

AGENDA SUPPLEMENT (1)

Meeting: Overview and Scrutiny Management Committee

Place: The Kennet Room - County Hall, Trowbridge BA14 8JN

Date: Tuesday 21 March 2023

Time: 10.30 am

The Agenda for the above meeting was published on 13 March 2023. Additional documents are now available and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Ben Fielding - Senior Democratic Services Officer of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718656 or email benjamin.fielding@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

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

2 **Minutes of the Previous Meeting (Pages 3 - 16)**

6 **Corporate Peer Challenge 2022 (Pages 17 - 22)**

DATE OF PUBLICATION: 20 MARCH 2023

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Overview and Scrutiny Management Committee

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 7 FEBRUARY 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Graham Wright (Chairman), Cllr Christopher Williams (Vice-Chairman), Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Tony Jackson, Cllr Johnny Kidney, Cllr Gordon King, Cllr Jerry Kunkler, Cllr Tony Pickernell, Cllr Elizabeth Threlfall, Cllr Jo Trigg, Cllr Tony Trotman, Cllr Iain Wallis and Cllr Pip Ridout (Substitute)

Also Present:

Cllr Gavin Grant, Cllr Ian Thorn, Cllr Ricky Rogers (Virtual), Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Nick Botterill, Cllr Jane Davies, Cllr Nick Holder and Cllr Ashley O'Neill

15 **Apologies**

Apologies for absence were received from Councillor Bill Parks. Councillor Parks was substituted by Councillor Pip Ridout.

16 **Minutes of the Previous Meeting**

The minutes of the meeting held on 24 January 2023 were presented for consideration. Subject to updating the attendance list to include Councillors Iain Wallis, Jo Trigg and Elizabeth Threlfall it was then,

Resolved:

To approve and sign as a true and correct record the minutes of the meeting held on 24 January 2023.

17 **Declarations of Interest**

There were no declarations of interest.

18 **Chairman's Announcements**

The Chairman noted with great sadness the sudden passing of Helen Jones, Director, Procurement and Commissioning. Terence Herbert, Chief Executive, shared the sentiment in a statement and assured that the Committee's condolences and appreciation of Helen's contribution to Overview and Scrutiny's work would be passed on to her family.

The Chairman also noted that Councillor Bill Parks had been appointed Portfolio Holder for Waste and would therefore no longer be a member of the Committee.

The Chairman thanked Councillor Parks for the expertise he had brought to overview and scrutiny.

19 **Public Participation**

There were no questions or statements submitted by members of the public.

20 **Procedure of Meeting**

The procedure for consideration of amendments to the budget was detailed as set out in the agenda papers. The meeting had been opened late in order to allow members to fully consider the reports on the submitted amendments.

Councillor Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning, then addressed the Committee. He announced that on 6 February 2023 the council was informed that the local government settlement was to be favourably adjusted, granting the council an additional £0.500m. Councillor Botterill explained it was not clear at this stage whether this was a one-off or would form part of future settlements. He stated that the extra funding was in part down to a reassessment of the national rural services grant and said that the council was proposing to put £0.150m towards regularising their work with Visit Wiltshire, leaving £0.350m for the business plan priority reserve.

21 **Wiltshire Council's Budget 2023/24: Amendments**

A budget proposal was agreed by Cabinet on 31 January 2023 for discussion at Full Council on 21 February 2023. One proposed amendment to that budget was received from Councillor Ricky Rogers, and four were received from Councillors Ian Thorn and Gavin Grant. The amendments were presented as detailed in the agenda supplement. Full comments from the comment are detailed in an attached report.

Councillor Rogers introduced his budget amendment, proposing that the rent increase for social dwelling rents be reduced from 7% to 5%. He suggested that many people living in social housing would struggle to afford the 7% increase, noting representations he had received from tenants. He claimed that due to difficulties in employing skilled tradespeople and contractors to repair and maintain social housing, the council would be unable to spend all the additional revenue that a 7% rent increase would generate this financial year. Councillor Rogers drew attention to reserve levels at other authorities such as Southampton which were at a lower level than Wiltshire, despite a larger housing stock.

Comments from statutory officers including the Section 151 Officer and Monitoring Officer were set out in the agenda supplement.

The Committee discussed the proposed amendment. They sought detail on how the Cabinet had reached their decision to increase rent by 7% following recommendation by the Housing Board, whether housing associations had

done the same, the possibility that reducing the rent increase would impede the council's capacity to adequately maintain social dwellings and noted that residents of other housing associations would be paying for a larger increase than those under the council's social housing under the proposal. The Committee also discussed whether those in social housing were more in need of financial support than prospective first-time buyers or those in private rented accommodation.

The Chairman thanked Councillor Rogers for his proposal before moving on to the four amendments proposed by Councillors Ian Thorn and Gavin Grant.

Councillors Thorn and Grant introduced the first of their proposed amendments, which sought to remove the income budget introduced in 2022/23 as a result of the saving included in the budget to introduce parking charges for charge Blue Badge holders, which would amount to £0.040m. The consequent £0.040m loss of funding in 2023/24 and 2024/25 would be met by reducing the £1m Wiltshire Towns Funding budget by £0.040m to allow for a budget surplus to fund this pressure. In 2025/26, it was proposed to meet this loss of funding by an increase in the assumption in growth in the council tax base from 1.2% to 1.25%, which results in an additional £0.169m of basic council tax. Councillor Grant noted that it was difficult to accurately quantify the fiscal impact of the proposal, as no data existed for how many blue badge holders currently pay for car parking, but that the estimates had been provided in discussion with officers.

Comments from statutory officers including the Section 151 Officer and Monitoring Officer were set out in the agenda supplement.

The Committee discussed the proposed amendment. This included querying how confident the council could be in relying on a 1.25% Band D council tax base increase, and what the implications would be should the base not increase to that level. The Committee discussed the effect the proposal would have on projects to support high streets, which was the purpose of the Towns funding. Some comments questioned whether the affordability of car parking was a problem for all blue badge holders, or whether the practicality of reaching and operating the car parking meters, and the updating of those machines, was of larger consequence. The Committee also enquired if the option of replacing or altering the parking meters themselves had been explored, and the costs it would carry.

The meeting was then adjourned from 12:25pm - 12:35pm.

Councillors Thorn and Grant then introduced their second proposed amendment. The proposals sought to include an additional £0.350m for discretionary Council Tax Reliefs to support households in receipt of Council Tax Relief (CTR) support where there is a balance of Council Tax to be paid to apply an additional £25 discretionary relief for 2023/24 only. They also sought to include an additional £0.300m revenue budget for funding additional Council Tax relief to support households with most pressed individuals and families hit by the cost-of-living crisis. The impact of the funding of the proposal has the

effect of reducing the contribution to the Collection Fund Volatility Reserve by £0.650m in 2023/24, the balance of which will then be forecast to be £10.169m at the end of 2023/24 financial year. This reduces the reserves available to cover the General Fund risks to 134% at the end of 2023/24.

Comments from the statutory officers including the Section 151 Officer and Monitoring Officer were set out in the agenda supplement.

The Committee discussed the proposed amendment. The Committee sought details on how many households and individuals were receiving additional support, and how many had recently defaulted on their council tax payments. In response to queries, Councillor Grant confirmed that this the proposal was only for the next financial year as a recognition of current financial pressures.

Councillors Thorn and Grant then introduced their third proposed amendment. This proposal sought to remove the saving included in the 2023/24 budget to implement a rental charge to Citizens Advice Wiltshire for their space in Bourne Hill of £0.018m. The funding pressure of the proposal on the years 2024/25 and 2025/26 is costed by the 0.05% increase in the assumption in growth in the council tax base. Councillor Grant highlighted the important role the Citizens Advice Bureau (CAB) play in Wiltshire and noted the significant financial pressure the organisation is currently experiencing.

Comments from statutory officers including the Section 151 Officer and Monitoring Officer were set out in the agenda supplement.

The Committee discussed the proposed amendment. They questioned if the proposal would affect other organisations that rent spaces owned by the council, sought clarification surrounding the council's current third-party policy on leasing property. Mr Andy Brown, Section 151 Officer, confirmed the proposed charge to the CAB was in line with a market rate as would be sought from others renting space from the council.

Councillors Thorn and Grant then introduced their final proposed amendment, which sought to remove the saving included in the 2023/24 budget to cease the grant funding for both the Lunch Clubs of £0.060m and Friendship Clubs of £0.046m and to allocate this money to Area Boards to provide the support to Lunch and Friendship clubs in their areas. This would result in a loss of funding of £0.106m in 2023/24, with the shortfall to be met using the Collection Fund Surplus, the balance of which will then be forecast to be £10.713m at the end of the 2023/24 financial year. This would reduce the reserves available to cover the General Fund risks to 135% at the end of 2023/24. For future years, the funding proposal of pressure would be covered by the increase in the assumption in growth in the council tax base from 1.2% to 1.25%.

Councillor Grant asserted that many luncheon and friendship clubs were unable to claim funding using the contracted system as most of their members did not qualify under the new criteria introduced, which was designed to address the previous unequal distribution of funding across the county.

Comments from statutory officers including the Section 151 Officer and Monitoring Officer were set out in the agenda supplement.

The Committee discussed the proposed amendment, seeking details of how Area Boards might distribute the funding were the amendment approved, particularly where no such clubs exist but a health and wellbeing need does. Queries were raised about how Area Boards allocated their funding, which was a matter which would be overseen by the relevant Cabinet Member. In response to queries, Councillor Grant stated that while luncheon and friendship clubs may be the primary beneficiary of this proposed amendment, the intention was to ensure that further resources would be made available to area boards such that the clubs and others meeting similar needs would be eligible.

At the conclusion of discussion, it was,

Resolved:

- 1) **To thank Councillors Rogers, Grant and Thorn for submitting their budget proposals to the Committee and to note that they have been scrutinised.**
- 2) **To ask Full Council to take note of the comments of the Committee, which will be presented in a report.**

Councillor Tony Jackson left the meeting at 12:25pm.

22 **Date of Next Meeting**

The date of the next meeting was confirmed as 21 March 2023.

23 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.50 am - 1.20 pm)

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**APPENDIX to the Overview and Scrutiny Management Committee Minutes of 24
January 2023
Wiltshire Council**

Cabinet 31 January 2023

Council 21 February 2023

**Report of the Overview and Scrutiny Management Committee on the Draft Budget
2023/24 and Medium-Term Financial Strategy 2023/24 2025/26**

Purpose of report

1. To report to Full Council a summary of the main issues discussed at the meeting of the Overview and Scrutiny Management Committee held on 24 January 2023.

Background

2. The meeting of the Overview and Scrutiny Management Committee provides an opportunity for non-executive councillors to question the Cabinet Member with responsibility for Finance and the Chief Executive with the Corporate Director of Resources and Deputy Chief Executive (S151 Officer) on the draft 2023-24 budget and Medium-Term Financial Strategy before it is considered at Cabinet on 31 January 2023 and Full Council on 21 February 2023.
3. The Cabinet Member for Finance, Councillor Nick Botterill, supported by the Corporate Director of Resources and Deputy Chief Executive (S151 Officer), Andy Brown was in attendance along with the Leader of the Council, Councillor Richard Clewer and the Chief Executive, Terence Herbert to provide clarification and answers to issues and queries raised by the Committee.
4. In addition to the Draft Budget 2023/24 and Medium-Term Financial Strategy made available on the Council's website on 23 January 2023 and other public events, a briefing had been provided for the Financial Planning Task Group on 19 January 2023, open to all elected Members, to explain the budget and for technical questions to be answered.
5. Details had included:
 - The net general fund budget of 2023/2024 was proposed as £465.372m.
 - Council Tax requirement for the Council be set at £332.187m for 2023/24 with a Band D charge of £1,719.90, an increase of £1.57 per week; which would be a 2.99% general increase plus a levy of 2% to be spent solely on Adult Social Care.
 - The Housing Revenue Account (HRA) budget for 2023/2024 was proposed as £26.401m.
 - A 7% increase for social dwelling rents and a 5% increase in all service charges related to the Housing Revenue Account (HRA) to cover costs and garage rents.

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Main issues raised during questioning and debate

6. This report is divided into sections relating to each of the Select Committee areas as budget proposals and impacts on services were discussed, before opening up to general queries.
7. Attached to this report is a document setting out the questions raised by each Select Committee, with written answers provided by officers.

Financial Planning Task Group

8. The report of the Financial Planning Task Group on the budget proposals was received. The report and its comments would be forwarded for attention at Cabinet and Full Council along with the report of the Overview and Scrutiny Management Committee itself.

Children's Select Committee

9. In relation to charging and academies and Council investment, it was outlined that the Council has some additional statutory duties in education welfare, which would not be funded from central government and therefore the Council would need to invest to cover demand.
10. Further information was requested around latent demand, with it clarified that the total to be drawn down from the latent demand reserve relating to children's services would be £2.8million over the years 2023/24 through to 2025/26.
11. Regarding the High Needs Block, it was noted that the Overview and Scrutiny Management had a task group on this, with a range of strategies in place to address issues including Delivering Better Value programme with the DfE. Up to £1.6million from the Council transformation reserve has been agreed to be used over 3 years to support this area as well with a government grant of an estimated £1million to be available under the DfE's Delivering Better Value (DBV) programme.
12. Clarification was sought as to whether reductions in spend, such as for Early Years support in settings and schools, represent a reduction to services and the minimum statutory service. It was noted that there has been dialogue to shift work towards early prevention in SEND and that the Council would continue to provide statutory duties but would not necessarily be able to deliver the same level with reduced spend. It would therefore be important to monitor demand. Additionally, grant funding would be used such as the supporting families grant to continue to meet targets and maximise output.
13. Clarity was provided regarding the overspend within Quarter 2 for Children Services, with it noted that SEND transport, issues identifying contractors and the cost of fuel had pushed up costs as well as having to place children into higher cost placements than required for their need due to availability.

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14. It was clarified that the capital budget had not been reduced in comparison to previous years, and external factors were impacting on capital spend such as the availability of contractors and confidence of delivery.
15. It was questioned whether revenue would be freed up within the budget due to the anticipated reduction in capital spend, to which it was stated that re-profiling had taken place to reflect delivery and costs and the revenue impact also reprofiled.
16. In relation to year 2 of the MTFs, it was questioned why there would be extra costs involved in the budget when there would be less work taking place, to which it was clarified that the timing of borrowing is an important factor with borrowing assumed to take place at the end of financial years and any slippage having an impact in future years.
17. It was highlighted that there had not been a reduction to the maintenance budget of schools and that this would be spent within this year's allocated budget.
18. It was questioned whether a Council joined up approach to the cost of living would provide savings, with it noted that the Council would be utilising existing Council owned spaces as well existing staff and this was joined up.
19. It was questioned whether the Dedicated Schools Grant would always come from the government, with it noted that the Department for Education would likely move away from local authority and school forum control and that the grant would be unlikely to move to local authority control.
20. Regarding Whole Life Pathway, it was stated that the Council was looking to make savings based on different commissioning strategies as well as looking to move away from using higher cost placements.
21. Clarity was sought on the "badging" of grants, with it noted that the grants for supporting families, unaccompanied asylum seeking children and domestic abuse grants were being used differently. The Council has used the grants to help fund staffing in line with grant conditions.
22. Regarding staffing and caseloads, it was clarified that there would be a drive on decreasing vacancy rates and ensuring that those on roll were permanent rather than agency staff, which costs more.
23. The sale of Hayburn Wyke was clarified, with the Council needing a smaller and more conventional property to meet needs, with Stonecircle identified as a potential option and saving for the Council.
24. Clarification was provided around the increased cost of SGOs as there was a planned inflation increase of 4.5%.

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25. Clarity was provided in relation to children's homes, with it noted that the budget would include the purchase of two properties and the refurbishment of a third property.

Health Select Committee

26. Clarity was sought regarding care savings, with it noted that the Care Act allows the Council to consider the best value as a local authority when considering individuals care and support needs. Needs assessments take place with individuals and their families to identify what care can be provided with the resources available. Additionally, the Council is looking to make savings through reduced reliance on traditional care homes and domiciliary care type provision.
27. It was noted that the £1million saving identified through client contributions happens each year and was not a change but rather a result of inflationary changes.
28. Regarding savings that had been identified as undeliverable in Quarters 1 and 2, it was stated that though the social care market was volatile, savings could potentially be made as part of a transformation programme, which would focus on diversifying the care market and collaborating more with voluntary and community provisions for greater sustainability. It was suggested that savings would be developed through efficiencies in processes, such as maximising block contracts.
29. It was stated that Shared Lives would have capacity for better value and that where the Council uses Shared Lives more than other provisions, it is a lower cost. It was stated that the service had some recent investment and was sufficient at this time to increase capacity so therefore recruitment was looking to take place with a view to Shared Lives supporting other functions such as hospital discharge.
30. Regarding Adult Care Transformation, it was stated that total savings from the programme would be investigated within the coming weeks.
31. It was questioned whether there was confidence that there would be a Social Care Reform following the Social Care Levy after the next 2 financial years, to which it was stated that this was unlikely. It was stated we are working towards reforms taking place in 2025 as indicated by government.
32. Regarding joint funding policy implementation with the ICB, it was suggested that such savings would be dependent on further work.
33. It was questioned where there would be a production of a new and improved Better Care Plan, to which it was stated that the Better Care Plan is being reviewed and as several schemes had been commissioned 5-years ago and after the pandemic the use of that funding had changed and there would now be a need to refocus to maintain individuals living in their homes as much as possible.
34. Questions were raised regarding technology-enabled care (TEC), recruitment, and assumptions of how TEC will contribute to savings. It was clarified that this was a new

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area for the Council and that there had been some success recruiting to key posts and that savings assumptions had been made based on the evaluation of using tech in small packages of care.

35. Clarity was sought regarding pay increases and inflation, with it noted that for 2022/23 the pay award had been an average of 6.6% increase in overall pay and that in 2023/24 the pay award increase in budget is estimated 4.5% increase on pay, with the following 2 years after being 2.5%. It was outlined that the Bank of England November 2022 monetary policy report had been used to estimate contractual inflation linked to CPI, with inflation set to decline over the calendar year of 2023 to be at 2% in December 2023, having dropped from its current level of 10.5%.

Environment Select Committee

36. Clarity was sought on whether the leisure income growth, which had been set at £1.55m over the MTFS period, could be achieved; to which it was clarified that a stretch target had been set for place services, which had been noted within the risk assessment. The base budget had been stretched to meet a further demand and income target as well as a growth in fees, charges and usage. Reference was made to a current case with Chelmsford Borough Council, which if successful would see a VAT gain received by the Council.
37. Regarding changes to household recycling centre opening times, it had been identified that attendance during the final hour of operation had been minimal and that there would be an increase in the budget for fly-tipping prevention work.
38. Regarding inflationary pressures factored into the Street Scene contract awarded in March 2022, it was clarified that though this contract had been awarded prior to inflation, standard NEC4 contract terms had been applied to use standard indices to calculate inflation which would then be automatically applied on an annual basis.
39. In relation to reductions to Street Scene provision to “statutory levels”, it was clarified that the following four key areas for savings had been identified: Reductions in litter bin emptying, statutory responding to street cleansing and litter complaints, play areas would continue under current delegation to Parish and Town Councils, reducing the frequency of grass cutting moving to a reactionary service driven on reports.
40. Clarification was sought in relation to savings proposals for re-patterning and reducing bus services, to which clarity was provided that all routes across networks would be assessed and any cessation would be based on usage and alternatives available.

General Queries

41. Clarity was sought on whether savings would be achieved through the implementation of the Evolve Programme (Oracle system) and if this had not been included within the budget, how would current difficulties affect the MTFS. It was stated that no savings had been predicated on the implementation of the Oracle System, though conversations had taken place with core services and directors to discuss the required

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structures needed. Additionally, such services had identified savings, but these would not be realised until the specification had been signed off and the benefits mapped out before being crystallised into the budget. A decision had been made not to include any potential Evolve Programme savings in the budget until further clarity and delivery confidence had been gained.

42. It was questioned where in the budget was the money allocated from supporting Ukrainian refugees and whether any unspent amount would be liable for return to central government. It was clarified that this had not been included as part of the net-based budget as it is funded by grant from government. The Council was looking to utilise the grant to acquire homes to house Ukrainian families and any unspent grant is assumed to be returnable to government.
43. It was questioned how the Council would be maintaining staff motivation and retention, to which it was clarified that from a transformation perspective a reserve had been established to undertake such projects without using existing budgets. The example of the Evolve Programme was cited, where staff had been moved with their roles backfilled whilst they then gained expertise of a new system with plans for knowledge transfers to take place to develop others. Savings would be made through the removal of vacant posts, with work also having been undertaken by HR to benchmark salaries and ensure that the Council is competitive with neighbouring organisations. Health and Wellbeing had also been identified as a top priority for the Council, with activity taking place such as staff health checks.
44. A further question was asked in relation to staffing, with concern raised that the removal of posts could lead to front line workers potentially having to conduct back-office tasks to keep services running. It was clarified that assessments had been undertaken by Heads of Services and Directors when setting proposals to identify the right vacant posts to be removed and how this would impact on service delivery. The total number of removed posts in the context of all the proposed savings and the overall workforce would be minimal.

Conclusion

45. To note the Draft Wiltshire Council budget for 2023-24 and Medium-Term Financial Strategy for 2023-24 to 2025-26 and to refer the comments of the Committee and the report of the Financial Planning Task Group to Cabinet and Full Council for consideration on 31st January and 21st February respectively.
46. To support the Financial Planning Task Group's ongoing monitoring of the delivery of the budget and the development of the budget for 2024-25.

Councillor Graham Wright Chairman of the Overview and Scrutiny Management Committee

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January 2023**

Report Date: 27 January 2023

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Corporate Peer Challenge 2022 - Action Plan

Recommendation	Actions	Success measures	Leads (bold where multiple)
<p>1. Develop a more clearly articulated strategic narrative of place, using the Local Plan as key spatial narrative. Making the Local Plan work for Wiltshire will be important, and ensuring this work is delivered to agreed timescales will be important.</p>	<p>Develop a narrative for Place</p> <p>Ensure Local Plan and LTP development provide the key spatial narrative</p> <p>Area Boards and Place Boards explain and champion the Local Plan</p> <p>Ensure the new economic strategy clearly aligns with the narrative in the local plan</p>	<p>Council strategy documents align with strategic place narrative</p> <p>New Local Plan and LTP4 adopted and supported by a plan for delivery</p> <p>Work of the Place Boards is aligned to delivery of local plan allocations</p> <p>Proactive approach for delivery of local plan allocations in partnership with developers and investors</p>	<p>Parvis Khansari</p> <p>Nic Thomas</p> <p>Victoria Moloney</p>
<p>2. Seek to take advantage that the council’s internal improvements are now paying dividends to provide space and time for senior leaders to focus on wider external partnership opportunities to help take Wiltshire forward in line with the Business Plan.</p>	<p>Increased engagement with neighbouring authorities and partners (including the ICB/P) through existing and bespoke meetings</p> <p>Regular 1 to 1s with neighbouring Leaders and Chief Executives</p> <p>Maintaining leverage and influence at key fora where Wiltshire plays a leading role, for example: SW ADASS, SW ADCS & regional forums on children, families, education and public health</p> <p>Promote Wiltshire Council activities through the LGA (including conferences), County Council</p>	<p>The new potential for shared services is fully explored with other organisations</p>	<p>Terence Herbert</p>

	<p>Network, South West Leaders and Chief Executives meetings</p> <p>Engage central government officials in discussion on the potential for devolution and continue participation in the Western Gateway</p>		
<p>3. Consider how to celebrate the successes of Wiltshire Council where it is important and where it contributes to raising the Council's external profile e.g., Climate Change and Children's Services.</p>	<p>Identify a number of cross cutting issues/opportunities that encourage organisational and system-wide collaboration; promote the results accordingly</p> <p>Build on previous promotion of success e.g. leading for SW ADCS on sector led improvement and presenting at COP 27 with the LGA exhibits</p> <p>Case studies included in trade press (such as LGC and the MJ)</p> <p>Transformation programme regularly profiles its activity</p>	<p>Wiltshire's profile raised and recognition for areas of good practice.</p> <p>Service transformation is co-produced with residents.</p>	<p>Lucy Townsend</p> <p>Parvis Khansari</p> <p>Stuart Honeyball</p> <p>Perry Holmes</p>
<p>4. Create a county-wide strategic partnership board to oversee the Economic Strategy for Wiltshire and underpin the Wiltshire Public Service Board with appropriate officer groups that bring partners together to share resources and deliver on common priorities.</p>	<p>Review Wiltshire Public Service Board terms of reference, considering its role in the oversight and championing of the Economic Strategy for Wiltshire</p> <p>Implement technical officer subgroups to inform activity across the board, including on: UKSPF, One Public Estate, refugees, workforce</p>	<p>Economic strategy adopted and aligned to Local Plan</p> <p>Engaging partners on emerging economic strategy and ensuring this is adopted collectively</p> <p>Working with board and partners to champion economic opportunities in Wiltshire and make the case for investment</p>	<p>Perry Holmes</p> <p>Andy Brown</p> <p>Parvis Khansari</p> <p>Victoria Moloney</p>

		Improving communication of economic opportunities, green and investment	
5. Consider how developing a comprehensive Asset Management and Capital Investment Strategy could support future transformation and place shaping ambitions and inform future budget decisions.	<p>Create capacity within the capital programme and revenue budget that allows the development of place shaping ambitions</p> <p>Understand the future requirement of Council assets and then how these can be utilised with partners to act as a catalyst for future place shaping ambitions</p> <p>Increase financial literacy and embed the use of financial models to support business case development that underpin our capital investment decisions (e.g. on industrial estate refurbishment, asset transfers, new leisure provision)</p>	<p>Comprehensive strategy in place which is linked to and supports the funding of our place shaping ambitions</p> <p>Ongoing improvements in staff development on required skills and expected financial implications of investment decisions</p> <p>Service delivery plans and transformation business cases are clear on the level of capital required</p>	<p>Andy Brown</p> <p>Lizzie Watkin</p>
6. Review the role and function of Area Boards so that they add maximum value to your Place Shaping ambitions.	<p>Evaluate the operation of recent community area function developments – such as LHFIGs and the SEPM team structure</p> <p>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</p>	<p>Additional matched funding is levered in</p> <p>Revised SDAT policy in place and agreed programme for negotiation with town and parish councils</p> <p>Additional assets delegated Accelerated phasing of transfers</p> <p>Policy and strategy aligned to support the community</p>	<p>David Redfern</p> <p>Andy Brown</p> <p>Nic Thomas</p> <p>Perry Holmes</p> <p>Sam Howell</p>

		conversation and embed outcomes in the wider place shaping agenda	
7. Use continuing work with VCS around the emerging framework to ensure opportunities to involve them (and other partners) in developing strategies and policies are maximised.	<p>Include VCS reps in the Health and Wellbeing Board and Wiltshire Public Service Board</p> <p>Review and develop a framework for a more consistent approach for engaging the VCS at all levels of the organisation</p> <p>Promotion of Community Conversations</p>	<p>VCS reps included</p> <p>VCS strategy agreed</p>	<p>Perry Holmes</p> <p>David Redfern</p> <p>Kate Blackburn</p>
8. Continue to ensure that your approach to transformation is embedded and understood across the organisation.	<p>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</p> <p>Promote understanding of the gateway process, financial input required and the governance of transformation</p> <p>Continuing the lessons learned from recognised successful transformations and partnerships (FACT, Adult Transformation)</p>	<p>Service Delivery Plans in place with key priorities distilled for budget setting process</p> <p>Redesigned performance measures and quantifiable goals (targets) reporting arrangements agreed by Cabinet</p>	<p>Perry Holmes</p> <p>Stuart Honeyball</p>
9. Continue to build on the collaborative approach you’re developing around budget setting to ensure clarity on all options given the inevitable difficult decisions that lie ahead (e.g. prevention/ place).	Service planning process used to link priorities, finance, procurement and HR to inform performance goals and budget setting (including capital required for transformation) to inform future budget setting	<p>New Service Delivery Plans in place</p> <p>Changed approach moving away from one year budgeting to holding to a balanced budget over the 3</p>	<p>Andy Brown</p> <p>Lizzie Watkin</p>

	Ensure service planning and transformation programmes include plenty of scope for challenge (e.g. use of 'red teams', insight and corporate research activity)	year MTFS, with effective long term saving delivery and transformation Regular reports on progress with transformation programme included in quarterly monitoring reports at Cabinet	
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