

AGENDA

Meeting: Overview & Scrutiny Organisation and Resources Select Committee
Place: Committee Room III, County Hall, Trowbridge
Date: Thursday 20 January 2011
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.

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

Membership:

Cllr Nigel Carter	Cllr Jacqui Lay
Cllr 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 - 14*)

To approve as a correct record and sign the minutes of the last meeting of the Overview and Scrutiny Management and Resources Select Committee held on 18 November 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 Thursday 13 January 2011**.

6. **HR Update** (*Pages 15 - 22*)

The Committee at its last meeting in November requested that an update on HR related matters was received at its next meeting in January 2011.

A report from the Service Director, HR and Organisational Development is attached.

Recommendation:

The Committee is asked to consider the report provided and comment as appropriate.

7. **Exclusion of the Press and Public**

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 15 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

PART II

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

8. **Procurement & Commissioning Project Board**

To receive a confidential presentation on the work of the Procurement and Commissioning Board.

Following previous scrutiny of the Corporate Procurement Strategy by Councillors Deane and Carter a further meeting has been scheduled for 27 January. As the work of the Board is linked with the Procurement Strategy, the need for this meeting may be reviewed depending on the outcome of this item.

At the previous meeting of the Committee Councillors received a paper with options for the future scrutiny of procurement and commissioning. It was resolved to retain the four Major Contracts Task Groups whilst extending their remit. A report will be presented to the next Overview & Scrutiny Management and Coordination Liaison Board on the practical workings.

Recommendation:

To note the presentation provided and comment as appropriate.

9. **Admission of the Press and Public**

Following exemption of the Press and Public in relation to Item 8 above, the meeting will now revert to an open session.

PART I

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

10. Library Review Rapid Scrutiny Exercise (to follow)

The Committee at its meeting held in September resolved to conduct a Rapid Scrutiny Exercise on the Library Services Review. As the Cabinet paper has been delayed until 25 January 2011, the option to consider this item at the Select Committee was favoured. However due to the Cabinet Member having a prior commitment a Rapid Scrutiny Exercise is scheduled to take place on 18 January. A report on the outcome of the meeting will be circulated at the Committee.

Recommendation:

The Committee is asked to endorse any recommendations arising from the Rapid Scrutiny Exercise which will be considered by Cabinet on 25 January 2011.

11. SAP Post Implementation Review

At the last meeting the Select Committee received a report on the post implementation review of the SAP system by KPMG. It was resolved to advise the Cabinet Member and Audit Committee of the Select Committee's views of the report. An extract of the minutes from the Audit Committee are attached for noting.

Recommendation:

To note the outcome of the Audit Committee consideration.

12. Budget and Performance Update

12.1. Monitoring Reports

Councillors are aware that responsibility for scrutiny of budget and performance matters now lies with the individual Select Committees. The latest monitoring report will be considered by Cabinet on 8 February 2011 and will be found using the link below once published:

<http://cms.wiltshire.gov.uk/ieListMeetings.aspx?CId=141&Year=2011>

The Chairman and Vice Chairman will consider the reports once available, highlight any areas of concern with the relevant officers and provide feedback to the Committee accordingly.

12.2. **Joint Scrutiny Budget Meeting**

The Committee is asked to note that the Joint Scrutiny Meeting to consider Cabinet's 2011/12 budget recommendation will take place on 10 February at 10:30am in the Council Chamber.

All non-Executive members are invited to attend the scrutiny meeting and take the opportunity to consider and comment on the budget recommendation prior to the Council meeting on 22 February 2011.

13. **Task Group Updates** (*Pages 23 - 34*)

Updates from the various Task Group and Rapid Scrutiny Exercises are attached.

Recommendation:

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

14. **Scrutiny Representation on Project Boards** (*Pages 35 - 40*)

This item has been included in the agenda to allow members, who act as Scrutiny Representatives on Project Boards, to provide the Committee with updates where appropriate.

Updates will be provided on the following:

Customer Focus Board
Contract Agency Staff Board
Staffing Management Executive Board
Revenue and Benefits Project Board (to follow)

Recommendation:

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

15. **Forward Work Programme** (*Pages 41 - 46*)

A copy of the draft Forward Work Programme is attached.

Recommendation:

The Committee is asked to note the draft Plan and provide comment as appropriate.

16. **Date of next Meeting**

24 March 2011.

17. **Urgent Items**

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

OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE MEETING HELD ON 18 NOVEMBER 2010 AT COMMITTEE ROOM III, COUNTY HALL, TROWBRIDGE.

Present:

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

Also Present:

Cllr Allison Bucknell and Cllr John Noeken

99. **Apologies**

Apologies were received from Cllr Peter Doyle and Cllr Ricky Rogers.

100. **Minutes of the Previous Meeting**

The minutes of the previous meeting were approved and signed as a correct record with the following amendment:

Page 6 – Member Support in the Locality

The third paragraph to be amended to read:

Clarification was provided that area boards now had a dedicated press officer within the Communications team to liaise with regarding press activity.

101. **Chairman's Announcement**

There were no Chairman's announcements.

102. **Members' Interests**

No declarations of interest were received.

103. **Public Participation**

There was no public participation.

104. **Human Resources (HR) Matters**

The Committee at its previous meeting held in September requested that an update on HR related matters was received in November.

A report was duly presented by the Service Director, HR and Organisational Development which outlined the current strategic workload priorities within HR, including details of the support provided to achieve the people management savings to be outlined in the Council's Business Plan. An additional report was also provided which outlined the process of implementing workforce plans within the Council.

Clarification was provided that the HR Self Service tool would replace the existing HR Online tool and was expected to be in place from 1 January 2011.

The deadline for submitting the initial applications for voluntary redundancies as part of the Management Review was 26 November with a briefing to Directors made on 29 November. Dependant on the results of the initial consultation, a second opportunity to submit applications may be available from 2 January 2011. An announcement on the status of redundancies would be made by the end of the financial year.

An Employee Assistance Package was in place to ensure that those taking redundancy received full support on leaving the organisation. A copy of the Package would be circulated to members of the Committee for information.

It was understood that 551 'at risk' letters had been circulated and it was anticipated that the results of the initial round would be communicated to staff by the end of January 2011. The Council expected to reduce posts by approx 240. £5m had previously been set aside to cover the costs of the associated redundancy packages expected.

In addition to the need to secure people cost savings of £16m by April 2011, Unions had been informed of the need to secure a further annual saving of £2.5m. A meeting had been held with the relevant unions and details of the locally determined terms and conditions from which the proposed savings could be achieved were detailed within the report.

Written confirmation on the current costs relating to each of the bulleted points under paragraph 9 of the Human Resources (HR) Update would be provided to the Committee following the meeting.

A recommendation was to be made to the Staffing Policy Committee for the 3 existing subsidised lease car schemes to be closed. The Cabinet Member for

Resources confirmed that a replacement scheme was currently being discussed and was likely to be addressed by the Staff Management Executive Board at its next meeting in December. Any changes to the scheme would require involvement of the Trade Unions and would ultimately form part of the Terms and Conditions negotiations.

In line with the Local Government Workforce Strategy 2010, a priority for the Council would be to ensure an appropriate Pay and Rewards scheme was in place to reward the workforce whilst ensuring that budget and efficiency requirements were met. Examples included flexible working hours and the ability to work in varied locations to meet the needs of the workforce whilst ensuring high performance was maintained.

In addition to the expected 47 redundancies within the Resource department, a further 50 plus members of staff would be receiving pay reductions as a consequence of restructuring from the management review which would also assist the Council in achieving the necessary cost savings. This would apply to the two tiers below the Head of Service level. Details of the posts affected and the impact on the department resources would be provided once known.

Although the Committee understood and agreed with the legal and statutory requirement to ensure equality and diversity across the organisation, there was a need to ensure that indirect discrimination did not take place when applications were considered.

The Committee also highlighted the need to ensure staff morale was monitored. Good communication was vital to ensure staff were fully briefed on what was happening within the organisation and to ensure high quality performance was maintained.

Following consideration of the reports provided, discussion commenced on the recently published structure changes proposed for the organisation. A link to the structure charts was given to members and hard copies tabled at the meeting.

Clarification was provided that the current Service Director positions for IT and Shared Services were to be combined into a new 'Director of Business Services' role.

Discussion also took place in relation to the Area Board structure within the Communities, Libraries, Heritage and Arts department where further clarification would be sought from the Cabinet Member for Communities on the exact number of Community Area Managers (CAMS) reporting to the Head of Community Area Boards.

Cllr Seed congratulated the Cabinet Member and officers on the way the budgetary reductions had been addressed and agreed that the 'invest to save' approach of the Council was appropriate to ensure future savings.

Resolved:

- 1) To thank the Cabinet Member and officers for the information provided;**
- 2) To request that the Cabinet member note the comments made by the Committee;**
- 3) To request the Cabinet Member for Communities would be requested to provide clarity on the exact number of CAMS reporting to the Head of Community Area Boards; and**
- 4) To receive the Committee would receive a further update on HR matters in January 2011.**

105. SAP Post Implementation Review

This item was included on the Committee's agenda following the disbandment of the Budget & Performance Task Group who had requested sight of the post-implementation review of the SAP system which was to be considered by the Audit Committee at its next meeting in December. The report provided an opportunity to receive an external opinion from KPMG on the workings of the SAP system.

The Cabinet Member and the Corporate Director for Resources confirmed that they were happy with the report provided but acknowledged that there were still some issues to address. However, significant progress had and continued to be made in these areas identified by KPMG.

Visits to other organisations using the SAP system had also taken place to learn from experience. Contact had now been received from a number of organisations who were keen to see the success of the implementation of the system by Wiltshire Council.

Although it was understood that the SAP system potentially had a wider capacity than currently used by the Council, additional modules of the system would not be considered unless there was a business case demonstrating a positive return equating to at least 10% efficiency gain.

The Chairman spoke to a draft motion he had circulated. The Cabinet member identified that he was happy with it's content except that 2(ii) and 4(iv) were wrong. Nevertheless the motion as originally drafted was put to the meeting and was approved.

The Committee noted that there was no documented long term strategy for the SAP system although acknowledged that there was focus on fixing existing issues to ensure the system remained operational.

Resolved:

- (1) To acknowledge;**
 - (i) the overall findings by KPMG that “Ultimately Wiltshire Council achieved a great deal in successfully implementing a major SAP system”;**
 - (ii) the decision to go live on 1 April 2009 was bold but appeared to have been the right one; and**
 - (iii) that project initiation and planning was well organised and co-ordinated, a good standard of project documentation existed and that the Council’s SAP trainers showed a great deal of dedication.**

- (2) However, in acknowledging the above to particularly highlight the following points:**
 - (i) that conflicting and competing priorities within the council at the time resulted in limiting capacity and resources for the project;**
 - (ii) there were currently no plans to further invest in SAP so as to drive out further efficiencies in other areas of the business;**
 - (iii) planned head-count reductions would mean that it was likely future projects would have to consider the use of contractors where internal capacity and/or skills were limited; and**
 - (iv) some service areas felt uncomfortable with the pace of the project and struggled to provide sufficient resource to manage the necessary business change activities that were delegated to them.**

- (3) To note the following points for further scrutiny at the appropriate time:**
 - (i) Procurement and Commissioning Programme which commenced in July would address procurement issues including several new buyers appointed by the end of the year;**
 - (ii) A plan was being drawn up with a timeline for migrating significantly more financial processes and the associated staff into the Shared Services Team. This also included a development plan for procurement;**

- (iii) **The SAP strategy scheduled for March 2011 would form an integral part of the overall ICT strategy which was currently being developed to align with the Council Business Plan; and**
 - (iv) **The Corporate Programme Office was being reviewed as part of the Council's business planning process and a benefits realisation plan was being developed to underpin the successful delivery of the business plan.**
- (4) In addition to note the following general but important points:**
- (i) **Management should aim to use SAP functionality to the fullest extent possible appropriate to the organisation in order to avoid end-user developed applications;**
 - (ii) **Areas of the business should be identified that were not taking full advantage of SAP;**
 - (iii) **KPMG did not audit the financial savings reported;**
 - (iv) **KPMG identified that a key practice for getting value from a project was that it was driven by the executive (top management culture).**
- (5) To formally advise the responsible Cabinet Member and Audit Committee of the Select Committee's consideration and highlighted views on the report, and to receive responses from them in respect of the actions recommended by KPMG and the lessons learnt by the Council (bearing in mind the management responses already in the report).**

106. **Central Government Announcements in Relation to Performance Indicators**

The Service Director, Performance attended the meeting to provide the Committee with an update on the implications of the announcement made by the Rt Hon Eric Pickles MP in October that all designations of local improvement targets in Local Area Agreements had been revoked.

Clarification was provided that central government felt there was no further need for local improvement targets. Accordingly the National Indicator (NI) set had been removed and would be replaced in April 2011 with an alternative monitoring process. However there was still a need for local authorities to provide much of the current data for the remainder of the financial year.

The Committee were reminded that the Local Agreement for Wiltshire was wider than just the LA targets and that the requirement to provide information

would continue to run through to March 2011. Members of the Committee expressed concern over the implications any reform would have on partnership working. It was understood that further changes in relation to partners were expected but not yet known.

The Public Service Board were likely to consider the implications further in the New Year following expected announcements. In the interim it was noted that regular reports on the Local Agreement for Wiltshire would continue to be presented to Cabinet on a quarterly basis.

Members noted that although no further Performance Reward Grant payments would be received, there was still £2m remaining of the Grant received to date for the next 2 years.

Members were also asked to note that the consultation for the new framework for Adult Social Care was released on 16 November and provided clarification of 22 indicators within this area.

Resolved:

- 1) To note the update provided and request that the Cabinet Member note the concerns raised.**
- 2) To receive further updates on changes to Local Authority Performance Arrangements once known.**

107. Future Scrutiny of Procurement and Commissioning

The Select Committee, at its meeting in September, considered the findings of a Rapid Scrutiny Exercise undertaken on the Corporate Procurement Strategy in addition to a presentation made by the Corporate Director, Resources on the proposed strategy and approach to future procurement and commissioning.

The Committee resolved that a paper be submitted to this meeting providing details of the options available on how the Committee could carry out its scrutiny work of contracts and procurement, where there was a need for £9m cost savings to be achieved by April 2011 as part of the overall £40m savings for the Council.

The report proposed several options for consideration to include that the Major Contract Task Groups within Select Committees be disbanded taking into consideration that commissioning and procurement would now fall under the remit of the Corporate Director, Resources and that an alternative structure should be implemented to reflect this change.

Ensuing discussion included concern that this proposal would reduce the overall number of members involved in the process and that this could result in a

reliance on a small group of councillors without the necessary expertise which could open up the potential for politically focused debate.

There was also concern over the scale of control in place with regards to the procurement process where it was noted that the training programme established as part of the Procurement Board had been withdrawn due to the level of take-up.

The Committee further discussed the benefits of the options provided to include the potential to establish a new single Task Group with a focus on the delivery of the new Programme and potential scrutiny representation on the Corporate Procurement Board.

The Corporate Director was requested to voice his preferred option of approach and could see the benefit to members of retaining the existing Major Contracts Task Groups with reporting to the Committee where required on the strategic and policy issues relating to the Programme.

Resolved:

To retain the 4 Major Contract Task Groups each linked to the individual Select Committees but that these Task Groups would now also hold the Procurement Board to account. The Task Groups would continue to report to the parent Select Committee and now also to the Overview and Scrutiny Organisation and Resources Select Committee by exception. The Terms of Reference would be revised accordingly.

108. **Budget & Performance**

The Committee was reminded of the new arrangements for the Select Committees to undertake individual scrutiny of budget and performance matters by exception as resolved at the Committee's previous meeting held on 16 September following the cessation of the Budget and Performance Task Group.

As detailed in the Agenda, clarification was provided that the Chairman and Vice Chairman of the Committee had reviewed the budget monitoring report submitted to Council on 19 October. In relation to corporate and resources matters questions were raised with the Interim Director of Finance accordingly, and a satisfactory response was received.

It was requested that budget and performance be raised again at the next meeting of the Liaison Board to ensure there was clarity across all Select Committees on the revised arrangements.

Resolved:

- 1) **To note the action taken by the Chairman and Vice-Chairman on behalf of the Committee.**

- 2) **To request that Budget & Performance is added to the next Management and Coordination Liaison Board to allow discussion on how the new arrangements were working in practise.**

109. **Delegation of Executive Functions - Cabinet (Capital Assets) Committee**

The Committee was presented with details of the newly formed Cabinet (Capital Assets) Committee. It's Terms of Reference included:

- to receive and monitor reporting information from the Workplace Transformation Programme Board regarding the delivery of that programme; and
- strategic overview of the Council's policy on Section 106 funding and the use of the funds.

Resolved:

The Committee noted the information provided and the particular responsibilities relevant to current scrutiny activities.

110. **Task Group/Rapid Scrutiny Update**

i) **Major Contracts**

The discussion under item 107 above was noted.

ii) **ICT**

Clarification was provided that scrutiny of the handover timetable had taken place. The transfer of staff was also considered with confirmation that Steria had given notification of the numbers included to ensure as smooth a transition as possible.

The next meeting of the Task Group is scheduled to take place on 3 December which was hoped to be the final meeting as the delivery of service would transfer from January 2011.

Cllr Hubbard would be attending a couple of sessions with the IT team to establish how future support would be provided.

iii) **Partnerships**

Clarification was provided that a positive meeting had taken place on 28 October. The Chairman of the Community Safety Partnership Board

would be attending the next meeting. The Group hoped to bring a final report to Committee at it's next meeting in January.

iv) Workplace Transformation Programme (WTP)

The next meeting was scheduled to take place at the Olympiad, Chippenham on 29 November. Cllr George Jeans would be replacing Cllr Phillip Brown on the Task Group.

The Committee considered the update provided by the Corporate Director, Resources in relation to the PFI Agreement for the provision of office accommodation at Monkton Park, Chippenham.

Resolved:

To note the latest position regarding the future of the Monkton Park site.

v) S106

In addition to the information provided with the Agenda, the Chairman of the Group clarified that 4 meetings had taken place to date. The Task Group had concluded an increase in resource was required to ensure the completion of the database that would store details of the anticipated 820 agreements.

The importance of completing this task was highlighted as currently there was no consistency over the approach to payments made in relation to S106 agreement across the County.

14 agreements had already been identified as significant with approximately £300k planning gain per agreement. The Task Group were concerned that the S106 Officer estimated the exercise of sourcing the relevant details and updating the database with this information alone would take approximately one month to complete and the impact that could have on the organisation.

Ensuing discussion included that as part of the 'invest to save' approach, providing additional resource in this area would prove of benefit to the organisation and that the potential merging of hubs could result in the sourcing of information becoming more problematic in the future.

Clarification was also provided that Cllr Tony Deane would replace Cllr Phillip Brown on the Task Group.

The concerns raised by the Task Group were supported by the Select Committee.

Resolved:

- 1) To thank the Task Group for its continued good work in scrutinising Wiltshire Council's management of Section 106 agreements since receipt of its interim report in July 2010;**
- 2) To support the ongoing work to create a Corporate database to monitor Section 106 Agreements since the inception of Wiltshire Council;**
- 3) To request that the Cabinet Member note the concern of the Committee on the progress made towards cataloguing S106 Agreements approved by the 5 former councils and the potential risks this presents to:
 - i) infrastructure developments not taking place due to funds not being used; and**
 - ii) developers requesting their contributions back as they had not been used within the designated time.****
- 4) To endorse the Task Group's recommendation to the Cabinet Member with responsibility for Development to ensure adequate resources were put in place to complete the cataloguing of historic S106 agreements and to ensure that the balance of information on S106 agreements with financial conditions is available to the Task Group within 12 months of its formation (May 2011);**
- 5) That the Scrutiny Committee be kept fully up to date on the development of the work undertaken;**
- 6) To note the S106 Officer's commitment to circulate to the Task Group details of the 13 largest S106 agreements on or before 8 December 2010;**
- 7) To note the recent establishment of the Cabinet (Capital Assets) Committee which has within its terms of reference responsibility for the strategic overview of the Council's policy on S106 funding and the use of funds;**
- 8) To advise the Cabinet (Capital Assets) Committee of the Task Group's concerns including the recommendation to the Cabinet member to identify sufficient resources to complete the database;**
- 9) To received the Task Group's final report in due course to include the Council's approach to any potential 'roof tax'**

based tariff and the encouragement of future development within Wiltshire; and

10) That the Cabinet Member, Corporate Director and Head of Planning be invited to appear and report on this matter at the next Committee in January 2011.

vi) Member Support in the Locality

In relation to the Executive response following the recommendations made by the Task Group, members of the Committee felt that Point (2) in respect of e-mails informing Councillors of Cabinet Member delegated decisions required further development to include an explanation of the decision.

Members also felt that Councillors should be given the opportunity to link their independent websites to the Council's webpage, with an appropriate disclaimer attached.

vii) Library Review

A report following the Rapid Scrutiny Exercise would be presented to the Committee at its next meeting in January 2011.

111. Scrutiny Representation on Project Boards - Update

i) Revenue and Benefits Project Board

The Chairman had recently received an enquiry relating to the cost of administering the system as a percentage of monies collected to benchmark against other councils.

The Corporate Director of Resources confirmed that a formal inspection had recently taken place and that although the formal results would not be published until December/early January time, the interim results were looking positive.

Following further discussion it was agreed that the Revenue and Benefits System would be added to the Forward Work Programme for January 2011.

ii) Customer Focus Board

The update provided with the Agenda on the work of the Customer Focus Board was noted.

iii) Agency Contract Project Board

The new working arrangements in relation to the provision of agency staff were expected to be implemented by 29 November. The Scrutiny Representative on the Board would provide the Committee with a report at its next meeting in January.

iv) Staffing Management Executive Board (formerly Pay Harmonisation Board)

The Committee noted the update provided under Item 104 above in relation to HR matters.

The scrutiny representative would be requested to provide a report for the Committee's next meeting in January.

112. **Forward Work Programme**

Clarification was provided that the Workplace Transformation Programme and ICT Task Groups would remain as separate task groups for the immediate future. The Forward Work Programme would be amended accordingly.

Resolved:

To note the Forward Work Programme.

113. **Urgent Items**

None.

114. **Date of next Meeting**

20 January 2011.

(Duration of meeting: 10.30 am - 12.55 pm)

The Officer who has produced these minutes is Sharon Smith, of Democratic & Members' Services, direct line (01225) 718378, e-mail sharonl.smith@wiltshire.gov.uk

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Human Resources (HR) – Update

1. This report provides an update of the current strategic workload priorities in HR, including progress made in the management review exercise to deliver £8m annual savings from staffing costs which form part of the people management savings outlined in the council's business plan.

Workload Priorities

2. The strategic workload priorities of the HR Strategy & Policy team are: -

- a. **HR policies & procedures** – The team are continuing to review and update existing policies and procedures and are developing new policies where needed. Good progress has been made with 18 new or revised policies successfully implemented in 2010. The status of the 2010 schedule of policies is attached in Appendix 1, and the policy schedule for 2011 is attached in Appendix 2.

The new “house style” policy template has received excellent feedback from staff, managers, members and external bodies. This template aims to provide policy and procedure information in a consistent format. “Plain English” has been used to aid the understanding of the policies, and all policies give clear guidance on the responsibilities of managers in the deployment of the policies. The revised redundancy pay, redundancy and appointments policies have been key in supporting the management review exercise, and again feedback has indicated that the policies and supporting information have enabled service directors and managers to manage this exercise well.

As outlined in the previous update dated 18th November 2011 the revisions to the policies are subject to consultation with a stakeholder panel (managers from across the council), trade unions and HR managers and staff. Revisions to policies and procedures and new policies are also subject to an equality impact assessment to ensure any equalities issues are considered and where necessary changes are made to remove any issues identified.

- b. **HR Direct** – The development of a new self service HR tool for managers and employees to replace the current HR Online tool continues. The team are currently loading information on to the new website, with the aim of “going live” early in February 2011.

The website content and navigation has been developed using feedback from a range of key stakeholders and from a council wide survey about the existing HR web tool. Extensive user testing will take place as the website is developed, and the site, when launched, will have an on-going survey available so feedback about the website can be collected, and changes made if necessary.

- c. **Workforce planning** – The development of a workforce planning framework has been completed, and will be tested in HR & OD prior to implementation. Implementation is planned for April 2011, but this may be delayed due to further planned redundancies at that time.

Workforce planning ensures the effective analysis of workforce data and the development of actions to ensure a workforce is developed that has the skills and knowledge needed to deliver services now and in the future. The aim is to support each service area to ensure they have a skilled, motivated, flexible and diverse workforce in place to deliver value for money services that make a difference to the

communities they serve. A separate report was presented to the committee on 18th November 2010.

d. Supporting the achievement of 12% annual savings in people management costs.

Corporate and service directors are in the process of completing proposals that will deliver 12% savings in their service areas. HR has provided details of the actions needed and timescales to support the development of these proposals. Once these proposals have been agreed, revised department and service structures will be developed and those staff to be placed at risk of redundancy identified.

It is proposed that the formal consultation for the majority of the redundancies required will commence in late February 2011, subject to a range of actions and timescales being met.

HR are planning the support needed for this exercise, and will provide briefings, communications and access to the information and tools required by managers to complete this redundancy exercise to deliver the savings needed.

e. Supporting on-going service reviews to deliver savings and service improvements.

Some service reviews are planned for early 2011 in Waste and Leisure. HR are already providing support to these reviews ensuring the right steps are taken, including consultation with the trade unions and the staff affected. It is anticipated that both service reviews will be concluded by June 2011.

Further service reviews are planned and HR will continue to provide the support needed to complete these activities.

Management Review.

3. The formal consultation period for the redundancies from the management review commenced on 10th November 2010, when all staff identified as at risk of redundancy attended collective consultation meetings across the county. Staff who attended those meetings were given packs of information including redundancy and where applicable pension quotes, together with an application to apply for voluntary redundancy. The initial deadline for applications for voluntary redundancy was 26th November 2010. Progress since the collective consultation meetings is detailed below: -

- a. A total of 571 managers were placed at risk of redundancy for one of the following reasons: -
- Their post has been deleted from the proposed new structure, or reduced to a lower number within the proposed new structure, or;
 - Their post has substantially changed as a result of other elements of the proposed restructure – for example the addition or deletion of duties, or;
 - Their post is within the affected service area and is a grade above or below any post which is likely to be removed or substantially changed, and could be a suitable alternative employment opportunity for someone whose post has been deleted.
- b. It was anticipated that a minimum of 240 posts, and therefore redundancies, would be necessary to deliver the annual savings of £8m required. However, a number of vacant manager posts have been deleted as part of this exercise to deliver some of the savings and to reduce the number of redundancies required. As a result the

current number of actual redundancies required is 213. These redundancies, together with the deleted vacant posts, will provide the annual savings in excess of £8m.

- c. The deadline for receipt of applications for voluntary redundancy was 26th November 2010. At that date a total of 142 applications had been received. Since then 114 of those applications have been accepted, and 28 declined. Applications have been declined where the applicants have key skills and knowledge that the council wishes to retain, and where those redundancies would have had an impact on service delivery.
- d. Of the 114 applications for voluntary redundancy accepted, 57 have already left the employment of the council. Whilst they have been paid in lieu of their notice this early release will enable some savings to be made earlier than expected.
- e. Service directors, with the exception of Finance, have now completed the process to confirm ownership and appoint to the managerial posts in their structures. Staff who remain displaced have now been given a further opportunity to apply for voluntary redundancy. The final deadline for applications for voluntary redundancy for all service areas except Finance is 21st January 2011. Staff who remain displaced after that date will face compulsory redundancy, which will result in a lower redundancy payment.
- f. The process for Finance has been delayed because the initial consultation with staff has resulted in a number of changes to the proposed structures. The consultation period for staff placed at risk of redundancy in this service area has been extended by 2 weeks to allow further consultation on the changes to the structures. As a result some redundant staff in this service area may remain in employment with the council until after 1st April 2011.
- g. It is anticipated that all other staff redundant as a result of this exercise will have left the council's employment by 31st March 2011.

Barry Pirie

Service Director

HR & OD

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Name	Policy	Reason	Policy Writing	Consultation	EIA date	JCC	Staffing Policy	Full Council	Sign Off	Legal review
Laura	Appointment process	Update required	June / July	22nd July - 6th Aug	15th Sept	October	12th October	N/A	Yes	Yes
	Absence / Sickness	Operational requirement	August / September	6th - 24th Sept	17th Sept	6th December	10th December	N/A	Yes	Yes
	Smoking Policy	Consistency	December / January	December/January				N/A		No
	Paternity leave	Legislation change	January / February	February						
	Appointments process - Chief Officers	Operational requirement			3rd Feb 2011	16th Feb 2011	9th March 2011	N/A		No
Paula	Code of Conduct	Transformation requirement	May	4th - 15th May	5th May	N/A	19th May	13th July	Yes	Yes
	Flexible Working (re-write)	Transformation requirement	January	January	tbc	16th Feb 2011	9th March 2011	N/A		No
	Lone Working (re-write)	Transformation requirement	June / July	5th - 16th July	23rd June	N/A	N/A	N/A	Yes	No
	Home Working - BH	Transformation requirement	June / July	5th - 16th July	5th July	2nd Sept	N/A	N/A	Yes	No
	Redundancy policy	Operational requirement	July	22nd July - 6th Aug	15th Sept and 4th Oct	October	12th october	N/A	Yes	yes
	Disciplinary	Operational requirement	August / September	6th - 24th Sept	16th November	2nd November	24th Nov	N/A	Yes	Yes
	Honoraria	Operational requirement	September	27th Sept - 8th Oct	12th January 2011	Jan-11	9th Feb 2011	N/A		No
	Consultancy / Temp agency	New initiative	August / September	November	N/A	6th December	10th December	N/A	Yes	No
	Appeals against overpayments	Operational requirement	Jan-11	November/December	12th January 2011	Jan-11	9th Feb 2011	N/A		No
	Redundancy - Chief Officers	Operational requirement								
Cath	Absence Amends	Reporting/FIT note changes	May/June	May/June	N/A	Informally agreed	N/A	N/A	Yes	No
	Maternity / Adoption	Legislation change	June	19th - 31st May	N/A	Informally agreed	N/A	N/A	Yes	Yes
	Time off to train	New legislation	June / July	28th June - 9th July	5th July	2nd Sept info only	28th July	N/A	Yes	No
	Grievance	Operational requirement	August / September	27th Sept - 8th Oct	16th November	2nd November	24th Nov	N/A	Yes	Yes
	Equal Opps policy	New legislation	November/December	8th - 19th Nov	16th November	16th Feb 2011	9th March 2011	N/A		Yes
	Disability support									
Melanie	Religion in the workplace									
	Politically Restricted Posts	New legislation	July	9th - 20th Aug	17th August	2nd Sept	22nd Sept	N/A	Yes	Yes
	Work Performance	Operational requirement	August / September	December/January	12th January 2011	Jan-11	9th Feb 2011	N/A		Yes
	Recruitment	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Volunteer policy	Operational requirement	September	6th - 24th Sept	12th october	N/A	N/A	N/A	Yes	No
	Starting salaries and incremental progression	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Acting up	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Secondments	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Employment of children	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Employment of ex-offenders	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Criminal Record Disclosures	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Storage of Disclosure information	Operational requirement	December - March	December - March	1st March	27th April	18th May 2011	N/A		Yes
	Probationary periods	Operational requirement	October	8th - 19th November	N/A	27th April	18th May 2011	N/A		No
	Margaret	Dignity at Work (re-write)	Operational requirement	July	2nd - 13th August	3rd August	24th June	28th July	N/A	Yes
Business Continuity Policies		Update required	September	4th - 15th Oct	14th December	6th December	10th December	N/A	Yes	Yes
Magistrates / Election time off		Operational requirement	December	December	12th January 2011	16th Feb 2011	9th March 2011	N/A		No
Rebecca	One appeal process	Operational requirement	June	19th - 30th July	3rd August	3rd Nov	24th Nov	N/A	Yes	Yes
	Career break scheme	Update required	July	27th Sept - 8th Oct	12th October	3rd Nov info only	24th Nov	N/A	Yes	Yes
	Employment break scheme	New template				N/A	N/A	N/A		Yes
	Market plussages	Update required	On hold	On hold						
	Job evaluation - GLPC	Update required	Jan/ Feb 2011	N/A		3rd Feb 2011	N/A	N/A	N/A	No
Amanda	Job evaluation - Hay	Update required	Jan/ Feb 2011	N/A		3rd Feb 2011	N/A	N/A	N/A	No
	Time Off for Exceptional Circumstances	Update required	May	May	done	N/A	19th May	N/A	Yes	No
	Moving Home Allowance	Update required	May/June	March	done	N/A	10th March	N/A	Yes	No

Policies completed and implemented

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POLICY SCHEDULE - 2011

Appendix 2

Policy	Reason	Policy Writing	Consultation	EIA date	JCC	Staffing Policy	Sign Off	Legal review
Smoking Policy	Consistency	December / January	December/January	1st March	27th April	18th May		
Paternity leave	Legislation change	January / February	February	N/A	16th Feb	9th March		
Appointments process - Chief Officers	Operational requirement	February / March	March	1st March	27th April	18th May		
Flexible Working (re-write)	Transformation requirement	January	January	check	16th Feb	9th March		
Honoraria	Operational requirement	September	27th Sept - 8th Oct	3rd Feb	N/A	N/A		
Appeals against overpayments	Operational requirement	January	November/December	12th January	End January	9th Feb		
Redundancy - chief officers	Operational requirement	December	January	12th January	End January	9th Feb		
Flexible working for parents / carers	New template/legislation	March	N/A	check	check	check		
Bribery act	New legislation	(checking with legal)	tbc	tbc	tbc	tbc		
Equal Opps policy	New legislation	December/January	January	3rd Feb	16th Feb	9th March		
Disability support	Update required	January / February	February	29th March	27th April	18th May		
Religion in the workplace	Update required	January / February	February	29th March	27th April	18th May		
Work Performance	Operational requirement	December / January	December/January	12th January	End January	9th Feb		
Recruitment	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Starting salaries and incremental progression	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Acting up	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Secondments	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Employment of children	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Employment of ex-offenders	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Criminal Record Disclosures	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Storage of Disclosure information	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Probationary periods	Operational requirement	December - March	December - March	1st March	27th April	18th May		
Magistrates time off	Operational requirement	December/January	December / January	29th March	27th April	18th May		
Election time off	Operational requirement	December/January	December / January	29th March	27th April	18th May		
Retirement age	Legislation change	January	February	1st March	16th Feb	9th March		
Employment break scheme	New template	December/January	N/A	check	N/A	N/A		
Market plussages	Update required	On hold	On hold					
Job evaluation - GLPC	Update required	Jan/ Feb 2011	N/A	29th March	N/A	N/A		
Job evaluation - Hay	Update required	Jan/ Feb 2011	N/A	29th March	N/A	N/A		

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Wiltshire Council

Organisation and Resources Select Committee

20th January 2011

Task Group Update

ICT Task Group			
Membership:	Cllr Carter	Last Meeting	3 rd December 2010
	Cllr Hill		
	Cllr Hubbard	Next Meeting:	4 th February 2010
	Cllr Seed		
	Cllr While		

At the last meeting the Chairman informed all present that consideration had been given by members of the Task Group to revise the Terms of Reference and extend the lifespan of the Task Group. He invited the Cabinet Member for Resources, the Portfolio Holder for ICT, Information Management and Business Transformation and the officers present to comment on the proposal.

The Cabinet Member for Resources felt that it would make imminent sense for the Task Group to extend its lifespan. He was of the opinion that the ICT project had been successful so far thanks to the support from Councillors and Overview and Scrutiny over the last 15 / 18 months. He welcomed Overview and Scrutiny's support on the journey ahead.

The Programme Director for ICT, Information Management and Workplace Transformation explained that the next 12 months would not be easy for the organisation and that the task group would present a valuable opportunity to be open and transparent about the changes taking place. He also welcomed the Task Group's input and its ability to ask difficult questions which was a good test of the measures in place, an opportunity to ensure nothing had been missed.

Members of the Task Group came to the following resolution after the Cabinet Member, Portfolio Holder and officers left:

To amend the Terms of Reference to:

A Task Group to scrutinise:

- (i) in-house ICT provision, including legacy softwares;
- (ii) the proposed equipment and ways of working, and the proposal for trial by councillors and officers.

The Select Committee is asked:

- a) **To extend the lifespan of the Task Group to cover the implementation of the new generation of information technology and software (e.g. Windows 7, VOIP) until the completion of the**

Workplace Transformation Programme at County Hall and Browfort.

b) To endorse the amended Terms of Reference.

Major Contracts Task Group			
Membership:	Cllr Britton Cllr Rogers Cllr Rook Cllr Carter Cllr While Cllr H. Osborn	Last Meeting	1 st December 2010
		Next Meeting:	TBC
<p>The last meeting of the Task Group reviewed the Energy contract. The ensuing discussion highlighted the work of Corporate Procurement, Climate Change and Energy Teams in reducing energy consumption and costs to the council. In addition, Councillors heard about the work underway to review the billing platform used to calculate the councils energy costs and were satisfied at the levels of performance with the contract.</p> <p>As the contract has been in place since 2003, Councillors also discussed the need for benchmarking against other providers, particularly given the work on energy strategies. It was recommended that a benchmarking exercise be carried out to ensure the council is receiving value for money.</p> <p>The next review to be carried out by the Task Group is the Logica contract, which provides SAP to the Council. Due to the good performance of the contract, and the ongoing interest in SAP by Scrutiny, and Audit Committees, a report is being received electronically in February. Should any significant concerns arise relating to the performance of this contract, Councillors will reserve the right to call a meeting.</p>			

The Select Committee is asked to note the update of the Major Contracts Task Group.

Partnerships Task Group			
Membership:	Cllr While Cllr Allen Cllr Burton Cllr Caswill Cllr Colmer Cllr Humphries Cllr Seed	Last Meeting	22 nd November 2010
		Next Meeting:	TBC
<p>The Chairman and the Scrutiny Officer attended the Community Safety Partnership Executive Board at the Divisional Police Headquarters on December 10, 2010. To date the Task Group had met with partners independently, therefore this meeting was the first opportunity to observe the partners working collectively. The Draft Strategic Plan, which will set out the strategic outcomes over the next 3 years, was one of the main items discussed. A key concern for the partnership was the need to engage with the community in order to achieve its aims and objectives; the Task Group will be</p>			

looking to support this when it presents its final recommendations.

The Chairman of the Task Group felt it important that the Task Group meets again with the Project Manager and respective Service Director to consolidate on the information received throughout the review. The Task Group will then submit its findings to the Committee.

The Select Committee is asked to note the update of the Partnership Update

Section 106 Task Group			
Membership:	Cllr Trotman	Last Meeting	8 th November 2010
	Cllr Deane Cllr Douglas Cllr Fuller Cllr Jeans Cllr Marshall	Next Meeting:	TBC
<p>The attached report (appendix 1) was submitted to the Capital Assets Committee on the 10th January, 2011. The Committee welcomed the points included within the report and discussions took place about the database and the importance of having a centrally accessible facility for members and the public to access Section 106 agreements.</p> <p>At the conclusion of discussion on this item, it was agreed that the Corporate Director for Resources would lead on developing a system that would provide transparency on Wiltshire's S106 agreements. More work was required before confirmation could be given that this would be completed by May 2011.</p> <p>The Task Group will continue with its work and arrange a meeting to review progress in this area.</p>			

The Select Committee is asked to note the update of the Section 106 Task Group.

Workplace Transformation Programme Task Group			
Membership:	Cllr Jeans	Last Meeting	7 th January 2011
	Cllr Osborn Cllr Carter Cllr Rooke Cllr Seed Cllr Howard Cllr Deane	Next Meeting:	TBC
<p>Councillors attended a short meeting at Monkton Park on 30 November 2010 where, following Cllr Brown's resignation from the Council, Cllr Jeff Osborn was elected Chairman of the Task Group.</p> <p>The WTP Director updated members on recent activities including Property Sales, the establishment of the Capital Assets Committee and its links with the Workplace Transformation Programme.</p>			

Councillors then undertook a site visit of the Olympiad building where works to refurbish the space to accommodate both Youth Services and Adults Learning and Disabilities was underway.

The site visit was hosted by the WTP Team and was also attended by representatives from Middlefield Day Centre and DC Leisure.

Key features included increased floor space with a mezzanine level, a teaching kitchen, personal care rooms, a recording studio and media suite.

Task Group members were very impressed with the remodelling work to create the multi functioning space and the increased flexibility that the space offered with multi purpose rooms used as both leisure facilities and meeting rooms.

The Task Group met again on 7 January to consider the report 'Review of Indoor Leisure Facilities – overview of public consultation and the refined proposal.'

The report, submitted to Cabinet for endorsement on 14 December, explained how the refined proposal would now be delivered as part of the Workplace Transformation Programme. This included the specification of leisure facilities within campuses, the planned improvements to facilities considered part of the Council's overall operational estate and the determination of the future management arrangements of all operational estates.

A number of key principles for community campus developments were shared with the Task Group and councillors were informed that further papers would be submitted to the Capital Assets Committee on 7 February and Cabinet thereafter.

A key area discussed by the Task Group was the process through which responses to the consultation were weighted i.e. collective responses versus individual responses.

The WTP Director clarified that in some cases legislation required the council to give equal weighting to all responses to a consultation, but that it was possible for the council to identify a 'primary forum' or similar to coordinate and consider the consultation and make a recommendation to Cabinet or council

Cllr Seed highlighted that such an approach had been adopted in Melksham where the Area Board had resolved at the 1 December meeting to make itself and its meetings available as the formal consultation body on campus development matters between Wiltshire Council and the Melksham Community Area.

The WTP Director clarified that all parties were now welcome to consult with Wiltshire Council e.g. Parish Councils but that any reports would reflect that the area board was Wiltshire Council's formal consultative body which would make a recommendation to Cabinet.

It was accepted that Area Boards across Wiltshire were varied in their style and approach however Task Group members and the Cabinet Member for Resources felt that it would be useful if this viewpoint was reflected at the parent Select Committee meeting.

The next Task Group meeting will be arranged for the first week in February where councillors will be asked to provide feedback on the Campus Principles paper, the operational estate - pilot project timeline and the Depot Facilities Strategy.

The Select Committee are asked:

- a) To note the approach adopted by Melksham Area Board to be the formal consultation body on campus development matters between Wiltshire Council and the Melksham Community Area.**
- b) To note the update of the Workplace Transformation Programme Task Group.**

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Scrutiny of Section 106 Agreements

Executive summary

To highlight the work of Overview & Scrutiny in supporting the Council's management of its Section 106 agreements and to request the Capital Assets Committee to agree the recommendation identified to mitigate the current risks linked to this area.

Proposal

The Committee is asked to:

identify and implement an action plan that will lead to a completed corporate Section 106 database by May 2011.

Reason for proposal

Failure to catalogue all Wiltshire S106 agreements on a single database may lead to the council being asked to return developer contributions and planning gain not being materialised.

Author: Ceri Williams

Contact details: 01225 713079

Purpose of the Report

1. To highlight the work of Overview & Scrutiny in supporting the Council's management of its Section 106 agreements (S106's) and to request the Capital Assets Committee to agree the recommendation identified to mitigate the current risks linked to this area.

Background

2. In March 2010 the Organisation & Resources Select Committee created a scrutiny Task Group to review the Section 106 Process; including how developer contributions were being used to provide infrastructure improvements for Wiltshire.

Main considerations for the committee

3. As part of its work the Task Group learnt that from January 1st 2005 to October 2010 there were 820 Section 106 Agreements across Wiltshire; 14 of which have been classed as significant i.e. planning gain of approx £300k +. (The Director for Planning has confirmed that details of these 14 agreements will be provided to the Task Group by early December.)
4. The former district & county councils operated individual approaches to the management of S106's, with records held in different sections such as legal, planning and finance. Post unitary accessibility was difficult and made more challenging because many of the officers who had been responsible for the agreements and had knowledge of their content had left the work area.
5. In response the Development Service in January 2010 appointed a dedicated administrative officer to create a database of all existing and new S106's. 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.
6. Over 3 meetings, building up to July 2010, members learnt that the initial priority for the S106 officer had been to document the agreements finalised since April 2009. This work had been successful but not without challenge. Cataloguing monies received/spent and locating funds had proven to be the hardest task. Development of the database was further complicated by the different policies from Wiltshire's former councils to when an agreement's timeline (to spend the money) started. This ranged from when the agreement was signed through to money being payable on completion of the development.
7. The Task Group in July 2010 agreed to not meet for 5 months to allow the S106 officer time to further develop the database.

8. When the Task Group met in November it was provided with the following data to illustrate how much progress had been made; the Cabinet Member also thanked the members for their positive contribution:

	On database	Triggers	Hyperlink	On Web
North	12%	12%		95%
East	1.5%	1.5%		1.5%
South	2.5%	2.5%		2.5%
West	11%	11%		11%
Education	On own database			
Highways	On own database			

9. Members were told at the meeting that in order to accelerate progress a request had been made by the Service Director for Development for an additional temporary resource (18 hours per week for 3 months at a cost of £1810) to complete the data entry task of the S106 agreements. The Task Group was extremely supportive of the proposal.
10. On 18th November the Task Group updated the Organisation and Resources Select 'parent' committee. During the subsequent debate concern was raised in relation to the two key risks of not having a single up-to-date corporate database:
- Infrastructure improvements not taking place
 - Developer contributions being returned because not used within designated time
11. The Committee was also concerned that employing one part time member of staff for 12 weeks would not be enough time to make a major impact, when considering the % progress made to date. They also felt that because of the financial significance of the agreements, and to mitigate the risks, the database should be completed by the May 2011, 12 months since scrutiny started its work (see appendix).
12. The Scrutiny members are conscious of the difficult current budget situation. However, members would support the proposal to identify resources to have a fully functioning single database because it could be seen as 'invest to save project'. For example there is the potential that infrastructure contributions have not been sought from developers, as the contents of the agreements are not accessible currently and trigger points have been missed.

Equality and diversity impact of the proposal

13. Section 106 Agreements provide infrastructure improvements to the benefit of the wider community.

Risk assessment

14. Failure to have a fully operational single S106 database may lead to the council returning contributions and planning gain not materialising.

Financial implications

15. Overview and Scrutiny has not been provided with indicative information at this stage, although we know that there are 14 S106 Agreements classed as significant i.e. £300,000 +.

Legal implications

16. 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.

Options considered

17. Due to the risks identified Overview and Scrutiny supports the proposal that extra resource is made available to urgently complete the corporate S106 database.

Recommendation

18. The Committee is asked to:

identify and implement an action plan that will lead to a completed corporate Section 106 database by May 2011.

Ian Gibbons

Service Director – Legal & Democratic Services

Report Author

Ceri Williams – Senior Scrutiny Officer

Appendix

Draft minute form Organisation and Resources Select Committee 18/11/2010

Section – 106 Task Group Update

In addition to the information provided with the Agenda, the Chairman of the Group clarified that 4 meetings had taken place to date and that the Task Group had concluded that an increase in resource was required in order to ensure the completion of the database that would store complete details of the anticipated 820 agreements in existence.

The importance of completing this task was highlighted as currently there was no consistency over the approach to payments made in relation to S106 agreement across the County.

14 agreements had already been identified as significant with approximately £300k planning gain per agreement. The Task Group were concerned that the S106 Officer estimated the exercise of sourcing the relevant details and updating the database with this information alone would take approximately one month to complete and the impact that could have on the organisation.

Ensuring discussion included that as part of the 'invest to save' approach providing additional resource in this area would prove of future benefit to the organisation and that the potential merging of hubs could result in the sourcing of the necessary information required becoming more problematic in the future.

Due to the concerns raised by the Task Group and Select Committee, a motion was proposed and endorsed by the Committee as follows:

Resolved:

- 1) To thank the Task Group for its continued good work in scrutinising Wiltshire Council's management of Section 106 agreements since receipt of its interim report in July 2010.**
- 2) To support the ongoing work to create a Corporate database to monitor Section 106 Agreements since the inception of Wiltshire Council.**
- 3) To request that the Cabinet Member note the concern of the Committee on the progress made towards cataloguing S106 Agreements approved by the 5 former councils and the potential risks this presents to:**
 - i) infrastructure developments not taking place due to funds not being used; and**
 - ii) developers requesting their contributions back as they have not been used in the designated time.**

- 4) To endorse the Task Group's recommendation to the Cabinet Member with responsibility for Development to ensure adequate resources were put in place to complete the cataloguing of historic S106 agreements and to ensure that the balance of information on S106 agreements with financial conditions is available to the Task Group within 12 months of its formation (May 2011).**
- 5) That the Scrutiny Committee is kept fully up to date on the development of the work undertaken.**
- 6) To note the S106 Officer's commitment to circulate to the Task Group details of the 13 largest S106 agreements on or before 8 December 2010.**
- 7) To note the recent establishment of the Cabinet (Capital Assets) Committee which has within its terms of reference responsibility for the strategic overview of the Council's policy on S106 funding and the use of funds;**
- 8) To advise the Cabinet (Capital Assets) Committee of the Task Group's concerns including the recommendation to the cabinet member to identify sufficient resources to complete the database;**
- 9) To received the Task Group's final report in due course to include the Council's approach to any potential 'roof tax' based tariff and the encouragement of future development within Wiltshire; and**
- 10) That the Cabinet Member, Corporate Director and Head of Planning be invited to appear and report on this matter at the next Committee in January 2011.**

Wiltshire Council

Organisation and Resources Select Committee

20th January 2011

Scrutiny Representative on Project Boards Update

Name of Board: Customer Focus Project Board

Reported by Scrutiny Representative:

Summary of the Boards work:

The Delivering Customer Focus programme, led by the Board, covers and works within the major programmes of the council: Workplace Transformation and service redesign through Business Transformation. Through this, it shows how the board's goals will be achieved, in part, through these programmes.

The programme covers the redevelopment of our customer channels. It also addresses the use of paper for service delivery (forms, information and correspondence) through service redesign led by Business Transformation.

The programme also addresses aspects of the organisation that contribute to customer focus, in particular: use of customer insight and research, communication with our customers, measurement and continuous improvement, human resources, and culture.

Significant achievements or progress of the Board since the last update:

It has been proposed that due to an overlap in responsibilities the Customer Focus Group should merge with the Shaping the Future Group, who are responsible for developing the culture of the organisation. The Customer Focus Board is considering this on the 19th January and, should it be accepted, the new board would determine a revised membership and terms of reference at its first meeting.

It is suggested the Committee may like to request a report on the new arrangements for consideration at the next appropriate Select Committee. At that time, Councillors will be able to decide on the best way forward.

Current significant risks to the Council or issues/delays for the Board to resolve:

Milestones for the short-term future:

Due to personal reasons, the Scrutiny Representative has not been able to scrutinise the boards work. Given this, Cllr Peggy Dow has requested that an alternative representative be identified.

Date of the next meeting: 19th January 2011

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Wiltshire Council

Organisation and Resources Select Committee

20th January 2011

Scrutiny Representative on Project Boards Update

Name of Board: Agency Contract Project Board

Reported by Scrutiny Representative: Cllr Jonathan Seed

Summary of the Boards work:

The Project Board is responsible for the overall direction and delivery of the procurement of agency staff project. They approve and monitor all major plans and authorise any major deviation.

The Board are responsible for reviewing each stage of the project and giving approval to progress to the next stage based on recommendations from the Project Manager / Team.

Significant achievements or progress of the Board since the last update:

The Board recognised an overlap between the new consultancy value programme being developed and temp agency staff and agreed the Project Board could jointly work together for both projects. It was agreed that these would be dealt with as 2 separate project streams; consultants and agency staff. The Board was renamed as the Professional Services Project Board.

The Council has gone live for new arrangements for agency staff (Comensura neutral vendor) and consultancy (governance arrangements requiring a business case and Chief Executive approval). Both of these changes have been implemented with Board involvement to challenge and provide governance on decision making.

Current significant risks to the Council or issues/delays for the Board to resolve:

None.

Milestones for the short-term future:

To review post-implementation success of the new changes

Date of the next meeting: TBC

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Wiltshire Council

Organisation and Resources Select Committee

20th January 2011

Scrutiny Representative on Project Boards Update

Name of Board: Staffing Management Executive Board Project Board

Reported by Scrutiny Representative: Cllr Ricky Rogers

Summary of the Boards work:

The Board are responsible for approving terms of reference on a number of HR related policies and cost savings from terms and conditions of employment.

In addition, they are responsible for monitoring the progress of cost reductions and equal pay through harmonising council pay and terms and conditions of employment.

Significant achievements or progress of the Board since the last update:

Keeping all staff informed of the ever changing financial position the Council faces.

Maintaining a working relationship with our Trade Unions & their representatives.

Current significant risks to the Council or issues/delays for the Board to resolve:

How to deal with the Loud & Clear NO from our Trade Unions to any reductions in staff terms & conditions.

The view of Wiltshire Council as a fair & reasonable employer. – in my opinion this has been lost.

Milestones for the short-term future:

To continue to keep staff informed & listen to feedback
To try to lift moral off the floor
To avoid industrial action by staff

Date of the next meeting: 06/01/2011

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Overview & Scrutiny Organisation and Resources Select Committee

Rolling Work Plan from January 2011

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Major Contracts (Standing)	Task Group	Ongoing	To receive updates on major contracts when appropriate.	Ashley Matthews	Cllr John Noeken
Workplace Transformation Programme (inc. Business Transformation Programme)/ICT	Task Group	Ongoing	To consider updates on progress of the Workplace Transformation Programme (to include ICT) Four year programme	Mark Stone	Cllr John Noeken
S106 Agreements	Task Group	Ongoing	To receive an update on progress.	Ceri Williams/ Sharon Smith	Cllr John Brady/ Cllr Richard Beattie
Partnerships (Standing)	Task Group	Ongoing	To receive an update on progress.	Ceri Williams	Cllr John Noeken
Scrutiny Representation on Project Boards	Committee	Ongoing	Scrutiny representatives to provide written updates where applicable	Cllr Ricky Rogers Cllr Jonathon Seed Cllr Peggy Dow Cllr Pip Ridout	

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Wiltshire Council's Business Plan	Committee	February 2011	To receive details of the Council's business plan expected in December 2010.	Andrew Kerr	Cllr Jane Scott
Area Boards - Update	Committee	March 2011	To receive an update following the review of Area Boards. To include details on progress made on the Handbook.	Sue Remond/ Niki Lewis/ Steve Milton	Cllr John Thomson
Council Funding Framework for the Voluntary Community Sector	Committee	March/May 2011	To receive an update on the implementation of the VCS framework.	Niki Lewis	Cllr John Thomson
Member Support in the Locality	Task Group	September 2011	To undertake a review on member support in September 2011	Henry Powell	Cllr Laura Mayes
Budget and Performance	Committee	September 2011	To review budget and performance monitoring arrangements	Paul Kelly	Cllr Fleur de Rhe- Philippe
SAP Post Implementation Review	Committee	tbc	To receive responses from the Cabinet member and Audit Committee on the Select Committee's considerations.	?	Cllr Laura Mayes?

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Central Government Announcements in Relation to Performance Indicators	Committee	tbc	To receive further updates on changes to Local Authority Performance Arrangements once known.	Sharon Britton	
Business Management Programme (SAP)	Committee	tbc	To receive an update report on the Shared Services Team developments, including the HR and Procurement aspects of SAP	Jacqui White	Cllr John Noeken/ Cllr Chris Cochrane
Service Transformation (HR)	Committee	tbc	To receive an update on service transformation	Barry Pirie	Cllr Laura Mayes

Cabinet Forward Work Plan
October 2010 – February 2011

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
Fees and Charges	25 January 2011	To consider the Council's fees and charges for 1011/12	Cllr Fleur de Rhe-Philipe	Michael Hudson
Budget Timetable	25 January 2011	To agree the timetable for budget setting	Cllr Fleur de Rhe-Philipe	Michael Hudson
Annual Audit Letter	25 January 2011	To ensure that a response to KPMG's Annual Audit Letter is provided by the Council reflecting the governance roles of the Cabinet, Audit Committee and Standards Committee	Cllr Jane Scott OBE	Paul Mountford
Quarterly Progress Update - Workplace Transformation Programme	25 January 2011 19 April 2011	Regular update on progress of Workplace Transformation Programme.	Cllr John Noeken	Mark Stone
Interim Report on Treasury Management Strategy 2011-11	25 January 2011	To provide an update on the interim treasury management position to the end of September 2010 for the financial year 2010/11.	Cllr Fleur de Rhe-Philipe	Michael Hudson

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Delegation of Services of Town and Parish Councils – TUPE Transfer of Wiltshire Council Employees	25 January 2011	For Cabinet to approve the transfer of Wiltshire Council employees under TUPE Regulations to Salisbury City Council as a result of the delegation of services to Salisbury City Council	Cllr Dick Tonge	Mark Boden
Library Services Review	25 January 2011 (deferred from 14 December)	Re-design and modernisation of Library Services, including £500,000 savings target achievement.	Cllr John Thomson	Niki Lewis
Visit Wiltshire Partnership	25 January 2011	To present options following the review of the cost base of the TIC's after exploration with local stakeholders as to the feasibility of securing greater control.	Cllr John Brady	Alistair Cunningham
Budget Monitoring	8 February 2011 22 March 2011 19 April 2011	To receive a regular update on the capital and revenue budget.	Cllr Fleur de Rhe-Philippe	Matthew Tiller
Revenue Budget, Housing Revenue Account (HRA) and Capital Programme for 2011/12	8 February 2011	To recommend approval of the Council's revenue budget, HRA and capital programme for 2011/12 to Council on 22 February. This will also be considered by the Joint Scrutiny Committee on 10 February.	Cllr Fleur de Rhe-Philippe	Michael Hudson

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Treasury Management Strategy 2011/12	8 February 2011	To consider and recommend that Council approve the Prudential Indicators and a Treasury Management Strategy for 2011/12. This will also be considered by the Joint Scrutiny Committee on 10 February.	Cllr Fleur de Rhe-Philippe	Michael Hudson
Wiltshire Council's Business Plan	8 February 2011 (deferred from 25 January)	The Council's Business Plan will set out how the Council organises itself to deliver the Corporate Plan priorities and the Council's part of the Community Plan.	Cllr Jane Scott OBE	Andrew Kerr
Update on Performance	15 February 2011	To inform Cabinet about progress against the Council's priorities, including those in the Local Agreement for Wiltshire.	Cllr Fleur de Rhe-Philippe	Sharon Britton
Proposals for Remodelled Roles within Waste Collection	22 March 2011 (deferred from 25 January)	To seek endorsement of proposals to remodel the Waste Collector role(s) across the county to inform the work to harmonise staff terms and conditions within the service.	Cllr Toby Sturgis	Tracy Carter