication. In response, Members were informed that the Leaders and Chief Executives were meeting to ensure that lessons were learnt and as many people contacted as possible whilst minimising duplication.

Clarity on the support offered to Black and Minority Ethnic (BME) communities, who seemed to be disproportionality affected by the virus was requested. Public Health England had just published a report which would need more consideration. NHS partners informed the Committee that all workforce concerns were being taken into account through risk assessments and these included BME considerations.

The development of Local Outbreak Control Plans was discussed. It was felt that these would benefit from local scrutiny.

Following a question on the mental health of vulnerable people who are isolated in their homes; new mothers who have been isolated; and support for victims of domestic violence, it was explained that under the Local Resilience Forums, there were groups who focused on the most vulnerable. There were also national campaigns for certain groups such as those suffering domestic abuse.

RESOLVED:

- a) That the information provided be noted.
- b) That the Chairmen of the Select Committees agree which committee would be best placed to scrutinise the Local Outbreak Control Plan.

4. Covid-19 - Financial scrutiny

The Cabinet Member for Finance explained that there had been an initial £ 37.8m Government funding for general Covid-19 support and an Infection Control Fund grant of £9.9m specifically for care providers. Further funding was expected to support development and implementation of Local Outbreak Control Plans, but details were not yet known.

There had been a loss of income of approximately £4m from closed car parks, loss of enterprise centre rents etc. Also, savings from service transformation or budget savings would not be possible this year and it was felt that this increased the financial pressure by approximately £14m.

The Committee was informed that short term the Council would manage, however, later in the year the Collection for Business rates would be reduced and this may affect the 2021/22 budget. The total cost to the Council was anticipated to be in the region of £50m. Work was ongoing to assess the longer term impact.

Key concerns were expressed as: increased demand in adult social care and children's services; support for local businesses; economic regeneration; the delivery of transformation and cost reduction savings; and a shortfall in Business rates.

More detail was anticipated in July and this would be fed into the Medium Term Financial Strategy (MTFS) development process.

A question was asked on the additional cost of PPE and that if only 4% of that which was needed had come from national sources and the Council were procuring locally to ensure an available supply, did this mean that we were paying twice? In response, it was felt that this was not the case but there had been a need to respond and ensure safety. Inevitably, there would be lessons learnt but it was too early at this stage. In due course this would be looked at.

The County Council did have reserves and borrowing capacity but there would be a need to consult with the public on how they felt the crisis should be paid for.

It was explained that Procedure rules had been suspended in certain circumstance in order to deal with the crisis. It was confirmed that there was due diligence on the issuing of grant and processes had not been relaxed. There would be a review after the event to ensure that any lessons were learnt.

Planning was taking place for local outbreaks/spikes which were predicted in June and possibly winter due to relaxing of lockdown rules. The Council needed to evaluate and learn from any lessons quickly so that it was ready for any future demands, for example adequate stock of PPE for a 3/5-month period.

Following a question on the Care Act easement process, the Committee was informed that the Council had now reverted to their normal Care Act compliant processes. Work was on going to complete Care Act compliant assessments for those people who and received a shortened Covid-19 assessment. There remained a possibility that the Council may have to revert to reintroducing Care Act assessments if demand increased or staff sickness increased.

RESOLVED: That the report be received.

5. Work Programme

The next meeting was scheduled for 3 July and then 30 July. Members felt that the committee should continue to scrutinise the overall Covid-19 response with more financial information available in July.

All of the Select Committees had now resumed and would look at areas which were specifically within their remit.

Other items of business raised were; the Gender and Equality report previously requested by the committee and the quarter four performance report.

RESOLVED: That the Chairman and Vice Chairman(s) agree the items for the next meeting of the Committee dependent on availability of reports and priority.

Chairman

GENDER EQUALITY

UPDATE

CORPORATE REVIEW

3 JULY 2020

Background & Context

- In June 2018 gender equality, sexual harassment and sexism paper considered by Corporate Review.
- Aim of today to provide progress update on positive actions to advance equality and inclusion for our workforce and members.
- Seek to address some gender specific items previously raised - steps to reduce the Gender Pay Gap, menopause at work initiative, maternity and paternity mentor initiative and the member paternity and maternity leave policy.
- Implementation of People Strategy, in the short and long term, promote a positive working environment and enhance inclusion. Embedding of the Councils values is to become a way of life to ensure:
 - the health of our workforce is a priority;
 - staff concerns are raised quickly and fairly; and
 - receive recognition, support and regular feedback.

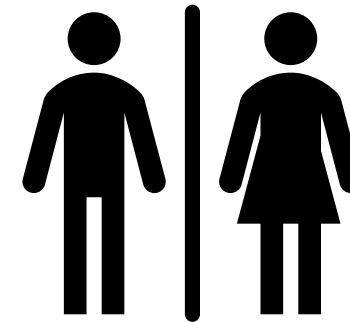
Gender Pay Gap – Analysis

Since the first gender pay gap publication (March 2018) significant analysis undertaken to understand reasons for our gender pay gap.

- ✓ It fluctuates and is susceptible to change
- ✓ Make-up of our workforce impacts on reducing our pay gap
- ✓ There are more women in part time lower paid and part time jobs
- ✓ Very few part time employees within managerial roles and within the upper pay quartile
- ✓ There are gender imbalances across the organisation by job category

In summary, many factors we can impact upon. However, also historical societal factors beyond our control may take some years to see change e.g. gender stereotypes affecting career choices.

Gender Pay Gap 2019



+11%

(2018 -12.3%)

Closing Our Gender Pay Gap

Embedding the People Strategy will improve the diversity of our workforce, however this may take several years to see a significant impact. We aim to reduce our pay gap by:

- Enhance employee experience focussing on: keeping and attracting talented people; promoting a positive working environment; development of skills for now and the future; and developing leaders for now and the future.
- Continue to develop and embed a 'Smart Working' environment to enable flexible working, and better work life balance.
- Develop our digital agenda to ensure employees have the the right equipment and resources to support smart working.
- Review our family friendly policies to understand how we improve current arrangements and encourage accessibility for more employees.
- Ensure recruitment processes are truly gender balanced and neutral and creating a more joined up approach to recruitment campaigns to increase the number of male or female employees in underrepresented areas.
- Target Apprenticeship Levy to develop skills and behaviours and encourage recruitment from underrepresented groups.



Economy, Infrastructure and Skills Development Programme

EIS Development Programme – development of programmes since 2017 with aim to create healthy and high performing teams within the service. Diversity and Inclusion a key element of this work:

Equality

- Treating people fairly with respect

Diversity

- Valuing peoples differences and treating people in a way that they wish to be treated

Inclusion

- Taking positive actions to include people in all sections of society when planning and making decisions

Economy, Infrastructure and Skills Development Programme

Some Departmental challenges in terms of Diversity & Inclusion, initial focus on:
Gender, Age and Mental Health:

- **Workforce for the Future** (under 30's group) to understand the issues of younger generation and how to attract younger people into jobs.
- **Women in Leadership** – Aim is not to train women to succeed in a male culture, but changing the culture so that everyone can succeed. Held all staff workshop to understand barriers, build confidence and support the development of aspiring leaders. Outputs included: Learning Week 2019 sessions, maternity/paternity focus, coaching/mentoring support for aspiring leaders, and introduction of Reverse Mentoring.
- **Reverse Mentoring Scheme**- senior leaders and managers benefiting from the views of junior colleagues to understand different perspectives, help breakdown barriers and improve inclusion.
- **New Parent Mentor Scheme** – follow-up session from Women in Leadership to understand impact of maternity/paternity on career development led to the creation of this scheme (more later).

Menopause at Work Initiative

The Facts – Why we need to act now

- 100 years ago women reach the menopause at 57 and died at 59.
- Now women reach the menopause at 51 and work into their late 60's and die in their 80's.
- 3 out of 4 women experience symptoms and 1 in 4 will experience severe symptoms.
- 25% of these women will also be informal carers (aged 50 – 64)
- Women over the age of 50 are largest growing part of the national workforce.
- The council workforce 6/10 women are of menopausal age.

The average age for women to reach menopause in the UK is

51 years



Around

75-80%
of women

of menopausal age are in work



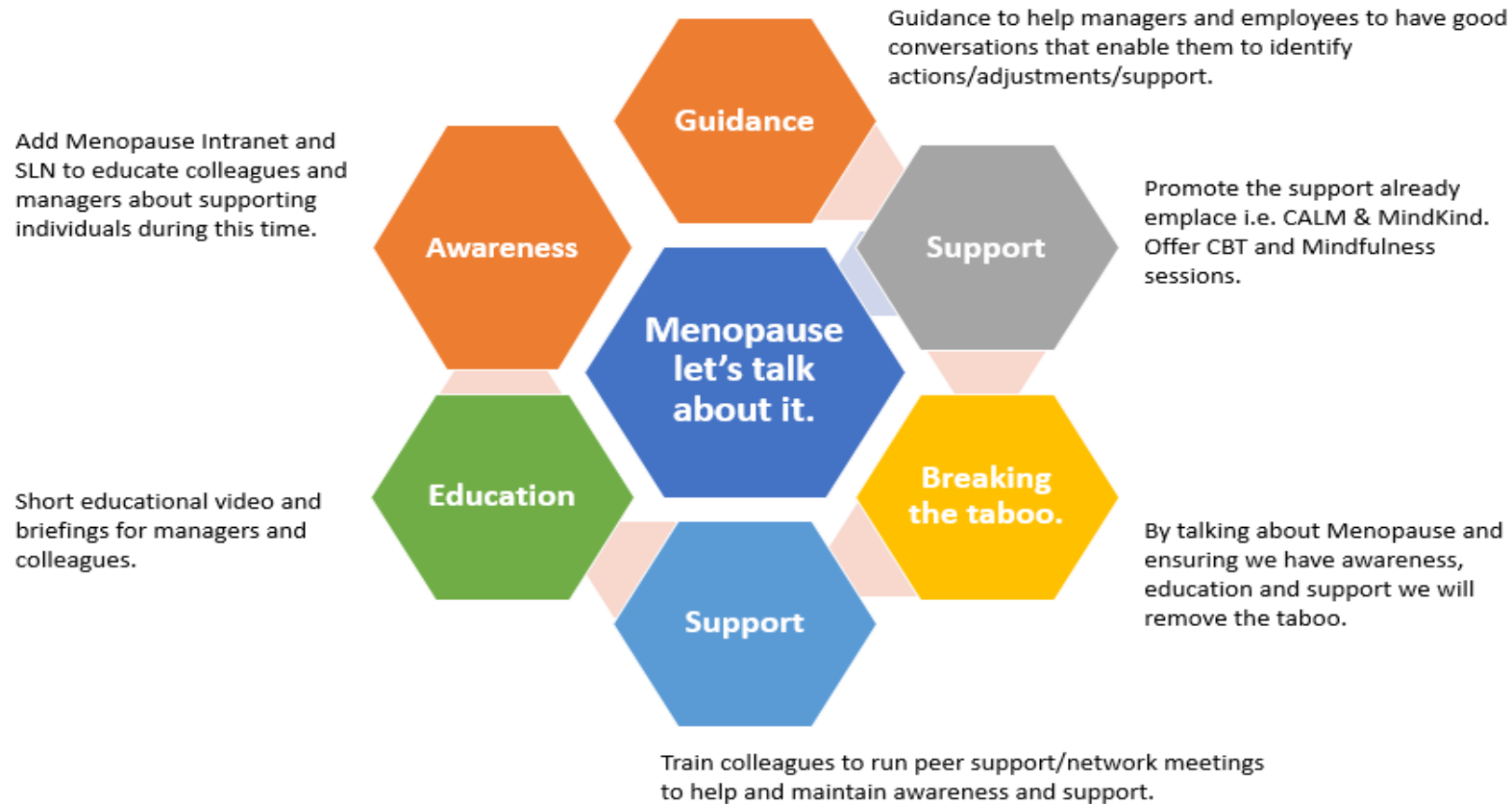
By 2020 it is estimated that

1 in 3
British workers

will be over the age of 50



SCC Approach – Menopause



New Parent Mentoring Scheme

'Women In Leadership' group identified a common theme regarding barriers to career development was the impact of starting a family and maternity/paternity leave. Given this insight and in the context of the aims of the People Strategy, a group of colleagues have developed a voluntary Parent Mentoring Scheme.

Why its Important?

National research shows peer support programmes are widely evidenced as having significant positive outcomes

What is it?

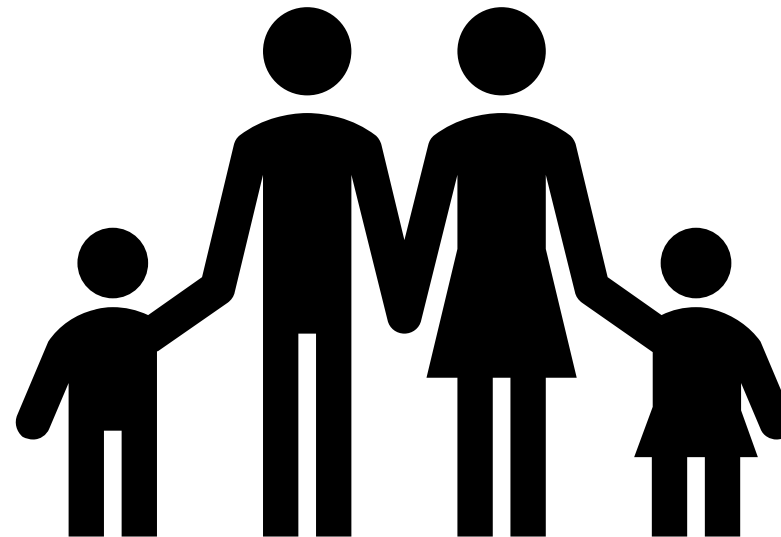
A mentoring scheme, to provide peer support, help and guidance, for all those questions expectant parents might have, before, during and when returning to work following maternity and paternity leave.

Benefits of the scheme

- Increased wellbeing of staff
- Increased motivation and productivity of staff
- Staff retention
- Improved 'family-friendly employer' offer

Response to Covid 19

- Advice and support for parents whilst working at home



Member Parent Leave Policy Development

Equality initiatives and certain HR policies should be mirrored for our council members. County Councillor Phillip White (Cabinet Member for Learning and Employability) has created a working group to look at options for creating a Parent Leave Policy (including maternity, paternity, adoption leave, shared parental leave & parental leave). By doing this, the aim is to attract a more diverse cross section of the community into Councillor/Member positions.

This working group commenced in Autumn 2019 and actions to date have been undertaken:

- Scope, purpose and objectives of project agreed.
- Policy drafted based on key leave provisions and principles identified by Cllr Phillip White and the working group.
- Draft protocol developed in line with the draft policy on how leave arrangements could be managed for members.
- Working group members to review draft documentation with a view to agree final proposals by 26th June 2020.
- Once final policy will go to Full Council for formal approval.

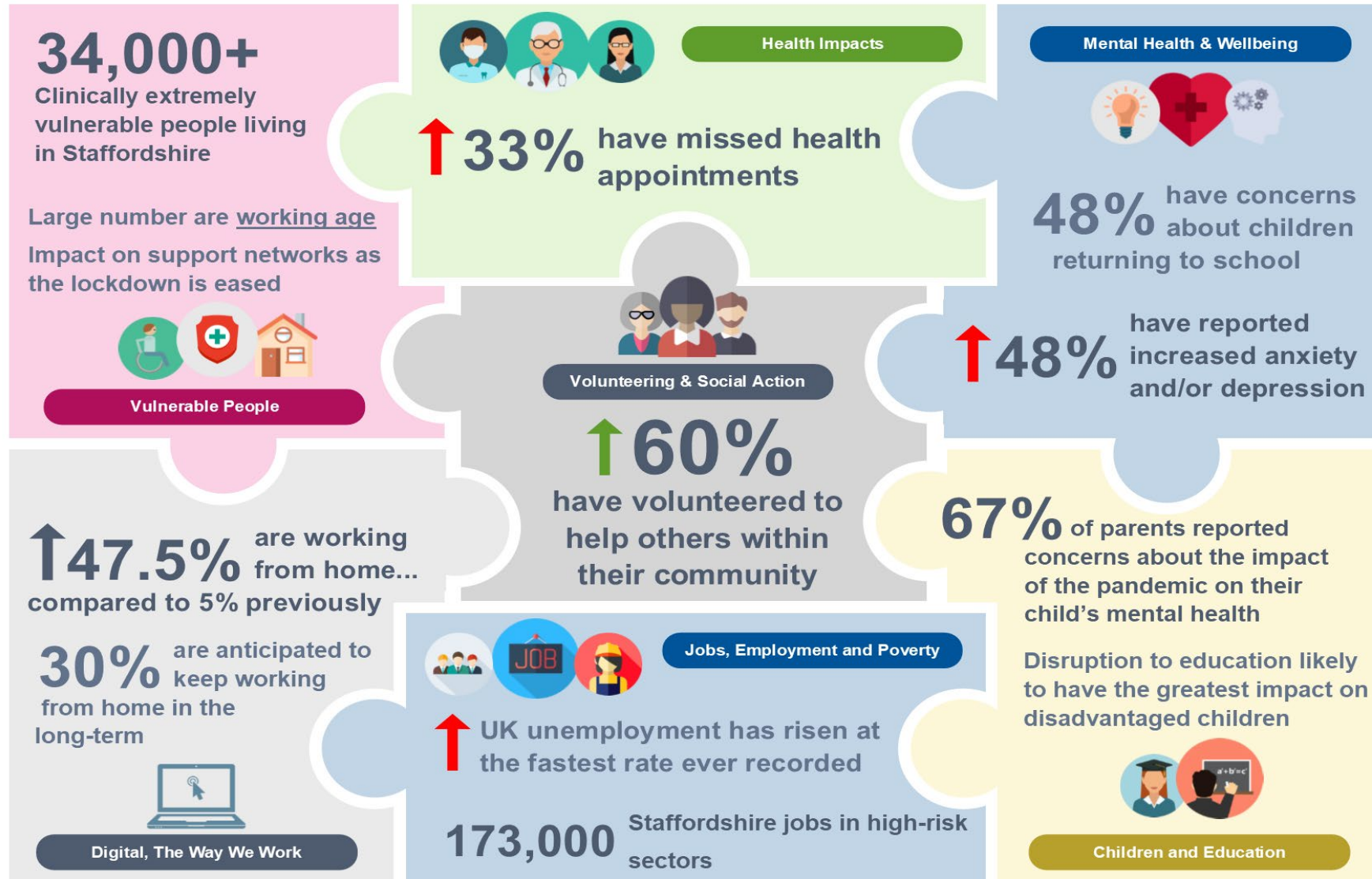
Summary

- ✓ Statutory reporting Gender Pay Gap published at end of March 2020.
- ✓ Ongoing ambitions and initiatives within the People Strategy will become embedded in everything we do.
- ✓ Local initiatives will continue to develop and enhance inclusion across the organisation.
- ✓ Develop Equalities objectives and action plan for 2020 (HR and Equalities Team)

Covid 19

SCC Response

Covid 19 - Social Impact



Impact of Covid 19 on Recovery Approaches

- Development of outline Community Impact Assessment (CIA) on recovery
- Supports the identification of wider impacts and priority mitigations
- Early stages - regular CIA updates to reflect:
 - Recovery plans as they develop
 - Take account of learning from Response phase
 - Informed by future engagement with residents, staff and partners
- Any significant change to service, as a result of recovery, subject to individual full CIA
- Recovery progress and updated CIA considered further by Cabinet

Impact of Covid 19 Communities

- Wider impacts on different cohorts of people across Staffordshire's communities include:
 - **Age and Disability** – 34,000 people in Staffordshire and Stoke-on-Trent identified with 'extreme clinical vulnerability'. Older people aged 70+ and with a limiting, long-term illness
 - **Health and Care** – Potential widening of health inequalities, as well as seeing increased demand on NHS, public health and social care services.
 - **Children, young people and families** – Partial closure of education settings will have a significant impact on learning and family wellbeing, leading to potential increase in demand for Children's services
 - **Deprivation** – Less affluent likely to see greatest impact
 - **Localities** – Areas with older age profiles may be more impacted by the effects of social isolation.

Impact of Covid 19

SCC Workforce

- Current headcount (excluding casuals) is 3781 people, of whom:
 - 78% are female
 - 36% work in social care roles
 - 13% are aged 60 or over
 - 2.9% are from BAME backgrounds, more than half of whom work in social care roles
- Age, gender and ethnicity key affected groups - mitigated through shielding, working from home, PPE etc
- No redundancies or changes to employment as a result of the Response phase, however key challenges arising include:
 - Staff categorised as vulnerable/extremely vulnerable – linked to underlying medical conditions of which we have no record
 - Childcare – closure of schools has forced parents/guardians to balance working from home with home-schooling
 - Physical space – many people do not have the space (or equipment) to support working from home for long periods
 - Increased risk of domestic violence or abuse

Planning for the future & not the past

Covid Measures & Lifting Lockdown Creating a Workplace Inclusive for All

Safety First

People

Physical Health
Mental Health
Welfare & Safety
Annual Leave

Support & Supervision
Manage & Development
Connections & Friendships

Flexible in approach

Buildings

- COVID Secure
- Social Distancing in place
- Cleaning procedures
- Shared spaces
- Equipment i.e. keyboards etc
- Desk management

Technology & Equipment

- Laptops & connectivity
- Skills & training
- Chairs, keyboards, mouse's, screens
- Headsets
- O365 & WhatsApp
- IT Support

Big questions ?
Thoughtful answers



Next Steps

- Employee survey to understand the impact on our workforce
- Analyse & interpret findings including the impact on gender, ethnicity, disability and other protected groups
- Learn from national research
- Incorporate findings into our plans & policies.

WORK PROGRAMME – July 2020

Corporate Review Committee

The Corporate Review Committee is the Council's principal scrutiny committee. It is responsible for co-ordinating and approving the scrutiny work programmes, overseeing the work of the Select Committees and ensuring coherence of approach to cross cutting policy themes. The committee also has a key role in challenging progress around the Council's ambitions of running the business well.

The Committee also scrutinises those areas of the County Council's activity focused on corporate improvement. Its remit covers:

- Holding the Leader and Deputy Leader of the Council to account for achievement of the overall vision of a connected Staffordshire.
- The Council's overall performance and approach to managing performance and Strategic Corporate Planning
- The Council's Medium Term Financial Strategy
- The Council's on-going programme of improvement and transformation.
- The Committee is responsible for scrutiny of achievement against the Council's strategic priorities
- The Council as a commissioning organisation including how it uses customer insight to drive improvements in services

We review our work programme regularly to ensure it remains relevant to the challenges facing local communities, the council and its partners.

County Councillor David Williams
Chairman of the Corporate Review Committee

If you would like to know more about our work programme or how to raise issues for potential inclusion on a work programme then, please get in touch with:

Mandy Pattinson Interim Scrutiny and Support Manager - 01785 278502 Mandy.pattinson@staffordshire.gov.uk or Chris Ebberley Member and Democratic Services Manager.

Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
4 June 2020 – virtual meeting	COVID 19 – specifically issues on Health (NHS) and finance. Member: Alan White, Mike Sutherland Officers: Simon Whitehouse/Rob Salmon		That the Chairmen of the Select Committees agree which committee would be best placed to scrutinise the Local Outbreak Control Plan
8 June 2020 Reserved for Call-in cancelled			
11 June 2020 – cancelled			
3 July 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Gender and Equality Issues to include: Member: Philip Atkins /Philip White Officer Sarah Getley.		Item proposed by Leader of the Opposition. Cabinet Portfolio Holder is leading
	Covid-19 update Member: Leader		
31 July 2020 Reserved for Call-in (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)	Working Group on Members Parental Leave (Motion at full Council) be set up by Corporate Review. Member: Philip Atkins /Philip White Officer Sarah Getley		
	Performance Report – Quarter 4 2019/20 and Quarter 1 2020/21 Member: Mike Sutherland Officer: Andrew Donaldson, Rob Salmon		
8 September 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			

Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
2 October 2020 Reserved for Call-in (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
6 October 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
9 November 2020 Reserved for Call-in (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
17 November 2020 (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
4 December 2020 Reserved for Call-in (Contact: Nick Pountney/Mandy Pattinson – Scrutiny & Support Manager)			
TBC	The Local Outbreak Control Plan Member: Alan White Officer: Richard Harling		Requested at 4 June meeting
TBC	Scrutiny of the LEP (Joint meeting with Stoke City Council) at Stoke City Council in September/October (tbc). Members: Philip Atkins/Abi Brown and David Frost, Stoke on Trent and Staffordshire LEP Officers: Darryl Eyers/Phil Cresswell (Stoke City Council/Jackie Casey (LEP)		New governance for the LEP have now been approved. The Director of Economy, Infrastructure and Skills has suggested that the arrangements should be reviewed regularly with Stoke City Council. Next meeting to take place at Stoke City Council to include update on progress with the Local Industrial Strategy.
TBC	Nexus Member: Mark Deaville Officer: Helen Riley		Item proposed by Chairman of Prosperous Staffordshire Select Committee. Corporate Review to review progress with Nexus and

Date of Meeting	Topic	Link to Council's Strategic Priorities	Background/Outcome
	Was programmed for May 2020		consider how governance arrangements may need to change going forward.
TBC	Apprenticeship Levy Member: Philip White Officer: Chris Bamsey		The Skills and Employability Team are now managing the County Council's Apprenticeship levy. It is proposed that this should therefore be scrutinised by Corporate Review rather than Prosperous Staffordshire Select Committee. Briefing Note proposed.
TBC	Doing Your Bit (formerly People Helping People). Role of Staffordshire Parish Councils' Association and Parish Councils Cabinet Member: Gill Heath Officer: Andrew Donaldson/ Peter Barker/ Kerry Dove		One of the four enablers in the Strategic Plan.
TBC	Digital Member: Mike Sutherland Officer:		One of the four Enablers in the Strategic Plan. Item on SMART Working proposed by Leader of the Opposition. (MTFS Working Group Interview – 8 October 2019) *** New Digital Strategy requested at 10 January 2020 meeting.
TBC	Networks Member: Gill Heath Officer:		One of the four Enablers in the Strategic Plan.

Items for Consideration for the Work Programme

Suggested item	Link to the Council's Commissioning Plans	Background	Possible Option

Working Group updates

MTFS 2020	Appointment of Members 2020	Previous membership: Charlotte Atkins John Francis Colin Greatorex Johnny McMahon David Williams Susan Woodward	Observers Philip Atkins Mike Sutherland Alan White
-----------	------------------------------------	---	---

Suggested Working Group item	Link to the Council's Commissioning Plans	Background	Possible Option

Page 29

Membership - County Councillors	Calendar of Committee Meetings
David Williams (Chairman) David Brookes (Vice Chairman)	4 May 2020 (virtual) 4 June 2020 (virtual) 8 June 2020 cancelled - reserved for call-in 11 June 2020 cancelled
Charlotte Atkins	3 July 2020 (virtual)
Mike Davies	31 July 2020 (virtual) - reserved for call-in
John Francis	8 September 2020
Colin Greatorex	2 October 2020 - reserved for call-in
Johnny McMahon	6 October 2020
Jeremy Oates	9 November 2020 - reserved for call-in
Bernard Peters	17 November 2020
Ian Parry	4 December 2020 - reserved for call-in
Stephen Sweeney	8 January 2021 - reserved for call-in
Natasha Pullen	21 January 2021
Susan Woodward (Opposition Vice Chairman)	5 February 2021 - reserved for call-in
	5 March 2021 - reserved for call-in
	30 March 2021
	6 April 2021 - reserved for call-in

