

Wiltshire Council

Overview and Scrutiny Management Committee

26 July 2023

Task Group Update

1. Evolve Programme Task Group

Supporting officer: Simon Bennett

Membership

Cllr Jon Hubbard (Chairman)
Cllr Dr Monica Devendran
Cllr Ruth Hopkinson
Cllr Horace Prickett
Cllr Mark Verbinnen

Background

The Evolve programme will involve the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council. The programme will impact on the work of all staff at the council in respect of HR, finance, procurement, and payroll processes. It will look to modernise technology and standardise business processes, improving efficiencies for core activities that are undertaken across the council, supporting their adoption through a comprehensive in-house business change and training effort, and will deliver improved data, insights, and reporting capabilities.

Terms of Reference (TOR)

- a) To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.
- b) To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
 - Organisational insight
 - Developing a flexible high-performance culture
 - Transforming business processes and digital technology
- c) To meet quarterly as standard unless there is a temporary need to meet more frequently or at a specific project milestone.

- d) To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.

Recent activity

- The task group met on 7 July 2023 to be updated on the Evolve programme including change management.
- The task group reviewed the high-level issues and risk register. It was explained that after looking at the risks and considering a number of options it has been agreed to move the HR/payroll 'go live' date to the end of the financial year 2023/24. The rest of the programme will 'go live' as scheduled in November 2023.
- The amended HR/payroll 'go live' date will have some financial implications.
- Change management is being scaled up and the programme is looking at some of the barriers to progress, performance management, engagement, and communication.
- As the programme moves to completion, change management is becoming more of a focus for the task group.

2. Financial Planning Task Group

Supporting Officer: Simon Bennett

Membership

Cllr Gavin Grant (Vice-chairman)
Cllr Gordon King
Cllr Charles McGrath
Cllr Pip Ridout (Chairman)
Cllr Ian Thorn
Cllr Elizabeth Threlfall
Cllr Mark Verbinnen

Cllr Britton has now stepped down from the task group.

Background

The Financial Planning Task Group (FPTG) is a standing task group reporting to the Overview and Scrutiny Management Committee.

Terms of reference

- a) To review the council's draft Financial Plan, Medium-Term Financial Strategy (4-year financial model) and Treasury Management Strategy, reporting its findings to OS Management Committee.

- b) To undertake regular monitoring of the council's capital and revenue budgets (including the delivery of savings), ensuring that mid-year trends and developments are considered when the council's Financial Plan is updated.
- c) To undertake ongoing review of the council's financial position, including the monitoring of reserves, investments, debt, and financial risks.
- d) Where they materially affect the council's overall financial position, to consider the council's:
 - i. approach to strategic procurement
 - ii. major contracts
 - iii. financial investment in, and liability to, its wholly owned subsidiaries.
- e) To help develop the council's approach to the annual budget setting cycle, including the specific contribution of Overview and Scrutiny.
- f) To bring regular reports to OS Management Committee, highlighting key financial developments and risks for further discussion.

Recent activity

- The Task Group met on 9 June 2023 and the 7 July 2023. See the separate reports regarding the task groups' discussion of the following Cabinet reports:
 - Year End Revenue Financial Outturn Position 2022/23
 - Year End Capital Investment Programme Financial Outturn Position 2022/23
 - Treasury Management Outturn Report 2022/23
- The task group also considered a report regarding Housing Acquisitions which went to Cabinet on the 11 July 2023. When the 2023/24 budget was set £10m was set aside in reserve for housing acquisitions (250 units to be delivered 2023/24). The report set out the principles for drawing that funding down which will be leverage by debt of 75% and 25% equity. The task group had questions relating to a number of aspects of the report. These included:
 - The timing of the borrowing
 - The ratio of debt to equity
 - Monitoring the delivery of the housing
 - The relationship between the Housing Board and Stone Circle
- The task group has also reflected upon the budget setting cycle for 2023/24 which was undertaken in Jan/Feb 2023. Generally, scrutiny engagement was said to be improving. However, it was agreed to look at the timetable with officers to ensure that timings were aligned. It was also agreed that a meeting will be scheduled in November 2023 to review the timelines.
- The task group's forward work plan 2023/24 is attached as Appendix 2. The roles and responsibilities for financial scrutiny are set out at Appendix 1.

Proposals

- 1. To note the update on the Task Group activity provided.**
 - 2. To note that Cllr Richard Britton has stepped down from the Financial Planning Task Group and to thank him for his contribution to its work.**
 - 3. To note the Financial Planning Task Group's forward work plan.**
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Report authors:

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Appendices

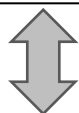
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| Appendix 1 | Finance scrutiny structure |
| Appendix 2 | Financial Planning Task Group – Forward Work Programme |

Finance scrutiny structure

OS Management Committee

Public scrutiny following more detailed review by the Financial Planning Task Group (where practicable):

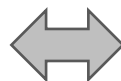
- a) Draft annual Financial Plan and Medium-Term Financial Strategy (MTFS), including Resources directorate budget.
- b) Revenue and capital budget monitoring quarterly updates
- c) Treasury Management Strategy and updates



Financial Planning Task Group

More detailed pre-Cabinet scrutiny, and reports to OS Management Committee, on:

- a) Draft Financial Plan and Medium-Term Financial Strategy (MTFS)
- b) Treasury Management Strategy and updates
- c) Revenue and capital budget updates – including reserves, investments, debt, and financial risks, flagging issues of concern to Select Committees
- d) Where they materially affect the council's overall financial position, the council's:
 - i. approach to strategic procurement
 - ii. major contracts
 - iii. financial investment in, and liability to, its wholly owned subsidiaries.



Select Committees

- a) Informal annual review of the Draft Financial Plan to support formal scrutiny at OS Management Committee
- b) Exploring service implications of financial issues flagged by OS Management Committee and Financial Planning Task Group
- c) Flagging identified financial risks to OS Management Committee and Financial Planning Task Group
- d) Reviewing service/outcomes implications of major contract decisions

APPENDIX 2

Financial Planning Task Group (FPTG) Forward Work Plan 2023/24

Date	Item	Details	Officers	Cabinet Member
8 September 2023	Financial Year 2023/24 Q1 Revenue Budget Monitoring (tbc) Financial Year 2023/24 Q1 Capital Budget Monitoring (tbc)	Cabinet 12 Sep 2023	Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
6 October 2023	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 10 Oct 2023		
10 November 2023	Financial Year 2023/24 Q2 Revenue Budget Monitoring (tbc) Financial Year 2023/24 Q2 Capital Budget Monitoring (tbc)	Cabinet 14 Nov 2023	Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
8 December 2023	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 12 Dec 2023		
5 January 2024	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 9 Jan 2024		
19 January 2024	Budget 2024/5 and Medium Term Financial Strategy 2024/25 – 2026/27 (tbc)	Cabinet OSMC 23 Jan 2024	Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning

Date	Item	Details	Officers	Cabinet Member
26 January 2024	Financial Year 2023/24 – Q3 Revenue Budget Monitoring (tbc) Financial Year 2023/24 – Q3 Capital Budget Monitoring (tbc) Treasury Management Strategy Statement 2024/25 (tbc)	Cabinet 30 Jan 2024	Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
15 March 2024	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 19 March 2024		