

AGENDA

Meeting: Overview & Scrutiny Resources Select Committee
Place: Committee Room III, County Hall, Trowbridge
Date: Thursday 25 March 2010
Time: 10.30 am

Please direct any enquiries on this Agenda to Sharon Smith, of Democratic and Members' Services, County Hall, Trowbridge, direct line (01249) 718378 or email sharonl.smith@wiltshire.gov.uk

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

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

Membership:

Cllr Nigel Carter	Cllr Jacqui Lay
Cllr Chris Caswill	Cllr Jeff Osborn (Chairman)
Cllr Tony Deane (Vice Chairman)	Cllr Bill Roberts
Cllr Christopher Devine	Cllr Ricky Rogers
Cllr Peter Doyle	Cllr Judy Rooke
Cllr Nick Fogg	Cllr Jonathon Seed
Cllr Charles Howard	

Substitutes:

Cllr Chuck Berry	Cllr David Jenkins
Cllr Trevor Carbin	Cllr Christopher Newbury
Cllr Ernie Clark	Cllr Pip Ridout
Cllr Mary Douglas	Cllr Graham Wright
Cllr Russell Hawker	

PART I

Items to be considered whilst the meeting is open to the public

1. **Apologies and Substitutions**

2. **Minutes of the Previous Meeting** *(Pages 1 - 8)*

To approve as a correct record and sign the minutes of the last meeting of the Overview and Scrutiny Management and Resources Select Committee held on **21 January 2010**.

3. **Declarations of Interest**

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

4. **Chairman's Announcements**

5. **Public Participation**

The Council welcomes contributions from members of the public.

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. The Chairman will, however, exercise his discretion in order to ensure that members of the public have the opportunity to contribute.

Members of the public wishing to ask a question should give written notice (including details of any question) to the officer named above by **12:00 noon on 23 March 2010**.

6. **Task Group update**

a. (**Partnerships**

Membership: Cllr Roy While (Chairman)
Cllr Jonathon Seed
Cllr Chris Caswill
Cllr Desna Allen
Cllr Jane Burton
Cllr Chris Humphries
Cllr Peter Colmer

The Partnerships Task Group met on Tuesday 16 March to scope its work programme. Following the election of Cllr Roy While to the Chair, the group held a detailed discussion about which partnership area to review first, using the Local Agreement for Wiltshire and the February Key Performance update report to facilitate this discussion.

The topic identified by the group to 'kick-off' the review was the Community Safety Delivery Partnership, which is one of the 8 thematic delivery partnerships charged with ensuring the 'Family of Partners' realises its 6 key ambitions.

The Task Group will meet again on April where it will receive an overview of the work taking place within community safety, with special attention towards the governance arrangements and effectiveness of joint working.

b. (**Budget & Performance** (Pages 9 - 18)

Membership: Cllr Tony Deane (Chairman)
Cllr Jeff Osborn
Cllr Mollie Groom
Cllr Rosemary Brown
Cllr Carole Soden
Cllr Jon Hubbard
Cllr Mike Hewitt
Cllr Pip Ridout

At the last meeting held on 9 February the Task Group received the Capital and Revenue Budget Monitoring updates (covering the period up to 30 November) along with updates on the second round of Fact Finding meetings.

As requested the Chief Finance Officer presented a report and options were discussed for presenting budget monitoring data in graphical form in the new financial year.

The Task Group was informed that a health check audit report on certain accountancy elements of SAP would be submitted to the Audit Committee on 24 March and would also be available for scrutiny's consideration at a future meeting.

A report on the creation of the O&S Management and Coordination Liaison Board and dissolution of the Budget & Performance Task Group (as agreed at the last Committee meeting) was considered. This gave rise to a number of concerns.

A report outlining the representations of the Budget & Performance Task Group following the decisions on restructuring is attached for the Committee's consideration.

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c. (**Major Contracts**

Membership: Cllr Richard Britton (Chairman)
Cllr Ricky Rogers
Cllr Nigel Carter
Cllr Judy Rooke
Cllr Roy While

The Task Group met on 1 February to review the Logica Contract which provides the SAP system for Wiltshire Council. Councillors were reassured by the robustness and security of the system and contract which limits the amount of risk to the authority. In addition to this members of the task group were satisfied of the savings made through the implementation of SAP and how this contributes to the long term sustainability and development of services.

Councillors considered that monitoring and auditing is key to any development of SAP, for which a recommendation to the Audit Committee would be made. This would suggest that information is provided on the technical overview of SAP abilities and the plan for development along with any proposed savings.

The contracts register incorporating ex-district information has been revised and key information requested by the Scrutiny Team for consideration by the relevant task groups.

This Task Group will review the contract performance in 12 months time. The next meeting is scheduled for the 28 April to review Jarvis who are responsible for office accommodation at the Monkton Park hub in Chippenham.

d. (**Workplace Transformation Programme**

Membership: Cllr Philip Brown (Chairman)
Cllr Nigel Carter
Cllr Charles Howard
Cllr Judy Rooke
Cllr Jonathan Seed
Cllr Jeff Osborn

At the last meeting held on 17 February the Task Group received a presentation on the Workplace Transformation Programme Management Structure and a brief overview of the various work streams within the programme.

The Task Group was also invited to consider and comment on the Programme Risk Register which outlined a scope of the main strategic risks identified within the programme, current control measures and risk rating scores. The Task Group agreed to receive an updated Risk Register at every future meeting.

At the next meeting on 22 March the Service Director for Business Transformation and ICT will provide the Task Group with an introduction to the Business Transformation work stream and the services that have so far undergone lean/systems thinking transformation or are currently in the process.

A presentation on the Melksham Campus work stream will also be received from the Workplace Transformation Programme Director.

e. (**Local Service Review** (Pages 19 - 50)

Membership: Cllr Desna Allen (Chairman)

Cllr Roy While

Cllr Bill Roberts

Cllr Bill Douglas

Cllr Howard Marshall

On 16 March the Task Group met to consider the Area Boards – Leader’s Review Report. The Task Group will have one further meeting in May to agree its final report before it is submitted to this Committee for approval.

The Chairman of the Task Group will present a summary report on the views expressed at the 16 March meeting to Cabinet at its meeting on 23 March. The report will also be circulated for the Committee’s consideration (to follow).

At the last Committee meeting councillors raised concerns about the consultation arrangements for the review and how the views expressed would be reflected in the final report. On that basis the Committee asked to receive the report along with the views of the Task Group to its next meeting and to invite representation from the Executive (copy attached).

The Leader, Deputy Leader and Service Director will be present from 11.00am to respond to questions from the Committee.

7. **Corporate Plan** (Pages 51 - 78)

A copy of the draft Corporate Plan for report to Cabinet on 23 March is attached. The decision of Cabinet will be reported. The Plan will be approved by Council in May following consultation.

The Leader, Chief Executive and Director Policy and Communications will attend the meeting to answer any questions arising from the Plan.

The Committee is asked to consider the content of the Plan and submit it’s views to Council.

8. **Framework Contract for the Provision of Agency Staff** (Pages 79 - 84)

In order to comply with Council Financial and Contract Regulations relating to contracts with a value greater than £1m, a competitive tender exercise under the European Union 'Restricted Tender' provisions for the future supply of Temporary Agency Staff was required.

To ensure a prompt retendering of this complex service, a Project Board was established to consider the framework required. The Board, at its meeting in December 2009, approved a preferred option for the provision of Agency Staff and a report was subsequently considered by Cabinet at its meeting on 23 February 2010. A copy of the Cabinet report is attached for consideration.

Cllr Jonathan Seed was appointed by this Committee as the Scrutiny representative on the Board and will provide an update on the outcome of the Cabinet report.

The Committee is asked to note the update and comment as appropriate.

9. **Committee Name**

As councillors will recall at the last meeting, the Committee took a decision to create an (informal) Management and Co-ordination Liaison Board. This meant that the management of the overview and scrutiny function would move from this Committee to the new Liaison Board leaving a Resources only function for the Committee. The suggestion in the report was that the Committee would be referred to as the "Resources Select Committee". During discussion it was recognised that resources was more than the scrutiny of the executive activities associated with the Resources Department eg. Finance, HR, SST, ICT, Business Transformation, Performance, Governance etc. It would also retain and cover scrutiny of corporate and organisational affairs such as the Corporate Plan, Workplace Transformation, Area Boards development, Customer Focus Programme, Corporate Communications, One Council benefits etc.

The Committee was keen to see these responsibilities reflected in its title in order to give greater visibility and clarity to its work. The Service Director for Legal and Democratic Services was asked to consider the views of councillors and recommend an appropriate title for approval at this meeting. The options put forward are:

- (i) Corporate and Resources Select Committee
- (ii) Organisational Management and Resources Select Committee

Councillors are asked to decide on the preferred name for the Committee either from the above options or from any other suggests that might emerge from debate. The Chairman and Vice-Chairman have been consulted and have expressed a preference for the first option of 'Corporate Resources Select Committee'. Any decision would be implemented immediately (as there are no significant constitutional implications) and be reported to Council at its next meeting in May.

10. **Meeting with Resources Service Directors - Ian Gibbons**

As the Committee is aware, the Chairman, Vice-Chairman and Scrutiny Manager have been meeting with the Resources services directors on an individual basis in order to get a better understanding of the way in which the services are delivered and funded, and the priorities, developments and pressures that exist. Previously meetings have been held with Deborah Farrow (Business Transformation, ICT and Information Management), Barry Pirrie (HR and Organisational Development) and Jacqui White (Shared Services and Customer Care). The outcome of these were previously reported to the Committee and where appropriate topics added to the work programme.

A similar meeting was held with Ian Gibbons (Legal and Democratic Services) on 11 March. The following issues were cover in discussion:

Legal

- The extent of involvement of Legal Services during the transition to One Council
- The initial difficulty in populating the new Legal Services staffing structure – linked to the number of staff transferring from the districts, job evaluation process, grades and location
- Market supplements for lawyers
- Internal trading account arrangements
- Section 106 process
- Degree of involvement in major contracts
- Desire to undertake a lean systems review of Child Care legal services

Democratic Services

- Working relationship with the Community Area Managers
- Level of members support being given in the locality
- Constitutional review (via the Standards Committee)

Governance

- Targets now set for complaints including a traffic light system
- Inherited a districts and parishes backlog
- High number of cases allowed for investigation
- Possible change in arrangements after the general election
- Cultural Programme – leading on code of conduct including member/officer protocol

At the end of the discussion the Chairman and Vice-Chairman asked for staffing structures to be supplied, further details on the market supplements scheme, and reviews of Section 106 agreements and members support in the locality to be added to the Committee's future work programme.

The Chairman and Vice-Chairman now plan to meet with Laurie Bell in respect of Policy and Communications and will report on the outcome to the next meeting of the Committee.

11. **Forward Work Programme** *(Pages 85 - 90)*

A copy of the draft Forward Work Plan is attached for consideration, together with items of interest from the draft Cabinet Forward Work Plan from April to July 2010 inclusive.

The Committee is asked to note the Plans and comment as appropriate.

12. **Date of Next Meeting**

27 May 2010.

13. **Urgent Items**

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

PART II

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

NONE

OVERVIEW & SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE

MINUTES OF THE OVERVIEW & SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE MEETING HELD ON 21 JANUARY 2010 IN COMMITTEE ROOM III, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Chris Caswill, Cllr Tony Deane (Vice-Chair), Cllr Christopher Devine, Cllr Peter Doyle, Cllr Nick Fogg, Cllr Charles Howard, Cllr David Jenkins (Reserve), Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman) and Cllr Bill Roberts

Also Present:

Cllr Allison Bucknell, Cllr Christopher Cochrane and Cllr John Noeken

35. Minutes of the Previous Meeting

The minutes of the previous meeting held on 26 November 2009 were approved as a correct record.

36. Apologies and Substitutions

Apologies for absence were received from Cllr Nigel Carter, Cllr Ricky Rogers, Cllr Judy Rooke and Cllr Jonathon Seed. Cllr David Jenkins substituted for Cllr Judy Rooke.

37. LGR Appointments Procedure

The Committee considered a report by the Service Director, Human Resources and Organisational Development which provided details of the development, agreement and application on the process of staff appointments to the unitary council and staff displaced by the local government reorganisation.

Cllr John Noeken - Cabinet Member Human Resources, Allison Bucknell – Portfolio Holder Human Resources, Barrie Pirie – Service Director Human Resources and Organisation Development and Tricia Glover – HR Project Manager attended the meeting to answer questions.

The Chairman reminded Councillors that the Committee had looked at harmonisation at its meeting in November and, previously, as part of transition scrutiny where concerns were raised over the appointment process.

Ensuing discussion included a request for clarification on when the existing appointments/redundancy procedures would be reviewed, how any resulting surplus from the severance budget would be apportioned, the appropriateness of the excess travel procedure, the appeals process and a breakdown on existing redundancy figures.

Clarification was provided on several points, including that the revised appointments/redundancy procedures were currently under review and would be presented to the Corporate Leadership Team for consideration within the next 2 months; surplus funds were anticipated from the initial severance budget although severance costs following the recent senior management restructure had yet to be included.

Staff morale was also raised as a concern with the Service Director confirming that ongoing dialogue between managers and staff continued. A survey was also planned in April to assess morale across the Council with workshops and roadshows under the banner '*shaping the future together*' being rolled out across all areas. The Chief Executive and members of the Corporate Management Team had visited the hubs recently. Cllr John Noeken commented that great attention to the morale of staff was given as a caring employer and believed this to be the right way to operate the new Council.

On request by the Chairman, the Service Director agreed to provide details of the numbers and costs of those entitled to excess travel procedure, further information on the number of appeals to date and the outcomes thereof, and a breakdown of the 92 redundancies (to include the voluntary/compulsory split and the numbers given 'sympathetic consideration').

Resolved:

- (1) To thank the Executive members and officers for attending.**
- (2) To note that the detailed information requested would be circulated after the meeting.**
- (3) To ask that an update on the LGR Appointments Procedure (and Severance Scheme) is included in the Harmonisation report scheduled for the Select Committee in May.**

38. **Business Management Programme (SAP)**

A report by the Service Director Shared Services and Customer Services was presented which informed the Committee of the development issues and work plan for business improvement necessary to ensure the organisation uses SAP effectively to extract maximum performance and cost benefit from the solution. This followed a visit to the Shared Services Centre by members of the Budget and Performance Task Group.

Cllr John Noeken, Cabinet member ICT, Carlton Brand, Corporate Director Resources and Jackie White, Service Director Shared Services and Customer Services attended the meeting to answer questions. Jacqui White confirmed an open door policy for Councillors to discuss SAP related issues.

Ensuing discussion included an acknowledgement that an independent audit of financial aspects of SAP had taken place which would be submitted to the Committee upon it's completion. The Committee was asked to note that SAP, as a significant programme, would continue to develop as the adoption of procedures and processes took place for the Council as a whole.

Although several bugs had been found on the coding of the system, significant progress had still been made, including other organisations now requesting to visit Wiltshire Council to see how the system had been developed here.

Resolved:

- (1) To thank the Executive members and officers for attending.**
- (2) To note the report and workplan.**
- (3) To receive details of the independent audit of the financial aspects of SAP once completed (anticipated as no later than the end of March 2010).**
- (4) To received an update report in May 2010 to include KPI measurements and progress against the work plan and an introduction to the HR and Procurement aspects of SAP.**

39. **Role of a Future Management and Co-ordination Body**

The Service Director Legal and Democratic Services attended the meeting to answer questions arising from the report on the role of a future Overview and Scrutiny management and co-ordination body following agreement at the last meeting for more coordination of scrutiny activities by a single body.

The Chairman highlighted the key elements of the report and favoured the establishment of a liaison board as outlined in the report as it would not require constitutional change and could be implemented immediately.

It was confirmed that that the Scrutiny Manager and Service Director Legal and Democratic Services would ensure draft terms of reference were available for the first meeting of the Liaison Board which would not hold decision making powers on behalf of the other committees. Councillors also felt that scrutiny of the Corporate Management of the authority should rest with the Resources Select Committee and it's name to reflect this responsibility.

Resolved:

- (1) To note that the last meeting the Committee decided to opt for the establishment of an over-arching body subject to further consideration at this meeting.**
- (2) To note the research done on the OS arrangements adopted by a range of other local authorities, many of which operate with a 'management style' body.**
- (3) To approve the creation of an Overview and Scrutiny Management and Co-ordination Liaison Board made up of the chairman and vice-chairman of the four select committees as the over-arching body with immediate effect.**
- (4) As a consequence, to**
 - (i) remove the management of the overview and scrutiny function from the Management and Resources Select Committee (it now being the responsibility of the new Liaison Board) and rename it appropriately to reflect its responsibilities for scrutinising Corporate Management and Resources, and;**
 - (ii) dissolve the standing Budget and Performance Task Group with its responsibilities being undertaken by the main Select Committee.**
- (5) To note that a new standing Partnerships Task Group of this Committee was being proposed under a later agenda item.**
- (6) To note the constitutional review work to be undertaken by the recently appointed Focus Group of the Standards Committee and the original intention to review the current OS arrangements after 12 months of operational experience.**

- (7) **To confirm the appointment of Cllr Chuck Berry as Scrutiny's representative on the Standards Committee's Constitutional Focus Group and, as part of the review of the Overview and Procedure Rules in the Constitution, to consider moving towards a more formal Overview and Scrutiny Management and Co-ordination Committee in the future.**

40. **Task Group - Updates**

Updates on standing task groups were provided as follows:

i) Local Area Agreement/Partnerships

Cllr Roy While as Chairman of the Task Group presented it's final report for endorsement by the Committee.

The Chairman confirmed that pre Unitary a standing 'Performance Task Group' existed to look at local and national indicators but it did not consider Local Area Agreements in depth.

The Community Safety Partnership was chosen for more detailed consideration by the Task Group to gain an understanding on the specifics of partnership working. The focus was to ensure the right priorities were adopted, appropriate targets set and that the system worked and delivered.

The Group felt the most appropriate line of approach for the immediate future would be to adopt a standing 'partnerships' task group under this Committee but would work across all Select committees.

Ensuing discussion included the need to understand key pinch points as the Committee would not be able to scrutinise all National Indicators set; the importance of understanding LAAs; how area boards were involved with LAAs; the impact of new legislation which included local authorities being given a role in leading and coordinating services within their area.

The Committee felt it was important for continuity that as many of the existing members of the Group as possible should remain on the future Partnerships Task Group. Cllr While and Cllr Caswill confirmed they would be happy to do so and it was further proposed to extend the membership in order to deal with the increased workload if undertaken well.

Resolved:

- (1) To thank the Task Group members for their work and endorse the findings and recommendations in the final report.**
- (2) To create a standing 'Partnerships' Task Group falling within the remit of this Committee to undertake scrutiny reviews on cross cutting issues in relation to the LAA and partnership scrutiny (for example NI 8 Adult participation in sport) and also carry out a co-ordinating role involving referrals to relevant Select Committees to undertake further scrutiny where necessary.**

ii) Local Service Review

Cllr Roberts addressed the Committee and confirmed that the Executive would be reviewing the Area Boards lead by Cllr John Thomson and Cllr Chris Williams. A survey would be sent to key stakeholders, the task group and the standards committee, the findings of which would be submitted to the Task Group on 2 March and Cabinet on 23 March. This evaluation process was now anticipated to take place between 1 and 16 February.

Ensuing discussion included that the Task Group would need to adjust it's terms of reference to account for its involvement in the area boards review; concerns over the speed in which the review was being conducted and the importance that all councillors had the opportunity to contribute to the survey; how the delayed issue of the Area Board handbook may have caused difficulty to their operation and how the Constitution Focus Group may help to improve Area Boards as a whole.

In conclusion, the Chairman requested the attendance of the Cabinet Member responsible for Area Boards at the next Committee meeting in March to answer any questions arising from the consultation process.

iii) Budget & Performance

The Chairman confirmed there was little to add in addition to the information previously provided within the Agenda other than clarification received that profile budget reports and a balanced budget were expected by year end.

iv) Major Contracts

The Scrutiny Officer reported on the outcome of the meeting on 12 January. Clarification was received by the Head of Procurement and Contract Management that a revised contracts register incorporating

previous district council contracts would be available for the next Committee meeting in March. It was also confirmed that Scrutiny would be invited to appoint a representative to serve on the Project Board for the new ICT contract at the appropriate time.

v) Workplace Transformation Programme

In addition to the information provided in the Agenda, clarification was given that Area Boards would be informed of the disposal of surplus building assets to ensure that local communities were advised at as early a stage as possible.

41. **Corporate Procurement Strategy Implementation**

The Committee received a report on the outcome of the Rapid Scrutiny exercise on the Corporate Procurement Strategy held on 11 January.

Cllr John Noeken, Cabinet Member, had formally accepted the recommendations made by the Task Group and attended the meeting to answer questions.

Ensuing discussion included confirmation from Cllr Noeken that the comments received through the Task Group were beneficial and, as a result, the Corporate Procurement Strategy was now easier to understand. The Director of Resources also reported that £7.5m savings were built into next year's budget on procurement and from 1st April waste contract management would fall under the Corporate Procurement Unit remit.

Resolved:

To note the report.

42. **Councillors ICT Provision**

The Vice Chairman of the Committee presented the report which outlined the outcome of the rapid scrutiny exercise of the Councillors ICT provision held on 11 December 2009.

Cllr John Noeken, Cabinet Member for ICT, Cllr Chris Cochrane, Portfolio Holder ICT and Deborah Farrow, Service Director ICT attended the meeting to answer questions. Cllr Noeken confirmed that he had accepted the findings and recommendations from the rapid scrutiny exercise as set out in the report.

Positive feedback was provided on the hard work carried out by contractor, who, having identified various problems, had developed a priority list to action. Cllr Noeken confirmed that following the establishment of the priority list, 20 Councillors had been identified to receive hard-wiring (anticipated as taking approximately 3 weeks to complete).

Resolved:

- (1) To thank the Councillors who undertook the rapid scrutiny exercise and the Executive members and officers who attended the Select Committee.
- (2) To endorse the findings and recommendations in the report and note that these had been formally accepted by the Cabinet member.

43. **South West Overview & Scrutiny Officer Network**

Resolved:

To appoint Cllr Tony Deane as the Wiltshire Council representative on the South West Overview & Scrutiny Members Network and note that he would be supported by Ceri Williams as the Scrutiny Officer representative.

44. **Forward Work Programme**

Members of the Committee were asked to consider the draft Forward Work Programme.

Resolved:

To note the Forward Work Programme and the changes to be made as a consequence of decisions taken at today's meeting.

45. **Date of next Meeting**

25 March 2010 at County Hall, Trowbridge.

(Duration of meeting: 10.30 am - 12.50 pm)

The Officer who has produced these minutes is Sharon Smith, of Democratic & Members' Services, direct line (01249) 718378, e-mail sharonl.smith@wiltshire.gov.uk

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

Wiltshire Council

Overview and Scrutiny Resources Select Committee 25 March 2010

Overview and Scrutiny Restructure – Representations from the Budget and Performance Task Group

Purpose

1. To consider the representations of the Budget and Performance Task Group following the decisions on restructuring taken at the last meeting of the Committee.

Background

2. Members will recall the debate and reports on the restructure of the overview and scrutiny function over the previous couple of meetings. At the last meeting on 21 January the Committee resolved as follows:

Resolved:

- (1) *To note that the last meeting the Committee decided to opt for the establishment of an over-arching body subject to further consideration at this meeting.*
- (2) *To note the research done on the OS arrangements adopted by a range of other local authorities, many of which operate with a 'management style' body.*
- (3) *To approve the creation of an Overview and Scrutiny Management and Co-ordination Liaison Board made up of the chairman and vice-chairman of the four select committees as the over-arching body with immediate effect.*
- (4) *As a consequence, to*
 - (i) *remove the management of the overview and scrutiny function from the Management and Resources Select Committee (it now being the responsibility of the new Liaison Board) and rename it appropriately to reflect its responsibilities for scrutinising Corporate Management and Resources, and;*

- (ii) *dissolve the standing Budget and Performance Task Group with its responsibilities being undertaken by the main Select Committee.*
- (5) *To note that a new standing Partnerships Task Group of this Committee was being proposed under a later agenda item.*
- (6) *To note the constitutional review work to be undertaken by the recently appointed Focus Group of the Standards Committee and the original intention to review the current OS arrangements after 12 months of operational experience.*
3. It was decided to allow the scheduled meeting of the Budget and Performance Task Group on 9 February to be held as its final meeting. A report was prepared and circulated with the agenda to confirm the parent committee's decision (copy appended). Some members of the Task Group raised concern and objection and as a consequence the following note was taken:

“A report by the Head of Legal and Democratic Services on the future of budget and performance matters was circulated.

Cllr Deane informed the Task Group that some confusion had arisen over the creation of the Liaison Board, namely the amount of consultation that had taken place and the abolition of the Budget & Performance Task Group as a result of the Boards implementation.

Cllr Osborn explained that the Liaison Board was first discussed at the O&S Management & Resources Select Committee where some councillors had expressed the need for more co-ordination of scrutiny activities by a single body in order to improve awareness and consistency across the scrutiny function.

A paper was written by the Scrutiny Manager in November on the options for change and the implications of any changes to the current scrutiny structure. The establishment of any new formal committee would require a change in the constitution and Council approval.

The Overview & Scrutiny Management & Resources Select Committee agreed to the principle of an overarching body subject to further research. In January the Committee decided that the Chairman and Vice Chairman of each Select Committee would sit on the Board to manage the O&S function, to co-ordinate activities, discuss and oversee forward work plans and to share best practice. With the loss of the management function, the creation of an additional body and concern for member and officer capacity the Committee decided to dissolve the Budget and Performance

Task Group and for budget & performance scrutiny to become the responsibility of the main committee.

Cllr Hubbard raised concerns over Budget and Performance scrutiny taking place at committee level and those present discussed that it may be more effectively carried out at task group level where meetings could be arranged with more flexibility.

Those present also thought it currently worked well with the membership of the Task Group being inclusive of the chairman and vice chairman of each select committee as these councillors could bring expertise and understanding of issues relevant to their own committees to the budget and performance task group arena.

A further concern was raised about the future effectiveness of Fact Finding with budget scrutiny being carried out under the Resources Committee. Councillors expressed the view that those undertaking the fact finding across departments would be better placed to carry out future scrutiny of the key issues arising from those meetings.

Cllr Osborn proposed that the Liaison Board should be put on hold until a meeting is convened with the Scrutiny Manager and that the Resources Committee be advised of the Task Group's discussions."

4. The first meeting of the new Liaison Board was originally scheduled for 25 February. This was deferred and has been rearranged for 30 March. It will be informed of the decision of this Committee regarding the future of the Task Group but may also want to express a view itself. Scrutiny's involvement in the wider constitutional review being undertaken by the Standards Committee will also be discussed at the first meeting of the Liaison Board. The Focus Group will be surveying all councillors and will interview leading scrutiny councillors about the effectiveness of the current OS procedure rules/arrangements.

Main issues

5. Councillors will recall in the previous reports the reasons given for dissolving the task group in that the loss of the management of the overview and scrutiny function (to the Liaison Board) from the Select Committee brought into question the need to retain a separate task group for budget and performance when capacity would now exist for this to be undertaken by the parent committee. The members of the task group would also form the membership of the new Liaison Board and therefore their capacity and availability to continue to perform all roles could be compromised. The additional officer support required for the Liaison Board was intended to be mitigated by the loss of the Task Group (a standing

Partnerships Task Group was also added to the structure at the last meeting).

6. Some members of the Task Group have raised concern over the level of direct consultation undertaken on the changes and the loss of knowledge in that some of those councillors involved in “fact finding” would no longer be members of the body undertaking the budget scrutiny function, and was a select committee the right arena to undertake detailed budget and performance scrutiny.

Conclusion

7. The decision by the Committee to dissolve the Task Group was as consequence of the loss of the management of the OS function from the Select Committee to the new Liaison Board. There were sound, practical reasons as to why the proposal was made. The subsequent representations from some members of the Task Group do not challenge those reasons however they do raise an important point about knowledge and accountability.
8. Ultimately it is for councillors to determine the design of the scrutiny structure based on what works best for them and the organisation as a whole including a judgement on the capacity that exists in the councillor ranks to undertaking the various activities. Should the standing Task Group be retained then the Scrutiny Team (and the wider Democratic Services Team) would have to absorb the additional workload within existing resources. One of the roles of the new Liaison Board will be to set priorities and manage resources.
9. It is recognised that there is a direct relationship between budget, performance and risk. However there are separate service directors and teams within the Resources Department responsible for these functions so a split could be considered so that say budget was retained at a task group level and performance undertaken at main select committee level. However any gain would be marginal and could be perceived as a retrograde step by some parts of the organisation.
10. The Chairman and Vice-Chairman of the Select Committee have been consulted and are minded, subject to the views of the Committee, to allow the Task Group to continue in its current form at least until the outcome of the wider review of the Constitution by the Standards Committee.

Matter for decision

11. The Committee is asked to either
- (i) reaffirm its earlier decision to dissolve the Budget and Performance Task Group;
 - (ii) reinstate the Task Group (although in reality it had continued to operate pending decision today) in the light of the views expressed by some members of the Task Group;
 - (iii) determine a different approach such as a split of the current responsibilities between the Task Group and the Main Committee; or possibly
 - (iv) leave the matter (ie. with or without the Task Group continuing?) for consideration as an issue under the wider review of the Constitution being undertaken by the Standards Committee.

Ian Gibbons
Director, Legal and Democratic Services

Report author: Paul Kelly
Scrutiny Manager Tel: 01225 713049

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WILTSHIRE COUNCIL

BUDGET & PERFORMANCE SCRUTINY TASK GROUP

09 February 2010

SCRUTINY RESTRUCTURE – TASK GROUP ABOLITION

Background

1. The members of the Task Group will know that over the past few months the parent Select Committee has been considering the need for an over-arching management and co-ordination body for the overview and scrutiny function in the new Council following representation from a number of its members.
2. A second report was taken to committee on 21 January when it was decided to establish a liaison board to fulfil this important role with immediate effect. The Liaison Board would operate informally in the first instance giving direction and advice in respect of the management of the overview and scrutiny function including providing consistency of approach and future development, and would review the work programmes of the select committees to ensure alignment with Council priorities and best use of councillor capacity and officer support.
3. The existing chairmen and vice-chairmen of the 4 select committees will form the membership of the Liaison Board enabling them to give guidance and direction to their respective committees.

Implications for future scrutiny of budget and performance matters

4. A number of consequential minor changes were proposed including the abolition of the Budget and Performance Task Group. This was agreed on the basis that the “management” element of the Management and Resources Select Committee would fall to the new Liaison Board and therefore it seemed unnecessary to maintain budget and performance (and risk) scrutiny separate from a Resources only Select Committee.
5. It also ensured that officer support would not be spread too thinly. A diagram showing these changes is attached for ease of reference.
6. On that basis, today’s meeting of the Task Group will be its last with any outstanding matters to be picked up at the next meeting of the Resources Select Committee on 25 March.

Fact Finding

7. The service-based budget monitoring fact-finding meetings have been generally regarded as a success and therefore should continue under the control of the Resources Select Committee. It is also suggested that the chairman and vice-chairman of the respective select committees should continue to lead at the relevant fact finding meetings and report to the Resources Select Committee via written officer report. However the Task Group may wish to express a view on this particular suggestion.

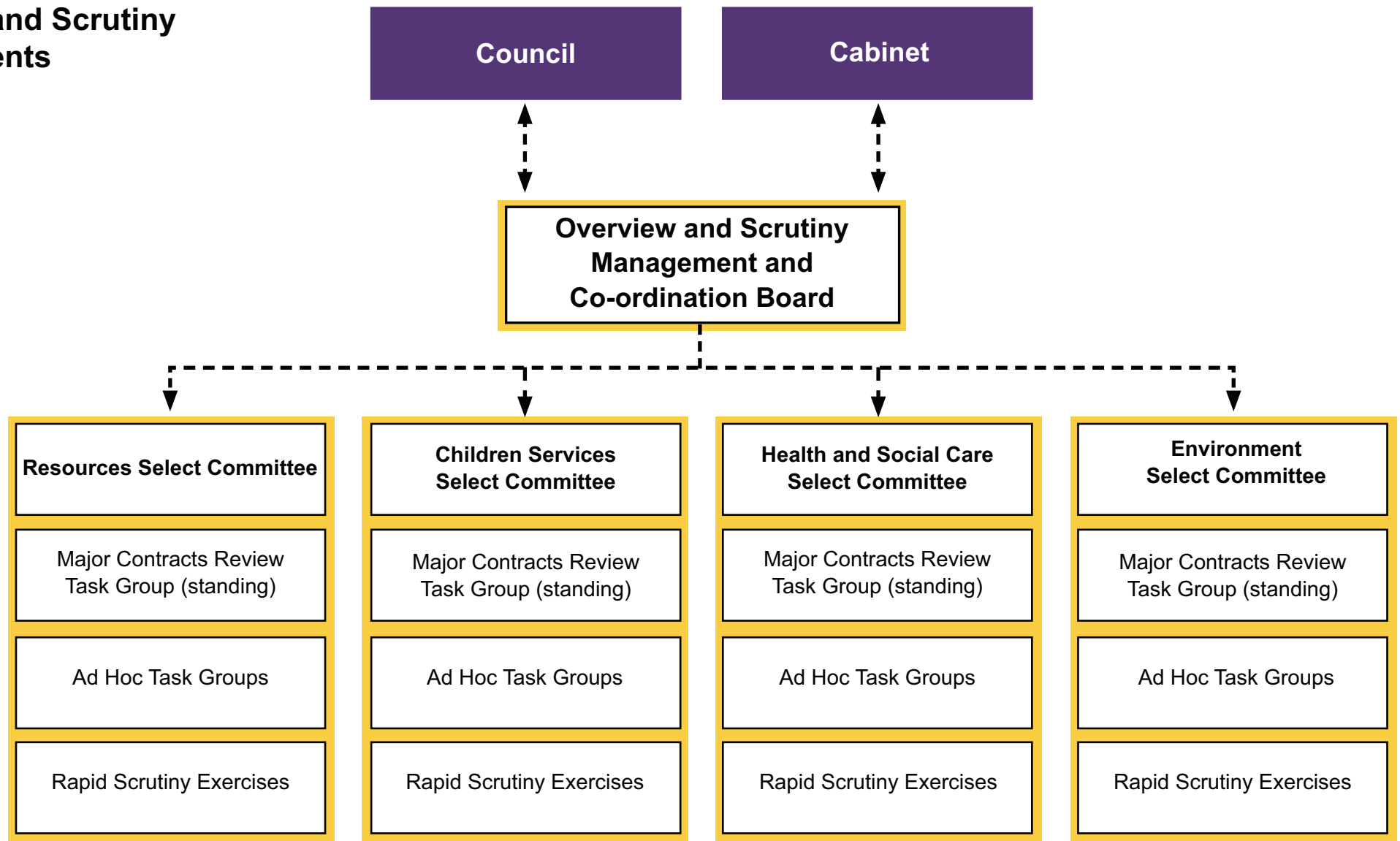
Recommendation

8. The Task Group is asked to note the parent Select Committee's decision and the implications for future scrutiny of budget and performance matters.

Ian Gibbons
Head of Legal and Democratic Services

Report author: Paul Kelly
Scrutiny Manager (tel: 01225 713049)

Overview and Scrutiny Arrangements



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WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: AREA BOARDS IN WILTSHIRE LEADER'S REVIEW

Cabinet member: Councillor John Thomson – Community Services

Executive Summary

Wiltshire's Area Boards were launched in June 2009. Over the intervening eight months, 86 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the heart of the local community. By the end of February 2010, 5,547 local people had attended meetings of the Boards and a further 10,000 residents have signed up to be kept informed and involved. When setting up the Area Boards, the Leader of the Council gave a commitment to review progress after six months. Accordingly, a review was launched in December 2009 that has involved councillors, parish councils, officers, partners and the general public. Over 1,200 responses have been received to a survey conducted between January and March 2010 (over 500 of which had attended Area Boards). In addition over 120 delegates attended a workshop at the Corn Exchange in Devizes on 8th March to consider how the Area Boards may be further improved. This report sets out the findings of the review and presents recommendations for consideration by the Cabinet.

Proposals

People

- 1) That Area Boards and Community Area Managers be encouraged to work with Council services, parish councils and partners such as health services, housing associations, schools, voluntary sector organisations and neighbourhood groups to engage with and document the needs, aspirations and stories of people from different walks of life and backgrounds in the area.
- 2) To facilitate the above, during 2010/2011 each Area Board is challenged to experiment with new ways of broadening public participation and a bid be prepared for LPSA funding to achieve this.
- 3) The new Community Area Networks should be used for regular consultation to help inform agenda preparation and to gain feedback on the local Forward Plan.
- 4) Parish council forums and alliances should be encouraged in each area to discuss and agree items for consideration by the Area Boards.
- 5) Area Boards are encouraged to hold informal or consultative meetings around subjects or themes of particular local concern and to facilitate this new approach the number of informal meetings permitted per Area Board be increased to 4 in any year.

Powers

- 6) That the Area Boards are the main mechanism for consulting communities at local level and to facilitate this, services are requested to provide good notice of consultations in order to give Area Boards adequate time to programme and deliver consultation activity in the locality.
- 7) That the scheme of delegation to officers be amended to require the use of the decision checklist attached as Appendix 3
- 8) That Cabinet members be requested to encourage officers to refer matters of only local impact to the Area Boards and town and parish councils so that they can be more fully involved in the decision making process.
- 9) That the Community Issue System be reviewed with a view to achieving better response times and greater clarity regarding outcomes delivered

Partnership

- 10) That the revised community area partnership agreement and funding arrangements (Appendix 4) be adopted for 2010/11.
- 11) That negotiation is continued with the Wiltshire Forum of Community Area Partnerships (WfCAP) to develop and support flexible partnership arrangements that best suit local circumstances.
- 12) That the Council agrees to negotiate a new three year service level agreement with WfCAP to secure its funding and develop and strengthen the support it provides to partnerships in Wiltshire.
- 13) That the Resilient Communities Partnership be invited to develop ways of supporting and strengthening community planning in Wiltshire including commissioning further improvements to the community area profiles.

Publicity

- 14) That Area Boards be encouraged to develop closer relationships with the local newspapers by providing copy and news stories in order to raise awareness and encourage participation.
- 15) That Area Boards be encouraged to provide copy for local parish magazines and other community newsletters
- 16) That an Annual Report be produced each year detailing the successes of the Boards involving people who have benefited from the outcomes
- 17) That all Area Boards communications be written in plain language avoiding jargon and acronyms.

Parishes

- 18) That parishes be encouraged to form clusters, forums and alliances within (and across) community areas to share knowledge, experience and concerns and to put forward items for consideration by the Area Boards.

- 19) That Area Boards communications be sent by email to all parish councillors through the community area network.
- 20) That examples of successful collaborations between parish councils and area boards be promoted to demonstrate the successful outcomes that the new arrangements are delivering
- 21) That Area Boards are expected to meet at a range of urban and rural venues
- 22) That the Area Boards Handbook is revised to set out more clearly the role, rights and responsibilities of parish representatives upon the Area Boards and that this is circulated as a separate information sheet for parish and town councillors.
- 23) That Community Area Managers will offer to give presentations and host discussions about the local Area Boards for parish and town councils in the area.

Implementation of recommendations

- 24) That the Director Community, Libraries, Heritage & Arts in consultation with the Portfolio Holder for Communities, be authorised to:
 - (a) revise the Area Boards Handbook to accommodate the outcome of the Leaders' review and the decisions here adopted;
 - (b) ensure that all necessary arrangements are made to implement these recommendations;
 - (c) undertake a further review in 12 months to assess how far these recommendations have addressed the concerns raised during the review; and
 - (d) produce an annual report setting out the achievements of the Area Boards during 2009/10.

Reason for Proposal

These proposals address the Leader's desire to further strengthen Wiltshire's Community Area Governance arrangements.

Report Prepared by

Councillor John Thomson, Cabinet Member for Communities
Councillor Christopher Williams, Portfolio Holder for Communities
Corporate Director, Department of Community Services: Sue Redmond
Service Director, Community, Libraries, Heritage & Arts: Niki Lewis
Head of Community Governance: Steve Milton

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WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: AREA BOARDS IN WILTSHIRE LEADER'S REVIEW

Cabinet member: Councillor John Thomson – Community Services

Purpose of Report

1. Wiltshire's Area Boards were launched in June 2009. Over the intervening eight months, 86 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the community. By the end of February 2010, 5,547 local people had attended meetings of the Boards and a further 10,000 residents had signed to their local community area network. When setting up the Area Boards, the Leader of the Council gave a commitment to review progress after six months. Accordingly, a review was launched in December 2009 that has involved all councillors, all parish councils, officers, partners and the general public. Over 1,200 individual responses (of which over 500 had attended Area Board meetings) have been received to a survey conducted between January and March 2010. In addition over 120 delegates attended a workshop at the Corn Exchange in Devizes on 8th March to consider how the Area Boards may be further improved. This report sets out the findings of the review and presents recommendations for consideration by the Cabinet.

Background

2. Wiltshire's Area Boards represent a fundamental shift towards a new form of grass-roots democracy. As interest and trust in national politics has declined, Wiltshire Council has sought to plug local people back into power by involving them in decisions that most directly affect them in the places where they live.
3. So far, 86 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the heart of the Wiltshire's local communities. 5,547 local people have attended and participated at the meetings¹ - an average of 65 people at every meeting with over 160 local people turning out for one meeting in Corsham. But this new way of working is not simply about meetings, the aim is to get more people involved in the decisions that affect them and that has meant taking consultations out into the community.
4. Over 10,000 people have so far signed up to their local community area network, so that they can be informed, consulted and involved by the Boards. Regular information now flows across this network, both out into and back from the communities. The benefit of this is clear. 1,200 people have taken part in the Area Boards Review between January and February this year; 1,161 people took part in the 2010/11 Budget consultation events; 1,800 people took part in the Local Development Framework consultations in the Autumn of 2009 and so far 1,020 people have taken part in the JSNA Health and Wellbeing Fairs, workshops and presentations. This represents very significant and sustained levels of participation in local democracy. The Area Board Team is continuing to

¹ As at 1st March 2010

experiment with new and innovative ways of getting more people involved, including social networking, podcasts and webcasting.

5. The Area Boards have so far committed £549,000 to support 253 community projects through the Community Area Grants Scheme. This funding has generated an additional £3.1m of external funding delivering a total community benefit to Wiltshire of £3.6m in the year so far. Every £1 spent by the Areas Boards helps to lever £5.60 of external funding. But it is not simply about the money - an amazing diversity of projects have been supported, from arts and allotments to bird keeping and village shops and from cricket and climate change to film clubs and playgroups. This represents a very significant investment in Wiltshire's social fabric supporting the continued wellbeing of many thousands of local people.
6. Minor changes and improvements to the Community Area Grants scheme have been adopted by the Council (delegated decision number) and are not covered in this report.
7. Area Boards have also been working hard to sort out local issues. Not just simple things, but complex issues that cut across service and agency boundaries. The Council's unique Community Issues System was launched in September 2009 and so far 715 sticky issues have been referred to the Boards – over 100 every month. By bringing together council services, public agencies such as the Police and NHS Wiltshire, Councillors, parish and town councils and the public over 50% of these issues have been resolved so far. Bus stops have been relocated, canal towpaths renovated, ditches cleared, allotments provided, community centres opened and much more. And this is where the Community Area Managers are really making a big difference coordinating and facilitating local action on behalf of the Boards, the Council and our partners.
8. Finally, one of the real success stories of the Area Boards so far has been the Community Speedwatch scheme. The idea emerged after the Area Boards Team realised that speeding issues were cropping up at every Area Board. A bid for LPSA Reward Scheme funds was approved and now volunteers from 46 villages are assisting the Police to monitor speeds and identify offenders right across Wiltshire. This shows how communities can provide the 'social capital' to extend and improve existing services and 'co-produce' solutions to their local concerns.

The Findings of the Review

9. Over 1200 responses were received to the survey (of which around 500 had attended one or more Area Board meeting) many of which contained suggestions and detailed comments that have been analysed as part of this review and incorporated into the conclusions of this report. A full schedule of the comments received is available from the Head of Community Governance.
10. Overall the findings of the review have been positive. Of the 23 areas examined by the recent survey 17 received an overall positive endorsement from respondents. The findings of the survey are attached as Appendix 1. There is broad satisfaction with the following:
 - Public participation

- Accessibility of meetings
- The ability to raise issues at meetings
- Just a Minute' (newsletter style version of minutes)
- Internet and email communications
- The Community Issue System
- Involvement of Councillors

11. However there is overall dissatisfaction with the following areas:

- Public awareness of the Area Boards and press coverage
- The lack of broad cross section of the community at meetings
- Awareness of the role of the Community Area Partnerships (CAPs)
- The relationship between the Boards and the CAPs
- The effectiveness of CAPs

12. Other areas, that generate relatively weak satisfaction include:

- Delegated powers and decision making
- Consultation
- Parish Council involvement
- Community planning

13. These findings were discussed at a workshop held at the Corn Exchange in Devizes on 8th March. 122 delegates attended the workshop including councillors, parish councils, officers, partners and the general public. The idea of the workshop was to focus on the areas requiring improvement. A summary of the main areas of agreement from the Workshop are attached at Appendix 2. The findings have informed the recommendations in this report.

Conclusions and Recommendations

14. The conclusions and recommendations set out in this report are divided into the 5 themes considered at the Workshop:

- People ▪ Power ▪ Partnerships ▪ Parishes ▪ Publicity ▪

15. **People**

The Council needs to do more to ensure that a representative cross section of the community is engaged at local level. This is a conclusion supported by the Area Board Chairman and the Communities Steering Group. This presents two challenges:

- Attracting a broader cross section of people to Area Board meetings; and
- Ensuring that the Area Boards are going out into the community to listen to the voices of all those who live in the area.

These challenges were considered at the workshop and the following solutions were proposed:

- Area Boards should be given the powers they need to resolve local issues – people want to see immediate results²

² This is considered under recommendation 6-9 above

- Meetings and agendas should focus on things that really matter to local communities and we should ask local people and parish councils what they want on the agenda
 - We should get out and talk to different people, in their places and on their terms capturing the conversations and bringing them into the decision making process
 - People need to feel confident that the Boards are listening and that something will happen
 - We should be working to connect more local community groups into the Boards, partnerships and networks.
 - Young people should be recognised as equal partners,
 - To overcome apathy, we must find new ways to motivate engagement.
16. Many of these issues also arose during the pilots and there are now many positive examples of Area Boards effectively responding to these challenges. In Warminster, the local radio station is interviewing local people about Area Board agenda items in the streets and shopping arcades before meetings. In Devizes, the Board has helped local young people to produce a DVD setting out their aspirations and to come along to the Board to talk about the issues. In Amesbury, one meeting was given over to discuss the challenges faced by some of the most disadvantaged people in the community area. In Bradford on Avon boat-dwellers were invited to talk to the Board about the special needs of the boating community. There are many, many similar examples now across Wiltshire. It is early days and it will take time to spread these positive messages and build confidence in the Boards. But this should not hinder the Council's desire to respond positively to the challenges, and for that reason the following recommendations are proposed.

Recommended

- 1) That Area Boards and Community Area Managers be encouraged to work with Council services, parish councils and partners such as health services, housing associations, schools, voluntary sector organisations and neighbourhood groups to engage with and document the needs, aspirations and stories of people from different walks of life and backgrounds in the area.
- 2) To facilitate the above, during 2010/2011 each Area Board is challenged to experiment with new ways of broadening public participation and a bid be prepared for LPSA funding to achieve this.
- 3) The new Community Area Networks should be used for regular consultation to help inform agenda preparation and to gain feedback on the local Forward Plan.
- 4) Parish council forums and alliances should be encouraged in each area to discuss and agree items for consideration by the Area Boards.
- 5) Area Boards are encouraged to hold informal or consultative meetings around subjects or themes of particular local concern and to facilitate this new approach the number of informal meetings permitted per Area Board be increased to 4 in any year.

17. Powers

The research that has informed this paper suggests that the Council needs to enhance the Area Boards' decision making role. We have seen above how this can encourage attendance and engagement. This was considered at the Workshop on 8th March and has featured in the survey and other consultations. The following observations have been made:

- Area Boards need to take more decisions, influence more budgets and have a bigger say about local service provision.
- Area Board powers should be more clearly explained, with examples.
- Cabinet should focus on strategic management and encourage Area Boards to exercise more control over local decisions
- The scheme of delegation to officers should be examined to identify those decisions that would benefit from greater public involvement.

The Area Boards Handbook sets out very clearly the very significant powers that the Leader has delegated to the Boards (Page 31)). This suggests that the problem may not lie with the extent of the Boards' powers. The Council also empowers its officers to make local operational decisions to ensure that services remain efficient and responsive. It would be unnecessary, inappropriate and practically impossible for all these decisions to be referred to the Area Boards. However, this means there is less public participation in or public scrutiny of these decisions, some of which might benefit from the wider public involvement that the Boards provide. An alternative approach might operate along similar lines to the planning process where around 93% of decisions are delegated to officers with only the controversial issues referred to members. This would require no change to the existing scheme of delegation to officers, other than the introduction of a simple decision checklist for officers.

The new Community Issues System (CiS) introduced in September, 2009 enables local people to submit issues to the Board for consideration. The issues are logged and forwarded to the relevant service providers, local councillor and the local parish council for response. The Community Area Manager (CAM) coordinates the response and updates the Issues Log to keep the public informed of progress. The CAM reviews the responses in consultation with the Area Board Chairman to determine whether further action is needed – such as roundtables, task groups, research, consultation etc. Over 100 issues per month are submitted using the system and around 50% of the issues have so far been resolved.

Recommended

1. That the Area Boards are the main mechanism for consulting communities at local level and to facilitate this, services are requested to provide good notice of consultations in order to give Area Boards adequate time to programme and deliver consultation activity in the locality.
2. That the scheme of delegation to officers be amended to require the use of the decision checklist attached as Appendix 3

3. That Cabinet members be requested to encourage officers to refer matters of only local impact to the Area Boards and town and parish councils so that they can be more fully involved in the decision making process.
4. That the Community Issue System be reviewed with a view to achieving better response times and greater clarity regarding outcomes delivered

18. **Partnership**

One of the distinctive features of the Council's local governance arrangements is the role of the community area partnerships. Under this approach, the Area Boards operate as local multi-agency executive bodies while the partnerships facilitate community planning, public engagement, consultation and participation - with strong links maintained between the two. In some areas this arrangement works very effectively, in others it has been less successful and in some it has not yet established. The survey, workshop and consultation have revealed some concerns about the operation of this system.

- There is a need to clarify and promote the role of the community area partnerships(CAPs)
- The Council should avoid being overly prescriptive and allow arrangements to evolve in ways that best suit each area.
- The legitimate democratic role of parish and town councils needs to be emphasised more clearly
- Funding for partnerships should be continued and consistently applied across the County
- CAPs should report regularly to the Area Boards on their activities.
- CAPs should maintain good communications with the community
- Wiltshire Councillors should avoid becoming involved with the management of CAPs in order to avoid any possible conflict of interest.
- Community plans need to be robust and representative of the needs of the wider community in order to influence Board decisions.

19. Clearly the community area partnership approach is working well in some areas and should continue. In others there is a need to take stock and review whether variations might be encouraged. In three areas there has been local discussion about introducing more flexible models that focus on facilitating community engagement, participation and networking rather than establishing formal organisational arrangements.

Recommended

- 1) That the revised community area partnership agreement and funding arrangements (attached as 4) be adopted for 2010/11.
- 2) That negotiation is continued with the Wiltshire Forum of

Community Area Partnerships (WfCAP) to develop and support flexible partnership arrangements that best suit local circumstances.

- 3) That the Council agrees to negotiate a new three year service level agreement with WfCAP to secure its funding and develop and strengthen the support it provides to partnerships in Wiltshire.
- 4) That the Resilient Communities Partnership be invited to develop ways of supporting and strengthening community planning in Wiltshire including commissioning further improvements to the community area profiles.

20. **Publicity**

One of the most serious concerns raised by respondents to the recent survey relates to the lack of public awareness of the Area Boards. A lot of work has been put into raising the profile of the Boards including a mailshot to every household, advertising in local newspapers, radio interviews, articles in the Wiltshire magazine, press releases, leaflets and posters. In addition, 10,000 people have signed up to their local community area networks and now regularly receive information about the Boards by post and email including a simple, readable version of the minutes – ‘Just a Minute.’ Social networks have been tested in several areas and displays and information stands have been developed for libraries. One other measure under consideration is the use of plaques to promote the support of Area Boards for grant aided projects. Clearly there is more to do, suggestions have included:

- Ensuring agenda items capture public interest and having themed meetings that focus on hot local topics
- Purchasing advertising space in local newspapers to promote meetings and events
- Providing copy for parish and community magazines
- Promoting successes and inviting local people to tell their own stories to make news relevant, personal and credible.
- Keeping language simple and free of jargon

Recommended

- 1) That Area Boards be encouraged to develop closer relationships with the local newspapers by providing copy and news stories in order to raise awareness and encourage participation.
- 2) That Area Boards be encouraged to provide copy for local parish magazines and other community newsletters
- 3) That an Annual Report be produced each year detailing the successes of the Boards involving people who have benefited from the outcomes
- 4) That all Area Boards communications be written in plain

21. **Parishes**

Over 160 parish and town councillors took part in the survey. Overall, parish representatives are less satisfied with the Area Boards than other stakeholder groups including the public. Clearly, this needs to improve because parish and town councils play a crucial democratic role in Wiltshire. Comments from parish councillors reveal concerns about a lack of recognition of their important democratic role, lack of parish influence, overlap of roles with the community area partnerships and lack of input into agendas and meetings. Parish representative also suggest that the Boards lack the powers needed to resolve local issues. Some of the suggestions made at the Workshop include:

- The Area Board handbook should be more explicit about the legitimate democratic role of parish and town councils
- Community area managers should attend parish meetings occasionally to talk to all parish councillors about the Boards.
- Area Boards communications should be sent to all parish councillors and not just the Clerk.
- Parishes need to see tangible outcomes as evidence that the Area Boards are working.
- Parish councils should have their own forum to discuss shared concerns and raise items for consideration by Area Boards
- Area Boards agendas should consider more items of general interest to parish and town councils.
- Boards should on occasion meet at venues outside of the principle towns.
- There should be a clearer description of what Area Board 'membership' entails for parishes including the rights and responsibilities it confers.
- Area Boards should seek to collaborate with parish and town councils outside of meetings to address local concerns.

22. Changes have been made to address some of these concerns. Parishes are now informed about all issues submitted to the Area Boards through the community issues system. Parish councils have also successfully accessed the grants scheme to support their local projects and in some areas parishes have fully engaged with the local community area partnerships to address shared concerns across an area. There are other good examples of local collaboration including the community speedwatch scheme. However, to build strong and resilient communities, the Council must collaborate more effectively with the parish and town councils.

Recommended

- 1) That parishes be encouraged to form clusters, forums and alliances within (and across) community areas to share knowledge, experience and concerns and to put forward items for consideration by the Area Boards.
- 2) That Area Boards communications be sent by email to all parish councillors through the community area network.

- 3) That examples of successful collaborations between parish councils and area boards be promoted to demonstrate the successful outcomes that the new arrangements are delivering
- 4) That Area Boards are expected to meet at a range of urban and rural venues
- 5) That the Area Boards Handbook is revised to set out more clearly the role, rights and responsibilities of parish representatives upon the Area Boards and that this is circulated as a separate information sheet for parish and town councillors.
- 6) That Community Area Managers will offer to give presentations and host discussions about the local Area Boards for parish and town councils in the area.

Environmental Impact of the Proposal

The decentralisation of decision making and community governance arrangements is in accordance with the aims of the Sustainable Communities Strategy for Wiltshire 2007-2016.

Equality and Diversity Impact of the Proposal

The decentralisation of decision making and the new community governance arrangements in Wiltshire are aimed to improve access to the Council, its services and the democratic process. These recommendations and the additional arrangements set out in the Area Boards handbook address issues of Equality and Diversity in a comprehensive and systematic manner.

Risk Assessment

This report addresses the reputation risk associated with the failure to deliver robust and effective area governance proposals as set out in the unitary bid.

Financial Implications

The only significant resource implications associated with this report are the servicing of the additional informal meetings permitted under recommendation 5). Potentially, this could add to the workload of Democratic Services Officers and Community Area Managers and will be carefully monitored. To address this, it is suggested that the additional meeting could be of a consultative nature and not require Democratic Services support

Legal Implications

These legal implications associated with recommendation 6 have been discussed and agreed with the Monitoring Officer and Head of Democratic Services .

Options Considered

A wide range of experimental options were discussed with stakeholders at the Area Boards Review Workshop on 8th March 2010.

Conclusion

The adoption of the recommendations set out in this report will represent a significant step towards achieving the community governance proposals set out in the bid for unitary status and the proposals adopted by the Implementation Executive in May 2009.

Appendices

Appendix 1: Area Boards Review 2010 Survey Results

Appendix 2: Area Boards Review Workshop Results

Appendix 3: Delegated decision checklist for officers.

Appendix 4: CAPA 2010 and funding arrangements for Community Area Partnerships

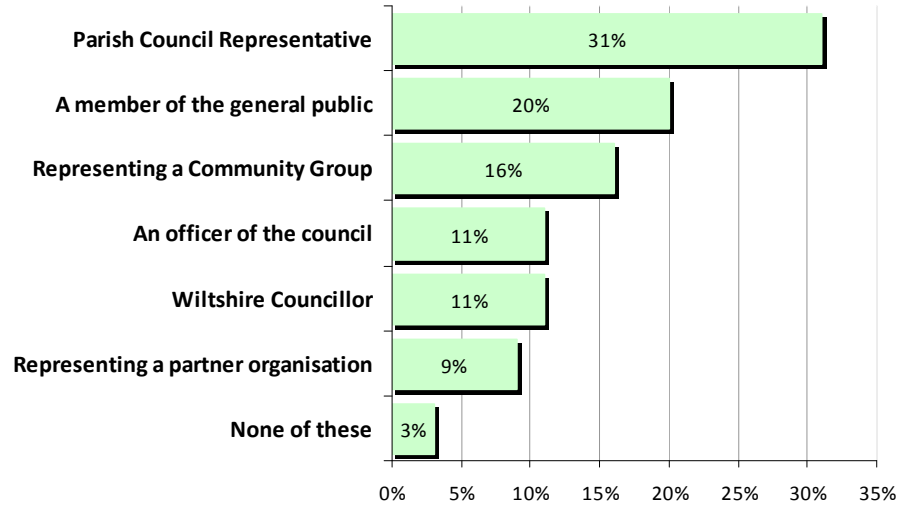
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Area Boards review: summary of survey results

1242 responses were received to a survey distributed between 25th January and 5 March 2010. The number of respondents that had attended an Area Board meeting was 517 and this forms the base of respondents used in the following tables

Respondents

(Base 517)

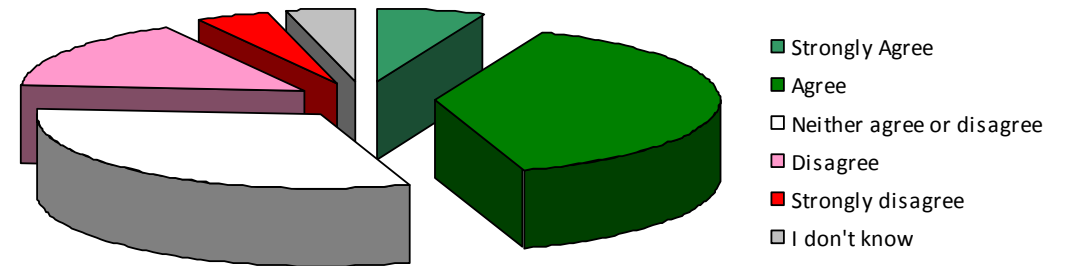


Overall satisfaction with the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. Overall 45% of respondents agree that the Area Boards are working well while 20% disagree.

Overall the area board is working well (Base 517)

<i>Strongly Agree</i>	6%
<i>Agree</i>	39%
<i>Neither agree or disagree</i>	31%
<i>Disagree</i>	16%
<i>Strongly disagree</i>	4%

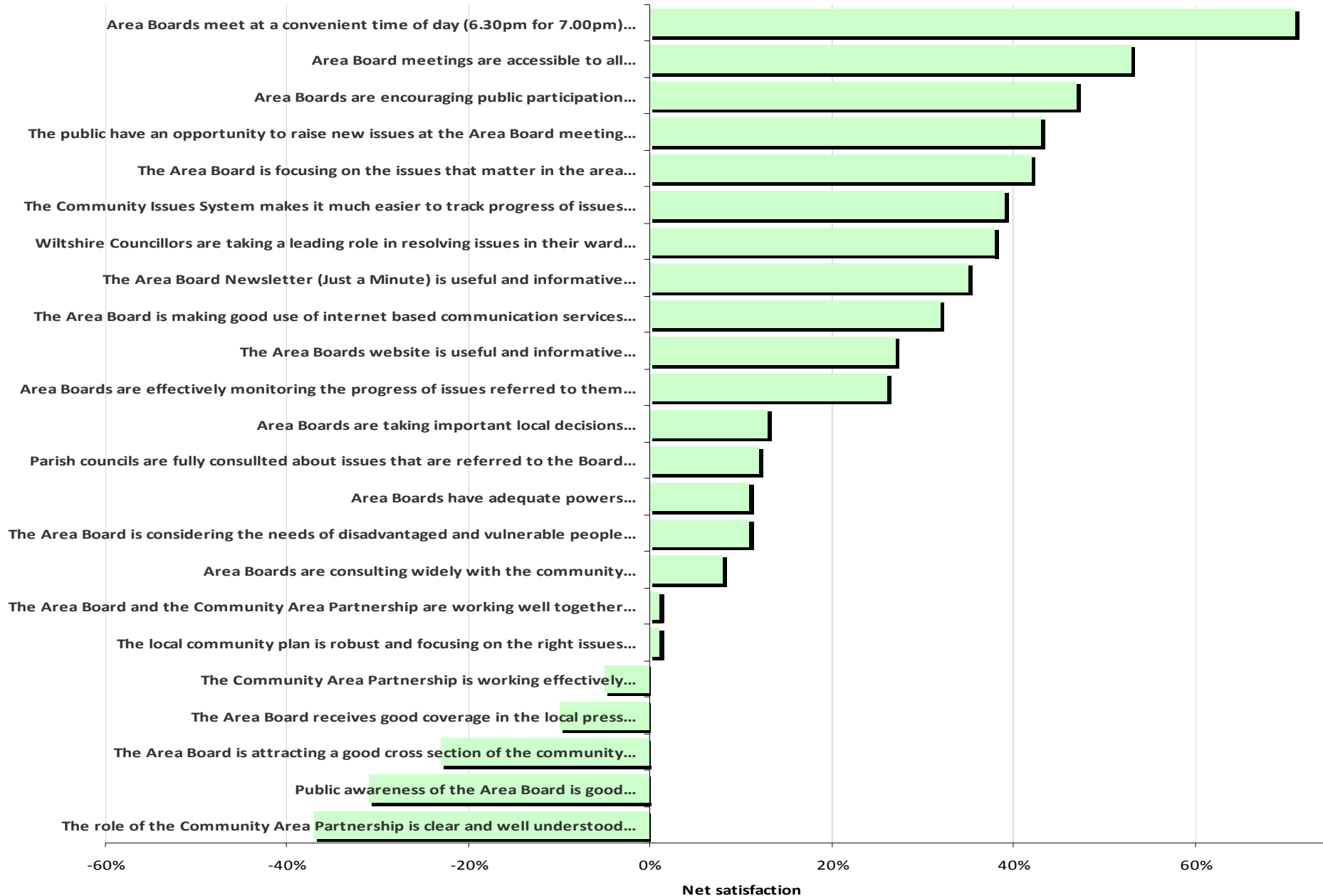


I don't know

4%

Operation of the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. The ranking has been derived by subtracting negative scores from positive scores to achieve a 'net satisfaction' rating (Base 517)



Operation of the Area Boards (Base 517)

	<i>Agree</i>	<i>Disagree</i>	<i>Net agree</i>
Area Boards meet at a convenient time of day (6.30pm for 7.00pm)...	79%	8%	71%
Area Board meetings are accessible to all...	67%	14%	53%
Area Boards are encouraging public participation...	64%	17%	47%
The public have an opportunity to raise new issues at the Area Board meeting...	63%	20%	43%
The Area Board is focusing on the issues that matter in the area...	57%	15%	42%
The Community Issues System makes it much easier to track progress of issues...	52%	13%	39%
Wiltshire Councillors are taking a leading role in resolving issues in their ward...	54%	16%	38%
The Area Board Newsletter (Just a Minute) is useful and informative...	47%	12%	35%
The Area Board is making good use of internet based communication services...	48%	16%	32%
The Area Boards website is useful and informative...	41%	14%	27%
Area Boards are effectively monitoring the progress of issues referred to them...	41%	15%	26%
Area Boards are taking important local decisions...	42%	29%	13%
Parish councils are fully consulted about issues that are referred to the Board...	33%	21%	12%
The Area Board is considering the needs of disadvantaged and vulnerable people...	32%	21%	11%
Area Boards have adequate powers...	39%	28%	11%
Area Boards are consulting widely with the community...	41%	33%	8%
The local community plan is robust and focusing on the right issues...	25%	24%	1%
The Area Board and the Community Area Partnership are working well together...	26%	25%	1%
The Community Area Partnership is working effectively...	24%	29%	-5%
The Area Board receives good coverage in the local press...	24%	34%	-10%
The Area Board is attracting a good cross section of the community...	25%	48%	-23%
Public awareness of the Area Board is good...	18%	49%	-31%
The role of the Community Area Partnership is clear and well understood...	19%	56%	-37%

Key

%	No concerns
%	No serious concerns
%	Some concern
%	Serious concern

AREA BOARDS IN WILTSHIRE

Workshops conclusions and findings

The following list sets out the most commonly raised issues during the table discussions

PEOPLE

- Making meeting more interesting – use themed agendas – crime/health/environment – linked to CA plans (13 stars)
- Getting the right issues on agenda (12 stars)
- More devolved powers to enable decision making – more visible/immediate results (11 stars)
- Greater publicity (not just in council), more ‘co-production’ with public partners, etc (8 stars)
- Engage with those who will never come to board meetings – more community consultations on community issues outside of meetings (6 stars)
- People need to feel confident that something will happen & that they are being listened to (5 stars)
- Suggestion that the best meetings and best agenda items are local ones, not imposed wilts stuff (5 stars)
- Ask people what they want on the agenda (4 stars)
- Community groups under represented – do they know? Promote.(4 stars)
- Different venues are attracting new audiences (4 stars)
- (Young people) CAYPIGS recognised as a partner (4 stars)
- Need to engage parish Councils in agenda settings (3 stars)
- Apathy – 40% vote in general elections – national problem and a local challenge to motivate participation (3 stars)

POWER

- More real local issues that ABs can vote on (4 stars)
- More devolved powers (4 stars)
- What are the local priorities and plans? What is role of Abs in setting local priorities? (4 stars)
- Need to know what powers ABs actually have (4 stars)
- Less interference from the Centre/Council (4 stars)
- Too many conflicts of interest arising (4 stars)
- Let each AB come up with a wish-list of the powers it wants (3 stars)
- Spelling out what the ABs actually are & do (3 stars)
- Local issues that board can have control over are rushed at the end (3 stars)

PARTNERSHIP

- Clarify role of CAPs and Boards (10 stars)
- How is CAP held to account? (9 stars)
- Summarising what CAP is doing at area board – raise profile – put at top of agenda – written report and spoken (7 stars)
- Communication – newsletter, good news stories (5 stars)
- Possible conflict of interest – twin-hatted members (5 stars)
- Board too big/cluttered. Can be off-putting (4 stars)
- Boundaries need definition (4 stars)

PUBLICITY

- Must ask why would a member of the public would want to go to an Area Board? Make the agenda 'sexy/juicy' (7 stars)
- Use parish magazines to promote the Boards (6 stars)
- If more decisions were taken at meetings, people would be more interested – more decision making power should be devolved (5 stars)
- We need to publicise successes and link them back to the Abs. Evidence/results/outcomes – TANGIBLE – make it more relevant and personal. (5 stars)
- BUY space in local papers in weeks before ABs (4 stars)
- Find out what people want – what is relevant to them? What is on the agenda. And how it is worded (4 stars)
- Use of newspapers – lack of reporting in local press – need details of where, when and what is on the agenda (3 stars) .

PARISHES

- Ensure agenda reflects parish issues (6 stars)
- Council should go to Parishes to inform them about Boards/about parishes – more communication & education – also PCs can help tell public about ABs (5 stars)
- Sticking to time – chairmanship (5 stars)
- Being inclusive and drawing more people in (but make sure there's enough parking for those who come later!) (4 stars)
- Tangible projects/outcomes (4 stars)
- Special parish meetings (3 stars)
- Getting around the area (3 stars)
- Need clearer remit for PC/TC (3 stars)
- Meetings/working groups outside of Area Boards to feed into the AB (3 stars)

Area Boards and Delegated Decisions

A Checklist for officers

Corporate commitment

The Council has made a corporate commitment to encourage 'open, honest decision making' and it is important that this reflected at all levels within the Council.

Powers of the Area Boards

The Area Boards Handbook sets out very clearly the very significant powers that the Leader has delegated to the Area Boards, as follows:

Decisions involving the discharge of the Council's local executive functions will be made by an Area Board, provided the decision does not:

- *Have a significant impact outside of the area concerned*
- *Impact significantly on the overall resources of the Council*
- *Contradict any policy or service standard set by the Council*
- *Involve the taking of regulatory or quasi-judicial decisions*
- *Relate to the exercise of functions in respect of any particular person, including any individual member of staff*

Powers delegated to officers

The Council also empowers its officers to make local operational decisions to ensure that services remain efficient and responsive at the local level. It would be unnecessary, inappropriate and practically impossible for all of these officer decisions to be made by the Area Boards. However, this means there is an overlap of authority. To ensure that there is public participation in and scrutiny of all council decisions the Cabinet has adopted the following checklist for its officers exercising delegated powers.

Using this checklist

This checklist is provided to help officers to decide when and how to involve local councillors and Area Boards in decisions about local services.

Officers using this checklist may wish to discuss any questions it raises with the Community Area Manager concerned. Contacts can be found on the Council website at www.wiltshire.gov.uk/areaboards

If you are in any doubt whether to involve the Area Board, please speak to the Community Area Manager or the Chairman of the Board.

Service Planning

Wiltshire Council believes that local service plans should be developed in partnership with local councillors, parish and town councils, partners and the local people likely to be affected by those plans. This ensures that there is transparency and accountability in the way local services are delivered.

Things to ask...

- ✓ *Do you prepare an annual plan, setting out how you deliver your local service?*
- ✓ *Is it clear in the plan how the service relates to each/any of Wiltshire's 20 community areas?*
- ✓ *Are local councillors consulted about the plan?*
- ✓ *Does the local Area Board wish to consider and adopt the plan?*

Decision Making

Wiltshire Council believes that local people should be involved in and have a say about the decisions that are likely to affect them.

Things to ask...

- ✓ *Does the decision you are considering fall within the powers delegated by the Leader to the Area Board?*
- ✓ *Is the decision likely to have a significant impact on the local community?*
- ✓ *Have local councillors been consulted about the proposed decision?*
- ✓ *Is the local Area Board content for that decision to be exercised by an officer?*

Consultation

Wiltshire Council encourages consultation with local people about the matters that are likely to affect them.

Things to ask...

- ✓ *Are you planning to undertake consultation about your services in the coming year?*
- ✓ *Have you notified local councillors about the consultation?*
- ✓ *Will the Area Board wish to review the outcome of the consultation?*

Wiltshire Council and Wiltshire's Community Area Partnerships: COMMUNITY AREA PARTNERSHIP AGREEMENT (CAPA) 2010/2011

1. Principles

- (1) Partnerships are independent and autonomous
- (2) Partnerships are inclusive of, and accountable to, the wider community
- (3) Partnerships have a voluntary relationship with the Council and public agencies
- (4) Partnerships form the foundation of strong, resilient, empowered communities
- (5) The existence of strong independent and inclusive partnerships is central to Wiltshire Council's community governance proposals

2. Desired Outcomes

- (1) Empowered, resilient communities developing new ways of addressing local priorities in collaboration with Wiltshire's public services and partners at local level.
- (2) Active and sustained participation of all sections of the community in the civic life of the community area
- (3) Public funding and services focused more accurately on priority needs
- (4) Local people fully informed about and involved in the decisions that affect them
- (5) Strong independent partnerships working with the Local Area Board and the local community to identify local priorities and promote local action and projects.
- (6) An up-to-date, independently produced and influential community plan for each of Wiltshire's 20 community areas produced to consistent and robust standards
- (7) Effective communications and engagement network in each community area
- (8) Partnerships effectively accessing inward investment to support local priorities
- (9) Area Boards and Partnerships collaborating effectively to deliver local action linked to community plan priorities
- (10) Communities influencing strategic policy and the Local Agreement for Wiltshire
- (11) Partnerships becoming an effective facilitators and enablers of strategic outcomes

3. Commitments – Wiltshire Council and the [name] Area Board

- (1) Wiltshire Council will respect the independence and autonomy of Partnerships.
- (2) Will consult, involve, engage, listen to and act on the advice of local partnerships
- (3) Will provide such reasonable core funding that the Partnership may need to support its activities.
- (4) Will provide technical and professional support to Partnerships including socio-economic profiles, external funding advice and service performance data.
- (5) Will work with the Community Area Partnerships to establish and maintain effective communications networks within each community area
- (6) Will support and work with Community Area Partnerships to develop influential community plans to consistent and robust standards.
- (7) Will have regard to the priorities set out in community plans when planning and delivering its services, allocating resources and when negotiating with partners and national agencies.
- (8) To help and support the Partnership to coordinate the activities of organisations, groups and individuals in the area and to facilitate community participation.

- (9) Will work with Wiltshire Forum of Community Area Partnerships to further develop and enhance local partnership arrangements in Wiltshire
- (10) Will work with the Wiltshire Forum of Community Area Partnerships (WfCAP), attend its meetings to listen to its views and concerns and support it in developing mechanisms to monitor and improve the effectiveness of local partnership arrangements.
- (11) To provide a seat for each Community Area Partnership on its local Area Board and invite WfCAP to attend meetings of the Area Board Chairs

4. Commitments - Community Area Partnerships

- (1) To establish and maintain a Partnership, Steering Group and Thematic Groups, as necessary
- (2) To engage and communicate systematically with all sections of the community and to maintain a contacts register of key organisations and volunteers
- (3) To consult widely on a range of socio-economic issues including the holding of public engagement events and activities
- (4) To prepare and regularly review a community plan that takes into account major issues affecting the area and to develop an action plan and identify projects to address these issues. This will be done in consultation with the wider local community, in order that it properly represents their concerns and aspirations.
- (5) To work with the Community Area Manager to refer matters from the Partnership to the Area Board for consideration as appropriate
- (6) To champion local issues and help with the planning and delivery of priority projects, including fundraising and community volunteering where appropriate
- (7) To contribute to the services and activities provided by the Wiltshire Forum of Community Area Partnerships, including attendance by members at relevant networking and training events
- (8) To engage a Project Officer/ Community Agent, as necessary, to run and administer the Partnership and to work with Wiltshire Council's Community Area Manager for the area.
- (9) To be open to and inclusive of the wider community and to encourage attendance and participation by groups and organisations from neighbouring community areas where they may be affected by an issue.
- (10) To account to and seek affirmation from the wider community for its actions, activities and forward plans on an annual basis.

Acceptance of Community Area Partnership Agreement

[insert] Community Area Partnership:

I have read and understood the Terms and Conditions of the Community Area Partnership Agreement.

Signed

Chairman
[Name] Area Partnership

Date

Wiltshire Council:

I have read and understood the Terms and Conditions of the Community Area Partnership Agreement.

Signed

Chairman
[Name] Area Board

Date

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[Name] Community Area Partnership

Annual Workplan 2010/11

In order to show how the community area partnership aims to meet the commitments set out in the Community Area Partnership Agreement 2010/11, please complete the form below.

CAPA commitments	Proposed initiatives and activities
<p>Partnership Development <i>"To establish and maintain a Partnership, Steering Group and Thematic Groups, as necessary"</i></p>	<p>Please tell us about your Steering Group or Management Committee, how it is appointed and who serves upon it. Give details of any theme groups within the CAP. Please explain how your CAP is supported – do you have an administrator/agent/project officer and if so, how are they engaged? Are you affiliated to WfCAP and do you attend WfCAP meetings and events? Please indicate how you intend to maintain and develop the CAP over the next 12 months.</p>
<p>Accountability <i>"To be open to and inclusive of the wider community and to account to and seek affirmation from the wider community for its actions, activities and forward plans on an annual basis."</i></p>	<p>Please explain how you will account to the community during the year? How will you promote your work and engage people? Can you show that you have the support of the local community?</p>
<p>Communication <i>"To engage and communicate systematically with all sections of the community and to maintain a contacts register of key organisations and volunteers."</i></p>	<p>Please explain how you communicate with the wider community, promote your work and encourage participation in the activities of the CAP. How many organisations are affiliated to the CAP and how many names are on your communications database?</p>
<p>Consultation <i>"To consult widely on a range of socio-economic issues including the holding of public engagement events and activities."</i></p>	<p>Please explain how you intend to consult the community in the coming year.</p>
<p>Community Planning <i>"To prepare and regularly review a community plan that takes into account major issues affecting the area and to develop an action plan and identify projects to address these issues. This will be done in consultation with the wider local community, in order that it properly represents their concerns and aspirations"</i></p>	<p>Please explain how you intend to develop, review or implement your community plan over the next 12 months.</p>
<p>Local action <i>"To champion local issues and help with the planning and delivery of priority projects, including fundraising and community volunteering where appropriate."</i></p>	<p>Please tell us about your plans to encourage local action to address the community plan priorities. What do you expect to achieve during the year ahead? How will you secure funding for these projects?</p>

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Community Area Partnership Agreement 2010/11:

Claim for running costs

Your Details:

Name:	
Partnership:	
Address:	
Phone:	
Email:	

Bank Account Details:

Account name:	
Sort code:	
Account no.	
Balance of funds at beginning of year:	£

Details of Claim:

Administrator / Project Officer (inc travel) costs: ▪ <i>details</i>	Cost: £
Consultation activities, public events, analysis, etc: ▪ <i>details</i>	£
Advertising & promotion (inc websites): ▪ <i>details</i>	£
Plans, questionnaires, other printing costs: ▪ <i>details</i>	£
Office expenses, consumables, etc.: ▪ <i>details</i>	£
Other costs: ▪ <i>details</i>	£
Total claim for year	£

I confirm that the costs claimed for here will be incurred by the [insert] Community Area Partnership in accordance with the commitments agreed within the Community Area Partnership Agreement, 2010/11 and hereby apply for the first 50% of the funding to be released.

Signed:

Date:

Please post your Annual Workplan and Claim Form for running costs to:

Andrew Jack, Communities, Libraries, Heritage & Arts, Wiltshire Council, County Hall,
Trowbridge BA14 8JN

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Community Area Partnership Funding 2010/11

Timetable

Date	Action	Details
24 February 2010	Communities Steering Group to discuss and sign off revised procedures for 2010/11	Revise paperwork as necessary – for consultation
24 February - 23 March 2010	Formal consultation period with Area Board Chairmen, WFCAP and CAP Chairmen	3 weeks for comments – a summary of responses to be reported to Cabinet as part of Area Board Review Paper
23 March 2010	Cabinet to consider recommendations of the Area Board Review paper	Communicate decisions to all Area Boards and CAPs
23 March 2010	Cabinet to agree procedures for draw-down of CAP core funding in 2010/11	Communicate decisions to all Area Boards and CAPs
23 March - 30 April 2010	Agree individual workplans for each CAP based on realistic and achievable targets	CAM to work with CAP Chairman and Area Board Chairman to agree work priorities and to sign-off a costed workplan
1 – 30 April 2010	CAP to submit signed Partnership Agreement and Tranche 1 claim form (for up to 50% of required funding)	6 month claim to cover activities April- September as per agreed workplan
26 April 2010	Area Board Chairmen's Meeting	Feedback
September - October 2010	CAP to submit Tranche 2 claim form (for balance of required funding)	Progress Report on activities April - September
September - October 2010	Area Board to consider application for core funding	Assessment based upon CAP performance against agreed workplan
1 – 31 March 2011	CAP to submit 'annual review' of activities	Report on activities and outcomes achieved and where monies have been spent

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WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: REPORT ON THE CORPORATE PLAN 2010-2014

Cabinet member: Councillor Jane Scott, Leader of the Council

Executive summary

This report outlines the Corporate Plan for the council covering the period 2010-14. It includes the nine priorities that were agreed by Cabinet in October 2009. These priorities will provide a focus for the organisation over the next four years. This means resources may be directed or redirected towards their delivery and where appropriate the council will work through partnerships to maximise achievement.

Proposal

That the Cabinet:

1. Review the Corporate Plan and make any amendments prior to Full Council approving the plan on 18 May 2010.
2. Note the next steps to publish and communicate the plan internally and externally and to produce departmental delivery plans

Reason for proposal

1. All high performing organisations have a Corporate Plan or equivalent to direct and focus their work.
2. An ambitious and effective Corporate Plan will focus and galvanise the organisation's resources to deliver its strategic priorities during the next four years.
3. The new Corporate Plan is now ready for final approval by Cabinet and Full Council following consultation and engagement both internally and externally.

Laurie Bell
Service Director - Policy, Research and Communications

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: REPORT ON THE CORPORATE PLAN 2010-2014

Cabinet member: Councillor Jane Scott, Leader of the Council

Purpose of report

1. This report presents the council's Corporate Plan covering the period 2010-14. The plan has been substantially rewritten since the first draft was considered by Cabinet in October 2009 and it takes account of the comments and feedback received. It also includes the proposed key outcomes for each of the nine priorities.

Background

2. The council is changing and developing rapidly and faces many significant challenges ahead. It will have to manage a wide and diverse range of services with decreasing resources and heightened customer expectations. The core business of the council and the relationship it has with the community and individuals will change radically over the next few years. The council will focus its work on making a positive difference to the lives of people living in Wiltshire, with an emphasis on helping people to live independently with minimum dependency on public services. It is vital that the council plans how it will manage these challenges and produces a Corporate Plan that clearly sets out its vision, goals and priorities for the next four years closely aligned to its Medium Term Financial Plan (MTFP) and its Business Plan that sets out the business it is in.
3. The plan clearly states to our customers, communities and stakeholders what the council is prioritising and why, and where it will be allocating its resources to ensure the priorities are delivered and the goals and vision are realised. It provides a guide for councillors and officers to ensure that all decisions and activities support the effective achievement of the vision, goals and priorities. Our priorities are based on clear evidence of community needs and aspirations determined through robust research and local consultation.
4. The Corporate Plan also reflects the targets set out in the Local Area Agreement (LAA) for Wiltshire, which have been agreed and are being monitored by the Government. The Corporate Plan will be assessed by the Audit Commission as part of Wiltshire Council's Comprehensive Area Assessment (CAA). An effective Corporate Plan aligned to the work of the council will be vital in achieving successful inspection results.
5. This plan will replace the First Year Plan 2009-10. However, the overarching vision and goals remain the same. The vision is to **create stronger and more resilient communities** with three key goals:

- **High quality, low cost, customer focused services**
- **Local, open, honest decision making and,**
- **Work together to support Wiltshire's communities**

The new Corporate Plan

6. The new Corporate Plan has been coordinated by the Policy, Research and Communications Service with support from Corporate Leadership Team and Extended Leadership Team and a working group of senior officers representing all service departments. This has helped to ensure there is full engagement and commitment in the process and the plan. The involvement of councillors and other partner agencies has occurred at various points.
7. The Corporate Plan is attached at Appendix 1. The Plan sets down the vision, goals, priorities, outcomes and actions for the council. It also includes information about the relationship between the MTFP and the Corporate Plan. This version is primarily directed at councillors and senior officers within the council. A short summary will also be produced for communication to the public and partner audiences.
8. In preparing the plan, the working group took account of many influences but particularly the evidence and intelligence about Wiltshire, the financial pressures we are facing, the Local Agreement for Wiltshire (LAW) and the Local Area Agreement (LAA), the corporate programme of projects, political priorities, and the promises made in the original LGR bid to government. Together they provided the framework for drafting the plan and setting out the challenges and priorities facing the council.

The priorities

9. The nine priorities agreed at Cabinet in October 2009 are:
 - Work in partnership to support vulnerable individuals and families
 - Increase opportunities to help young people achieve their potential
 - Local, open, honest decision-making
 - Improve our roads and road safety
 - Support the local economy
 - Meet housing needs
 - Reduce our environmental impact
 - Achieve savings, be more efficient and ensure we deliver value for money
 - Focus on our customers and improve access to our services

The reasons why these priorities have been selected relate to a variety of issues. They include being of particular concern to the community; reflecting key national

socio-economic factors; being required to deliver promises made in the bid to be a unitary council; and finally local political mandates. More information on why the priorities have been selected is included in the Plan.

Outcomes

10. Under each priority a small number of key outcomes have been identified to be achieved over the next four years. More detailed information on actions, timescales, the responsible service director and links to more detailed plans will be included in departmental delivery plans. These are currently in preparation and should be in place by the end of May.

Impact of Corporate Plan

11. The Corporate Plan will have wide ranging implications for the council. It will affect all services and will require a 'can do' culture, inter-departmental working, and more effective partnership working if it is to be delivered successfully. Its impact against the standard report headings include:

- Environmental impact: The importance of the protecting and enhancing the local environment is fully recognised in the plan, with one of the priorities focusing on reducing our environmental impact.
- Equalities impact: The national equalities scheme for local government has been taken into account in the plan.
- Risk assessment: An ineffective Corporate Plan has a number of risks including:
 - A lack of clear focus and direction for the organisation
 - The possibility of conflicting priorities occurring between strategies, political aspirations, and services
 - One council cultural change may be more difficult to achieve
 - Employees not understanding how their role fits into the council's work
 - Potential failure to realise LGR benefits
 - Corporate planning, budget planning, community planning, and performance management cycles not properly linked together
 - A negative CAA area and organisational assessment

Managing risks will be an integral part of departmental delivery plans.

- Financial implications: The corporate plan will have financial implications and strong links have been made to the MTFP to ensure the Plan is realistic and affordable. Funding is being identified in the MTFP specifically to finance the delivery of councillor priorities.
- Legal implications: there is no statutory requirement to produce a corporate plan. However, the Comprehensive Area Assessment and other inspections often use a corporate plan as a key piece of evidence to identify and understand the priorities set by the council.

Conclusions and next steps

12. The new Corporate Plan will be in place for implementation from May 2010. It must be a key driver for action in the council and should set the agenda for focusing its work through partnerships. This will be achieved via business planning and the budget setting process, and underpinned by delivery plans and key supporting strategies and plans. The Corporate Plan will be an influence on the Cabinet's forward plan. Externally, the council is taking the lead through the Wiltshire Assembly, the Public Services Board and the Wiltshire Coordinating Group. Many of the priorities and actions will only be fully achieved via joint work through these partnerships.
13. The Plan is closely linked to a number of other corporate documents and processes:
 - A new business plan for the council
 - The MTFP 2010-2014 and budget proposals for 2010-11.
 - The Local Agreement for Wiltshire (LAW) and Local Area Agreement (LAA)
 - The corporate programme of projects and the work of corporate programme office
 - Comprehensive Area Assessment (CAA)
 - The development of other supporting strategies
14. Communicating the plan internally and externally will be crucial to ensure councillors, staff, partners and the wider community are aware of the priorities and future direction of the council. It should allow for example, staff to understand how their contribution and role is important and fits into the wider picture. If successful a 'golden thread' should be evident linking the Corporate Plan priorities to delivery plans and individual action plans and appraisals. The development of clear outcomes will enable us to know what success will look like, and we will be able to measure performance against these outcomes.

Versions of the plan will be produced for different audiences, including a short summary for communication to the public and partner audiences.

15. A new business plan for the council will be prepared in the next six months. It will be a visionary strategic plan for all council services that will drive the ambition to be the best local authority in the country. It will focus on further efficiencies, more effective ways of working in partnership, systems improvements and service performance improvements as well as the council's influence and standing within Wiltshire, the south west region and nationally.

The plan will set measures for the council's success based on efficiency, performance, how the council works with others and its customer and stakeholder

satisfaction. The level of local people influencing the direction of services and spend will also be a clear measure that the council has changed the way it does things.

16. Delivery plans will also be produced by departments over the next couple of months to support the achievement of the priorities and outcomes in the Corporate Plan. They will build on the strengths of the current planning arrangements and will minimise additional work.
17. The Corporate Plan will be submitted to Full Council on 18 May 2010 for final approval. The plan will then be reviewed and refreshed each year to formally assess progress against the priorities and to ensure its continued relevance.

Laurie Bell
Service Director Policy, Research and Communications

Report authors: Paul Mountford, Matti Raudsepp and Laurie Bell

2 March 2010

Background papers

The following unpublished documents have been relied on in the preparation of this report:

Corporate Plan Working Group notes and discussion papers

Feedback from CLT, ELT, service directors, and partner agencies

Appendices

Appendix 1 Corporate Plan

Wiltshire Council
Where everybody matters

Corporate Plan 2010-2014

Welcome to the 2010-2014 Corporate Plan for the new Wiltshire Council

Aiming to be the best

Creating the new Wiltshire Council has been a huge success and I am delighted that in our first year we have achieved so much. We have delivered over £20 million of efficiency savings which has been reinvested into our key front line services including highways, vulnerable children and adults. We introduced one contact number **0300 456 0100** to help our customers to access us and have their queries dealt with at the first point of contact and we launched a new website which more than one million people have visited to use our on line services.

A big success has been the introduction of eighteen area boards, which have been attended by over 5,000 local residents. So far we have allocated £750,000 to support more than 250 community projects including art clubs, allotments, saving village shops, delivering a dental practice and community speed watch schemes. By 2012 we will have allocated over £5 million to support our local communities. Local people are helping to influence decisions affecting their communities and we need to review and rethink our service delivery to meet local needs.

We can no longer accept that an average performance is good enough. Many of our services can be better, especially given our favourable position in Wiltshire compared to many other parts of the country. And, we can no longer accept that people are resigned to not being heard or not being in control of their lives. The era of providing services 'to' the public and creating dependency is over. We must actively involve people in decision making and service design and support them to live more independent lives. This is a big agenda but I know councillors, staff, partner agencies, and the community can work together on this and make Wiltshire the best county to live in, work in and visit.

Our Corporate Plan sets out where we will prioritise our resources – money and people – in the next four years to deliver improvements in these areas. Our approach is what we *can do* and how together we can make Wiltshire even better.

Jane Scott, Leader Wiltshire Council

The journey ahead – working together

The council is the lead public agency in Wiltshire, but despite its size it cannot work alone in addressing the complex, challenging and changing needs and aspirations of all our communities. The challenge we face is to move from being a unitary council to what a 'unitary plus' council.

Unitary plus is an opportunity to work closely with our partners and make partnership working a way of life. Together we can address rising customer expectations and the pressures forecast for public sector funding. It challenges us to be different and to build on what has been achieved so far, transforming our services and building better relationships with local people. It is a future where public agencies share resources and focus on people's lives and not their individual services. This will push us to the boundaries of what is possible. If we're successful, the benefits will be huge in terms of improved service performance and in developing a meaningful relationship with citizens.

We know we need to make radical changes within our organisation in the way we work and relate to other agencies, citizens and the wider community. Our focus will be on making a positive difference to the people living in Wiltshire, helping them to live fulfilling and independent lives with a minimum dependency on public services.

We will need to transform our services improving performance and reducing costs; change the way decisions are made with an emphasis on fostering localism and trust; and fully engage with our partners to pool resources, share intelligence, and deliver seamless services.

We need to raise our ambitions and aim to achieve performance that exceeds expectations.

We will make Wiltshire Council the best local authority in the UK, aiming to do more with less, and focusing its energies and resources on the things that matter most to its communities.

Andrew Kerr, Chief Executive

Our vision and goals

Our role and purpose

Our activities influence lives either directly or indirectly. The council is the main body influencing the quality of life in Wiltshire and we take that responsibility very seriously.

The role of the council is wide ranging and changes to reflect the pressures and opportunities that emerge for local people and their communities. Many services that we provide are required by law, but we have flexibility to adjust our focus based on the needs of people and communities.

The current economic situation and the pressure on public finances make this a challenging time for Wiltshire and the council. Business as usual is not an option for us. We know that we cannot continue as we are and we have to reduce the cost of our activities. We will have to work differently to avoid impacting on our front line services.

Our vision is to create stronger and more resilient communities

A strong sense of community spirit lies at the heart of our vision. We want to encourage and support local communities to get involved and work with us to strengthen their ability to deal with local challenges. We will work closely with town and parish councils, voluntary groups, local people and other public sector organisations to establish community needs and to help meet those needs in the most effective way.

We want to be more than just a unitary council; we want to be *Unitary Plus*, recognising that our real strength will be in working with others to achieve more.

Our communities give us a sense of well-being and belonging. Strong communities can cope with changing and challenging circumstances and they will often find their own solutions to many of the problems they face. These communities require less intervention from public services which is good for people and it reduces the pressure on increasingly scarce public resources.

Our vision is underpinned by 3 key goals:

Deliver high quality, low cost, customer focused services

We must provide the services Wiltshire actually needs, of the quality our residents actually want, and do this in a cost effective way which represents value for money. We must make our residents and visitors, our customers, the starting point when designing and delivering services. Our focus, for everything we do, must be on the customer to ensure that people are satisfied with what we do.

Ensure local, open, honest decision making

To feel a sense of ownership and belonging, people must be able to contribute directly to the decisions that affect their local area. An open and honest approach is essential if we are to build trust in our communities.

Work together to support Wiltshire's communities

The new council must work with its communities, focussing on their needs and helping them to help themselves. We will work closely with voluntary organisations, business and other public bodies. Working together to support communities and citizens, we can achieve so much more.

What will stronger and more resilient communities look like?

Strong and resilient communities will improve the quality of life for us all and, at the same time, lead to a reduced reliance upon public services.

There are many factors which will contribute to our success. Our vision is of communities:

- that are places where people choose to live and work
- where people take pride in their town or village
- where people from all backgrounds, ages and beliefs feel valued, included, and are treated with respect
- where people volunteer and get together to tackle local concerns
- with many 'social networks' allowing people to be active and involved
- which possess the skills and businesses to generate jobs to meet local employment needs
- which are informed about environmental issues and actively create local solutions
- where children and young people enjoy life and achieve their potential in and out of school
- where people get involved in democratic processes and have a voice in shaping the present and the future of their area
- where people have healthy lifestyles

Our priorities and outcomes for the next four years

Our chosen priorities address the most pressing challenges facing Wiltshire. They respond to our customers and what they have said are important and need more attention.

The financial reality that we face means that we have to work differently. We must look at what we do, ensure we are doing the right things in the right way, avoid duplication, meet people's needs and work in a more business like way to reduce costs.

We have identified the following priorities, as it is acknowledged that resources will not be sufficient to do everything we might want to do in the future.

- **Work in partnership to support vulnerable individuals and families**
- **Increase opportunities to help young people achieve their potential**
- **Local, open, honest decision-making**

- **Improve our roads and road safety**
- **Support the local economy**
- **Meet housing needs**
- **Reduce our environmental impact**
- **Achieve savings, be more efficient and ensure we deliver value for money**
- **Focus on our customers and improve access to our services**

We will review and design our services to reflect these priorities.

Life in Wiltshire today

There are many things that determine what life is like in an area including the economy, the number of houses and their affordability, whether the villages, towns and the countryside are pleasant places to live and visit. National and local surveys tell us what people consider life is like in Wiltshire and how happy they are living here.

The most recent Place Survey (2008) demonstrated that 86.4% of residents are consistently satisfied with Wiltshire as a place to live, comparing favourably with the national figure of 79.7%. Given the challenges we face, we cannot be complacent and must work hard to ensure this remains the case.

In Wiltshire, compared to the national average:

- People are healthier and live longer
- People from different backgrounds get on well together
- More elderly people live here
- Deprivation is generally low
- Crime rates are amongst the very lowest making it one of the safest places to live
- Unemployment rates are consistently low
- The level of qualifications in the working population is relatively high
- The overall effectiveness of secondary schools and sixth forms is good

However, there are challenges:

- Pockets of deprivation exist in some of our market towns and rural areas
- Earnings of people that live and work in Wiltshire are lower than similar areas
- The level of qualifications in the working population varies widely between areas and there are still too many people who lack basic qualifications
- Employment growth in added value employment sectors has been lower than other competitor areas, with a particular loss of manufacturing and public administration jobs
- Many primary schools are only satisfactory and a small number are inadequate
- Primary school exam results for level 4+ at key stage 2 in English and maths is below that for England
- The gap in achievement between the majority of children and those from disadvantaged backgrounds is closing in some areas, but progress is patchy and inconsistent for different groups
- Wiltshire is an expensive place to live, with relatively high house prices
- The quality of private sector housing needs to improve, particularly in bringing empty homes back into use, improving houses in multiple-occupation, and raising the energy efficiency levels of homes

What's Wiltshire like?

Health

Residents in Wiltshire are generally healthier than similar areas elsewhere. For example, over the last decade the number of people dying from heart disease, stroke and cancer have fallen and remain below average. Also, in recent surveys over three quarters of people indicated that their health was generally good or very good. However, health inequalities do exist between areas and different groups. The life expectancy of people living in the most affluent areas of Wiltshire is five years more than the least well off areas. Groups where ill health can be a particular problem include older people, families of military personnel, gypsies and travellers, migrant workers, and families with young children on low incomes.

Most children and young people are healthy but more young children suffer from tooth decay than elsewhere and work is ongoing to address this particular issue. Further joint work is also occurring to tackle issues ranging from child obesity encouraging healthy eating and physical exercise to reducing teenage pregnancy rates.

The growing health needs of older people are recognised with many initiatives being progressed to meet these demands. They include help to prevent falls amongst the elderly and the provision of support to sufferers of dementia and their carers.

Economy

Wiltshire has a strong local economy. However, like most areas the recent economic recession has had an impact on the county and its residents. The downturn has led to people being made redundant, getting into debt and losing their homes, and businesses struggling to obtain credit to invest and remain competitive. The council has been active in helping to address these problems by working with partner organisations through the 'Action for Wiltshire' programme. This provided short term help to reduce the adverse effects of the recession including help and advice lines for small businesses in crisis and residents needing advice on benefits, debt and redundancy; a benefits take-up campaign; and securing £3m from the government's future jobs fund to create 450 additional or temporary jobs for 18-24 year olds.

Whilst this programme continues, the council working with partner organisations is looking at how it can further strengthen the economy in the longer term. The focus will be on supporting existing businesses and enabling sustainable growth in business start-ups and securing new businesses. This will help to address some underlying issues that affect Wiltshire including levels of out-commuting, an over dependence on public sector jobs, and the relatively low income levels of people who live and work here.

A range of other initiatives will also be progressed including the regeneration of Trowbridge, Chippenham, and Salisbury town centres; maximising the benefits from the military presence in Wiltshire; improving broadband connectivity across the county; and addressing skills gaps in the workforce.

Housing

Wiltshire is a popular place to live and there are 198,700 homes in the county. This is set to increase by about 44,000 homes by 2026 under the government's future planning requirements for Wiltshire. House prices are higher than average and this coupled with below average earnings for people who live and work in the county, places considerable pressure on people wishing to live in their local town or village. The provision of new affordable housing is an important issue and like many areas in the south west, the number of new affordable homes being built in Wiltshire has not kept pace with demand. The recent recession has not helped this situation. The council is committed to providing greater numbers of affordable housing and plans to build more affordable

homes are underway. The council has also recently been given government funding to build additional 'council' houses.

The older population in Wiltshire is set to increase by 43% over the next 16 years. This means the future housing requirements of older people need to be carefully considered and a range of alternatives provided. We must reduce our reliance on residential care homes and increase the opportunities and choices available for people to continue to live independently within their communities.

The council directly manages around 5,400 council homes. Most of these homes are in good condition with only a small number failing to meet the National Decent Homes Standard.

Other issues are also being tackled by the council working with its partner agencies. They include preventing homelessness, improving the energy efficiency of homes, meeting the housing needs of military personnel, providing sites for gypsies and travellers, and bringing back empty homes into use.

Environment

The natural environment in Wiltshire makes a very important contribution to our quality of life. However, globally and locally, our demands and our lifestyles are threatening that environment we value so highly and it is clear that we need to drastically reduce the impact that our lives have on the planet.

Climate change is a major challenge for the world and for Wiltshire and the council must demonstrate its commitment to making an immediate and sustained effort in many areas, particularly in reducing harmful greenhouse gas emissions. All large energy-using companies and organisations will be required to participate in carbon trading from 2010 onwards. The council will be assigned a quota of carbon we are allowed to emit and work within that quota or risk having to purchase additional 'credits'. To help us succeed, we have signed up to the 10:10 campaign to cut carbon emissions during 2010/11 and have set ourselves a challenging target of halving our carbon footprint by 2020. We are also responsible for working with other public sector organisations, businesses and communities to reduce CO2 emissions across the county as a whole. As signatories of the Nottingham Declaration on Climate Change we have demonstrated our commitment to tackling climate change - addressing both its causes and its impacts.

One way in which the council and all residents can work together to reduce the threat of climate change is by improving waste services. Household waste sent to landfill produces significant amounts of methane, which has a powerful global warming effect, and valuable recyclable resources are lost in the ground. Our strategy is to greatly reduce the amount of waste we bury in these sites. One way in which we can do this is by recycling more. The council has also embarked on ambitious plans to reduce landfill by sending non-recycled waste for energy production. By 2015, landfill could be reduced to about 25% of waste collected in Wiltshire, making us one of the lowest landfill authorities in the country.

Along with our focus on reducing Wiltshire's emissions and reducing waste, we also have to manage the effects of increasing temperatures and changing weather conditions. These are the unavoidable consequences of climate change. Recent flooding in Cokermonth showed how extreme weather can damage our lives, livelihoods and the infrastructure of an area. We must be prepared and will develop a plan to minimise the effects of such events and manage the aftermath.

As the countryside of Wiltshire changes through the growth and development of our economy and our communities, and the effects of climate change become more influential, looking after our natural wildlife habitats and the biodiversity they support becomes more difficult. It is vital that we work with landowners, farmers, communities and individuals to protect, monitor and restore

habitats to ensure they will be available for future generations to enjoy nature's contribution to the quality of their lives.

Roads

In large rural areas like Wiltshire, with widely dispersed towns and villages, a safe and effective road network is essential. Our county is joined together by a network of over 2,700 miles of public roads which are used by almost all our residents and feature highly in people's thinking. The most important feature of a road network is, of course, safety and this has always been our primary focus. Although the numbers of accidents resulting in fatalities or serious injuries has been falling consistently over the last decade, we will keep working closely with the Police and Highways Agency to ensure that trend continues.

The maintenance of our roads is something which our residents regularly consider needs improving. The overall trend for the roads in Wiltshire in recent years has been one of improvement, and our carriageway conditions compare favourably with many other counties (especially our B class roads and minor roads which are in better overall condition than other shire counties in the South West). We have recently reviewed our system for repairing dangerous potholes and improved the speed of our response. This has been a real challenge considering the additional damage to our carriageways sustained during the freezing conditions during the winters of 2009 and 2010.

We recognise the need to keep improving the standards of maintenance and cleanliness of the roads, and the need to go as far as we can in meeting the expectations of our residents. We also need to ensure that our communities have a say and can influence aspects of our road maintenance programmes so that people in Wiltshire are helping us identify the priorities on the road network.

Along with the safety and physical condition, the cleanliness of our road network is something we must continue to improve and maintain. The general impression residents and visitors have of the local area can be influenced greatly by seemingly simple things such as how clean and tidy a place looks. Relative to other parts of the country, Wiltshire is largely free of litter, however, we recognise that we must aspire to be one of the cleanest places in the country.

Communities

There are many things that influence people's quality of life and it has become clear in recent years that one of the most important is a sense of belonging, being part of a 'community'. People living in places which have a strong sense of community, a healthy community spirit, tend to enjoy a better quality of life and general well-being.

It is also clear that strong social networks with a range of voluntary groups and clubs taking an active role reduces the reliance upon public services. Communities are better placed to look after themselves without needing expensive intervention from public service organisations.

The strong military presence in Wiltshire is a major influence on life in the county and on the council and its partners. There are approximately 15,000 military personnel based in Wiltshire with a further 16,000 dependants. Overall, this amounts to over 6% of the population and has a direct impact on our local communities and on the infrastructure, services and economic activity in the county. We want that impact to continue to be valuable and positive.

There are changes to the existing personnel numbers and locations in Wiltshire including the development of the Super Garrison on Salisbury Plain and the closures of the UK Land Forces HQ in Wilton and RAF Lyneham. We will continue to work jointly with the military community through the Military Civilian Integration (MCI) Programme and other partners to ensure that such initiatives are managed successfully and result in positive outcomes for the county as a whole.

Communities having their say

Recognising that people have become disengaged from their communities and local democracy, in Wiltshire we have encouraged local residents to get involved with community issues through Area Partnerships and Area Boards. This has resulted in real benefits including an increase in the number of residents becoming engaged in voluntary activity and the provision of funding for local community projects. Wiltshire can be proud of the fact that 30% of its residents are regular volunteers against a national average of 23%.

Without doubt, this good work means that there are high levels of satisfaction with Wiltshire as a place to live. However, 70% of residents feel that they are unable to influence local decisions and there remains a general lack of trust and confidence in national and local government. We must rebuild people's confidence in public services by encouraging them to have a greater involvement in the decisions that affect them, influencing services in their local area. By being open and honest we can start to rebuild trust in democracy.

Ensuring that people have a voice in the decisions which affect their lives was at the heart of our move to a unitary council. The cornerstone has been the creation of 18 Community Area Boards across the county, which focus on issues affecting their respective local areas. Collectively, the council will have provided nearly £5.5m by 2012 for Area Boards to invest in projects and activities which improve life in the county. This work has been recognised nationally by the Audit Commission which awarded a 'green flag' to the council and its partners, for the innovative work in involving people in decisions that affect their local communities.

People and families

Wiltshire's population is set to increase by over 40,000 people by 2026. The total population increase of 9.2% will be almost entirely accounted for by our retired population.

As the proportion of older people in the community increases, so does the number of people requiring help and support, either at home or through residential care. In response to this challenge, the council is reviewing and transforming its adult social care services to promote independent living, well-being and choice. This will help people to stay independent in their communities and continue to use mainstream services and give them choice and control over any additional support services they may need. Implicit within this approach is support for those who act as carers for friends or family members, which whilst being valuable to those who benefit from it, also lessens the pressure on public services.

Other groups also benefit from an emphasis on independent living. For example, many adults with learning disabilities require residential care which takes them away from their families and communities. Where possible, we need to support people in these difficult circumstances whose preference may be to live at home.

Independent living can be achieved successfully if all public service providers work closely together. The council therefore needs to maximise its opportunities to work with its key partners such as the NHS, the Voluntary and Community sectors, and the business community, so that support is coordinated, streamlined and focused on meeting the needs of individuals.

Young people

Educational attainment amongst children and young people shows a mixed picture in Wiltshire. In 2009, overall secondary school GCSE results were good and above the England average, with a positive and improving trend over the last five years. However, performance for primary schools in combined English and Maths Level 4+, Key Stage 2 was below the England average with little change evident over the last five years.

Particular groups of children and young people find it more challenging to get the best out of life and achieve the same educational results as others. Children in care, with special educational

needs, in receipt of free school meals, with a disability often need more support to do well. "Narrowing the gap" between the outcomes for these children and other children is a key need.

In the community, the provision of activities for young people is seen as important an area in need of improvement.

The council – fit for the future

The unitary council must be fit for purpose and able to meet the challenges that face our communities.

The recent global financial crisis and high levels of national debt will result in pressures on public service budgets for the foreseeable future. Our grant from central government is one of the lowest in the country and as a result of the recession, our income from fees and charges has also dropped. We intend to keep council tax as low as possible and so we will need to use our resources as efficiently as possible if we are to deliver our priorities and continue to improve quality of life in Wiltshire.

Managing our resources

The Council's Medium Term Financial Plan (MTFP) anticipates resource requirements over the next four years. It forecasts changes and variation in the council's income and expenditure and helps us to plan for the future. It will be updated to take account of changing assumptions, risks and other uncertainties. These can range from new central government policies imposing additional responsibilities on the council to a prolonged recession leading to reduced income and added pressures on services. It is closely linked to the Corporate Plan and reflects how we will resource our priorities over the next four years.

The move to one council has already delivered £8.5m of efficiency savings in its first year and a further 5.8m is anticipated in 2010-11. Having become a single organisation, harmonising and transforming our services and the way we do things is our next challenge. We will produce a business plan that will set out the business the council is in and how it will operate in a more business like way. The plan will align to the MTFP and the Corporate Plan. It will be a visionary strategic plan for all our services that will drive our ambition to be the best local authority in the country. It will focus on further efficiencies, more effective ways of working in partnership, systems improvements and service performance improvements as well as our influence and standing within Wiltshire, the south west region and nationally.

We will measure our success based on our efficiency, performance, how we work with others and our customer and stakeholder satisfaction. The level of local people influencing the direction of our services and spend will also be a clear measure that we changed the way we do things.

We anticipate that we will deliver savings greater than originally estimated in our move to one council. The MTFP indicates that we will deliver savings and efficiencies of £50m by 2014 which will be reinvested to support our priorities.

We have also identified areas where we need to invest in order to save in the future. The focus will be on taking preventative measures which reduce longer term costs, for example, investing relatively small sums to enable elderly people to remain living independently at home rather than needing expensive long-term residential care. Additional investment will also be earmarked to invest in our priorities and will be identified in the MTFP, which demonstrates our commitment towards ensuring that our resources remain aligned to Wiltshire's needs.

The new council will be an efficient, effective and high performing organisation that is fit for purpose and in a position to deliver the priorities and the outcomes described in this plan. We will actively promote strong financial and risk management and maintain a balanced budget, with

sufficient reserves to ensure the financial stability of the council. We intend to achieve all this whilst delivering year on year reductions in the rise of council tax.

One council - one culture

The move to one council brought together five separate organisations with their own individual strengths and weaknesses, their own ways of working and of delivering their services, and their own values and behaviours. To successfully achieve our vision and goals, we are now developing a single culture for the new organisation.

We want to be an organisation that understands its customers and focuses on people's lives, not individual services. All staff and councillors will adopt a 'can-do' attitude in the way the council works and have a commitment to help the customer and community, to help solve a problem even if it is not part of their specific job.

We must approach our work with the enthusiasm and commitment necessary to inspire confidence in our customers that we have their best interests at heart. In short, when we say "everybody matters" we must mean it.

Achieving a cultural shift takes time, focus, energy and the drive of all leaders and managers to make it happen. We consider it important that we demonstrate our values by translating them into behaviours and actions.

The values and behaviours are:

- **Focusing on the customer** – put customers at the heart of what we do, listen to and involve them, be honest about what we can do, be an ambassador for the council.
- **Being inclusive and supporting others** – build trust, be available, be open and listen, allow others to express their views.
- **Creating clarity** – clear direction, focus on what's important and on actions that make a difference, communicate.
- **Leading through change** – provide a positive vision for the future, support and involve people, trust others to deliver.
- **Being decisive** – take ownership for decisions, take the initiative, create 'can-do' attitude.
- **Treating others with respect** – individuals matter and deserve respect, act consistently, be open fair and honest
- **Challenging the norm** – seek ways of doing things differently, encourage innovation, be receptive to new ideas.

Our priorities

Work in partnership to support vulnerable individuals and families

Why is it a priority?

Growth in older people

The number of older people in Wiltshire is set to increase over the coming 16 years by 43%. As people age they often need more help and support to live the lives they want and their chances of developing dementia are significantly increased. We estimate that there are over 7,000 people currently living with dementia in Wiltshire, although approximately 2,000 have formal diagnoses.

Wiltshire Council currently helps approximately 5,000 carers per year by providing information and advice, as well as services such as respite care or by funding other organisations to help carers on the council's behalf. Nevertheless, we know that the council and NHS can work more closely to support carers.

Social care has to change across the country and this will involve the fairer distribution of council funding to people who need social care services; telling people who are entitled to support the value of their funding; and letting them choose how to use their funding to meet their needs. All people who need help and advice will receive it, whether they are responsible for funding their own care or not.

Disabled young people and living with disability

Between the ages of 14 and 25, young people usually have to make important decisions about their education, leaving home, and getting a job. These decisions and changes can be both exciting and challenging. For disabled young people it can be a confusing and complicated time, as they often receive support from a number of different agencies, including health, social care services and education. Planning should start well in advance of leaving school, so that the young person's needs and choices are fully explored.

Wiltshire currently spends around half of its learning disabilities budget on keeping 350 learning-disabled people in care homes. We want to help more people to live in the community where that is their wish. However, it is recognised that there will always be a need for care homes to meet the needs of some people.

Key outcomes we will achieve

Support for older people

- We will work together with the NHS to help older people avoid needing care too soon, and by 2012
 - reduce the amount of avoidable admissions to hospital on the grounds of falls by 10%
 - offer everyone discharged from hospital, who needs it, free support and help to regain their independence and necessary skills to live at home for at least 6 weeks
 - offer everyone discharged from hospital, who can benefit from it, free assistive technology for the first 6 weeks
 - offer specialist support and intermediate care services for people with dementia
 - offer joint early diagnosis and support clinics for people with dementia and their carers
- By 2014 we will help increase the opportunities for people to live independently in extra care settings.

Support for people who care for others

- By 2013 the council will support at least 2,500 more carers. In addition, we estimate that Wiltshire's carer support agencies will take 1000 *new* referrals per year between now and 2013.

Self-directed support

- By 2013 everyone in Wiltshire whom the council funds to live independently in the community will have a personal budget.

Support for learning-disabled adults

- By 2014 all learning-disabled who need adult social care services when they reach adulthood will have a transition plan in place from their 16th birthday.
- By 2013 70% of learning-disabled people of working age will live in the community. This will reduce the proportion of the learning disabilities budget spent keeping people in care homes to 40% (It was 70% in 2007).
- We will help find paid employment for 25 learning-disabled people per year between 2011 and 2013.

Increase opportunities to help young people achieve their potential

Why is it a priority?

The way in which children and young people grow up affects their whole outlook, wellbeing and future life chances. The council has an important role to play in helping all young people to attain their goals and needs to focus its energy in a number of areas where more needs to be done.

The quality of education young people receive is very important and it is recognised there is a need to narrow the educational attainment gap, between children of different backgrounds and between different schools. Children with special educational needs, in care, and in receipt of free school meals, from black and other minority ethnic groups often under-perform in examinations compared to other children. There are also wide variations between schools with some performing extremely well whilst others perform poorly.

Leisure facilities and activities for young people are seen as vital in making somewhere a good place to live. Activities are often cited as needing improvement in local surveys. This provision can help to dispel negative perceptions about young people, especially in respect of anti-social behaviour.

Protecting children from abuse or neglect and supporting parents, carers and families to keep children safe is very important. In some cases of neglect, harm or for other reasons children are either accommodated by the council in agreement with parent / carers or in some instances placed in council care through a court process. The outcomes and life chances for these children can be significantly worse than other children.

Disabled children and young people and their parents/carers want better information provided, improved communications between professionals, to have a real say in the services they receive, more opportunities to make friends out of school and join in activities and to have more short break provision and choice.

Key outcomes we will achieve

In schools

- We will close the attainment gap for pupils in schools through 1:1 tuition, increasing attendance, improving the quality of school facilities and extending the school 'good' and 'outstanding' ratings from Ofsted inspections. By 2011:
 - The achievement gap of those receiving free school meals and the rest of their peer group will be reduced to 24%
 - The gap for pupils who have special educational needs and their peer group be reduced to 51% at age 11 and 43% at age 16.
 - A third of those children in care taking GCSEs will get 5+ A*-C including English and maths
- By 2011 at least 80% of children will achieve Level 4 or above in both English and maths at Key Stage 2, up from 71% in 2009.

Those with disabilities

- We will improve the health, wellbeing and opportunities for children and young people with disabilities, with over 65% of parents of disabled children being satisfied with the level of service y received to support them and their children.

- We will improve access to services and provide more support and choice for families and ask them to shape, and influence future services ensuring a better planned transition into adult life.

Safeguarding children

- Keeping children safe from harm and neglect is everybody's concern. We will improve the safeguarding of children and the lives of children in the care of the council through appropriate referral and assessment, ensuring that every child who is looked after or has a child protection plan has an allocated social worker. We will minimise the chances of preventable child deaths, and ensure that bullying is reduced to below the national average.

Activities for young people

- We will support young people to find positive things to do in their spare time and increase their participation in activities from 73% in 2009 to 82% in 2011.
- We will maximise the opportunities for all to access a range of varied and interesting organised events and activities, using for example the additional activities provided through extended schools and volunteering initiatives. This should lead to reductions in anti-social behaviour.

Local, open, honest decision making

Why is it a priority?

The council must have a positive relationship with local communities so it can be responsive to their needs and aspirations. It should provide opportunities for them to be involved in discussing and shaping decisions that affect their lives.

Over recent years, there has been a loss of trust and confidence in government generally. This can result in people being sceptical about the council and becoming disengaged from the democratic process, either not voting at local elections or not getting involved in any decision making affecting their local communities. In 2008, less than a third of residents felt they could influence decisions affecting their local area. Although this is higher than the national average it needs to be substantially improved.

Local area governance formed one of the key elements of the bid for a unitary council. It was recognised that we needed to strengthen community engagement in local decision making by creating Area Boards. These are now in place and the challenge is to generate greater citizen interest and engagement, and for public services to be organised so that they can respond effectively to community priorities and issues.

Key outcomes we will achieve

- By 2014, 50% of people within communities will feel they can influence decisions affecting their local area, including a greater number of such responses from people who are currently under-represented in the process. At present 30% of residents feel they can influence decisions.
- By 2012, the council will have invested £5.5 million in community led projects and initiatives, determined and prioritised by area boards.
- By 2014, the council will have increased year-on-year funding to the Area Boards who in turn will have increased their influence.

Improve our roads and road safety

Why is it a priority?

An effective road network is vital for Wiltshire, particularly in respect of local economic prosperity, giving access to services, and in linking rural and urban areas to the principal road network.

The condition of Wiltshire's carriageways has been improving in recent years and the standards compare favourably with other shire counties in the south west. However, there is long standing dissatisfaction with the standard of road maintenance and in local surveys, road repairs is the service identified as most in need of improvement and future investment. We recognise that the expectations of residents and our communities are not being met. This position is also reflected in the early experience of Area Boards where analysis of issue logs shows that over half of all the issues raised by residents are concerns about roads and other related matters (120 out of 237 issues raised in the first 6 months of their operation).

The way that we organise and deliver the maintenance of local roads and public open spaces is being changed so that we are able to better meet the needs and the expectations of the community.

While the overall number of road accidents in Wiltshire is low, the proportion of those accidents which result in people being killed or seriously injured remains a concern. The numbers have been declining over the last decade but we need to ensure that this trend continues.

Key outcomes we will achieve

- By 2012 we will reduce the average time to repair a pothole to no more than 10 days, with the most serious potholes being fixed within 24 hours. In 2008 the average time to repair a pothole was over 30 days.
- We will continue to improve on the high standards of cleanliness of our roads by achieving a performance target 7% higher than the National Benchmarks for litter and detritus. This means that by 2014, 96% of our roads will be free or predominantly free of litter and 86% of our roads will be free or predominantly free of detritus against the National Benchmarks of 89% and 79% respectively.
- By 2012 we will have built on our current engagement and communication with Area Boards such that they are able to influence planned maintenance priorities within the work programme for their Areas, whilst ensuring that safety considerations are not compromised.
- The number of road accident fatalities and serious injuries will be targeted for at least a 15% reduction by 2014, compared with the 3 year average up to 2008.

Support the local economy

Why is it a priority?

A strong local economy is essential to providing local jobs, creating wealth and investment, and in helping to enhance people's general health and wellbeing. A prolonged recession can have many negative consequences in terms of levels of unemployment, debt, homelessness and health and can lead to an increasing dependency on state benefits and public services.

Wiltshire has a comparatively strong economy with one of the highest gross domestic household income levels in the southwest, and therefore has not been as adversely affected by the recent recession.

However, there are some areas of economic vulnerability which must be addressed. One way of assessing the economic well-being of an area is Gross Value Added (GVA) which measures the financial output or productivity of each worker. Wiltshire is below the average GVA for England and therefore issues such as the level of out-commuting, the amount of high-value employment, lower business growth and confidence levels, skill gaps in the workforce, and town centre decline must be addressed.

The council has a lead role to play in addressing these and other issues, implementing a range of initiatives which will enable new sustainable growth and investment, diversify our business base creating high skilled job opportunities, and in regenerating our town centres.

Key outcomes we will achieve

- We will retain and support the growth of Wiltshire's top employers through engagement and improving our understanding of their needs, working jointly to support their future skills development and investment.
- We will support business start-ups, expansion and secure inward investment creating 6,000 new jobs and safeguarding 8,000 jobs in Wiltshire's economy by 2014.
- We will secure growth in higher skill/value employment sectors narrowing the gap in output per worker between Wiltshire and the England average (Wiltshire GVA £44,350 England average GVA £48,300). Target sectors will be:
 - Advanced manufacturing
 - Bio-medical
 - ICT
 - Environmental Technologies
 - Food & Drink
 - Tourism
 - Creative Industries
 - Financial/business Services

Meet housing needs

Why is it a priority?

Everyone needs somewhere to live and having a good home is vital to people's health and wellbeing. But there is not enough affordable or high quality housing to meet current and future needs.

The cost of housing in Wiltshire is around 10% higher than average, and at the same time the earnings of people working in the county is below average. This makes affordability a big issue for many people. The recent recession has further worsened the situation with less new housing being built and more people experiencing unemployment and debt problems, which could lead to an increase in home repossessions and homelessness. There are about 10,100 people on the council's waiting list for an affordable home, and this is steadily increasing.

With people living longer, the need for housing support for the elderly will increase significantly over the coming years. However, it is not feasible or desirable to simply provide more and more residential care homes. Instead the challenge is provide alternatives and help people to stay independent and live in their own homes within communities, with the development of extra care housing, supported living accommodation, disabled facilities grants, and the use of telecare products through Careconnect.

The council has a major leading role to play in improving the provision of housing in Wiltshire. This includes planning where new housing development will occur through the Local Development Framework, directly managing 5,400 council homes, preventing homelessness, and securing and allocating affordable rented housing. It is also working with other partners such as housing associations and the Ministry of Defence to develop plans to provide housing for services staff and key workers.

The standard of council housing is good, but the way the service is managed is currently not providing good value for money. It is taking too long to re-let homes and many repairs are not completed on time. To address these concerns the council will be implementing an action plan to significantly improve the service.

Key outcomes we will achieve

- Maximise the delivery of new affordable homes built in Wiltshire to help meet local needs and maximise the use of existing properties in the county. It will achieve 2,400 new affordable homes and return 2,160 empty homes to use between 2010-11 and 2013-14.
- More vulnerable clients will be living independently at home for longer, with the number of Careconnect customers increasing from 3,500 in 2010 to 5,500 by 2014.
- To be one of the best 25% of councils in the Country for housing management services.

Reduce our environmental impact

Why is it a priority?

Awareness of, and concern about, environmental issues has been on the increase for many years. We now understand that aspects of human activity are causing irrevocable damage to the planet, the cost of which is now being felt not just in physical terms but also financial. The council has both ethical and legislative motives for reducing the impact of its activities on the environment, and has a responsibility to encourage and help all businesses, communities and individuals to do their bit.

A recent survey demonstrated that the majority of Wiltshire people are concerned about climate change and they want the council to take the lead on tackling it. This challenge has significant implications for council services and activities, planning future requirements and in addressing the consequences of changing weather patterns.

It is likely Wiltshire will experience more regular severe weather events in the future, including storms, flooding, snow, and heat waves. Measures will need to be put in place to manage and minimise the disruption these events will cause and ensure a quick recovery is made.

Successfully managing the county's waste remains a key challenge for the council. The cost of burying our non-recyclable waste in landfill sites is enormous, both in environmental and financial terms. Neither the environment nor the taxpayer can continue bearing the burden of this cost and therefore a key aim for the council is to dramatically reduce the amount of waste sent to landfill.

Under increasing pressure from the changing climate and from the growth and development of our economy and communities, protecting and enhancing our wildlife habitats and the biodiversity they support will be essential if we are to ensure that they survive for future generations to enjoy.

Key outcomes we will achieve

- We will reduce our carbon emissions by 20% of our 2008/09 baseline by 2013/14. This is a key milestone for our overall target of a 50% reduction by 2020, improving on the National target for that date of 34%.
- By September 2010, we will produce a Local Climate Impacts Profile and undertake a comprehensive risk assessment to understand the consequences of unavoidable climate change across all community areas in Wiltshire. By April 2011, we will produce an Action Plan detailing work we will do to reduce the impacts of, and improve our response to, events such as extreme weather and flooding.
- By 2014 we will have a range of pilot energy efficiency and renewable energy projects with at least one in each of Wiltshire's community areas – from micro-generation to home energy efficiency projects. These will be developed with communities with the aim of sharing and replicating best practice across the county and beyond.
- Last year, 56% of our waste was sent to landfill. By 2014, we will have reduced that figure to 25% making Wiltshire one of the lowest landfill authorities in the country.
- We will aim to deliver over 50% of local sites with recognised value for biodiversity (e.g. County Wildlife Sites, Protected Road Verges and Regionally Important Geological Sites) in positive management by 31/03/2011, compared to the baseline of less than 40% in 31/03/2008, and will aim to maintain it at this level.

Achieve savings, be more efficient and ensure we deliver value for money

Why is it a priority?

Managing our resources effectively is essential if we are to cope with the future national public spending cuts.

Achieving savings through joining and transforming services was a key part of becoming a unitary council. The scale of savings required now is much higher, and the organisation must find new and innovative ways of working more efficiently if it is to deliver its priorities. Financial pressures come from a variety of sources, and include anticipated cuts in government grants (down 20% over five years), the recession and reduced income, carbon trading, landfill taxes, pay harmonisation, pensions, and escalating fuel and energy costs.

In addition to managing its resources well, the council also needs to earn the confidence and trust of its communities in order to support the development of its work and provide leadership to its communities. This can be achieved by demonstrating to residents that their council is a successful and high performing organisation and one which consistently achieves standards of service delivery well above the national average. Changing perceptions will be key to improving the relationship between the council and people, and in engaging them in future decision making on how and where their taxes are spent.

Key outcomes we will achieve

- We will drive out waste and increase efficiency across the organisation, whilst maintaining front line services. To achieve this we will:
 - Deliver savings of £50m over the period 2010-11 to 2013-14.
 - Deliver year-on-year reductions in the rise of council tax.
 - Release £50m from our asset portfolio to enable investment in front line service areas.
 - 75% of our services will be in the top two performance quartiles nationally by 2013-14.
 - Deliver 3% in cost reduction from procurement & commissioning each year (£9m p.a.)
 - Deliver 3% in cost reduction from service redesign (including lean) each year (£9m p.a.)

Focus on our customers and improve access to services

Why is it a priority?

Our customers come first and foremost in our thinking and actions.

The demands and expectations of customers continue to rise with the requirement for better services, more choice and options, and easier access. We need to work harder to keep pace with these trends and rising expectations. Less than half of our residents are currently satisfied with our service delivery (47.5%). Although this is better than the national average of 43%, it remains a low figure and one which clearly needs improving.

Customer focus and access to council services formed one of the key elements in creating a new unitary council and we must deliver on those promises made. We still have much to do in transforming services that meet or exceed expectations, maximising choice in communication, capitalising on technology to make it work and adopting a *can do* approach at all times.

Key outcomes we will achieve

- Deliver the Work Place transformation programme to include 4 refurbished hub buildings with state of the art customer access facilities by 2013.
- Enable customers to access the council's top 20 services such as Housing Benefit, Planning, Adult Social Care etc. through scheduled appointments in their own home or business premises.
- Develop the website to be fully transactional for the top 20 services most requested by our customers.
- Through the website enable a customer post code input model to deliver all service information about that post code for the top 20 services.
- Redesign the top 20 services, putting the customer at the centre of everything we do to deliver improved services. Measure customer satisfaction with these services and use this data to continuously improve them.
- Ensure that customer telephone call connection rates of 95%+ are achieved every month in all facilities. Enable direct dial "golden numbers" for our top 20 services so that customers can contact service experts directly.
- Investigate the customer requirement for extended opening hours for services. Identify which services and implement revised times.

WILTSHIRE COUNCIL

**CABINET:
23 February 2010**

FRAMEWORK CONTRACT FOR THE PROVISION OF AGENCY STAFF

Cabinet member: Councillor John Noeken - Resources

Executive Summary

The planned use of Temporary Staff provides the Council with flexibility during a period of transition and transformation. In order to provide necessary control and to provide important management information it is necessary to change the current service model. Due to the volume and value of the work it is necessary to procure a new contract under European Legislation.

Proposal

- 1) That Cabinet approve the commencement of the tendering process for the supply of Temporary Agency Staff.
- 2) That decisions to agree the final specification and tender evaluation methodology be delegated to the Director of Resources and the relevant Cabinet Member.

Reason for Proposal

To enable the procurement process to commence to ensure the new arrangements are in place later this calendar year.

Carlton Brand – Director of Resources

FRAMEWORK CONTRACT FOR THE PROVISION OF AGENCY STAFF

Cabinet member: Councillor John Noeken - Resources

Purpose of Report

1. In order to comply with Council Financial and Contract Regulations relating to contracts with a value greater than £1m, Cabinet approval is sought to commence a competitive tender exercise under the European Union 'Restricted Tender' provisions for the future supply of Temporary Agency Staff through a Neutral Vendor Managed Service.

Background

2. Planned Use of Temporary Agency Staff provides the Council with workforce flexibility and this has been particularly important during the past year of transition and transformation allowing reduction in staffing levels without affecting permanent staff. The current total spend on temporary staff for Wiltshire Council is in the region of £7-£8m, compared with a total of £112m non-schools payroll budget (approximately 7%). As such, the Council needs to demonstrate value for money and comply with European Union (EU) legislation relating to this level of spend. The current contract was procured in collaboration with Bath and North East Somerset (BANES) and the former Wiltshire District Councils and operates as a non-exclusive category framework for an initial three-year period with an option to extend for a further year.
3. Taking advantage of the extension period, the current contract now expires in February 2011. This will enable a complete review of the usage of Temporary Agency Staff within the new Council ensuring that the proposal new contract is both 'fit for purpose' and, robust contract management processes are developed and in place by the start of a new contract.

Main Considerations for the Council

4. To ensure the prompt retendering of this complex service, a Project Board has been set up with the Service Director, Human Resources as Chairman. The Board includes key stakeholders and Councillor Jonathan Seed as the non-executive member appointed by the Overview and Scrutiny Management Board.
5. The Project Board, at the meeting in December 2009, approved a preferred option of adopting a neutral vendor managed solution for the future provision of Temporary Agency Staff. This option has a number of advantages but the main one is that Service Managers will have a single point of contact. The neutral

vendor will source all agency staff requirements on behalf of Wiltshire Council and will provide robust additional management information and web enabled ordering facilities.

6. A neutral vendor managed service does not supply its own staff enabling local Small and Medium Enterprises (SMEs) to compete on an equal basis with national recruitment agencies. The preferred business solution also aligns with the objectives of the Corporate Plan by supporting and promoting employment opportunities in Wiltshire.
7. The neutral vendor managed service has the ability to supply close to 100% of the demand for agency staff and provide key management information on what agency staff are on placement, where they will also ensure the Council is fully compliant with all legislation and policies relating to the engagement of agency staff.

Environmental Impact of the Proposal

8. There is no environmental impact of the proposal although the opportunity for the sourcing of local staff will contribute to the council's carbon reduction programme.

Equalities Impact of the Proposal

9. The proposed new contract would ensure regulations in relation to equality and diversity are fully met and can be closely monitored and reported on.

Risk Assessment

10. The current arrangements for the engagement of agency staff and existing processes and policies are putting the Council at major risk of possible challenge from suppliers and government departments. The new contract will provide both robust management and information and enable regular review to ensure compliance and manage risk as it occurs.
11. A full risk log for the procurement exercise form a major part of the project plan and this is regularly reviewed and updated by the Project Board.

Financial Implications

12. The proposal does not have direct financial implications but the successful retendering of the contract will provide improved opportunities for control over this area of large corporate spend. Recent research with authorities already using the neutral vendor model and industry soft market testing have identified the opportunity of significant savings on current rates and costs. Although the final figures will not be known until the retendering has been completed, research has shown that an average saving of around 6% are not uncommon against the current framework and other ad-hoc arrangements. A new and robust contract covering the recruitment of Agency Staff is seen as a category of spend where significant savings can be made.

Legal Implications

13. The council is carrying a major risk and the causes for the reliance of high cost agency staff used for long periods of time must be addressed. The council needs to be assured that proper arrangements are in place that meets with Contract Regulations, EU Procurement Directives and Employment Law. This will ensure that the council is not exposed to the danger that these staff could be viewed in law as employees with all the employment law implications, or open to HM Revenue and Customs (HMRC) challenge with their status.
14. Legislative changes to the EU Agency Workers Directive give agency staff equal pay and conditions after twelve weeks on a placement and must be in place by October 2011. The council must be in a position to know what and why agency staff is being used and the timeframe for each placement upstream in the process. Managers must also be aware of the procedures for using agency staff and clearly understand the rules of engagement.

Options Considered

15. There were two pre-tendered Neutral Vendor Framework Agreements arrangements available in the market that Wiltshire Council could buy-in to removing the need for a dedicated tendering process.
16. The first with Eastern Shires Procurement Office with Comensura. This contract had only one year left to run and it was not felt to be worthwhile for Wiltshire to consider this option given that it takes at least three months to set up the arrangement and re-tendering the contract would immediately follow the implementation phase.
17. The second with Dorset County Council also with Comensura. This contract also has one year left to run but has an option to extend for a further two years if performance levels are sustained. However, the contract value has already been exceeded and Wiltshire could be open to challenge under EU Procurement Directives rules by joining and significantly increasing spend on the existing contract.
18. In each case, both of the contracts do not take into account the need for parity with equal pay and conditions for agency workers and these changes will have to be re-negotiated with the incumbent supplier increasing the risks of joining.
19. The neutral vendor managed solution was a new business model six years ago, however, it is now well established in the market place and a new model is sought. This new arrangement will provide the council with greater flexibility on pricing structures and cost models; high quality management information, and also work with market conditions through a competitive tendering process. In addition, the model will also meet with all of Wiltshire Councils legal

requirements in terms of Contract Regulations, Employment Law and EU Procurement Directives.

Conclusions

20. The retendering of the current contract coupled with the introduction of robust management information and controls will ensure that the Council can meet all legal obligations and can demonstrate full value for money. As stated above this will require changes to our internal policies and processes but, the proposed new business solution will ensure upstream visibility and control, with accurate, timely high quality management information to inform future workforce planning.

Proposal

Cabinet is asked to;

- (i) Note the report
- (ii) Approve the commencement of a robust, transparent competitive tendering process using the EU restricted tender route to establish a new service for the provision of temporary agency staff through a Neutral Vendor managed service.
- (iii) Delegate to the Director of Resources in consultation with the Cabinet Member for Resources to agree the final tender specification and tender evaluation methodology for the retendering of the Temporary Agency Staff contract.

Reason for Proposal

21. The current contract expires in February 2011 enabling Wiltshire Council to strategically review this area of expenditure and establish a new service through a neutral vendor managed service. The intention of the procurement exercise is to have a new contractual arrangement in place by 1st November 2010, which will also ensure Wiltshire Council is compliant with Employment Law, EU Procurement Directives and Contract Regulations.

Name and title of Director: Carlton Brand, Director of Resources

Report Author: Nicky Griffiths

Name, title and contact details;

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Date of report: 29th January 2010

Background Papers

Business Case for the Provision of Temporary Agency Staff
Options Appraisal for the Provision of Temporary Agency Staff
Risk Log for the Provision of Temporary Agency Staff

Appendices

Overview & Scrutiny Resources Select Committee
Rolling Work Plan from March 2010

SUBJECTS	COMMITTEE/ TASK GROUP	PROJECT START DATE	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	WHO REPORTS TO BE SUBMITTED TO	SUBMISSION DATE
Budget and Performance (Standing)	Task Group	April 2009	Ongoing			
Major Contracts (Standing)	Task Group	July 2009	Ongoing			
Business Management Programme (SAP) – Independent audit of financial aspects update	Task Group	From transition	March 2010			
Workplace Transformation Programme (inc. Business Transformation Programme)	Task Group	July 2009	Final report March 2010			
Corporate Plan	Committee		March 2010			

SUBJECTS	COMMITTEE/ TASK GROUP	PROJECT START DATE	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	WHO REPORTS TO BE SUBMITTED TO	SUBMISSION DATE
Agency Staff (and consultancy) Contract	Appointed member to Project Board (Jonathon Seed)	July 2009	March 2010		Cabinet Member	March 2010
Local Service Review	Task Group	July 2009	Final Report May 2010			
Delivering Customer Focus	Committee		Final Report May 2010			
Business Management Programme (SAP) – update Report	Committee	From transition	May 2010	To include KPI measurements and progress against work plan and an introduction to the HR and Procurement aspects of SAP.		
Leadership Development	Committee		May 2010			
Harmonisation of Staff Terms and Conditions of Employment (to inc. LGR Appointments Procedure)	Appointed Member to Project Board (Ricky Rogers) Committee		May 2010			

SUBJECTS	COMMITTEE/ TASK GROUP	PROJECT START DATE	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	WHO REPORTS TO BE SUBMITTED TO	SUBMISSION DATE
People Strategy – Implementation Review	Committee	From transition	July 2010			
Section 106 Review	Committee		July 2010			
Service Transformation (HR)	Committee	From Development Day	tbc			
Service Transformation (ICT)	Committee	From Development Day	tbc			

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Draft Cabinet Forward Work Plan
April 2010 – July 2010

Items that may be of interest to the
O&S Management and Resources Select Committee

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Budget Monitoring	20 April 2010 24 May 2010 22 June 2010	To receive a regular update on the capital and revenue budget.	Cllr Fleur de Rhe-Philippe	Martin Donovan
Council Funding Framework for the Voluntary and Community Sector	24 May 2010	To seek endorsement of the new proposed funding framework. This is one of the proposals endorsed by Cabinet for the way forward with the VCS.	Cllr John Thomson	Sandie Lewis
Update on Performance	22 June 2010	To inform Cabinet about progress against the Council's priorities, including those in the Local Agreement for Wiltshire	Cllr Fleur de Rhe-Philippe	Sharon Britton

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