AGENDA

Meeting:	Overview & Scrutiny Organisation and Resources Select Committee
Place:	Committee Room III, County Hall, Trowbridge
Date:	Thursday 15 July 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 (01225) 718378 or email sharonl.smith@wiltshire.gov.uk

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

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Membership:

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

Substitutes:

Cllr Chuck Berry	Cllr David Jenkins
Cllr Jane Burton	Cllr Christopher Newbury
Cllr Trevor Carbin	Cllr Jeffrey Ody
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 - 10)*

    To approve as a correct record and sign the minutes of the last meeting of the Overview and Scrutiny Organisation and Resources Select Committee held on 27 May 2010.

3. **Declarations of Interest**

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

4. **Chairman's Announcement**

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 Tuesday 13 July 2010.

6. **Department of Resources (DoR) Departmental Delivery Plan** *(Pages 11 - 50)*

    During consideration of the draft Corporate Plan at the March meeting the committee recognised that further detail would emerge from the supplementary departmental delivery plans and the new business plan for the Council.

    Attached is a copy of the Department of Resources (DoR) Delivery Plan which communicates the ambitions and objectives for the department in support of the Corporate Plan. The Committee is asked to comment as appropriate.

Councillors will note that a number of work areas identified within the plan have already been considered at either committee or task group level or form part of the forward work programme. As a consequence of the information included within the delivery plan councillors may wish to add further areas to the forward work programme as appropriate.

The Council's corporate Business Plan is under development for Cabinet approval in September 2010. The components of the Business Plan relevant to the committee will be reported at the next meeting.

7.   **People Strategy - Implementation** *(Pages 51 - 74)*

Committee members will recall that the Chairman and Vice Chairman met previously with the Service Director - HR and Organisational Development to discuss the key departmental activities and priorities for 2010. The outcomes of this meeting were reported to the committee and councillors resolved to add People Strategy implementation to the forward work programme.

A report by the Service Director – HR and Organisational Development, is attached which outlines the current Wiltshire Council People Strategy for the period 2008 to 2012.

The strategy has previously been presented to and approved by Cabinet, Joint Overview and Transition Scrutiny Board, Implementation Executive, Staffing Policy Committee for Wiltshire County Council and Staffing Policy Committee for Wiltshire Council.

Members are asked to review the People Strategy and to provide comment/recommendation as appropriate.

8.   **Framework Contract for the Provision of Agency Staff**

The committee considered a report in March which sought Cabinet approval 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.

The report explained that the planned use of temporary staff provided the Council with flexibility during a period of transition and transformation. However, in order to provide necessary control and to provide important management information it was necessary to change the current service model.

Cllr Jonathon Seed, scrutiny representative on the Agency and Contract Staff Project Board provided an update highlighting that issues surrounding the employment and accountability of Agency and Contract staff had been identified but that these had been brought under control by the management team.

Being aware that a new contract arrangement should be in place by 1 November the committee resolved to receive a further update in July 2010.

Cllr Seed will provide the Committee with a verbal update on the activity of the Project Board and the progress made since March.

9. **Service Director Meeting - Update** *(Pages 75 - 78)*

A brief note of the meeting held between the Chairman and Vice Chairman of the Committee and the Service Director – Finance and Procurement is attached for consideration.

An action resulting from the meeting was to recommend that the committee appoints a scrutiny representative to sit on the project board which will oversee the implementation of the new revenues and benefits system. The Chairman has requested further information on the project including timescales for implementation and the governance structure of the project board.

Proposal:

The Select Committee is asked to:

1) Appoint a scrutiny representative to the 'revenues and benefits system' project board.

The Chairman will invite councillors to register their interest at the meeting.

10. **Task Groups Update** *(Pages 79 - 86)*

The Committee is asked to note the Task Group updates provided and comment as appropriate.

11. **Forward Work Programme** *(Pages 87 - 94)*

Part A

A copy of the draft Forward Work Programme is attached for consideration.

Part B

The committee will note that the Library Services Review has been added to the work programme.

The review involves the re-design and modernisation of the Library Service, including user and non-user focus groups, consultation with Area Boards and a £500,000 savings target achievement.

A report on the Library Services Review will be submitted to Cabinet on 14th September. In the mean time the Chairman has requested further information from the Service Director for Communities, Libraries, Heritage and Art.

The Committee is invited to determine its preferred approach to scrutinising the Library Services Review.

12.   **Date of next Meeting**

16 September 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

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OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE MEETING HELD ON 27 MAY 2010 AT COMMITTEE ROOM III, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Nigel Carter, Cllr Tony Deane (Vice Chairman), Cllr Peter Doyle, Cllr Charles Howard, Cllr Jon Hubbard, Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman), Cllr Bill Roberts, Cllr Ricky Rogers, Cllr Judy Rooke and Cllr Jonathon Seed

Also Present:

Cllr Allison Bucknell and Cllr Christopher Cochrane

58.   **Election of Chairman**

Cllr Jeff Osborn was elected Chairman of the Committee.

59.   **Election of Vice-Chairman**

Cllr Tony Deane was elected Vice Chairman of the Committee.

60.   **Apologies and Substitutions**

Apologies were received from Cllr Christopher Devine.

61.   **Minutes of the Previous Meeting**

The minutes of the previous meeting were approved and signed as a correct record.

62.   **Declarations of Interest**

No declarations of interest were received.

63. **Council Funding Framework for the Voluntary Community Sector**

A report by the Service Director for Communities, Libraries, Heritage and Arts was presented to the Committee and provided details of the new proposed funding framework for the voluntary and community sector.

Clarification was provided that the framework was at an early stage with a fuller report expected later in the year. During the first year of Unitary it was agreed that funding levels would remain static for voluntary organisation. The framework was now being looked at with regards to funding thereafter.

Currently £25m was spent with the voluntary community sector which excluded the likes of the Order of St John.

Cllr John Thomson, Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries and Sandie Lewis, Head of Strategy VCS Support Unit, attended the meeting to provide further background and to answer questions arising from the report.

Clarification was provided that the focus of the report was on the proposed framework for the allocation of Council funding to the voluntary and community sector and not the budget. Additional information had been requested by the Chairman in advance of the meeting to show how the £25m had been allocated. The Head of Strategy and VCS highlighted that as the figures related to the financial year 2009/10, not all the information was readily available at the time of circulation.

Ensuing discussion took place relating to the allocation of funding with specific note made to Area Boards and the VCS Support Unit. Further information was also requested on 'Buy Wiltshire'.

The 'Buy Wiltshire' service was hosted and part-funded by the Council and included all service based contracts to provide transparency and to encourage local businesses to pre-register for available contracts. The site was promoted by the Council to ensure the voluntary sector was best placed to apply for contracts than at present.

Following a request by members of the Committee, the Service Director for Resources confirmed that details would be provided on the number of successful quotes made through 'Buy Wiltshire' as outlined in the Procurement Strategy.

Clarification was provided that grants up to a maximum of £5k could be applied for through the Area Boards but that this was a separate revenue stream to the grants available through the VCS Support Unit.

The proposed framework encouraged joined up working with the voluntary sector and would provide clarity with one department monitoring funding across the County. The Area Boards were also being encouraged to publicise the grants available through the community area board schemes.

Work also continued with local businesses and the Chamber of Commerce to encourage collaborative working across organisations to maximise available funding. Ideas discussed included the potential for specialist service providers combining resources such as administrative support and office accommodation.

The VCS Support Unit was discussed further with clarification provided that the Unit was funded through the Communities, Heritage and Arts division of the Council. Staff had been seconded from the voluntary sector with a small set of staff from within the Council. Following a request by members of the Committee, the budget cost for the Unit would be clarified and circulated. Confirmation has now been provided that the total cost of the VCS Support Unit is £208,200 revenue.

Work was being undertaken on applications to ensure that requests did not include unjustifiable costs. A database was also being developed which would be accessible by the area boards and FOCUS teams and should avoid potential duplication of grant requests.

The involvement of the NHS in the process enabled the Council to ensure funding provided was from the correct revenue source. The value of service provision was also under consideration with some previously 'sub-contracted' bodies now contracted directly via the Council.

Following submission of the report to Cabinet on Monday, implementation of the recommendations would commence from April 2011. Indicators to monitor the implementation would be submitted to Cabinet in due course with the Committee informed of progress.

Resolved:

1)   **To thank officers and the Cabinet member for attending to respond to questions.**

2)   **To note that Cabinet approved the recommendations in the report.**

3)   **To request that greater publicity of the funding framework should be provided through Area Boards.**

4)   **That the Head of VCS would provide the Committee with further updates on the implementation of the VCS framework.**

5)   **That the number of successful quotes achieved from 'Buy Wiltshire' would be circulated to members of the Committee.**

64. **Delivering Customer Focus Programme**

An update report by the Head of Customer Access was duly presented to the Committee which provided details of the progress made since the previous report in November 2009 to enable the organisation to deliver improved services to customers.

Cllr Alison Bucknell - Portfolio Holder for Customer Care, Jacqui White - Director of Shared Services and Customer Care and John Rogers – Head of Customer Access attended the meeting to answer questions arising from the report.

Clarification was provided that Cabinet had approved the programme in January 2010 and was expected to receive a further update shortly. The Head of Customer Access confirmed that the Committee would be provided with confirmation of the submission date once known.

Ensuing discussion included the need for the implementation of a joint safety, enforcement and treatment service contact number provided 24 hours a day by 2012. Discussions were taking place to ensure this was achieved.

The location of the 20 local contact points within community areas had yet to be decided but would be discussed prior to implementation with those living in the local areas to ensure the best location for the community was achieved. Where possible the location of contact points would remain within existing Council offices. The information received through the Council's centralised telephone number was also being reviewed to ensure a consistent approach to service provision.

The technology used to deliver 'virtual face to face' contact points was still under development although clarification was made that the technology used would provide assistance in reaching the correct member of staff only and would not replace the ability to converse with a member of staff.

The out of hours telephone service specifically in relation to reported planning infrigements was discussed as an area of confusion for customers. Acknowledgement was made that the current service provision allowed for customers to connect with designated duty officers. The concerns of the Committee were noted by the Head of Customer Access and Portfolio Holder for Customer Care.

Members of the Committee acknowledged the customer contact figures provided were in relation to calls and e-mails received through Customer Services and that there was potential for these to increase as broadband access improved.

Resolved:

1) **To note the report and thank the officers and portfolio holder for their contribution.**

2) **To support progress made on the Delivering Customer Focus Programme subject to the comments made.**

3) **To receive a timeline for delivering the Customer Focus Programme and to receive a copy of the next six monthly progress report to Cabinet.**

4) **That the Committee supports the attendance of a Committee member to sit on the Customer Access Board and that nominations for attendance will be sought following the meeting.**

65. **Business Management Programme (SAP) - Update report**

The Committee received a report in January 2010 which informed Councillors of the development issues and work plan for business improvements needed to ensure the organisation used SAP effectively to achieve maximum performance.

It was resolved that the Committee would receive a further update in May which should include KPI measurements and progress made against the work plan. The Committee also requested that the report provided an introduction to the HR and Procurement aspects of SAP.

The Service Director for Shared Services and Customer Services attended the meeting to present the update report and answer questions arising.

Discussion commenced with clarification that restructuring of the Shared Services team was being undertaken. As a result of the restructure it was agreed that a report to include an introduction to the HR and Procurement aspects of SAP would now be submitted to the Committee in the Autumn.

The impact of the restructure included that the payroll and lifecycle teams were being amalgamated and that harmonisation of job grades was taking place. 2 Officers from the Shared Services team were now embedded within Procurement.

Ensuing discussion included that targets were set within individual indicators. For example invoice payments were measured both in terms of contractual requirements as well as an overriding target to make payment within 10 days where possible. Members requested that target information was in future clearly included within the report.

Work was also being conducted with the Corporate Procurement Unit to reduce the number of paper transactions as a significant proportion were still received on paper.

The decision to centralise Property under one resource allowed for a stronger negotiation point for the Council. A single SAP code for Property would assist in the process. The Shared Service team also continued to help staff with any SAP queries.

Resolved:

1) **To thank officers for the report.**

2) **To note the progress made and plans in place within the Shared Services Team subject to the comments made.**

3) **To receive an updated report on the Shared Services Team developments, including the HR and Procurement aspects of SAP in September 2010.**

66. **Harmonisation of Staff Terms and Conditions of Employment (to include LGR Appointments Procedure)**

The Committee considered a report in November 2009 which provided details of the scope and outline plans for harmonisation of staff terms and conditions. Resolution was made at the meeting to request an update report following completion of negotiations with unions and once the collective agreement had been drafted. The timescale anticipated was between February and May 2010 and as a result the Committee requested an update report was provided at this meeting.

The Service Director, Human Resources and Organisational Development, and HR Project Manager attended the meeting to present the update report and answer questions arising.

Upon presentation, clarification was made that negotiations continued and that the Pay Harmonisation project awaited the recommendations of the Business Travel strand of the Workplace Transformation project which was anticipated in June 2010. An additional 5,000 school staff was now required for inclusion within existing negotiations and was anticipated to delay completion of union negotiations until at least August 2010 following an anticipated submission to Cabinet in July.

Cllr Ricky Rogers, the Scrutiny representative on the Project Executive Board, highlighted the huge scope of the programme and that the Board was making reasonable progress.

Resolved:

1) **To thank officers for the report.**

2) **To note the update provided and request that the Cabinet member note the concerns of the Committee over the delay and continuing uncertainty for staff.**

3) **To receive an update report following completion of negotiations and once the collective agreement had been drafted in August 2010.**

67. **Future ICT Provision - Update**

The Committee was asked to note that a meeting had taken place between the Chairman and Vice-Chairman of the Committee and the Service Director for ICT and Business Transformation to consider how the Committee could best scrutinise the wind down of the existing contract with Steria and development plans for the new in-house service.

The Cabinet Member for Resources reported at Full Council that work was underway to design the in-house ICT provision and develop an exit plan for the Steria contract and that an ICT transition programme paper will be submitted to Cabinet in due course.

The Portfolio Holder and Service Director for ICT and Business Transformation were in attendance to answer any questions arising from the update and provided the following additional information.

The in-house provision under review related primarily to desk-top maintenance which, under an in-house service, was not anticipated as causing an impact. Application support relating to maintenance and system support was already provided in-house.

Discussion ensued on the benefits of establishing a Task Group to provide scrutiny of the service provision and to provide an input into policy development of the service which was supported by the Portfolio Holder.

Cllr Jon Hubbard and Cllr Nigel Carter expressed their interest in becoming members of the Task Group.

Resolved:

1) **To establish a Task Group to scrutinise the wind down of the Steria contract and the development of structures for the new in house ICT service.**

2)   To seek a further 3 or 4 members in addition to Cllr Jon Hubbard and Cllr Nigel Carter to participate in the Task Group.

68.   **Task Group Update**

The Committee was asked to note the updates on the standing task groups and additional information provided as follows:

Partnerships:

Ongoing work continued with the Community Safety Partnership. Cllr Roy While, as Chairman of the Task Group, would be requested to provide an update for the next meeting once this initial review had been completed.

Budget & Performance:

A meeting was held on 30 April 2010 where discussion included how the information provided within the profile budgets could be best used taking into account the date of which it was compiled.

The Corporate Director also confirmed that a letter had been received from KPMG which advised that the Comprehensive Area Assessment (CAA) had been suspended under the new coalition government.

Major Contracts:

Attention was drawn to the announcement that Jarvis had gone into administration and the need for Corporate Procurement to continue with due diligence work to monitor the situation.

As the Task Group had completed its first full year cycle a report providing a complete review of the work of the Group would be submitted in the Autumn.

The Committee endorsed the request for a sixth councillor to join the Group to ensure effective scrutiny continued.

Resolved:

That a sixth Councillor would be added to the membership of the Task Group.

Workplace Transformation:

The Workplace Transformation team were reviewing the PFI contract with Jarvis to establish the most suitable position for the Council.

The Chairman of the Task Group would be kept fully briefed on events.

Following discussion amongst members of the Task Group the terms of reference had been amended to provide clarity on the role of scrutiny and it was agreed to invite an additional member to the group to represent the South of the County. Cllr Tony Deane volunteered and this was approved by Committee members.

Resolved:

1) **To endorse the revised Terms of Reference as provided:**

   "To scrutinise the delivery of the Workplace Transformation Programme, ensuring it achieves the efficiencies and savings in the running cost of the Council's offices whilst enabling business transformation to improve provision of services to customers".

2) **To approve Cllr Tony Deane as an additional member of the Task Group.**

69. **Service Director Update**

In addition to the information contained in the Agenda clarification was provided that task groups had now been established as a result of discussions with the Service Directors of Resources and that most of the 17 Major Corporate Programmes were likely to be covered by scrutiny through its various select committees.

The Chairman, Vice Chairman and Scrutiny Manager were due to meet with Martin Donovan in respect of Finance and Procurement and would report the outcome to the next meeting.

70. **Forward Work Programme**

The draft Programme was considered by the Committee with the following additions:

ICT Task Group
Procurement Strategy

71. **Date of next Meeting**

15 July 2010.

(Duration of meeting: 10.30 am - 1.15 pm)

The Officer who has produced these minutes is Sharon Smith, of Democratic &
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Wiltshire Council
Where everybody matters

Department of Resources (DOR)

Delivery Plan 2010-2014

Dr Carlton Brand	issued:	18.6.10
Corporate Director, Resources	updated:	18.6.10; version 4.0

CONTENTS

Introduction & Purpose

Welcome to the Delivery Plan for the Department of Resources (DOR). DOR is a mix of front line and support services, indeed the three largest front line services are in DOR. The Corporate Plan sets out the vision and objectives for Wiltshire Council over the period 2010-14, identifying specific deliverables to be achieved. In essence, it lays out *what* we will achieve as an organisation.

This Delivery Plan seeks to establish and communicate the ambitions and objectives for the department in support of the Corporate Plan. It describes the journey that we are on – from where we are now to where we want to get to and most importantly how we will make that journey. It is intended as an internal document for members, DOR staff and those in other departments.

It also seeks to identify *how* the department and services teams will improve service performance whilst operating within the reducing financial envelop identified for the organisation during the next four years.

This combination of improving performance whilst reducing costs leading to increased efficiency is a cornerstone of the Corporate Plan and the Department of Resources. Continuous improvement is targeted across the team in all services areas.

This plan is deliberately a short and focused summary of how the team will deliver the services required by the Council over the period 2010-2014.

Department of Resources (DOR) - Overview

The DOR team is led by Carlton Brand, Corporate Director supported by six Service Directors. This leadership team are responsible for all aspects of strategic management and operational delivery within the wider team. The structure and organisation chart is shown on page 32.

Dr Carlton Brand

Politically, the team is led by three Cabinet members. Our elected members are the public face of the team, being both responsible and accountable for setting policy, strategic decision making and operational delivery of all services.

Fleur de Rhe Philipe is the Cabinet member responsible for Finance and Performance

John Noeken is the Cabinet member for all other aspects of Resources.

John Noeken is supported by two Portfolio Holders. These members are responsible for specific areas of service responsibility.

Allison Bucknell is Portfolio holder for Customer Care.

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Chris Cochrane is Portfolio holder for ICT, Business Transformation and Information Management

Toby Sturgis is the cabinet member responsible for waste, property and environment.

Hierarchy of Plans

This section seeks to define the hierarchy of plans across the organisation, DOR and the service teams and outlines the elements that make up the overall DOR Delivery Plan (this is sometimes referred to as the "Golden Thread"). Each plan is driven by the proceeding plan and shapes the following plan in the hierarchy.

1. Corporate Plan

The Corporate Plan contains our nine priority areas organised into four themes:
1 People/Family
2 Community
3 Place
4 Council

2. Corporate Business Plan

This is under development for Cabinet approval in September 2010.

3. DOR Delivery Plan

3.1 Performance Plan (rolling)

3.2 People Plan (annual)

3.3 Medium Term Financial Plan (5 year rolling)

3.4 Cross Cutting Plan Summaries & Actions (updated annually)
3.4.1 Customer Focus
3.4.2 People Strategy
3.4.3 Medium Term Financial Plan
3.4.4 Business Transformation:
3.4.4.1 Service Transformation through Systems Thinking
3.4.4.2 ICT, Information Management and Web Strategy
3.4.4.3 Property & Asset Management Strategy
3.4.4.4 Work Place Transformation Programme (WPTP)

3.5. Service Plan Summaries (4 year rolling)

3.5.1 Property
3.5.2 Shared Services Team (SST)
3.5.3 Finance
3.5.4 Revenues & Benefits
3.5.5 Human Resources and Organisational Development
3.5.6 Performance
3.5.7 Legal & Democratic
3.5.8 Procurement
3.5.9 Registration Service

Corporate Plan Summary

Our vision and goals, 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:

1. 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.

2. 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.

3. 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.

1. **Focus on our customers and improve access to our services**

2. **Work in partnership to support vulnerable individuals and families**

3. **Local, open, honest decision-making**

4. **Increase opportunities to help young people achieve their potential**

5. **Support the local economy**

6. **Meet housing needs**

7. **Improve our roads and road safety**

8. **Reduce our environmental impact**

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

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

Corporate Business Plan Summary

This is under Development by September 2010.

Delivery Plan

1.0 Performance Plan

The overarching ambition for Resources is to be recognised externally and internally as a high performing team delivering high quality services to the public and communities in Wiltshire and to the organisation as a whole.

Continuous improvement, year on year is the objective for all services.

All services delivered should be top-quartile performing when compared to other Councils nationally, subject to Wiltshire customer requirements, members' priorities and affordability.

The Corporate Planning Cycle governs the time frame for objective setting and developing business, programme and service plans. This is summarised in the graphic below:

- At department or service level
- Supports corporate plan - with "golden thread" to other plans, if needed
- Shows responsibility for action and targets

Delivery Plans May

Corporate Plan April/May

Business Plan end Summer

Annual Budget February

Community Plan

- Goals and priority outcomes for the Council (the "what")
- Fits under Community Plan umbrella (which is being updated October 2010)

- 4 to 5 year delivery plan (the "how") for the Corporate Plan
- Deliverables: High quality, low cost services; Locality and equalities; Customer service; Partnership
- Enablers: Finances; Human Resources; Assets; Culture

Graphic – corporate planning cycle

Within the Comprehensive Area Assessment national framework, we aimed to be assessed as level 3 for Use of Resources for 2009 - 10. The existing score based on 2008-9 is level 2. Within that framework, we wished to be assessed at level 3 for each of the following:

- Managing finances   (2008 - 09 score 2)
- Governing the business   (2008 - 09 score 2)
- Managing resources   (2008 - 09 score 2)

Although CAA and UOR have been abolished by the coalition government in May 2010, we intend to use the UOR KLOE structure and definition to continually improve the business during 2010-14.

The Corporate Plan specifies that Wiltshire Council will offer high quality, low cost services which are customer focused. The following graphic shows how Wiltshire Council performance & cost compares with the other Councils nationally.

Performance vs. Costs Comparison (PwC)
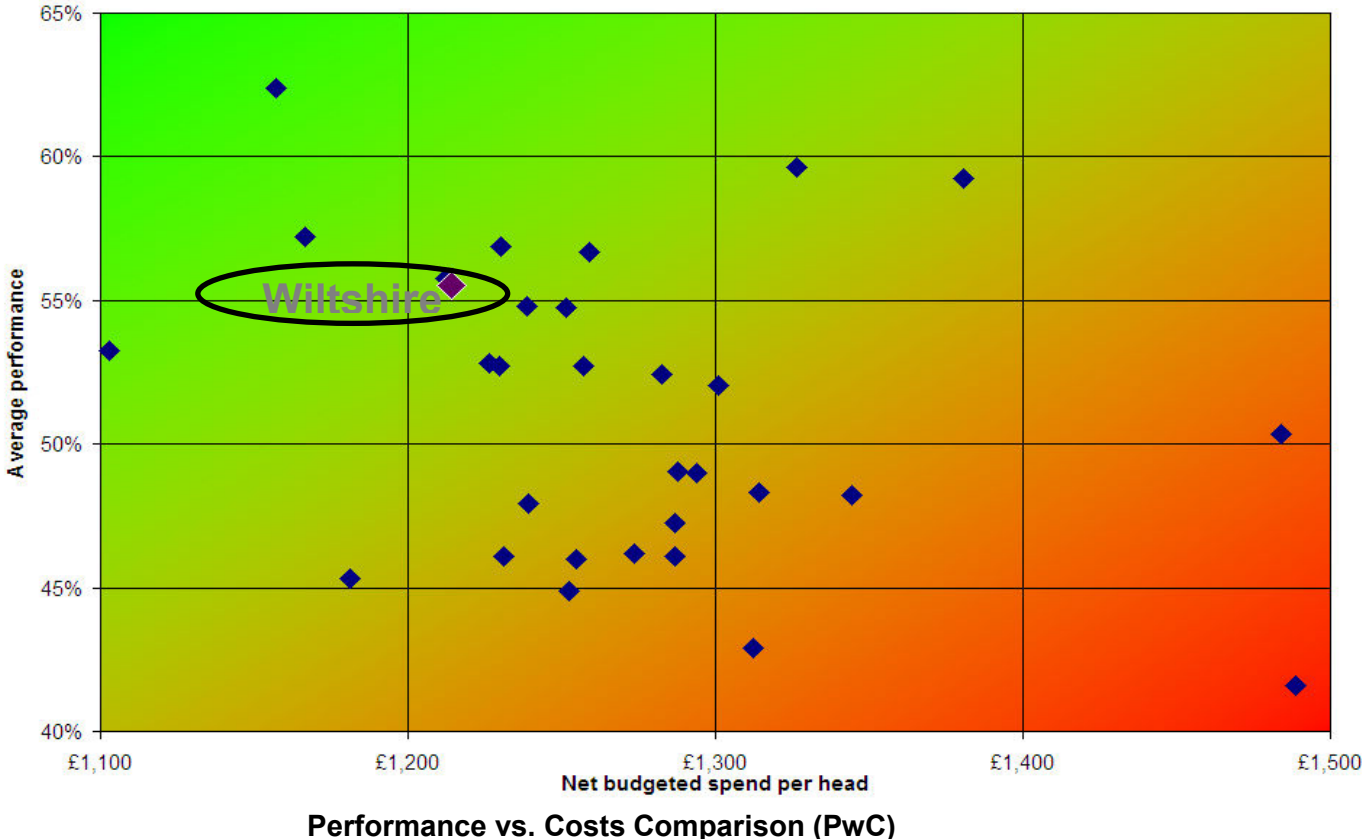
To improve performance by designing services against customer requirements whilst reducing costs, Systems Thinking methodology (some times referred to as "lean") will be used across the organisation. The internal team trained to co-lead this work with Service Managers is located within Resources.

We will continuously improve overall organisational performance, and individual service performance by pursuing a series of Systems Thinking interventions across the organisation on a rolling basis. The priority areas for this work are defined in the Customer Focus cross-cutting plan shown in section 4.1. This work will use the Vanguard Model for Check shown below.

Systems Thinking: The Model for Check
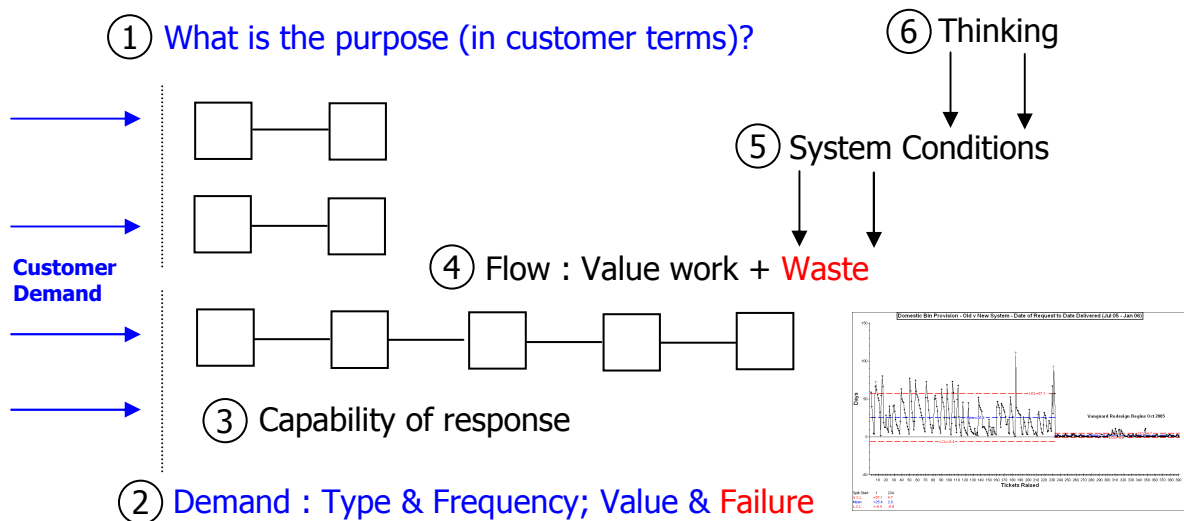
Source: John Seddon, Vanguard Consulting

When used in a team environment, this model robustly enables a full understanding of the current performance of a service as a system and enables the team to have primary knowledge with which to improve the system repeatably.

The Leadership Team monitor departmental service performance using the Balanced Score Card and Key Performance Indicators (KPIs) shown in Attachment 1. This is reviewed continuously to ensure service performance is on track and also that the PIs under review remain relevant and valid for the issues facing the business.

Key departmental performance improvement priorities for 2010-11 are:

1. Invoice payment processing time (government target 10 days)

2. Housing Benefit processing time & accuracy (to remain in top quartile nationally)

3. Reduce spend on agency and contract staff (to deliver cost reduction to the business)

2.0 People Plan

The staffing model for DOR, as of May 2010 is shown in the table below. This shows the total staffing compliment and their Full Time Equivalent (FTE) value.

Over the next four years, staffing numbers will reduce. This is because of the increasing benefits associated with service harmonisation post the move to One Council and also the additional efficiencies being delivered through Shared Services, SAP and Systems Thinking service redesign coupled with the requirements to reduce the size of the public sector by the new coalition government.

Staff turn-over, or the percentage of staff leaving the teams and department are also shown in the Table.

The number of agency and contract staff are not shown in the table. However, the overall level of temporary contracts is 9.6% of the total which is within the normal levels found in most private and public sector organisations. These levels of agency staff provide the flexibility to meet the work load and customer demand, but also provide the opportunity to reduce work force numbers over time as benefits realisation occurs from the programmes described above.

Staff sickness levels are currently 7.7 days per FTE. These are competitive with other local government organisations (10.1) but are worse than average private sector organisations of 5.8 days. The leadership team actively manage this KPI (by individual) to ensure we minimise the level of sickness.

The plan is to reduce staffing numbers, taking the opportunity afforded by natural turn-over to the levels affordable in Section 3 below.

During early 2010, a review of management levels and spans of control for all managers will be undertaken. We will ensure "best-practice" numbers and levels of management (no more than 5 tiers from Chief Exec to front line staff) and spans of control (between 3 and 15 direct reports per manager) during 2010-11.

The following table summarise the workforce profile in DOR.

Measure	DOR	Wilts. Council	Benchmark
Headcount	981	5638	n/a
FTE	861	4491	n/a
Sickness (days / FTE)	7.7	9.3	10.1
% Turnover	9.9	9.8	7.9
% 1st year leaver rate	23.0	16.4	TBE
% Temp. contracts	9.6	11.4	10.9
% Part-time	31.9	42.3	40.4
% Female	75.3	70.7	65.2
% BME	1.4	1.4	3.8
% Disability	2.8	2.0	3.4
% Under 25	6.1	6.8	6.2
% 55 +	16.7	22.5	20.0

Table 1   Key Staff Measures

3.0 Medium Term Financial Plan (5 year rolling)

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 planned 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 have 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. 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.

The MTFP forecasts and models the effect of reducing public sector spending which is anticipated to take effect from mid-2010. A summary of the model, and the associated financial envelop for the Resources team is shown in the table below.

Two financial scenarios are modelled, a 2.5% reduction in government formula grant per year and a 5% reduction. The effect on the net budget position for Resources is shown, the percentage reduction in budget required to meet the indicated cost reduction targets is also shown.

The department and each service will develop plans to achieve these levels of cost reduction during 2010. Benchmarking data will be sought from comparable local government organisations and also "out of segment" industries from the private sector to identify potential learning opportunities.

Reductions in service to customer groups will be avoided. Focus will be placed on improving efficiency, eliminating waste while reducing fixed and variable costs.

Medium Term Financial Plan 2010-11 To 2014-15 DRAFT (*10/11 figures as per Budget)*

	Forecast				
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
	£m	**£m**	**£m**	**£m**	**£m**
Gross Revenue Expenditure					
Resources	166.9	166.9	166.9	166.9	166.9
Capital Financing	26.8	24.5	27.5	28.5	31.0
Movement on reserves	4.1	4.0	2.0	0.0	0.0
Identified Department Cost Pressures	0.0	8.1	12.1	15.3	16.3
Identified Department Savings	0.0	(4.5)	(6.9)	(8.6)	(9.8)
Cumulative Provision for Growth & Member Priorities	0.0	8.8	18.1	28.0	38.4
	871.1	881.1	893.0	903.4	916.1
Fees, Charges & Other Income					
Resources	14.0	14.1	14.2	14.3	14.4
Identified Department Cost Pressures	0.0	0.5	1.0	1.4	1.8
	90.0	91.4	92.8	94.1	95.4
Grants					
Housing & Council Tax Benefits [DOR]	94.1	94.1	94.1	94.1	94.1
	428.5	428.5	428.5	428.5	428.5
Net Revenue Expenditure					
Resources	58.8	58.7	58.6	58.5	58.4
Capital Financing	26.8	24.5	27.5	28.5	31.0
Movement on Reserves	4.1	4.0	2.0	0.0	0.0
Identified Department Cost Pressures	0.0	7.6	11.1	13.9	14.6
Identified Department Savings	0.0	(4.5)	(6.9)	(8.6)	(9.8)
Cumulative Provision for Growth & Member Priorities	0.0	8.8	18.1	28.0	38.4
Net Budget Requirement	**352.6**	**361.2**	**371.7**	**380.8**	**392.3**
Funding SCENARIO 1 - [Formula grant -2.5% p.a.]					
Formula Grant (RSG and NNDR)	102.4	99.8	97.3	94.9	92.5
Area Based Grant	26.9	26.2	25.5	24.9	24.3
Council Tax Revenue	217.8	218.6	219.5	220.4	221.3
Council Tax Increase	2.3%	0.0%	0.0%	0.0%	0.0%
Total Net Budget Requirement Scenario 1	**347.1**	**344.6**	**342.3**	**340.2**	**338.1**
Savings & Efficiencies Target	**(5.5)**	**(16.6)**	**(29.4)**	**(40.6)**	**(54.2)**
Target as a % of Gross Expenditure (exc. Direct grants)	-1.1%	-3.1%	-5.4%	-7.3%	-9.6%
Funding SCENARIO 2 - [Formula grant -5% p.a.]					
Formula Grant (RSG and NNDR)	102.4	97.3	92.4	87.8	83.4
Area Based Grant	26.9	25.6	24.3	23.1	21.9
Council Tax Revenue	217.8	218.6	219.5	220.4	221.3
Council Tax Increase	2.3%	0.0%	0.0%	0.0%	0.0%
Total Net Budget Requirement Scenario 2	**347.1**	**341.5**	**336.2**	**331.3**	**326.6**
Savings & Efficiencies Target	**(5.5)**	**(19.7)**	**(35.5)**	**(49.5)**	**(65.7)**
Target as a % of Gross Expenditure (exc. Direct grants)	-1.1%	-3.7%	-6.5%	-8.9%	-11.6%

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4.0 Organisational Cross Cutting Plan Summaries

4.1 Customer Focus

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 smarter 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

- 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.

- 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.

- Deliver the Work Place transformation programme to include four refurbished hub buildings with state of the art customer access facilities by 2013.

- 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.

4.2 People Strategy

Invest In and Develop our Staff to Meet the Challenges Ahead

Why is it a priority?

Our People Strategy is critical to enabling us create the capacity we need to work in different ways and successfully meet future challenges.

In order to support the Council's vision and provide excellent services to our community we need to ensure that the people we employ are skilled, trained and motivated and are able to meet the changing needs of the people of Wiltshire. The organisation must find new and innovative ways of working more efficiently if it is to deliver on its stretching priorities and we believe our employees will be the key to the Council's success.

The People Strategy is a means to describe the Council's vision towards its current and future employees. It is a people plan comprising a set of standards and values, the delivery of which is the responsibility of everyone in the organisation

There is a direct link between an organisation's investment in its people and how well the organisation performs. Local authorities now face significant increasing financial pressures and statutory requirements. It is our role in Human Resources to work in partnership with managers to understand current research and trends that relate to modern people management and translate these into practical solutions for the organisation in order to meet these challenges.

We want to build an environment in Wiltshire where each employee feels part of the Council's vision. Our ability to achieve this objective depends on the quality of people management and the commitment of each individual to the service they provide.

Key outcomes we will achieve

- Deliver refreshed Council Values and Behaviours Framework - by Sept 2010

- Deliver Performance Development Framework (Appraisal) refreshed to incorporate the new Council Values and Behaviours – Oct 2010 to support:
  - A strong and effective performance management culture where performance measures are met and exceeded
  - High performance is recognised and under performance managed
  - Managing by outcomes
  - Managers manage difficult situations and people to achieve positive conclusions
  - Increased innovation and willingness to engage with change

- Learning and Development is focussed and managed centrally to achieve efficiencies and improved service delivery – NVQ centres by Oct 2010
  - Leadership and Management Development programmes continue to be delivered and reviewed to support managers drive forward the change and transformation required to achieve the savings and efficiencies to ensure value for money services

- o A business focussed programme of employee learning delivered from Autumn 2010 which will include the changing capability requirements e.g. commissioning and partnership skills
- o Cost effective and accessible e-learning programmes and blended learning opportunities will be the norm as our cost effective and accessible way of improving skills and performance – e-learning programme delivered from Oct 2010

- Workforce planning framework in place by July 2010 – the workforce plan will be a live document and is critical in identifying the people resources required now and in the future to deliver the priorities identified in the Corporate and Business Plan. This framework will enable the organisation with HR support to:
  - o Refocus service priorities and people resource requirements – now and the future
  - o Take cost out of the staffing budgets
  - o Anticipate upcoming people problems and work to find manageable and good solutions
  - o Retain the very skilled people in the right job
  - o Be proactive in helping the organisation deliver services with and through partners
  - o Support more flexible arrangements and partnership working

- Harmonisation of Terms and Conditions – deliver the most cost effective solution to harmonised terms and conditions post Unitary Council 1st April 2009 – by September 2010 – October 2010 *best estimate* (if Collective Agreement has been achieved)

- People Policies – Wiltshire Council's HR/People Policies are being reviewed and refreshed the outcomes already are clearer more transparent and understood policies that can be implemented more consistently across the organisation by managers and in a more cost effective manner i.e. wider use of technology and an HR Contact Centre approach.

- Management Information – improved data and data analysis is giving managers better people management information than ever before – saving time and improving management of key costly issues for example Absence Management – Deliver an Employee Survey by Oct 2011

4.3 Medium Term Financial Plan

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

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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:

    o Deliver savings of £50m over the period 2010-11 to 2013-14.

    o Deliver year-on-year reductions in the rise of council tax.

    o Release £50m from our asset portfolio to enable investment in front line service areas.

    o 75% of our services will be in the top two performance quartiles nationally by 2013-14.

    o Deliver 3% in cost reduction from procurement & commissioning each year (£9m p.a.)

    o Deliver 3% in cost reduction from service redesign (including lean) each year (£9m p.a.)

4.4 Business Transformation

Service Transformation through Systems Thinking (Lean)

Why is it a priority?

Systems Thinking is not business process re-engineering, it is not just an improvement or efficiency method but is a way of thinking about how an organisation designs and manages the work that it needs or chooses to do for its customers, and how it achieves that change. The method is fundamental to delivering the Corporate priority of High Quality Low Cost Services. A programme to embed these principles will therefore affect everything about how we run and manage Wiltshire Council.

Currently the team are supporting activity intensively in Reactive Highway Repairs, Development Control, Building Control, Land Charges and Revenues and Benefits. We are also providing support to HR, Pensions, Disabled Facility Grants, Customer Access and other services through the Workplace Transformation programme.

The list of requests for support for which there is no capacity to fulfil is Leisure, Targeted Services in DCE, Amenities, Waste, Public Protection and later in the year Housing.

We want to become an organisation designed and managed using systems thinking principles, that is flexible, adaptable and responsive to the changing needs of customers.

An organisation that consistently delivers services in partnership, locally, that is smaller and can modify quickly to achieve its purpose.

An organisation where service performance is understood from a customer's point of view, is well managed and it is a common goal to improve services whilst understanding the underlying causes of cost and removing them.

Key outcomes we will achieve

- If we wish to embed systems thinking as the method we will use to deliver improved performance, reduce costs and improved morale, it needs to be a comprehensive organisational change programme that encompasses many aspects of the organisation. This will be addressed as part of the Corporate Business Planning process through the summer of 2010.

Currently there is limited expertise and capacity to lead and teach Systems Thinking, and therefore to deliver the comprehensive change required, although there are significant amounts of resource involved in change and transformation across the wider organisation. In order to reduce the cost of implementing this programme and increase its probability of success, we will centralise and expand the corporate team to lead this change.

ICT, Information Management & Web Strategy

Why is it a priority?

The ICT infrastructure is not joined up, not standardised, not fit for purpose suffering from under investment, lack of maintenance and an inconsistent strategy for development, due to the decentralised ICT model adopted at Wiltshire County Council.

We are currently supporting 5 separate infrastructures, many different applications, often 4 applications are used within one service. For example we have at least 9 methods of time recording. This has associated knock-on effects on the website and customer experience.

There is a disparate, non-standard distribution of poor standard of kit, some of which is obsolete, and some is not fit for purpose.

We have replaced systems with alternative applications, without an agreed decommissioning strategy to "switch off" items that are not in everyday use and therefore limited our ability to make savings.

The ICT knowledge of some staff is poor, and some have no appetite to use computers in their work.

Attempts have been made to centralise all ICT budgets and staff who are involved in and prescribe ICT developments, or support ICT applications in a central ICT team so that a prioritised, efficient and effective strategy can be designed, agreed and delivered for the Council. Success has been limited.

Key outcomes we will achieve

- All ICT expenditure, staff, budgets controlled centrally.

- A much smaller number of applications that support many services. On a standardised infrastructure, with a central repository of all data that can be used for performance management, and servicing information directly to the web.

- A team with specialist knowledge of the standardised applications and infrastructure, including telephony. Develop and train ICT staff accordingly so that they have the in-depth skills and knowledge.

- A list of agreed change priorities with associated budget that fits with the organisation's priorities with the mandate to not work on low priority request. Currently if central ICT refuse to implement a project, some services implement stand alone solutions which ICT have to support.

- A customer focussed support team that resolves and fixes problems quickly, first time, every time, with a presence in each hub building.

- An ICT service that enables the Council to work flexibly in partnership across the Public

Sector and that facilitates the Council to lead on the transformation of Public Services in Wiltshire.

- Implement changes to ICT that enable the Council to make savings of £1m per year for four years (£4m total) and reduce the cost of delivering services to customers.

- In-source ICT support currently with Steria and redesign its function from end to end against customer requirements.

- Use Workplace Transformation to transform the infrastructure including telephony and standardise across the council, whilst enabling flexible working.

- Rationalise, consolidate and standardise on a suite of applications that transfer data into a central data repository that can be used for performance management, information requests and delivering information to the web.

Property & Asset Management Strategy

Why is it a priority?

National public funding cuts will impact the authority in both capital and revenue terms. The Property and Asset Management Strategy will enable the Council to release capital from its asset portfolio at a time when capital funding streams will be cut. At the same time the ongoing reduction of running costs within the estate will enable revenue funding to be focused on the delivery of frontline council services. These running cost savings also off-set other pressures such as escalating energy costs. The Council's property assets are therefore seen as the engine that will help drive the organisation during a difficult financial period.

In addition to this the Council must ensure that its buildings provide an environment that is fit for delivering modern, transformational services from. Property must act as a catalyst for change in services where this is appropriate and maximise opportunities to support services in operating more effectively and efficiently from a lower cost-base.

It is also important that the Council's assets are used to best effect in achieving cross-cutting Council objectives. This may often create a tension between the need for capital receipts and other objectives such as the identified needs of the local communities, affordable housing and economic development and regeneration. The input of local communities through Community Area Boards is an important element of ensuring that decisions about how the Council's property is used are consulted on appropriately.

Key outcomes we will achieve

We will reduce the cost of running the Council's asset portfolio, whilst maximising capital receipts and investment returns.

- o Release £50m from our asset portfolio to enable investment in front line service areas.

- o Deliver key workstreams of the Work Place Transformation programme to include four refurbished hub buildings with state of the art customer access facilities by 2013.

- o Reduce running costs of the office estate by around £3m per annum by 2013.

- o Carry out a review of the Commercial Property portfolio to ensure its return on investment represents best value.

Work Place Transformation Programme

Why is it a priority?

In order to deliver improved customer outcomes we need to radically change the infrastructure that supports how and where we deliver services. On the 1st April 2010 the existing maintenance backlog across our office estate was in excess of £22 million – the net additional capital cost of WTP is only £900k more at £22.9 million and will deliver gross revenue savings over 25 years of £125 million.

The majority of current offices fail to meet national accessibility standards, are difficult or impossible to adapt to meet energy efficiency targets, and are not located in a manner that meets service need. Without WTP many staff would be limited geographically, many of the financial, customer and operational gains from Business Transformation across the top 20 services would be far harder to achieve, would deliver less and cost more.

Current ICT and other support services available within the office estate are not fit for purpose. Under WTP Bourne Hill will have staffing base of around 500 staff – our traditional approach would have limited this to around 330 staff, significantly increasing long term costs and eroding partnership opportunities. Planned ICT savings are almost entirely contingent on WTP. Without WTP we would continue to need to take a different approach to how we managed and supported staff based on geography - some could be enabled to work flexibly whilst others in an identical role elsewhere could not.

Key outcomes we will achieve

By 2015:-

- Total gross revenue savings of £125 million over 25 years and 40% Carbon reduction.

- Reduction in offices from around 105 to 4 major refurbished hubs.

- A new Trowbridge Library within the County Hall campus.

- Partner staff based in all hub locations, with the main PCT contingent at County Hall.

- Provision of four Children and Families Resource Centres and two residential homes.

- 5,000 Windows 7 based laptops and VOIP telephones to deliver 'work anywhere' technology and telephony.

- Removal of all office related maintenance liabilities.

- 10 Campus locations delivered, including PCT and other public sector partners

5.0   Service Plan Summaries

5.1 Property

The Strategic Property Services Group consists of four key areas.

- Strategic Asset Management
- Valuation & Estate Management
- Facilities Management
- New Build and Major Projects

Major areas of work are:

- Achieving £50m Capital Receipts
- Capital building projects
  - WTP Office projects - £62m
  - Schools and other non-WTP projects - c£60m
  - WTP Service Campuses - c£20m
- FM contract scoping and procurement
  - Reduction of FM service contracts from c 50 to less than 10.
  - Implementation by 2013.
- Facilitation of "Vision" projects through Council owned sites
- Review of the Investment Estate
- Categorisation and prioritisation of Development Land
- Review of procurement of consultants and contractors
- Community Asset Transfers

5.2 Shared Services & Customer Care

Shared Services comprises four teams.
- SST HR/payroll which includes Recruitment, Lifecycle, Payroll, Criminal Records Bureau, and the Business Information Team
- SST Finance which includes the Finance Service Centre, Cash and Banking, Accounts Payable and Accounts Receivable and Insurance.
- SAP Support Centre
- Occupational Health and Safety

Major areas of work are:
- Continuing de bug of SAP to ensure all blueprinted services work as designed.
- Process improvement between departments and SST to enable increased efficiency and business realisation for both sides.
- Further development of SAP and support staff to ensure full exploitation of what we have already purchased.
- Continuing improvement of new Occupational Health and Safety service particularly in areas of health surveillance and screening and enhancement of mental health and employee well-being support to impact upon sickness absence. Plus continuing harmonisation of Health and Safety policies, forms and procedures.

Customer Services comprises five teams based in the Chippenham, Devizes, Bradley Road and County Hubs plus our face to face service at Milford Street in Salisbury.

Major areas of work are fulfilling the corporate plan objectives for customer services and this will drive the work of the team for the coming year as outlined in 4.1 above:

- Developing our communication channels in particular phone, face to face and web
- Getting the customer to the person who can fulfil the service request in the fewest possible steps (i.e. "once and done" or immediate decision) – first time, every time.
- Working with the organisation to move to services which are designed around the customer rather than our structures and which are communicated in the customer's language not ours.

5.3 Finance

The objectives of the finance team are:

- Development of a robust medium term financial plan and associated service forecasting models to predict demand and cost.
- Preparation of a robust annual budget process to support the MTFP to deliver members priorities within the reducing public sector financial envelope.
- Provision of effective benchmarking, performance versus cost analyses and challenge to ensure good Use of Resources scores of at least 3 on all Key Lines of Enquiry - KLOE (note: Although UOR has been dropped by central government, Wiltshire Council will still use the KLOE structure and content to continuously improve the governance and efficiency of our business).
- Support effective decision making by provision of sound strategic financial advice.

Key future developments for the team are to:

- Restructure Finance by September 2010
- Develop high levels of skill professionally and technically
- Reinforce commitment to a high quality service delivery
- Be sufficiently but efficiently resourced

Specific actions in Finance to achieve the objectives above include:
- Treasury – develop innovative but sound approaches to manage cash, reserves and investments to deliver the priorities of the organisation whilst protecting the public purse.
- Capital – develop innovative plans to finance community and member priorities during a time of constrained budgets nationally and locally whilst ensuring a sound and affordable financial position for the organisation.
- Audit – strengthen financial governance issues to provide high levels of assurance during a period where risk taking, including financial, will increase to address the national economic situation.

- Financial Planning – update and revision of the MTFP 5 year Model to include latest guidance from the Audit Commission

5.4 Revenues & Benefits

The Revenues and Benefits team are a customer focused service. Its main functions are to collect Council Tax and Business Rates on behalf of the Council, and also to administer housing benefits. It is a high performing service ranked in the top quartile nationally.

The objectives of the Revenues and Benefits team are to:

- Prepare and issue Council tax billing and notifications in accordance with statutory and Council requirements
- Maintain and develop the current high performance service regime:
  - NI 181 Average time taken to process Housing Benefit / Council Tax Benefit new claims and change events is 9.86 days.
  - % collection rate for council tax is 97.91%
  - % collection rate for national non domestic rates (NNDR) is 96.21%
- Prepare and issue Business Rates billing and notifications in accordance with statutory and Council requirements
- Collect revenues in a timely basis that minimises loss to the Council
- Assess and administer benefit claims accurately and promptly
- Complete and compile all relevant statistics and data
- Operate to the highest levels of customer care

In the future key aims of the service are:

- To maintain and build upon current high performance levels
- To continue high levels of customer care and service delivery by engaging with the Council's transformational agenda on customer access to Council services
- To implement a new Revenues and Benefits system that ensures consistency of process across the four hubs of the Council and to reduce cost substantially
- To ensure policies are applied correctly and fairly on all aspects of the team's work

5.5 HR and OD

Service Purpose:

HR/OD has a key role in contributing to achievement of the Council's priorities through supporting the organisation in the effective management of its people. In particular, the function has a lead responsibility for supporting the council to become a well run, efficient and customer focussed organisation as well as making sure that the HR/OD function is best placed to meet these aspirations.

What we do-
- Provide professional advice and support across the whole organisation

- Develop and implement employment strategies, policies and practices
- Provide support to facilitate good working practices and employee relations across the Council

In essence we deploy the framework to attract talented people into Wiltshire and retain and develop the thousands of hardworking and dedicated staff who are already raising standards within the Council.

How we do this-
It is through its Strategic, Operational and Transactional activities that HR ensures the organisation is prepared and capable to meet its priorities.

Key Priorities-
- Workplace Transformation – supporting Council wide and Departmental transformation projects driving down cost and delivering improved customer focussed service delivery
- Assist the organisation to restructure the people resource in line with customer needs and business priorities within agreed budgets
- Performance Development Framework (Appraisal) refreshed to incorporate the new Council Values and Behaviours
- Harmonisation of Terms and Conditions
- People Strategy – delivering the key projects in support of a strategic approach to people management
- Leadership and Management Development – deliver key learning to develop and enable leaders and managers to achieve the required cultural change and manage people more effectively and consistently
- A business focussed programme of employee learning which will include the changing capability requirements e.g. commissioning and partnership skills
- HR Service transformation to create the capacity to support the organisational transformation agenda – deliver the basics well and utilise technology to deliver the HR business focused agenda in a proactive customer focussed way

Key Measures of Success-
We will measure our success and achievements through a robust performance management approach linked to KPI's identified in Appendix 1.

5.6 Performance

Performance management is about being clear about what we want to achieve, identifying the action (including prevention) to get there; doing it; checking it's having the intended impact and making changes if needed. Risk is necessary as part of this - we just need to know about it and manage it.
Priorities
We are a small team (8 staff) with a wider 'virtual' team across department and with partners. Our role is to support the improvement of the council's performance for people in Wiltshire. We do this by:
- **Business Arrangements**: supporting performance and risk management arrangements for the Council and partnerships. This includes performance data quality and the use of SAP SSM.

- **Local Agreement for Wiltshire** (LAW): developing ambitions and agreeing action with partners to take these forward, with success measures and targets. Supporting Wiltshire's Public Service Board. Leading Local Area Agreement (LAA) negotiations and supporting the relationship with Government Office.
- **Performance Reward Grant** (PRG) for Area Boards: running the scheme to take forward Wiltshire's ambitions at a local level.
- **Performance**: providing information for the council and partnerships, and leading on the Comprehensive Area Assessment and the development of the Council's Business Plan .

Action plans

The main issues relate to working across the Council to develop the Business Plan as well as agreeing with our partners, shared ambitions and priorities and appropriate action to take - and managing achievement. This is on the context of reducing public sector funding and significant levels of complexity and change – both within the council and with partners and our communities. 2010 may bring a new national performance regime.

Success measures

1. **Get results from partnership working**: The challenge is to deliver real benefits for Wiltshire. The year ahead offers opportunities to:
   - Establish updated shared priorities for the medium/long term
   - Develop agreed, resourced action for the next LAW to achieve priorities.
   - Use the PRG Scheme to help join up local and strategic action.

2. **Improve the likelihood of success**: Establish the Business Plan and improve performance management for the Council and its work with partners.

3. **Make the most of resources**: Work with others to make more effective use of capacity within the council and with partners.

5.7 Legal & Democratic

Legal Services

Provide legal advice and representation to the Cabinet, Council, Committees and Departments to support the provision of their services and to enable the Council to meet its goals and act within the law.

Key issues and objectives
- Implement charging arrangements for all departments from April 2010 with a standard hourly rate for internal work and higher rates for work for external public bodies and for s.106 development agreements;
- Systems review of legal services starting with social care team; benchmarking.
- Review quality assurance arrangements; streamline existing arrangements under Lexcel accreditation;
- Maximise work undertaken in-house; reduce work out to external agents;
- Re-tender Framework Agreements for External Solicitors through ACSeS Southern Branch Collaborative Tender; Re-tender Framework Agreements for Counsel;

- Maximise income generation: S.106 and s.38 developer agreements; extend provision of legal services to other public bodies e.g. schools; parish and town councils; partners where capacity allows.

Democratic and Member Services

Supports the Council's formal decision-making processes and its area governance arrangements, and provides support services to members in their decision-making and constituency roles.

Key issues and objectives

- Provide appropriate support and development for Members to enable them to discharge their role effectively; seek charter status for member development;
- Support and develop area boards; efficient, local, transparent decision-making; good public participation and satisfaction; effective joint working between Democratic Services and Community Area Managers. Engage in review of area boards;
- Develop members in leading effective scrutiny, especially policy development; promote constructive relationship with Cabinet and senior officers;
- Build positive member-officer relations as part of the development of a single culture - What will we be like?
- Review effectiveness of Constitution in light of first 6 months' operation;
- Implement new committee management system.

Governance

Promotes strong and effective corporate governance in Wiltshire Council, including the promotion of high standards of conduct; efficient and effective handling of complaints; requests for information under information legislation; dealing with complaints against Wiltshire Councillors and Parish and Town Councillors under the Members' Code of Conduct.

Key issues and objectives

- Ensure fair, efficient, and proportionate operation of local standards framework; develop role of standards committee; embed standards further within Council; support move to single culture; support to Parish and Town Councils by regular communications, training and advice;
- Promote revised corporate complaints procedure; link to service improvement;
- Promote openness and transparency under information legislation.
- Promote strong corporate governance within the Council to underpin high performance and achievement of Council's goals; Use of Resources Assessment 2009-10 - internal governance; Governance Assurance Group reviewing effectiveness of the Council's governance arrangements.

Electoral Services

Provision of electoral services to ensure everyone who is eligible has the opportunity to vote; eligible candidates who wish to are able to stand; the choice of the electorate is implemented; and the integrity of the democratic system is maintained.

Key issues and objectives

- Plan and deliver full Election canvass;
- Maintain register of local electors in accordance with required standards;
- Parish and town council by-elections;

- Review certain parish and town boundaries;
- Plan Unitary and parish and town council elections 2013

Coroner

Investigation of sudden and unexpected deaths; conducting inquests. Service covers County of Wiltshire with Swindon BC contributing one third of the costs.

Issues and objectives
- Rationalise and control budget; ensure SAP fully implemented;
- Deal with increase of military inquests; keep funding arrangements with Ministry of Defence under review;
- Move to more suitable accommodation;

5.8 Procurement

The Corporate Procurement Unit provides advice and support on procurement issues and contract management. The Unit is delivering the Corporate Procurement Strategy and also developing a Category Management approach that will help the Council better manage its procurement activities and achieve the 3% p.a. cost reductions required from purchased goods and services (£9m p.a.).

The objectives of the procurement team are:
- To provide robust procurement advice on all areas of procurement including large scale projects such as PFI
- Development of and Implementation of the Council's Procurement Strategy
- Maximise use of Category Management to ensure effective procurement across the Council
- Support the corporate aim of delivering procurement efficiencies
- Provide effective support on contract management including negotiation and tendering

In the future key aims of the Unit are:
- To effectively implement Category management across the Council
- To manage the Council's contracts efficiently to minimise costs
- To work with all service areas to identify procurement efficiencies in accordance with the Council's Medium Term Financial Plan
- To add value to the organisation by the provision of high quality professional advice including major projects such s PFI

5.9 Registration and Statutory and Support Services

Registration and Statutory & Support

The Wiltshire Registration Service moved to a single district in April 2008. Offices at Trowbridge, Chippenham, Devizes and Salisbury serve the county with 10 outstations that are serviced on an appointment basis in more rural areas. In addition, there is a centralised Certificate Centre based at the Wiltshire & Swindon History Centre in Chippenham.

Post Services are functioning across the new Unitary with some rationalisation of licences and development of rounds to meet requirements. The requirements of workplace transformation are also being considered which will result in a major review of the post service.

Major areas of work are:

- Income has fallen significantly (ceremonies) due to the recession leading to significant budget pressures in 9/10. Plans are in place to market the service to increase income through other means for 10/11.

- The government outcome of review of statutory fees has resulted in a lower than hoped for fee increase which will not ameliorate the income difficulties.

- Continuing budget pressures next year again related to income may impact service delivery. Work is in hand to see how this can be mitigated.

- Continuing improvements planned for the service linked to the General Register Office Good Practice Guide.

- Review of postal services is being carried out in 10/11 to deliver savings (licences, DX standardisation of envelopes etc) and also to deliver the needs of Workplace Transformation.

6.0 Governance and Management Structures

6.1 Management Structure

The management structure within DOR is shown below.

Corporate Director Resources — Dr Carlton Brand

Service Director Finance and Procurement (Section 151 Officer) — Martin Donovan
- Acting Head of Budget and Reporting — Andrew Brown
- Head of Revenues and Benefits — Ian P Brown
- Head of Internal Audit — Steve Memmott
- Head of Pensions — David Anthony
- Head of DNP Finance — Chris Norris
- Head of DCE Finance — Liz Williams
- Head of DCS Finance — Jane Ditte
- Acting Head of Project Management — Mike Swabey
- Acting Head of Strategic Financial Planning and Procurement — Caroline Bee

Service Director Shared Services and Customer Services — Jacqui White
- Head of Occupational Health & Safety — Paul Collyer
- Acting Head of Shared Services Finance — Darren Law
- Head of SST HR / Payroll — vacant
- Head of SAP Support Centre — Les Snelgrove
- Head of Registration & Statutory and Support Services — vacant
- Head of Customer Access — John Rogers

Service Director Human Resources and Organisational Development — Barry Pirie
- Head of Learning and Development — TBA
- Head of Strategic HR — Joanne Pitt
- HR Project Manager, Pay Harmonisation — Tricia Glover
- Head of HR Advisory Service — Deborah Griffin

Service Director Business Transformation, ICT & Information Mgt — Deborah Farrow
- Business Transformation (Lean/Systems Thinking) — TBA
- Head of Information Management (Web/GIS/Records Management & Security) — Tom James
- Head of Business Support / Customer Liaison — Paul Hemingway
- Head of ICT Programme (WTP ICT workstream & ICT Programme) — Karen Perrett
- Head of ICT Design and Delivery (Infrastructure, Telephony and Steria liaison) — Glen Holmes
- Head of Applications — Andy Spurway

Service Director Legal and Democratic Services (Monitoring Officer) — Ian Gibbons
- Head of Democratic Services — John Quinton
- Head of Electoral Services — John Watling
- Head of Governance & Coroners Service — Nina Wilton
- Head of Legal Services — Barbara Mills

Service Director Performance — Sharon Britton
- Head of Business Arrangements — Eden Speller
- Performance Manager — Karen Spence

Head of Strategic Property Services — Neil Ward
- Corporate Maintenance and Facilities Manager — Phil Durston
- Head of Estates and Valuation — TBA
- Strategic Property and Developments Manager — Mark Hunnybun
- Corporate Building Manager — Vanessa Colyer (Interim)

6.2 Team meetings

The teams within the department hold regular team meetings within which to communicate, conduct their business, monitor and measure progress and action plan.

The key departmental meetings are:

Team Leaders Meeting (TLM); The departmental leadership team comprises the Corporate Director and the six Service Directors plus the Head of Strategic Property. The team meets every 2 or 3 weeks and is responsible for the overall running of the department and its services, and specifically its performance, budget management and ongoing risk management and programme delivery.

Departmental Management Team (DMT); The extended management team including TLM, all Heads of Service and other managers as appropriate. This team meet monthly where Team Wire is cascaded, corporate updates are provided, specific management learning is undertaken including work on cultural development, and teams sharing of knowledge across the department. External speakers are also invited to ensure learning is cross-organisational and best practice from outside of the organisation is maximised.

Monthly Team Meetings; All service teams are expected to hold team meetings at least monthly.

One-to-ones; managers and supervisors are expected to hold one-to-one meetings with their direct reports at least monthly. Issues for discussion should include information sharing, team performance, personal or individual performance issues, coaching, and mentoring.

6.3 Programme Boards

The major work elements across the department, and corporately are organised into programmes and projects following the corporate Programme Management methodology based on PRINCE 2 and MSP – Managing Successful Programmes.

At present, the following Programme Board structure is in place to deliver key work but it should be noted that this is transient and is adapted as and when different business objectives arise.

Programme Boards	Chair
Work Place Transformation	Carlton Brand
Customer Focus	Carlton Brand
Procurement & Commissioning	Carlton Brand
Pay Harmonisation	
Executive Board	Cllr John Noeken
Steering Board	Cllr Allison Bucknell
SAP Development	Jacqui White

6.4 Communications

The Leadership team prioritise communication across the department. It should be acknowledged that this is a two-way process and is the business of everybody – not just managers and team leaders although their role is key. Communications is a tricky area because people are different and usually have their own preferred methods of how they like to give and receive information. To recognise this, leaders, managers and others use the full array of methods listed below:

1. The Wire; electric, team, hot (full details on the intranet)
2. Team days; two half day session every six months for all staff. Agenda is focused around the major organisational, customer and political issues at the time

3. Web blog; weekly by the Corporate Director to ensure reach to all staff
4. Hub meetings; monthly in each hub
5. Resources reference group; bi-monthly with twenty front line staff to share corporate issues and receive feedback from them
6. Desk one-to-one's; by the leadership team to learn from front line staff
7. Tea & Biscuits; weekly with the Corporate Director for 5-6 front line staff
8. Team visits; weekly by the leadership team to walk the floor
9. Thank you sessions; by individual and team to celebrate success
10. Thank you letters; by individual and team to celebrate success

6.5 Risk Management

Risk management is a key business process across the department. All service teams are expected to hold a risk register covering their risks in accordance with the standard corporate template and process.

These service risks are reviewed in team meetings monthly and significant risks are elevated to the DOR Risk Register and reviewed and actioned by the leadership team at the TLM quarterly. Any significant corporate risks are escalated to the Corporate Risk Register prepared by the Corporate Risk Management Group (CRMG) quarterly.

6.5 Staff Appraisal

The department is fully committed to the staff appraisal scheme. All staff should expect and request an annual appraisal and a mid-year review of performance against their agreed personal objectives.

The appraisal year runs from July to July each year, thus avoiding the busy period of year end and budget setting. Objectives should be set, reflecting developments and revisions made to the Corporate Plan and budget in March.

Mid-year appraisal should occur in January and final year end appraisal in July.

6.6 Coaching & Mentoring

Coaching and mentoring can be defined as (CIPD 2008):

- Coaching is developing a person's skills and knowledge so that their job performance improves, so that organisational objectives are achieved. Coaching generally occurs over a short duration and is relatively structured to achieve set goals.

- Mentoring is the passing on of support, guidance and advice in which a more experienced individual uses their knowledge and experience to guide a more junior member of staff

The leadership team offer informal and formal opportunities for those staff who either express an interest in this approach or who might otherwise benefit subject to their capacity at any particular time.

Opportunities to take part in informal and formal Learning Sets are also encouraged, especially where these cross organisational boundaries within the public sector.

Deliver Plan Updates

This plan will be updated on a rolling basis as input is received from members (Executive and Scrutiny) and staff, and as our plans develop as a result of both changes to internal and external requirements.

Any requests to update should be sent to jane.gray@wiltshire.gov.uk who will incorporate these into subsequent versions.

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	Measure	Perf. Trend	Apr '10	Mar '10	Feb '10	Jan '10	Dec '09	Nov '09	Comments
F i n a n c e & R ·Page 47	Net spend on services per head of population		Analysis of cost per head of population, based on CIPFA estimates for 2009/10 is attached.						
	All/DoR Benefits realisation - efficiency savings on target (include procurement)		These two measures are very similar. See Wiltshire Council Budget document attached. This will be updated annually. The result for NI 179 should be available in July 2010						
	NI 179 Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year								
	In-year cost reduction achievement for procurement vs. plan		Reported Annually	£410,000	Reported Annually				Planned year one savings = £275,000
	Total cost of the finance function as a % of organisational running costs	n/a		2.30%	re applies throughout year as based on bu				Based on current net budget figures. Revs & Bens not included in the cost of the finance function. **2010/11 figures not yet available.**
	Total cost of the HR function as a % of organisational running costs	n/a		1.00%	re applies throughout year as based on bu				**2010/11 figures not yet available.**
	Total cost of the ICT function as a % of organisational running costs.	n/a		5.10%	re applies throughout year as based on bu				**2010/11 figures not yet available.**
	Budget monitoring reports - Cycle time in working days from period-end closure to when approved department figures are returned to Finance		n/a	n/a	18 days	20 days	22 days	New	**Measurement figures only available from May to February each year.**
	% variations between the forecast outturn at month 6 and the actual outturn at month 12		Reported annually						**Not yet available.**
	Number of risks on the corporate risk register		**26**	25	25	23	22	22	**One new risk added is: Delivery of a transformed Waste Collection Service - impact:likelihood is assessed at 4:3**
	Number of risks on the corporate risk register where the current risk score has increased		**2**	0	0	1	New	New	**Risk: Delivery of a robust Climate Change framework for Wiltshire - has increased from impact:likelihood = 3:2 to 3:3 as the Government's withdrawal of Salix loans in March 2010 for local authority energy efficiency projects means that there is now a higher risk of not achieving corporate carbon reduction targets. Risk: Ability to maintain and develop the Councils Enterprise Resource Planning system (SAP) - has been reviewed and the impact:likelihood has increased from 2:2 to 3:3**

Measure	Perf. Trend	Apr '10	Mar '10	Feb '10	Jan '10	Dec '09	Nov '09	Comments
Housing benefit - Caseload		Quarterly	**30,968**	Quarterly		30,478	Quarterly	
Housing Benefit - % increase in caseload		Quarterly	**1.61%**	Quarterly		1.86%	Quarterly	
Housing benefit - days to process new claims		Quarterly	**18.2**	Quarterly		**18.0**	Quarterly	**Q4 2009/10: East 19.2, South 15.6, West 21.8, North 16**
Housing benefit - days to process change of circumstances		Quarterly	**4.8**	Quarterly		**7.6**	Quarterly	**Q4 2009/10: East 4, South 5.3, West 5.8, North 4**
Measure of accuracy for Housing benefits assessments		New claims checking lists are being developed that should be available for Quarter 2						
NI 181Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events		Quarterly	**6.9**	Quarterly		**9.9**	Quarterly	**Q4 2009/10: East 5.3, South 6, West 10.2, North 6**
NI 180 The number of changes of circumstances which affect customers' HB/CTB entitlement within the year		The results below are shown by hub and are year to date all changes per 1000 caseload (as at date shown in comments column). The figures were obtained from the DWP website						
NI 180 - East		**751**	n/a	n/a		n/a	n/a	as at 2 Sept '09
NI 180 - North		**1,170**	n/a	n/a	n/a	n/a	n/a	as at 8 Sept '09
NI 180 - South		**1,185**	n/a	n/a	n/a	n/a	n/a	as at 2 Sept '09
NI 180 - West		**661**	n/a	n/a	n/a	n/a	n/a	as at 8 Sept '09
% collection rate for council tax	**This measure has ended**		97.91%	97.24%	95.58%	83.75%	New	Data collated from 3 different systems provides an Estimate of amount collected up to the end of the month based on total to be collected as at 1 April 2009
% collection rate for national non domestic rates (NNDR)	**This measure has ended**		96.21%	96.47%	94.04%	86.66%	New	Figure for March calculated using actual amounts
% 2010/11 debt collected in 2010/11: council tax		**11.0%**	N/A					
% 2010/11 debt collected in 2010/11: national non domestic rates (NNDR)		**16.2%**	N/A					**The measures previously reported for the collection rate of Council Tax and NNDR were based on the estimate of the total to be collected as at 1st April 2009. The new measures for the 2010/11 financial year will be more accurate as the figure for the total to be collected will be updated each month.**
% 2010/11 arrears (previous years) collected in 2010/11: council tax		**12.3%**	N/A					
% 2010/11 arrears (previous years) collected in 2010/11: national non domestic rates (NNDR)		**10.2%**	N/A					
% 2010/11 total debt (current and previous year) collected in 2010/11: council tax		**11.0%**	N/A					
% 2010/11 total debt (current and previous year) collected in 2010/11: national non domestic rates (NNDR)		**16.0%**	N/A					
NI 14 Reducing avoidable contact		43.70%	Reported Annually					Sample of service interactions is calls from 1 Feb. 2010 to 31 Mar. 2010 (not including transfers)
Mean purchase invoice value per month		**11,659.27**	2,495.63	1,815.67	2081.72	2258.33	2767.67	These figures do not include any Procurement expenditure outside of SRM e.g. one off payments, Evaluated Receipt Settlement or Invoicing Plans
Number of purchase invoices per month		**9,036**	5,121	3,789	3747	3608	4435	**Please note that this was a particularly "heavy" month due to DCS uploads that took place on the 23rd April.**
Average spend per supplier per month		**37,924.10**	6,960.84	4,520.10	5555.71	5565.62	7363.31	
Average purchase order value		**5,902.19**	2,024.61	1924.13	1895.27	2015.70	2382.51	
Measure for local spend (e.g. Buy Wiltshire)		Not available						
Accounts Payable - Average time lapse between date of invoice and invoice payment date	▲	**37.7 days**	39.7 days	41.8 days	45.7 days	New	New	
Accounts Payable - % of invoices matched to purchase orders of the total manually keyed (moving average of the last three months)	▼	**60.48%**	63.20%	63.30%	60.60%	New	New	**Latest moving average data for period Feb '10 to Apr '10**
Accounts Payable - Delivery date of goods against purchase order creation date		Report being developed - no predicted date for information being available						
Accounts Payable - Purchase order mis-match against invoice		Not available						
Accounts Receivable - Average? Time lapse between provision of the service/goods to raising the sales invoice		It is not possible to provide results for this measure. Alternative measures will be suggested in the future.						

Appendix 1; Department of Resources Delivery Plan 2010 - 2014
Balance Score Card

Measure	Perf. Trend	Apr '10	Mar '10	Feb '10	Jan '10	Dec '09	Nov '09	Comments
ICT - P1 A1 Calls received by Service Desk				6,283	6,174	5,049	6,317	**Not yet available.**
ICT - Incidents logged				5,323	4,951	3,554	4,061	**Not yet available.**
ICT - Priority 1 incidents logged				5	8	6	8	**Not yet available.**
ICT - % Priority 1 incidents for Steria to resolve outside of target				0.00%	40.00%	0.00%	14.29%	**Not yet available.**
ICT - % Priority 2 incidents for Steria to resolve outside of target				21.71%	21.80%	47.50%	27.27%	**Not yet available.**
ICT - % Priority 3 incidents for Steria to resolve outside of target				11.51%	11.60%	19.40%	17.20%	**Not yet available.**
ICT - Problems logged				40	24	26	29	**Not yet available.**
ICT - Changes raised				1,921	1,768	1,352	1,787	**Not yet available.**
ICT - Network availability - All devices			99.20%	99.30%	85.06%	99.66%	New	**Not yet available.**
ICT - Overall availability of SAP systems		**99.81%**	100.00%	99.93%	100.00%	100.00%	99.97%	
ICT - Network availability - BT WAN sites			100.00%	100.00%	93.23%	99.81%	New	**Not yet available.**
ICT - Network availability - County Hall			99.20%	98.29%	100.00%	99.60%	New	**Not yet available.**
ICT - Network availability - Juniper routers			100.00%	100.00%	100.00%	100.00%	New	**Not yet available.**
ICT - Network availability - Kennet networks			100.00%	100.00%	100.00%	99.88%	New	**Not yet available.**
ICT - Network availability - North Wiltshire network			100.00%	100.00%	100.00%	100.00%	New	**Not yet available.**
ICT - Network availability - Peoples networks			100.00%	100.00%	100.00%	99.92%	New	**Not yet available.**
ICT - Network availability - Salisbury network			100.00%	100.00%	85.06%	98.98%	New	**Not yet available.**
ICT - Network availability - Small office network			100.00%	100.00%	100.00%	99.57%	New	**Not yet available.**
ICT - Network availability - West Wiltshire network			100.00%	100.00%	100.00%	99.48%	New	**Not yet available.**
ICT - Critical applications availability - All Critical Apps.			89.47%	96.30%	97.10%	New	New	**Not yet available.**
ICT - Critical applications availability - Northgate			95.93%	100.00%	100.00%	99.99%	New	**Not yet available.**
ICT - Critical applications availability - Outlook			98.45%	100.00%	99.81%	99.99%	New	**Not yet available.**
ICT - Critical applications availability - Internet, Bradley road			100.00%	100.00%	100.00%	99.98%	New	**Not yet available.**
ICT - Areas of work subject to remedial plans and actions	- Implementation of critical patches to infrastructure - Ensuring anti-virus is installed and up to date - Backups - Time to answer calls - Time to resolve P3 incidents							
Customer Service - Calls in		**96,945**	98,462	85,667	96,503	54,048	94,696	
Customer Service - Connection Rate %		**85.15%**	86.50%	90.68%	88.39%	92.17%	92.01%	
Customer Service - F2F visits					9,661	9,363	14,200	**Waiting for confirmation of Feb/March/April figures**
Customer Service - web hits		**813,610**	963,852	830,844	1,035,389	663,697	749,000	**Waiting confirmation of April figure**
Customer Service - E-mail to customer services					3,004	1,312	2,421	**Waiting for confirmation of Feb/March/April figures**

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Measure	Perf. Trend	Mar '10	Feb '10	Jan '10	Dec '09	Nov '09	Comments
% of courses councillors attended that meet the training needs analysis	Information not currently available						
% of courses that have helped a councillor perform his/her role better	Information not currently available						
Average days lost to sickness per FTE		Quarterly	**9.3 days**	Quarterly		**9.8 days**	Quarterly	**Benchmark set at 10.1 days against 57 other local authorities. Measure changed to days per fte. March figure amended May 2010**
Number of grievance cases per 1000 employees		Quarterly	**4.6**	Quarterly		**4.8**	Quarterly	**Disciplinary and grievance cases now measured separately: new benchmark figure used. Below benchmark of 6.2. Figure is generally increasing as new SAP recording and reporting system is being used properly. Data believed to be up-to-date now.**
Number of disciplinaries per 1000 employees		Quarterly	**9.1**	Quarterly		**9.7**	Quarterly	**Disciplinary and grievance cases now measured separately: new benchmark figure used. Below benchmark of 11.2. Figure is generally increasing as new SAP recording and reporting system is being used properly. Data believed to be up-to-date now.**
% staff who voluntarily leave the council turnover rate - year to date		Quarterly	**9.80%**	Quarterly		**10.40%**	Quarterly	**Dec 2009 figure revised to correct categorisation of retirees**
% staff who voluntarily leave the council in less than one year - year to date		Quarterly	**16.38%**	Quarterly		**19.40%**	Quarterly	**Significant drop in number of staff with less than one year service throughout the year - Probably due to increased internal recruitment.**
% staff under 25		Six Monthly	**6.76%**	Six Monthly				**March figure slightly amended**
% staff aged 55 and over		Six Monthly	**22.54%**	Six Monthly				**March figure slightly amended**
% staff from a black or minority ethnic (BME) background		Six Monthly	**1.37%**	Six Monthly				**March figure slightly amended**
% staff that consider themselves disabled		Six Monthly	**2.04%**	Six Monthly				**March figure slightly amended**
Median length of service of managers		Six Monthly	11 years	Six Monthly				
% of total vacancies filled by internal appointment - year to date	n/a	Quarterly	**23.51%**	Quarterly		**23.65%**	Quarterly	**Now measured quarterly**
% management posts filled by internal appointment - year to date	n/a	Six Monthly	90.35%	Six Monthly				
% of employees receiving training	Accurate data not currently available to provide this information						
% of staff participating in either the cycle to work or child care voucher employee benefit scheme	n/a	Six Monthly	6.53%	Six Monthly				
% of posts that are vacant	This information isn't available yet						
Cost of agency staff as a % of organisational pay bill	This information isn't available yet						

(Row label, left vertical: People & Wellbeing*)*

Data added since last report is shown in bold

▲
–
▼

Performance Improving
Performance Stable
Performance Declining

WILTSHIRE COUNCIL

OVERVIEW & SCRUTINY
ORGANISATION & RESOURCES SELECT COMMITTEE
15 July 2010

People Strategy

Purpose of Report

1.   This report outlines the current Wiltshire Council People Strategy for the period 2008 to 2012. The People Strategy takes a view of the business in terms of its workforce with regard to:

- The current position (where are we now?)
- The desired position (where do we want to get to?)
- What is already happening (what are we already doing?)
- Priority areas for action (what do we need to do?)

2.   The People Strategy has previously been presented to and approved by Cabinet, the Joint Overview and Transition Scrutiny Board, the Implementation Executive and Staffing Policy Committee for Wiltshire County Council, and The Staffing Policy Committee for Wiltshire Council.

3.   Members of Organisation & Resources Select Committee are asked to review and note the People Strategy, (Appendix 1 attached to this report).

Background

4.   The People Strategy was developed as one of four cross cutting plans to guide the work of the support services to meet the needs of the business and the major change programmes. These resource plans represented a first attempt at developing cross cutting plans for the whole business rather than individual structure based service plans.

5.   The other plans are:

- ICT Strategy
- Property Strategy
- Medium Term Financial Strategy

6.   The People Strategy was developed in the context of the County Council's submission to Government proposing the new unitary Council and its stated vision and objectives .The Strategy outlines the key objectives and plans for ensuring that the new Council has an appropriate workforce in place to meet its long term objectives and priorities. This means not only the right numbers of staff, but staff with the right skills, competencies, structures, processes and ways of working.

7.   In drawing up the strategy, key stakeholders were consulted, including senior management, members and Human Resource Managers at the then District Councils. From the issues arising as a result of these conversations, a number of priority areas for action were identified, and a plan developed to address these with clear accountability identified for delivering the action.

8.   The People Strategy is a living document, subject to revision and change on an ongoing basis to ensure it reflects the changing needs of the business.

Main Considerations for the Council

9.   This People Strategy outlines five strategic priorities, and identifies the critical issues and priorities for consideration and action. Those five strategic priorities are:

- **Organisational Development**: The purpose of which is to effectively build the workforce support for new structures and new ways of working to deliver customer-focused and efficient services, in partnership. This also includes staff engagement and culture change.
- **Leadership Development**: Building visionary and ambitious leadership which makes the best use of both political and managerial role, operating in a partnership context.
- **Recruitment and Retention**: Taking action to address key future occupational skills shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.
- **Skill and Competency Development**. Developing employee skills and knowledge, in an innovative, high performance, multi-agency context.
- **Pay and Rewards**. Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach

10.   This strategy and action plan developed alongside it reflects the best practice published in the Local Government Workforce Strategy launched in November 2007, and will be updated to reflect the changes to Local Government Workforce Strategy 2010, launched in May 2010. This revised strategy sets out the priority actions the Local Government Association is taking nationally to tackle councils' critical shared workforce challenges and provides a framework for councils to review what actions they are taking locally to tackle their most important workforce challenges.

11.   The priority areas for action are currently under review. The reviewed and updated action plan will reflect the changes to the Local Government Workforce Strategy 2010, the implications of business plans when available, and the impact of the new coalition government policy changes. Some of the actions in the original action plan have now been achieved or are no longer relevant to Wiltshire Council. This action plan will be reviewed, updated, approved and published annually.

12.   A key priority that is linked to the five strategic priorities in the People Strategy will form part of the Department of Resources Business Plan. The key outcomes that will be achieved will also be detailed in the business plan and included in the People Strategy action plan. This priority and the key outcomes that will be achieved are detailed in Appendix 2.

13.   Staffing Policy Committee has been provided with an update on the progress of the action plan and will continue to be provided with updates as the actions required change, as well as any changes to the People Strategy.

Environmental Impact of the Proposal

14.   None.

Equalities Impact of the Proposal

15.   The purpose of reporting on the Equality Impact is to seek to improve the work of the Authority by making sure it does not discriminate in the way that it provides services and employment and that, where possible, it does all it can to promote equality and good relations between different groups

16.   The People Strategy fully supports the corporate priorities for diversity and equality and contains actions to improve organisational performance in this area.

Risk Assessment

17.   The People Strategy has been developed after undertaking risk analysis around the key area of our people resource. The Strategy explicitly addresses the risks identified and is in effect the key risk mitigation plan.

Options Considered

18.   None.

Recommendation

19.   That the Organisation & Resources Select Committee note the People Strategy for 2008 to 2012, and the priority actions that will be included in the Department of Resources Business Plan.

Barry Pirie
Service Director
HR & OD

Report Author: Joanne Pitt, HR & OD

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

None

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Wiltshire Council

People Strategy

2008 to 2012

Version 5.0

27 June 2008

I. Introduction and Context

Introduction

The People Strategy is one of four cross cutting plans to support the transition to One Council for Wiltshire and the 5 year period starting 2008/09. The other three plans are the Medium Term Financial Strategy (MTFS), the Asset (Property) Plan, and the ICT Plan. This People Strategy should be considered alongside these plans as the document that will outline the key objectives and plans for ensuring that the new Council has an appropriate workforce in place to meet its long term objectives and priorities. This means not only the right numbers, but the right skills, competencies, structures, processes and ways of working.

This Strategy provides a framework for the key issues facing the new Council. It does not specifically reference issues surrounding the Transition Programme. It needs to be owned by the management team and Cabinet, and delivered by departments supported by HR. It should be led from the top and engage all managers across the new unitary Council.

The Strategy incorporates views from a range of stakeholders, including senior managers, members, and Human Resources managers at District Councils.   From these conversations, we have identified a number of issues and concerns that will influence the Strategy, ranging from immediate skills shortages to wider policy issues around how we recruit and reward our staff. From this long list of issues we have identified a smaller number of priorities that form the basis of the Strategy. These factors are significant enough to warrant resource allocation both in terms of time and money as they are significant in meeting the combined Council's goals and objectives over the next five years.

The Local Government Workforce Strategy launched in November 2007 suggests a 'direction of travel' for councils and identifies five strategic priorities that should be considered. These are:

- Organisational Development
- Leadership Development
- Skill and Competency Development
- Recruitment and Retention
- Pay and Rewards

We have structured this document loosely around these five priorities and within each, identified the critical issues and priorities for consideration and action.

The development of this strategy is underpinned by our equality and diversity ethos. The purpose for this is not only to ensure that we are meeting obligations under the equality schemes, but we actively demonstrate, and work towards, our commitment to deliver equality and diversity outcomes.

Context

The People Strategy has been developed within the context of the County Council's submission to Government proposing the new unitary Council and ongoing discussions within various forums about the way the new Council will be structured and the values and ways of working that will be encouraged and developed. As this is an emerging picture, the Strategy will need to be reviewed on an ongoing basis to ensure it appropriately reflects and supports the more specific changes to service provision that may emerge. In addition, the changing demographics of the existing workforce and of the external labour market need to be considered.

Vision, Values, Culture

The Strategy must support achievement of the vision of the new organisation, which is:

> ***To create stronger and more resilient communities in Wiltshire***

> *By delivering:*

> – *high quality, low cost, customer focused services;*

> – *local ,open, honest decision-making*

> *and working together to support Wiltshire's communities.*

The Strategy must also support the core values that have been identified:

- *One Council, One Culture*

- *Innovation – embracing change*

- *A great place to work*

Further work has also been undertaken to identify a number of Key Behaviours and Actions for staff and managers which will help to create a culture that enables strong customer focus, good communication and involvement and open and visible leadership. These will be used to provide *clarity* to individuals about the expectations around behaviours and actions that will support our stated values, and to foster *consistency* in the approach to leadership and management across the Council. All of the actions within the People Strategy will be reviewed to ensure these are embedded in people management processes in future.

II. Key Priorities

This section outlines the key priorities that form the basis of the People Strategy. These have been categorised using the five priority areas outlined in the Local Government Workforce Strategy 2007. For each of the key priorities, a 'Current Position' and a 'Desired Position' is set out. The Desired Position is a description of what success would look like.

For each key priority we have also captured work that is already ongoing towards the Desired Position, ('what is already happening') and further areas for action ('priority areas for action') that need to be taken to ensure we get there. A more detailed action plan is attached (Appendix A) with the specific actions and timescales that are required. Where additional funding over and above that already allocated in existing budgets is required this is noted on the action plan.

> ### A. Organisation Development
>
> *Effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership. This also includes staff engagement and culture change.*

1. Embedding vision / values / culture – Creating alignment

> *Current Position:*
>
> - Vision established for new council
>
> - Culture and values for new council are emerging
>
> - Need to translate vision and goals to increase understanding about the impact – what does it mean for specific services, functions, jobs, etc.
>
> - 5 organisations coming together with different cultures

> *Desired Position:*
>
> - Understanding of 'what does it mean for me?' in terms of my job, the culture and values of the new organisation
>
> - Desired behaviours and skills defined and embedded in all people management practices
>
> - Linkage between redesigned services, behaviours, and the vision

What is already happening?

➢ One Council, one culture group formed to ensure roll out of vision, values, culture for new organisation
➢ Manager forums planned to engage managers in translating vision and values into actions and behaviours
➢ Training and awareness sessions starting in September 2008 (ref. Draft paper on 'OD for the Transition Period')
➢ CLT work on defining the vision and objectives, and cascade of this into departmental teams and across the districts
➢ Work ongoing in District Councils around change management

Priority areas for action

➢ Further work by department / service to translate vision / values / culture into specific plans for change and engaging with staff around what these changes mean for them
➢ Definition of behaviours and actions that will help the desired culture to emerge, and incorporate into ongoing training and development initiatives
➢ Link people management processes to desired culture – particularly performance management, leadership development, reward, recruitment

2. Developing a customer-focused organisation

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Current Position:

- Current service delivery not seen as customer-focused / many staff remote from the customer and/or 'behaving remotely'

- Customer Focus Board established and terms of reference defined

- Key principles and implications for organisational culture defined

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Desired Position:

- A culture in which the customer is at the heart of what we do and how we do it

- Recognition that working with our customers to solve their problems is everyone's job.

- Services designed around the customer

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What is already happening?

➢ Customer Access to Services Strategy developed

➢ Systems Thinking (Lean) service reviews

Priority areas for action

➢ Provide support to ongoing service review and redesign activities to ensure structures and jobs reflect a customer centric approach

➢ Identify training and development, recruitment, leadership implications of strategy and implement appropriate solutions

3. Managing performance more effectively

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Current Position:

- Perception that performance shortfalls are not addressed and good performance is not rewarded

- Staff appraisal process not perceived as performance focused or value adding

- Some managers lack skills in dealing with poor performance

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Desired Position:

- Continuous process of performance review through 1:1's, team meetings, personal development plans, etc.

- Staff having clarity about what is expected of them and how their job contributes to the performance of the organisation

- Managers having the skill and confidence to provide staff with meaningful feedback

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What is already happening?

➢ Appraisal process established

➢ Use of systems thinking (Lean) to develop system-driven approach to performance improvement

Priority areas for action

➢ Review and refresh our approach to performance management of people (including how / if this links to appraisal, progression, reward)

➢ Embed 'performance focus' within ongoing work on culture

➢ Deliver training for managers as needed on managing performance

4. Support to service re-design

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Current Position:

- Significant agenda of service redesign over next year

- Ongoing systems thinking (Lean) reviews

- Limited organisation design expertise within County or Districts

- Historically, a reactive approach to organisational development (OD)

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Desired Position:

- Increased in-house expertise in organisation design

- Consistent and pro-active approach to organisation development – development of reliable methods and systems

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What is already happening?

➢ Systems thinking approaches being implemented (e.g. Lean reviews)

➢ Way of Working (WOW) strategy developed and being delivered by some services

Priority areas for action

➢ Upskill appropriate managers and staff so that they can support current service reviews and provide ongoing expertise and support around organisation development and design

➢ Agree key principles, methods and systems to underpin organisation design going forward

---

B. Leadership Development

Building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

1. Developing our leaders within a changing context

Current Position:	*Desired Position:*
• New 'operating model' for managers emerging which indicates different leadership styles and approaches will be needed • Progress made in County's Manage2Lead development programme • Leadership development initiatives undertaken in Districts	• Leaders of new unitary council clear about leadership roles and behaviours which support the new operating model • Sustained leadership and management development • New competency framework for leaders

What is already happening?

➢ Some training & development needs identified in draft paper 'OD for the Transition Period'

➢ Ongoing work by CLT on leadership and change management:

  – Application of key principles for managing change (Kotter and others)
  – Application of Jim Collins models (Good to Great, Level 5 leadership)
  – Application of Lencioni's team effectiveness model
  – Self assessment (psychometric) and team coaching

Priority areas for action

➢ Define leadership roles and impact of new structures

➢ Redefine Leadership Competency Framework

➢ Refresh and reintroduce Manage2Lead programme in line with changes (with national accreditation if possible) – incorporating 360-degree feedback

2. Succession planning

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Current Position:

- No consistent approach to succession planning

- No process to identify future leaders

- Ageing workforce indicates there will be succession issues in key professions

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Desired Position:

- Process to identify people with leadership potential

- Programme to develop potential

- Corporate succession planning process across departments/services, driven and owned by CLT

- Supplemented by departmental succession planning

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What is already happening?

➢ Ad-hoc succession planning at Service level

Priority areas for action

➢ Establish succession plans for key roles

➢ Establish wider succession planning process

➢ Develop process of identifying future leadership potential

➢ Develop programme to develop potential (e.g., leadership education / qualification, job rotation, etc.)

> **C. Recruitment and Retention**
>
> *With partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.*

1. Responding to changing demographics

Current Position:	*Desired Position:*
• Ageing population and workforce • More ethnic diversity in labour pool • Workforce doesn't reflect population diversity • Competitive labour market	• Attract and retain more young people • Workforce that is more reflective of local population • Be an 'employer of choice'

What is already happening?

➢ Equalities Action Plans

➢ Employee Well-being Strategy

➢ National Graduate Development Programme

➢ Work Experience Scheme

➢ Flexible Working Policy

Priority areas for action

➢ Develop an employer brand aimed at younger people

➢ Define what will make Wiltshire Council an 'employer of choice' (e.g. friendly working environment, interesting and challenging career, flexible working practices, choice of benefits, development opportunities, fairness and equality, etc.) and integrate messages into recruitment process / communications

➢ Consider changes to recruitment process / reward policy to increase flexibility for managers

➢ Define flexible retirement policies to retain experienced employees on a basis that helps both employer and employee

➢ Apprenticeship schemes (graduate and non-graduate)

2. Improving our workforce planning

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Current Position:

- Recruitment difficulties experienced in specific areas:
  - Social care
  - Planning
  - Environmental Health
  - Other professions

- No systematic analysis of risks to service delivery

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Desired Position:

- Systematic workforce planning incorporating risk analysis

- Action plans in place for 'service critical' areas where there are recruitment difficulties / skills gaps

- More options for managers re policies to recruit and retain

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What is already happening?

➢ Development of recruitment website

➢ Production of regular workforce data for senior managers

➢ Workforce Planning in District Councils

Priority areas for action

➢ Put in place a workforce planning process to identify 'service critical' skills gaps and develop action plans to address

➢ Refresh recruitment process and documentation to emphasise total reward package (as well as internal communication to existing staff) and to address perceived rigidity in process (e.g. person specs)

3. Improving career management

Current Position:	Desired Position:
• Current systems recognise and reward technical / professional expertise at the expense of general management skill • Limited tools available to retain and develop staff once recruited • No mechanism for progression once people reach top of grade • Silo working	• More defined career paths - for technical specialists AND general managers • Pro-active management of talent pool • More perceived flexibility on the part of managers and staff about next career step • More staff wanting to 'step up' to broader management roles • Staff able to respond to new requirement to work on a thematic basis

What is already happening?

➢ Continuing professional development well handled by the professions (e.g., CIPFA, Law Society)

Priority areas for action

➢ Develop job families / career paths to increase flexibility (and associated tools)

➢ Enhance career development opportunities with options including career rotation / work shadowing programmes / coaching / mentoring

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D. Skill and Competency Development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context

1. Addressing specific skill gaps

Current Position:	*Desired Position:*
• Skill gaps emerging due to changes in the way we are delivering our services (e.g., commissioning role, personalisation agenda, systems thinking, etc) • Broader development needs emerging linked to vision, culture, goals (customer focus, systems thinking, commercial skills, change management, performance management)	• Systematic assessment of current skill base • Corporate training & development programme driven by the needs of the Council

What is already happening?

➢ Training and development needs identified in draft paper 'OD for the Transition Period'

➢ Departmental skills programmes (e.g., case worker role in Adult Social Care)

Priority areas for action

➢ Identify corporate training and development needs and programme (building on recommendations already identified in draft paper 'OD for the Transition Period')

E. Pay and Rewards

Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

1. Market pay positioning

Current Position:

- Grading structure reviewed

- Policy is to pay at market median

Desired Position:

- Reward policies that are affordable and reflect an 'employer of choice'

What is already happening?

➢ Pay and grading review complete

➢ Ongoing review and development of benefits package

Priority areas for action

➢ Review pay policy in line with ambition to be an employer of choice, and determine where we want to be in the market

III. Next Steps

- People Strategy to go to Cabinet in July 2008;

- Refine action plan including resource needs and timescales;

- Identify accountabilities for driving forward the actions (CLT will take accountability for monitoring the plan and ensuring it is reviewed at appropriate intervals)

- Resource action plan

- Identify a process to review the Strategy in light of changing circumstances and emerging issues and trends.

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PEOPLE STRATEGY – ACTIONS INCLUDED IN THE DEPARTMENT OF RESOURCES BUSINESS PLAN

Invest In and Develop our Staff to Meet the Challenges Ahead

Why is it a priority?

Our People Strategy is critical to enabling us create the capacity we need to work in different ways and successfully meet future challenges.

In order to support the Council's vision and provide excellent services to our community we need to ensure that the people we employ are skilled, trained and motivated and are able to meet the changing needs of the people of Wiltshire. The organisation must find new and innovative ways of working more efficiently if it is to deliver on its stretching priorities and we believe our employees will be the key to the Council's success.

The People Strategy is a means to describe the Council's vision towards its current and future employees. It is a people plan comprising a set of standards and values, the delivery of which is the responsibility of everyone in the organisation

There is a direct link between an organisation's investment in its people and how well the organisation performs. Local authorities now face significant increasing financial pressures and statutory requirements. It is our role in Human Resources to work in partnership with managers to understand current research and trends that relate to modern people management and translate these into practical solutions for the organisation in order to meet these challenges.

We want to build an environment in Wiltshire where each employee feels part of the Council's vision. Our ability to achieve this objective depends on the quality of people management and the commitment of each individual to the service they provide.

Key outcomes we will achieve

- Deliver refreshed Council Values and Behaviours Framework - by Sept 2010

- Deliver Performance Development Framework (Appraisal) refreshed to incorporate the new Council Values and Behaviours – Oct 2010 to support:

  o A strong and effective performance management culture where performance measures are met and exceeded
  o High performance is recognised and under performance managed
  o Managing by outcomes
  o Managers manage difficult situations and people to achieve positive conclusions
  o Increased innovation and willingness to engage with change

- Learning and Development is focussed and managed centrally to achieve efficiencies and improved service delivery – NVQ centres by Oct 2010

- o Leadership and Management Development programmes continue to be delivered and reviewed to support managers drive forward the change and transformation required to achieve the savings and efficiencies to ensure value for money services
- o A business focussed programme of employee learning delivered from Autumn 2010 which will include the changing capability requirements e.g. commissioning and partnership skills
- o Cost effective and accessible e-learning programmes and blended learning opportunities will be the norm as our cost effective and accessible way of improving skills and performance – e-learning programme delivered from Oct 2010

- Workforce planning framework in place by July 2010 – the workforce plan will be a live document and is critical in identifying the people resources required now and in the future to deliver the priorities identified in the Corporate and Business Plan. This framework will enable the organisation with HR support to:

  - o Refocus service priorities and people resource requirements – now and the future
  - o Take cost out of the staffing budgets
  - o Anticipate upcoming people problems and work to find manageable and good solutions
  - o Retain the very skilled people in the right job
  - o Be proactive in helping the organisation deliver services with and through partners
  - o Support more flexible arrangements and partnership working

- Harmonisation of Terms and Conditions – deliver the most cost effective solution to harmonised terms and conditions post Unitary Council 1st April 2009 – by September 2010 – October 2010 *best estimate* (if Collective Agreement has been achieved)

- People Policies – Wiltshire Council's HR/People Policies are being reviewed and refreshed the outcomes already are clearer more transparent and understood policies that can be implemented more consistently across the organisation by managers and in a more cost effective manner i.e. wider use of technology and an HR Contact Centre approach.

- Management Information – improved data and data analysis is giving managers better people management information than ever before – saving time and improving management of key costly issues for example Absence Management – Deliver an Employee Survey by Nov 2010

Wiltshire Council

Overview and Scrutiny
Organisation and Resources Select Committee

15th July 2010

Meeting with Resources Service Directors – Update

1. The Chairman and Vice Chairman met with the <u>Service Director for Finance and Procurement</u> on 15th June 2010 in order to gain a better understanding of the way in which the services within the department are delivered and funded and the developments and pressures that exist.

2. Discussion was focused around the key priorities for the department in 2010-11 as outlined by the Chief Finance Officer:

    Priority: *Financial planning in light of 2010/11 grant reductions and for 2011/12 onwards following the Government Budget (22 June) and Autumn spending review.*

    - Over £1bn of savings are expected to be delivered by local government in 2010-2011. Local Authorities are to decide where their priorities and opportunities for efficiencies lie across the totality of their responsibilities.

    - Government expects local authorities will be able to make savings from efficiency measures, eliminating waste and, where necessary reducing spending in areas that are lower priority for their communities.

    - £2.71m is the total reduction of grant funding in Wiltshire (out of the main revenue grant allocation of £407.15m). In considering grant and funding streams, the Government has:

    -   given priority to protecting the funding for schools and Surestart and 16-19 year olds
    -   not reduced funding in the specific grants and/or funding streams for adult social care, housing benefit administration, main programme funding for Supporting People and for the fire service

    - The Corporate Leadership Team and Cabinet will consider how money can be saved whilst minimising the impact on services both for this year and the decisions that may need to be made for future years.

    - The removal of ringfences will give extra flexibility to make decisions about where savings are found.

- The distribution and level of grants from 2011-12 onwards will be considered in the autumn Spending Review. The Council's MTFP currently includes a scenario which assumes an annual reduction of central government grant of 5% making a total reduction of 20% over four years. The MTFP will be revised once details of the next Comprehensive Spending Review are known.

Priority: Procurement Savings and Efficiencies

- The budget for 2010-11 contains procurement savings of £8.3m against an original target of £9m.

- A Procurement Commissioning Board away-day was arranged where each department looking at contracts and categories of spend were given individual targets to meet – to get the maximum from contracts.

- Further procurement efficiency targets will be set throughout the duration of the MTFP.

Priority: Implementation of a new Revenues and Benefits system

- At present three different systems are used across the four hub offices for the delivery of the Revenues and Benefits function. The new system will enable streamlining and standardisation of the processes used across the four hub offices.

- Cabinet approved commencement of the tendering process on 23rd February.

- The Revenues and Benefits service is being inspected by the Audit Commission in November 2010.

- It is estimated that the cost of implementing the new system will be up to £1.5million which will be managed through the Capital Programme. Once implemented annual maintenance costs will be in the region of £200,000 however this will be offset by efficiency savings from the implementation of the new system.

- A project Board has been set up to manage the implementation of the new system and membership will include the Chief Finance Officer and Service Director for Business Transformation and ICT. It was agreed during discussion to seek the Select Committees approval to appoint a scrutiny representative to the project board.

Priority: Developing Finance as an enabling function – review of structure

- A review of the Finance Team structure is taking place with involvement and direction from the Chartered Institute of Public Finance and Accountancy (CIPFA). The re-structure will dovetail with structural developments within the Shared Service Team.

Priority: Finance Governance

- Over 150 staff (excluding revenues and benefits) are located within the Finance and Procurement section.

- Reporting lines, accountability arrangements and the role of the deputy section 151 officer were discussed and confirmation provided that the relevant Head of Finance attended each Overview and Scrutiny Select Committee.

- Customer facing teams include Pensions, Revenues and Benefits and elements of Department of Children & Education (DCE) Finance

- Professional Accountant Meetings enable updates to be provided to staff on national, Corporate Leadership Team (CLT) and Overview & Scrutiny developments.

- Take up of training and development opportunities is encouraged. Such activities range from accountancy training, distance online learning and CIPFA day release courses.

3. In conclusion the Chairman emphasised that it was important to keep all councillors fully informed of the government's deficit reduction plan, the implications for Wiltshire and the options to meet funding gaps.

4. The meeting with the Chief Finance Officer concluded the round of meetings that have taken place over the past 9 months with all Service Directors within the Department of Resources, the outcomes of which have been reported to the committee and a number of topics added to the committee work programme.

Recommendation:

5. That the committee appoints a scrutiny representative to sit on the project board overseeing the implementation of the new revenues and benefits system.

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Wiltshire Council

**Overview & Scrutiny Organisation and Resources Select Committee
15 July 2010**

Task Group Update

Partnerships

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

The Task Group met on June 21st where the councillors welcomed the Chairman of Community Safety – Confidence Group - Diana Fulbrook (chief executive of the Probation Service) and Tim Mason- Interim Project Manager.

The Task Group was given an overview of the work Confidence Group, whose key purpose is to increase confidence in the criminal justice system and in partnerships and agencies reducing crime and anti-social behaviour in local communities.

Key discussion areas included the performance measurements for monitoring confidence and the deliverables that had been achieved since the group's inception.

The Task Group for its next meeting will be inviting representatives from Wiltshire Police to discuss their role in the Community Safety Partnership. The Chairman together with representation from the Task Group will also attend the next meeting of the Community Safety Executive Board to inform them of the work of scrutiny.

Budget & Performance

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

At the meeting held on 20 May the Head of Finance – Neighbourhood and Planning provided an overview of the key steps and processes for budget monitoring from a departmental to corporate level. Councillors also considered the latest capital and revenue budget reports and agreed a format for future graphical presentation of the budget monitoring.

A summary of the Performance Reward Grant Scheme for Area Boards was provided and the Task Group requested that a briefing note be circulated to all

councillors providing clear guidance on the application process (including criteria) to enable councillors to more effectively participate in the process.

A further meeting was arranged for 30 June in order for councillors to consider the Revenue and Capital budget outturn reports 2009-2010. The Joint Corporate Director for Public Health and Wellbeing also attended this meeting to provide further analysis on a number of Health National Indicators.

At the Chairman's request, the KPMG Interim Audit 2009/10 report was added to the Agenda. The Task Group felt that the KPMG report highlighted a number of issues relating to SAP which were not fully explored when councillors considered the Health check – SAP financials report earlier in the year. Councillors also raised concern at the increase in KPMG's fees for next year and reflected this in their commentary.

The next meeting is currently being arranged so that the Task Group can consider the revenue and capital budget monitoring reports (for the period April to May 2010) which will be submitted to Cabinet on 27th July and to also approve the Task Groups annual report for future endorsement by the Committee.

Major Contracts

Membership: Cllr Richard Britton (Chairman), Cllr Ricky Rogers, Cllr Nigel Carter, Cllr Judy Rooke, Cllr Roy While and Cllr Helen Osborn.

At the last Committee meeting councillors agreed to extend membership of the Task Group to include a 6th person. As a result Councillor Helen Osborn has volunteered and will now join the Task Group in carrying out future contract reviews.

The next meeting of this Task Group will take place on the 21st October 2010 at 14.30 where a review of the Sodexho Contract will be undertaken. Following previous practice the School Catering element of this will be considered separately by the Children's Services Select Committee.

Workplace Transformation Programme

Membership: Cllr Philip Brown (Chairman), Cllr Nigel Carter, Cllr Charles Howard, Cllr Judy Rooke, Cllr Jonathon Seed, Cllr Jeff Osborn, Cllr Tony Deane

On 28th June the Task Group undertook a site visit to Bourne Hill. A meeting was held on site where the WTP Project Lead for Service Engagement provided councillors with a presentation on the potential for future co-location of services in Salisbury. The WTP Director also talked members through a Bourne Hill – budget update report.

Following the meeting the Task Group went on a tour of the refurbished old building and the new extension and the officers and Cabinet members for Resources responded to a number of questions regarding lighting, ventilation, internal decoration and the flexibility of the under-floor layout in terms of IT.

Overall councillors were very impressed with the design and the many environmentally friendly features such as the solar fins and 'green roof' and the high percentage of recycled material used.

The Task Group also visited two other Council owned buildings in the area which highlighted issues relating to secondary access, poor working environments and the potentially high costs that would be required to refurbish such buildings to an acceptable standard.

The next meeting, due to take place in September, will focus on decant arrangements and the refurbishment designs for the MECH and old County Hall building.

Member Support in the Locality

Membership: Cllr Desna Allen, Cllr Richard Britton, Cllr Jeff Ody, Cllr Jonathon Seed (Chairman), Cllr Bridget Wayman, Cllr Ian West and Cllr Fred Westmoreland.

The Group held its first meeting on 15 June 2010 where members carried out a scoping exercise to determine the work programme and future witnesses.

During the meeting several issues were raised with the Group

1.	Steve Milton, Head of Community Governance, will be invited to the Task Group's next meeting to provide an update on the review of the Community Issues System (CIS) and to discuss the Community Area Managers' (CAMs') role in supporting councillors' to resolve local issues.

2.	John Quinton, Head of Democratic Services, will be invited to a future Task Group meeting to discuss general councillor support issues.

3.	All Councillors are to be asked the question, via email: "Do you have a view on the support currently available for helping you to resolve casework issues and community area issues?", with responses being reported to the Task Group's next meeting.

4.	The Task Group will consider the following documents, as requested by the Councillor Development Group, at a future meeting:

	•	'Helping Councillors Get Things Done' guidance note
	•	Community Issues Triage Checklist

- Area Boards – Dealing With Local Issues flowchart
- Councillor Call For Action guidance note

The next meeting will take place on 16th July where the Head of Community Governance and the Head of Democratic Services will attend as per bullet points 1 & 2 above. The Service Director for ICT and Business Transformation and the Cabinet Member for Resources will also attend to provide an update following the rapid scrutiny exercise undertaken in respect of Members ICT.

Future ICT Provision

At the last Committee meeting the Future ICT Provision Task Group was established to scrutinise the wind down of the Steria contract and the development of structures for the new in-house service.

Membership is so far confirmed as follows: Cllr Jon Hubbard, Cllr Nigel Carter, Cllr Roy While and Cllr Jonathon Seed.

The first meeting is due to take place at the end of August during which members will undertake a scoping exercise to determine the work programme and future witnesses.

S106 Agreements

Membership: Cllr Philip Brown, Cllr Bill Douglas, Cllr Peter Fuller, Cllr George Jeans, Cllr Howard Marshall and Cllr Anthony Trotman (Chairman).

At the meeting held on 25 March 2010 the Committee agreed to establish a Task Group to consider the responsibilities and pressures of S106 agreements in the Unitary Council.

Several meetings have taken place since the commencement of the Group and an interim report is now attached (at appendix 1) which provides details of the Group's findings.

Proposal:

The Committee is asked to:

1. **Endorse the content of the interim report**
2. **Approve the continuation of the Task Group**
3. **Make any necessary representations to the Cabinet Member for Economic Development Planning and Housing**

WILTSHIRE   COUNCIL

**OVERVIEW AND SCRUTINY ORGANISATION AND RESOURCES
COMMITTEE
15 JULY 2010**

SECTION 106 SCRUTINY TASK GROUP – INTERIM REPORT

Purpose of Report

1. To provide an interim update of the work of the Section 106 Scrutiny Task
    Group.

Background

2. The Committee Chairman & Vice Chairman met with the Service Director for
    Legal and Democratic Services on 11th March, 2010. Several issues were
    discussed; including the potential value scrutiny could add by considering the
    Section 106 agreement process.

3. The Overview & Scrutiny Organisation and Resources Select Committee on
    25th March 2010 resolved:

    **'To agree that a Task Group be established to consider the
    responsibilities and pressures of S106 agreements with membership to
    be determined by the Chairman and Vice-Chairman subject to report to
    the next meeting.'**

Membership

4. Accordingly, a Task Group was formed with the following membership:

    Cllr Philip Brown
    Cllr Bill Douglas
    Cllr Peter Fuller
    Cllr George Jeans
    Cllr Howard Marshall
    Cllr Anthony Trotman (Chairman)

Meeting Dates

5.

Date	Witnesses
10 May 2010	Scoping exercise with Brad Fleet
1 June 2010	Brad Fleet – Service Director, Development Control Debbie Evans – S106 Officer
14 June 2010	Georgina Clampitt-Dix – Head of Spatial Planning Janet Lee – Principal Solicitor, Legal Services

Terms of Reference

6. (a)   To review the Council's approach towards the Section 106 process, with particular focus on the utilisation of developer contributions.

    (b)   To consider the impact of the new Community Infrastructure Levy and the ability of the Council to respond to this new legislation.

Main Considerations for the Committee

> *Definition - Section 106 agreement? :*
>
> *Section 106 (S106) of the Town and Country Planning Act 1990 allows a local planning authority (LPA) to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. The obligation is termed a Section 106 Agreement.*
>
> *These agreements are a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms. They are increasingly used to support the provision of services and infrastructure, such as highways, recreational facilities, education, health and affordable housing*

7. Approximately 800 to 900 Section106 agreements have been created in Wiltshire over the last 10 years. Members learnt that at the inception of Wiltshire Council the management of these agreements was not seamless. The processes reflected the approaches adopted by Wiltshire's former councils. For example records were held in different sections - legal/planning/finance and they were not readily accessible. Additionally, many of the officers who had been responsible for the agreements and had knowledge of their content had left the work area.

8. In response the Development Service in Jan 2010 appointed a dedicated administrative officer to create a database of all existing and new section 106 agreements. This aimed to ensure knowledge of what developer contributions had, or needed to be made, where the money had been directed, what money had been spent and the trigger points for future contributions.

9. The initial priority for the Section 106 officer has been to document the agreements finalised since April 2009. As part of this process positive working relationships have been developed with officers from services such as legal, finance and education. This work to date has been successful, although not without challenge. Cataloguing monies received/spent and locating funds has proven to be the hardest task. Partly due to the legacy of former district council officers moving on and also down to the individual approaches towards record keeping taken within the services and planning hubs. Once this work is completed the focus will be to catalogue agreements put in place by the former councils.

10. Development of the database is further complicated by the different approaches from Wiltshire's former councils to when an agreement's 5 year time line (to spend the money) starts. This ranged from when the agreement

was signed through to money being payable on completion of the development.

11. Councillors were given reassurance that currently resources were sufficient to complete the database. The concern for members was in relation to those agreements that were approaching the 5 year point, where developers could request unspent monies back. The lack of accessible records and the potential of missing trigger points, where developers are asked for further contributions was a further issue.

NB - Since January the Section 106 officer had received approximately 6 enquiries from developers checking on spend.

Community Infrastructure Levy

12. During the evidence gathering members established that a new voluntary mechanism of capturing developer contributions came into effect in April 2010.

The Community Infrastructure Levy is a standard charge on most types of new development; ensuring infrastructure contributions do not only fall on major developments. To place this into context only 14% of residential and 7% of offices currently have planning obligations attached to them. In the past it has been difficult to demonstrate the cumulative impact of individual developments, resulting in under funding of infrastructure. The CIL by levying nearly all new development will ensure the lumpy flow of developer contributions is replaced by something more consistent.

13. CIL will take the form of fixed standard charges, levied as pounds per square metre of floor space. This will enable developers to predict the size of their potential liability to allow for future budget planning

Section 106 agreements will still be active but it is understood that government is considering whether restriction on the use of planning obligations should be made once CIL is introduced. For example affordable housing can not be funded through CIL.

The key challenge with CIL is setting the tariff; too low may lead to infrastructure projects being delayed, too high will put developers off, potentially leading to an increase in property prices, affecting 1st time buyers.

14. In Wiltshire current practice is to secure infrastructure through section 106, although some specific requirements exist within local plan policy, e.g. open space provision in South Wiltshire (policy R2, Salisbury District Local Plan).Officers are currently preparing the evidence base on infrastructure planning to form the Infrastructure Delivery Plan, which will support the core strategy. It is anticipated that this will identify a 'funding gap' demonstrating the need for CIL.

15. Wiltshire has not yet formally agreed to adopt CIL however in undertaking planning work officers are working towards the objective of realising CIL, or any other tariff system the new government may introduce; CIL is not mentioned in the coalition agreement.

Conclusions

16. The Task Group has established that the management and monitoring of section 106 agreements at the inception of the new council was not seamless, resulting in the need for better central coordination. This has started to be addressed with the appointment of the new section 106 officer, who already has made positive strides towards the development of a central electronic database. However, the focus to date has been towards agreement post April 2009, therefore the task group has concerns that recording historic agreements (pre-Wiltshire Council) will be more resource intensive and also more of a priority because of the 5 year timeline to use funds.

17. Therefore, the Task Group proposes to meet with planning officers in October to assess whether additional resources are required and to continue to monitor the development of the section 106 database.

18. In parallel to this the Task Group has established that another system for developer contributions is potentially to be introduced in Wiltshire. The Community Infrastructure Levy will look to address the infrastructure deficit within the county and is an import area for scrutiny to continue to review.

Recommendations

22. **The Organisation and Resources Select Committee is asked:**

   (i)   **To note the contents of the report**

   (ii)   **To support the continuation of the Task Group**

   (iii) **To consider whether the Committee wishes to make any comments to the cabinet member with responsibility for planning on the interim findings of the Task Group.**

Report Authors – Ceri Williams/Sharon Smith, Scrutiny Team

Overview & Scrutiny Organisation and Resources Select Committee

Rolling Work Plan from June 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			
Workplace Transformation Programme (inc. Business Transformation Programme)	Task Group	July 2009	Ongoing	Four year programme.		
Partnerships (Standing)	Task Group	March 2010	Ongoing			
S106 Agreements	Task Group	April 2010	Ongoing			
Member Support in the Locality	Task Group	April 2010	Ongoing			

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
Future ICT Provision – Update	Task Group		Ongoing	To receive an update on the work of the Group to scrutinise the wind down of the Steria contract and the development of structures for the new in house ICT service. NOTE: members of the Group inc. Cllr Jon Hubbard and Cllr Nigel Carter. Awaiting confirmation of further 3 or 4 members.		
Departmental Delivery Plan/ Business Plan	Committee		July 2010	Following approval of the Corporate Plan to receive details of the departmental delivery plans and business plans when available.		
Framework Contract for the Provision of Agency Staff	Committee		July 2010	To receive a further update report noting that new arrangements should be in place by November 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 (to include Leader Development)	Committee	From transition	July 2010			
Business Management Programme (SAP)	Committee		September 2010	To receive an update report on the Shared Services Team developments, including the HR and Procurement aspects of SAP		
Harmonisation of Staff Terms and Conditions of Employment (to inc. LGR Appointments Procedure)	Committee		September 2010	To receive an update report following completion of negotiations and once the collective agreement has been drafted (anticipated as August 2010).		
Procurement Strategy	Rapid Scrutiny		September 2010	To receive an update report on the Procurement Strategy.		
Delivering Customer Focus Programme	Committee		September/ November 2010	To receive a copy of the next six monthly progress report to Cabinet and timeline for delivery of the Customer Focus Programme at the earliest opportunity.		

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
Service Transformation (HR)	Committee	From Development Day	tbc			
Area Boards - Update	Committee		March 2011	To receive an update following the review of Area Boards.		
Council Funding Framework for the Voluntary Community Sector	Committee		March/May 2011	To receive an update on the implementation of the VCS framework.		

Cabinet Forward Work Plan
June 2010 – September 2010

Items that may be of interest to the
Organisation and Resources Select Committee

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Budget Monitoring	22 June 2010 27 July 2010 14 September 2010	To receive a regular update on the capital and revenue budget.	Cllr Fleur de Rhe-Philipe	Martin Donovan
Annual Report on Treasuring Management 2009/10	22 June 2010	To provide an update on the Treasury Management outturn for the financial year 2009/10 and then forwarded on to Council.	Cllr Fleur de Rhe-Philipe	Keith Stephens
Strategy for Anti-Social Behaviour and Implementation Plan	22 June 2010	To seek endorsement of the Wiltshire Community Safety Partnership strategy for Anti-Social Behaviour.	Cllr Keith Humphries	Hilary Marsh
Update on Performance	22 June 2010 14 September 2010	To inform Cabinet about progress against the Council's priorities, including those in the Local Agreement for Wiltshire.	Cllr Fleur de Rhe-Philipe	Sharon Britton

Subjects	Date to Cabinet	Specific Issues for Discussion	Responsible Cabinet Member	Officer Contact
Development of the Transformation Programme	22 June 2010	To provide an update on the ICT Programme.	Cllr John Noeken	Deborah Farrow
Rate Relief	22 June 2010	To establish new policies and procedures for rate relief for Wiltshire Council.	Cllr Fleur de Rhe-Philipe	Alistair Cunningham
Street Naming and Numbering Policy	22 June 2010	To seek approval for an interim Street Naming and Numbering Policy for Wiltshire Council including agreeing fees; and to seek approval for a strategy to develop a permanent policy.	Cllr John Noeken	Deborah Farrow
Community Asset Transfer – Margaret Stancomb School	22 June 2010	To consider a proposal submitted by Wiltshire Rural Music School for the transfer of part of Margaret Stancomb School located at British Row, Trowbridge under the Community Asset Transfer policy.	Cllr Toby Sturgis	Rachel Efemey
Quarterly Progress Update – Workplace Transformation Programme	27 July 2010	Regular update on progress of Workplace Transformation Programme.	Cllr John Noeken	Mark Stone

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Total Place Initiative	27 July 2010	To present an update on progress of the pilot project.	Cllr Jane Scott OBE	Matti Raudsepp
Library Services Review	14 September 2010	Re-design and modernisation of Library Service, including £500,000 savings target achievement.	Cllr John Thomson	Niki Lewis
Business Plan	14 September 2010	To consider the Business Plan which will set out how the Council organises itself to deliver the priorities in the Corporate plan and its part of the Community Plan.		Sharon Britton
Delegation of Services to Town & Parish Councils	14 September 2010	To update Cabinet on progress made with regard to the Delegation of Services to Towns and Parishes.	Cllr Dick Tonge	Mark Smith

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