

AGENDA

Meeting: Overview & Scrutiny Organisation and Resources Select Committee
Place: Committee Room III, County Hall, Trowbridge
Date: Thursday 24 March 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 - 10)*

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 20 January 2011.

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 and Councillors Questions**

The Council welcomes contributions from members of the public.

Statements

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. Please contact the officer named above for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above (acting on behalf of the Director of Resources) no later than 5pm on Thursday 17 March 2011. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6. **HR Update** *(Pages 11 - 12)*

The Committee at its last meeting held on 20 January resolved to receive further updates on HR related matters to include details of those leaving the organisation through redundancy.

An update report from the Service Director HR and Organisational Development is now attached for consideration.

The Select Committee has received updates at the last four meetings and may now wish to bring this to a close. The Committee will be considering the revised People Strategy later in the year and Councillor Ricky Rogers remains as a scrutiny representative on the Staffing Management Executive Board.

7. **Area Board Update** (Pages 13 - 24)

The Committee at its meeting held in March 2010 resolved to receive an update on the implementation of the recommendations arising from the review of Area Boards, to include progress made on the Handbook.

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

8. **Council Funding Framework for the Voluntary Community Sector** (Pages 25 - 38)

The Committee, at its meeting held in May 2010 considered the Council Funding Framework for the Voluntary Community Sector and resolved to receive a further update on the implementation of the framework at a future date.

A report is now provided for the Committee's consideration.

9. **Information Services Technology Plan 2011-2015** (Pages 39 - 90)

The Information Services Technology Plan is the Council's new ICT Strategy and is intended to provide detail on the strategic and design considerations for how ICT will be delivered over the next four years. The Plan describes ICT's relationship with the Council's corporate priorities set out in the Business Plan including the Campus and Operational Delivery Programme (CaODP).

It is being presented to scrutiny in draft form in advance of consideration by CLT and Cabinet. The Committee already has an ICT Task Group which initially scrutinised the arrangements for bringing the ICT service back in-house at the beginning of the year.

The Select Committee is asked to consider the content of the draft Plan with a view to making comments prior to formal adoption.

10. **Revenue and Benefits Service Inspection** (Pages 91 - 102)

A summary of the key findings arising from the recent inspection of the Revenue and Benefits System is attached. A link to the full report can be found below:

<http://www.audit-commission.gov.uk/localgov/audit/inspection/reports/Pages/20110217wiltshirecouncilbenefits.aspx?AIBID=1906>

The Committee is asked to consider the information provided and whether further scrutiny is required in this area.

11. **Customer Focus Board** *(Pages 103 - 104)*

The Committee at its previous meeting resolved to receive a report following the anticipated amalgamation of the Customer Focus Board and Shaping the Future Project Board.

A report from the Service Director for Policy, Research and Communication is now attached for the Committee's consideration.

12. **Scrutiny Representation on Project Boards** *(Pages 105 - 110)*

As the Committee has scrutiny representation on several Project Boards, this item has been included to allow members to provide an update where appropriate.

Updates will be considered from the following:

Professional Services Project Board
Staffing Management Executive Board
Revenue and Benefits Project Board

13. **Partnership Task Group** *(Pages 111 - 118)*

The Committee resolved at its previous meeting to receive an interim report on the work of the Partnership Task Group following the review of the Community Safety Partnership.

A report is now provided for the Committee's consideration.

14. **Task Group/Rapid Scrutiny Exercise Updates** *(Pages 119 - 122)*

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

15. **Business Plan** *(Pages 123 - 128)*

Council, at its meeting held on 22 February 2011 adopted the revised draft Business Plan following approval by Cabinet on 15 February 2011. The Plan set out how the Council would meet the challenges of reduced resource, legislative change and demographic impact whilst delivering the Council's vision.

The Liaison Board, which met on the afternoon of 10 February, following the Joint Scrutiny meeting on the budget, discussed the Plan and resolved that each Select Committee, with the support of the scrutiny officers, would identify the themes and individual topics within their remit and revise the forward work programmes accordingly.

A report is now attached for consideration by the Committee.

16. **Forward Work Programme** *(Pages 129 - 134)*

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

17. **Date of next Meeting**

26 May 2011.

18. **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 20 JANUARY 2011 AT COMMITTEE ROOM III, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Tony Deane (Vice Chairman), Cllr Christopher Devine, Cllr Peter Doyle,
Cllr Charles Howard, Cllr Jon Hubbard, Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman),
Cllr Pip Ridout (Reserve), Cllr Bill Roberts, Cllr Ricky Rogers and Cllr Judy Rooke

Also Present:

Cllr Allison Bucknell, Cllr Christopher Cochrane and Cllr Fleur de Rhe-Philippe

115. Apologies and Substitutions

Apologies were received from Cllr Nigel Carter, Cllr Nick Fogg and Cllr Jonathon Seed.

Cllr Pip Ridout substituted for Cllr Jonathon Seed.

116. Minutes of the Previous Meeting

The minutes of the previous meeting held on 18 November 2010 were approved and signed as a correct record.

117. Declarations of Interest

There were no declarations of interest received.

118. Chairman's Announcement

Cabinet was to consider the Revenue Budget, Housing Revenue Account (HRA) and Capital Programme for 2011/12, Treasury Management Strategy 2011/12 and Business Plan at it's meeting to be held on 8 February 2011.

The Committee was reminded to retain the paperwork circulated as the papers would be required for the Special Scrutiny Committee meeting to be held on 10 February 2011.

A scrutiny development day entitled 'Overview & Scrutiny – Collecting Evidence through Questioning' had been arranged for 3 February 2011. The event would be hosted by de Montfort University and would take place in the Conference Centre at County Hall.

119. **Public Participation**

There were no public participation at the meeting.

120. **HR Update**

The Service Director, HR and Organisational Development, was in attendance to provide the Committee with an update on HR related matters and to answer questions arising following the Chief Executive statement dated 14 January which outlined the need for the Council to make a further 12% savings.

The Service Director confirmed that although discussions were taking place no decisions could be made until the Business Plan and budget proposals were known which were to be considered by Cabinet at its meeting on 8 February.

Continued discussions with Trade Unions were also pending following the release of these documents. Once the budget settlement had been confirmed negotiations would reconvene and the Committee updated accordingly.

In relation to the Management Review it was reported that over the past 2 years management costs had been significantly reduced. This included the reduction of four Chief Executive posts into one following the commencement of the unitary Council, the Council's restructuring process and the recent management review. The proposed overall £32m savings were still expected to be achieved.

The Executive Management Board with member support from the Staffing Policy Committee directed negotiations and forward planning.

Ensuing discussion included whether the proposed 5 layers of management to Chief Executive level remained and that details of the total salary cost for Service Director and Corporate Director should be provided to allow the Committee to ensure value for money was achieved.

The Service Director would circulate the information requested following the meeting but clarified that in order to ensure the Council remained a forward thinking organisation, salaries would always need to remain competitive. Further clarity was provided that senior management salary reviews involved external organisations and that resulting salary ranges were agreed taking into consideration the voluntary and public sectors to ensure fairness of pay for the level of responsibility.

In relation to numbers affected by the Management Review, clarity was provided that, since publication of the HR Update report the following changes had taken place:

- The number of applicants who had requested voluntary redundancy had risen to 158.
- The number of applicants accepted for voluntary redundancy was 144, 80 of which had already left the organisation.

Due to the high number of applicants requesting voluntary redundancy, compulsory redundancies were not expected at this stage.

Following sign off of the 2011/12 budget further details would be provided to the Committee on potential redundancies within financial years. It was anticipated that further details could be provided following a consultation period which was anticipated to be February/beginning of March.

The Committee was concerned that details of those departing the organisation had not been widely communicated and that more could be done to ensure Councillors (including Parish and Town Councillors) and officers were kept informed to ensure business continuity. Accordingly, the Service Director for HR and Organisational Development would request that the Communications team relay this message across the organisation. The HR Tool Kit would also be amended to repeat the message made.

Clarification was provided by the Portfolio Holder for Customer Care that in relation to the Policy Schedules provided in the report, healthy debate took place through the Staffing Policy Committee prior to any agreement made and that proposed changes were first considered by trade unions and CLT.

Specific note was made to Market Plussions contained within the policy schedule update indicating that the policy had been put on hold. Clarification was provided that this was being reviewed and was to be submitted to CLT shortly to receive further direction. The Service Director would ensure that the Chairman and Vice Chairman were kept informed of developments.

The Committee wished to acknowledge the hard work undertaken by the HR and Organisational Development team and recognised that staff had been kept well informed of developments. This was confirmed by Cllr Ricky Rogers as the scrutiny representative on the Staffing Management Executive Project Board.

Resolved:

- 1) **To thank the Portfolio Holder and officers for the information provided.**

- 2) **To request that the Portfolio Holder note the comments made by the Committee.**
- 3) **To request that the Committee is kept informed of further HR updates to include details of those leaving the organisation through redundancy.**

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

Resolved:

In accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute Number 122 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.

122. **Procurement & Commissioning Project Board**

The Corporate Director Resources, Head of Procurement and Procurement Manager were in attendance to provide a confidential presentation on the work of the Procurement and Commissioning Board.

The presentation provided details of ideas to date which would, upon fruition, ensure value for money on service provision whilst reducing costs to the Council. The Board's terms of reference would ensure that all decisions that had potential to affect the public would always be made by members.

An update had been reported to the Corporate Leadership Team on 8 December where details of the anticipated cost savings were given.

It was noted that the Workplace Transformation Programme was running alongside the Service Review Programme.

Overall £9m savings were expected for 2011/12 and would be confirmed within the Financial Plan.

Following questions received in relation to how contracts would affect the local area, confirmation was provided that all tenders were required to clearly outline within the submissions made what benefit would be achieved for the local area.

It was acknowledged that the work being undertaken by the Procurement and Commissioning Project Board was strongly linked to the work being undertaken by the Major Contract Task Groups within Scrutiny. The Chairman confirmed that a paper was to be considered by the Liaison Board at its next meeting on 10 February to determine revisions to how this area was scrutinised.

Resolved:

- 1) **To thank the officers for the presentation.**
- 2) **That discussions would continue with the Corporate Director for Resources over future scrutiny arrangements and a report prepared for the next Liaison Board.**

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

Following exemption of the Press and Public in relation to Item 122 above, the meeting reverted to an open session.

124. **Library Review Rapid Scrutiny Exercise**

A Rapid Scrutiny Exercise on the Library Services Review was undertaken on 18 January 2011 following a resolution made by the Committee at its meeting in September.

A report on the outcome of the Exercise, together with the Executive Summary of the Cabinet report for 25 January, was considered by the Committee.

Ensuing discussion included that the review would have benefited from scrutiny involvement at a much earlier stage and that the consultation should have been better communicated to ensure the public were aware of potential reductions to the service. Presentations to the Area Boards had not clearly indicated the potential reductions although recognition was given that since the consultation period a second tier of savings had been announced which had resulted in a requirement for further cost savings.

Ten libraries within Wiltshire would need to transfer to a voluntary service in order to remain open. There was also the capacity, beyond core hours, for volunteers to provide an extended opening hours service for those libraries staffed by the Council.

Although savings were required over the next two years there was confidence that communities were open to the idea of voluntary working.

The Chairman requested that the Committee endorse the recommendations of the Rapid Scrutiny Exercise.

Resolved:

- 1) **That the following additions are added to the Cabinet Report to clarify the identified 'savings':**
 - i) **full details of where savings will be achieved; and**

- ii) **A timeline listing when savings need to be realised;**
- 2) **That Cabinet agrees that communities who have expressed an interest in running their 'level 2 library' and are working towards that end are not prevented from doing so, and are treated flexibly, if unable to meet the September 2011 timescale, which the members felt to be ambitious;**
- 3) **In respect of the communications/consultation plan to emerge following Cabinet approval, that:**
 - i) **Overview & Scrutiny is invited to review this document before it is actioned; and**
 - ii) **The plan includes consultation with Area Boards, Town/Parish Councils and GROW and clearly demonstrates how the authority will ensure recruitment of sufficient and suitable volunteer numbers.**

125. **SAP Post Implementation Review**

The Committee at its previous meeting held in November resolved to advise the Cabinet Member and Audit Committee of the Committee's views on the post implementation review of the SAP system by KPMG.

An extract of the minutes from the Audit Committee was duly presented to the Select Committee for consideration and clarification provided that a seminar was to be held on SAP for scrutiny and audit committee members. Accordingly this item would remain on the Forward Work Programme for further consideration.

Resolved:

- 1) **To note the information provided.**
- 2) **To ensure SAP Post Implementation Review remained on the Committee's Forward Work Programme.**

126. **Budget and Performance Update**

The Chairman provided clarification that the publication of the monitoring reports would relate to the budget process itself and were expected to be considered by Cabinet on 8 February. Councillors were asked to consider the papers upon publication.

Members of the Committee were also requested to ensure the date of the Joint Scrutiny Budget meeting on 10 February was noted and that all non-executive members were invited to attend to comment on the budget recommendations prior to Full Council on 22 February.

127. **Task Group Updates**

ICT Task Group

A report was provided on the work of the Task Group which included a recommendation to extend the lifespan of the Group to cover the implementation of the new generation of information technology and software.

The Task Group had considered the developments in the programme for the handover of the help desk to the in-house team and had satisfied itself that the budget provision had not been exceeded; that the manpower planning was as advanced as possible in the circumstances and that the training programme for the new team had been satisfactorily delivered. In this latter respect, Councillor Hubbard had been privy to a training session and had conveyed to the Task Group a very favourable impression as to its efficacy.

Resolved:

- 1) **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.**
- 2) **To endorse the amended Terms of Reference as follows:**

The 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.**

Major Contracts Task Group

Resolved:

To note the update provided.

Partnerships Task Group

The Group would be looking to submit its final report to the Committee at its next meeting in March.

Resolved:

To note the update provided.

S106 Task Group

The Committee noted that a report had been submitted to the Cabinet Capital Assets Committee on 10 January where clarification was received that the Corporate Director Resources would now lead on ensuring that the S106 database was completed by May 2011.

Resolved:

- 1) **To note the update provided.**
- 2) **To note that the Task Group would continue to review progress made to complete the S106 database by May 2011.**

Workplace Transformation Task Group

An update on the outcome of meetings held on both 30 November 2010 and 7 January 2011 respectively was provided with the Agenda.

Specific attention was drawn to the information provided by the WTP Director and contained within the report which clarified that Councils were able to identify 'primary forums' or similar to coordinate and consider consultations and make recommendations to Cabinet or Council.

Such an approach had been adopted in Melksham where the Area Board had resolved to make itself and its meetings available as the formal consultation body on campus development matters between Wiltshire Council and the Melksham Community Area.

Resolved:

- 1) **To note the update of the Workplace Transformation Task Group.**
- 2) **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.**

128. Scrutiny Representation on Project Boards

Customer Focus Project Board

In addition to the update provided, the Committee was asked to note that the Customer Focus Project Board was now likely to be merged with the Shaping the Future Project Board who were responsible for developing the culture of the organisation. The Customer Focus Project Board had met on 19 January to discuss this further and would be requested to provide further details for consideration by the Committee.

Following consideration of the report to be provided a scrutiny representative was likely to be appointed as a representative of the new Board. Cllr Jacqui Lay expressed an interest as the representative.

Resolved:

That the Customer Focus Project Board would be requested to provide a report to the Committee with details of the potential merge of the Customer Focus and Shaping the Future Project Boards in March 2011.

Agency Contract Project Board

Resolved:

To note the update provided.

Staffing Management Executive Project Board

Resolved:

To note the update provided.

Revenue and Benefits Project Board

Clarification was provided that the Board had held its first meeting on 11 January where agreement had been reached on the platform to be used.

The Scrutiny representative would continue to update the Committee by exception.

Resolved:

To note the update provided.

129. **Forward Work Programme**

The Forward Work Programme would be updated with work arising from the meeting.

130. **Date of next Meeting**

24 March 2011.

131. **Urgent Items**

None.

(Duration of meeting: 10.30 am - 1.30 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

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

Wiltshire Council

Organisation & Resources Select Committee

24 March 2011

Human Resources (HR) - Update

As requested by the committee his report provides an update of the outcomes of the management review exercise to deliver £8m annual savings from staffing costs and the position with regard to the current redundancy exercise to deliver further savings from staffing costs.

1. Management Review

- a. The management review commenced in November 2010 and the consultation process for this exercise ended on 11th February 2011.
- b. A review of the management structures resulted in the deletion of 221 posts to deliver annual savings of £8.5m. Of those posts deleted 49 were vacant, and 173 volunteers for redundancy have been accepted.
- c. All of the volunteers accepted for redundancy will have left the Council by 31st March 2011, so a full year's savings will be achieved in 2011/12.

2. Supporting the achievement of savings in people management costs.

- a. Corporate and service directors were asked to develop proposals to achieve additional savings from their budgets for 2011/12. Whilst these savings will not be solely from staffing budgets, the proposals do include, in some areas, reductions in staffing levels and therefore redundancies.
- b. The vacancy management policy that has been in place since June 2010 has meant that 61 vacancies have been deleted to deliver significant savings, which has reduced the number of redundancies required.
- c. The employees affected by this redundancy exercise have already been notified that they are at risk of redundancy. Collective consultation meetings took place during week commencing 28th February, at which the proposed changes to structures, including details of posts being deleted, were presented to those staff.
- d. A total of 480 employees have been issued with letters placing them at risk of redundancy. The number of proposed redundancies required is 97 and volunteers for redundancy are now being sought from all employees placed at risk.

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

- a. A range of service reviews are planned, and outlined in the council's business plan 2011 – 2015. HR will provide support to these reviews ensuring the right steps are taken, including consultation with the trade unions and the staff affected.

4. Trade Union Negotiations

- a. Negotiations on revisions to some terms and conditions of employments are continuing with the three recognised trade unions, UNISON, UNITE and GMB. The purpose of these negotiations is to achieve savings from staffing costs over the next four years by reducing the cost of some terms and conditions of employment - £4.250 million 2012-2015.
- b. These negotiations are progressing, but no further details can be provided until revisions to terms and conditions are agreed.

Barry Pirie

**Service Director
HR & Organisational Development**

AREA BOARDS REVIEW 2010: PROGRESS

Recommendation	Actions
People	
<p>1. That Area Boards and Community Area Managers be encouraged to work with Council services, parish councils and partners such as health services, housing associations, schools, voluntary sector organisations and neighbourhood groups to engage with and document the needs, aspirations and stories of people from different walks of life and backgrounds in the area.</p>	<p>Wiltshire Voices multi-agency inclusion programme developed with funding secured from PRG fund, Regional Improvement and Empowerment Partnership and the Regional Targeted Support Fund. First three projects underway in Westbury (Older People in Residential Care), Calne (People with Learning Disabilities) and Tidworth (MOD Dependents)</p>
<p>2. To challenge each Area Board, in order to facilitate the above, to experiment with new ways of broadening public participation during 2010/2011, and prepare a bid for LPSA funding to achieve this.</p>	<p>Each Area Board has been involved with the Wiltshire Voices Programme identifying priority target groups based on Joint Strategic Needs Assessment, community profiles and other local evidence. Equalities and Human Rights training has been delivered for CAMs and Area Board Chairs in pilot areas. Social networking pilots have also been established in Malmesbury, Bradford on Avon and Wootton Bassett and Cricklade with the support of the Young Foundation and IZWE.</p>
<p>3. That the new Community Area Networks should be used for regular consultation to help inform agenda preparation and to gain feedback on the local Forward Plan.</p>	<p>Community Area Networks are now routinely used to consult with local people utilizing improved email templates. Experiments involving online polling have been used in several areas including Westbury.</p>
<p>4. Parish council forums and alliances should be encouraged in each area to discuss and agree items for consideration by the Area Boards.</p>	<p>Trowbridge, Amesbury, Wootton Bassett & Cricklade, Southern Wiltshire, South West Wiltshire, Warminster and Marlborough have established parish forums or similar mechanisms to involve the parish and town councils.</p>
<p>5. Area Boards are encouraged to hold informal or consultative meetings around subjects or themes of particular local concern and to facilitate this new approach the number of informal meetings permitted per Area Board be increased to 4 in any year.</p>	<p>During 2010 all Area Boards experimented with different ways of engaging people through Health and Wellbeing events. In addition, Area Boards are holding targeted consultative meetings during Spring 2011 to initiate a debate around the Localism Bill. A number of other consultative/deliberative meetings were held during 2010.</p>
Powers	
<p>6. That the Area Boards are the main mechanism for consulting communities at local level and to facilitate this, services are requested to provide good notice of consultations in order to give Area Boards adequate time to programme and deliver consultation activity in the locality.</p>	<p>Each Area Board now publishes and keeps under review a forward plan setting out matters to be considered by the Boards. This has greatly improved the coordination of major consultations – car parking, leisure review, etc. However, there are further improvements required to the Council’s consultation documents to make it easier for local people to understand and respond to proposals at local level.</p>

7. That the scheme of delegation to officers be amended to require the use of the decision checklist attached as Appendix 3	Achieved. A series of workshops were held with front line services during 2010. Despite this, the operation of the decision checklist has not been as successful as originally hoped with only a small increase in the number of decisions being referred to the Boards.
8. That Cabinet members be requested to encourage officers to refer matters of only local impact to the Area Boards and town and parish councils so that they can be more fully involved in the decision making process.	The response has been good in some areas. Area Boards are now handling local speeding issues, prioritizing local highways programmes, street lights, youth transport schemes and local bus services (forthcoming).
9. That the Community Issue System (CIS) be reviewed with a view to achieving better response times and greater clarity regarding outcomes delivered	A review of the CIS was completed in 2010 and a number of improvements were introduced. Issue handling processes were also reviewed to ensure that local ward members and parish councils are notified of all issues in their 'patch.'
Partnership	
10. That the revised community area partnership agreement and funding arrangements (Appendix 4) be adopted for 2010/11.	This has proved successful and in 2011 the Wiltshire Forum of Community Area Partnerships (WfCAP) has taken the lead on the annual review of the CAPA.
11. That the Council recognises that partnership arrangements and community planning should best suit local circumstances and that work should continue with WfCAP to negotiate the best solution for that Community Area'.	A range of local approaches have emerged during the year and two CAPs have disbanded.
12. That the Council agrees to negotiate a new three year service level agreement with WfCAP to secure its funding and develop and strengthen the support it provides to partnerships in Wiltshire.	This was achieved and a new Service Level Agreement is now in place.
13. That the Resilient Communities Partnership be invited to develop ways of supporting and strengthening community planning in Wiltshire including commissioning further improvements to the community area profiles.	A bid submitted by WfCAP on behalf of the RCP for an online community planning system was rejected by the Performance Reward Grant Panel. New arrangements to support localism in Wiltshire are included in the 2011/12 Business Plan.
Publicity	
14. That Area Boards be encouraged to develop closer relationships with the local newspapers by providing copy and news stories in order to raise awareness and encourage participation.	Local newspapers and media outlets are now included on distribution lists for the Just a Minute newsletters and the Community Area Network updates. National media coverage was received for the Wiltshire Community Speedwatch Scheme.
15. That Area Boards be encouraged to provide copy for local parish magazines and other community newsletters	Parish and Town councils are now included on distribution lists for the Just a Minute newsletters and the Community Area Network updates.
16. That an Annual Report be produced each year detailing the successes of the Boards involving people who have benefited from the outcomes	An update was prepared for Annual Council in 2010 and this will be repeated in 2011. A number of Area Board case studies have been commissioned and these will be disseminated.

17. That all Area Boards communications be written in plain language avoiding jargon and acronyms.	Community Area Managers have experimented with 'easy read' versions of documents during 2010.
Parishes	
18. That parishes be encouraged to form clusters, forums and alliances within (and across) community areas to share knowledge, experience and concerns and to put forward items for consideration by the Area Boards.	CAMs have held informal 'drop-in' sessions for parish and town councils. The Head of Service attended a WALC Executive meeting to explain the approach and parish forums are now operating in several areas including Amesbury, Marlborough and Trowbridge.
19. That Area Boards communications be sent by email to all parish councillors through the community area network.	CAMs have encouraged Parish and Town councillors to sign up for the Just a Minute newsletters and the Community Area Network updates.
20. That examples of successful collaborations between parish councils and area boards be promoted to demonstrate the successful outcomes that the new arrangements are delivering	A number of Area Board case studies have been commissioned and these will be disseminated widely. A review session for the Community Speedwatch scheme has been organised for participating parish and town councils.
21. That Area Boards are expected to meet at a range of urban and rural venues	This request has been referred to the Boards and is a matter for local discretion.
22. That the Area Boards Handbook is revised to set out more clearly the role, rights and responsibilities of parish representatives upon the Area Boards and that this is circulated as a separate information sheet for parish and town councillors.	The review of the Area Boards Handbook was delayed following the General Election in anticipation of national policy changes as subsequently announced in the Localism Bill.
23. That Community Area Managers will offer to give presentations and host discussions about the local Area Boards for parish and town councils in the area.	This has been delivered with CAMs arranging a variety of events and activities for parish and towns councils including the successful 'tea and talk' sessions in South West Wiltshire and Malmesbury areas.

Some examples of successful Area Board activities and initiatives undertaken during 2010 can be found attached.

Steve Milton

Head of Community Governance

1 March 2011

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Wiltshire Area Boards

COMMUNITY SPEEDWATCH

Wiltshire Community Speedwatch, developed in October 2009, is a three year programme designed to provide a county-wide co-ordinated response to the issue of speeding traffic. Speeding has been a subject of growing public concern, regularly raised at the Council's area board meetings right across the county.

The Community Speedwatch uses Wiltshire's Community Issues System - an online system that enables local people and community groups to raise local issues directly with their Area Board. Once a community speeding issue is submitted, the local community area manager carries out checks to find out if the site is already the subject of Police enforcement or has been previously surveyed using 'metrocount.' If not, the community area manager sends 'metrocount' request forms and criteria to the parish council to return to the Road Safety Unit for action. When the survey is carried out a report is made available to the parish council or community identifying whether or not the level of speeding justifies further action. Where an area is identified as suitable and safe for Community Speedwatch, the parish council or residents group is approached to recruit community volunteers. Volunteers are trained by the Community Speedwatch Co-ordinator and supported by Neighbourhood Police Teams to carry out roadside checks on the speed of vehicles passing by. The speeds and registration numbers of offending vehicles are recorded. Owners of speeding vehicles are sent letters by the Police drawing attention to the offence and warning drivers of the consequences of excessive speeds.

Impact and outcomes

The Community Speedwatch scheme has exceeded the original targets set for year one and is continuing to grow. It was anticipated that with the launch of the scheme, the number of speeding issues reported through the Area Boards Community Issues System would show an increase and then decrease as the scheme took effect.

Speeding issues reported

October 09	Oct-Apr 10	Apr- Oct 10
36	77	42

Wiltshire Council 2011

Trained CSW volunteers

Oct 09	Target increase yr 1	Dec 10
35	40%	260

Wiltshire Police 2011

Number of Community Speedwatch groups

October 09	Target Yr 1	Dec 10
5	10	30

Wiltshire Police 2011



Speeding on rural roads has been raised with Wiltshire's Area Boards since they were launched in June 2009. Community Speedwatch is a response that is delivering positive results.

By January 2011, 567 CSW sessions had been undertaken by volunteers in Wiltshire which equates to 3,750 hours of volunteer time including classroom and on the roadside training, kerbside monitoring and collating returns to the Community Speedwatch Co-ordinator. During the year, 3,970 speeding vehicles were reported by Speedwatch volunteers and warning letters were sent to the registered keepers of those vehicles by the Police. 109 vehicles were reported a second time with Police following up with targeted action against persistent offenders.

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Young People's Transport Schemes

Examples of how the £100,000 devolved to Area Boards for Young Peoples transport Schemes has been used.

Westbury

Funds help launch pilot transport scheme: Westbury area board agreed £4,040 towards a pilot rural transport project that will supply transport for young people living in the villages and in remote parts of the town in order for them to get to leisure activities in the town especially events at the youth centre. The project, which starts this month, was the culmination of months of research by CAYPIG and by youth leaders and their findings were presented at the area board. The scheme, which will run for six months as a trial, will provide lifts twice weekly using a local taxi company and the youth centre's own people carrier. Regular updates on how the scheme is going will come to the area board but we are already aware that many young people in rural communities are keen to sign up to it.

Malmesbury

Malmesbury Area Board received just over £4,000, which the area board agreed to match, so we have £8,000. We are currently in the process which will culminate in a participative budgeting event at our May area board, when young people will present their project and everyone attending will vote for their favourite projects. We are currently waiting for applications for funding from youth groups for transport and access projects – max funding for each project is £1,500. The PB project is being promoting by the area board, youth development centre, Malmesbury secondary school and the Extended Schools Coordinator.

Trowbridge

Proposal to tackle anti social behaviour based on the views of the Trowbridge Youth Parliament and the CAYPIG. This will be through the development and promotion of a media campaign. A total of £ £7,759 is sought from the Area Board of which £2000 will be bus investment. The project will run from November 2010 to August 2011. Key objectives are to highlight that the youth of Trowbridge **do not** support anti social behaviour and to raise awareness to the public of the routes to report any anti social behaviour issues encountered or witnessed. Young people will produce a video identifying why the youth of Trowbridge are committed to tackling anti social behaviour. The video will be shown at school events, public events and also on local buses TV screens. The aim is to link the issue of anti social behaviour to the transport challenge in the following ways:

- Offsetting a proportion of the funds paid to local bus companies for the above advertising, against the sustainability of the 'flexi bus', and other community transport, which responds to public requests for pick up's in Trowbridge rural areas
- Increased partner working with bus companies, building relationships with a view to clearer communication re transport issues faced by young people

- Further sustainability of the 'flexi' bus. All young people within the Trowbridge community area and parishes will benefit

Devizes

Money has not yet been spent but the Area Board is adding some S106 funding to it that has been rescued – it will be used to respond to a presentation by the Community Area Partnership to improve the cycle network (£23k). There will be Area Board ratification of this at the March meeting before spending it. The Area Board is also looking as part of this to see how to improve those cycle ways that will take young people to 'those things to do', rather than necessarily provide more.

Salisbury

We had £7.8k to spend and have 3 projects going to the 17 March AB for consideration. These are:

- Transitions - £3,400 to support young people living on or near the Friary Estate who find the move to upper school difficult.
- Salamander Project – £1,500 as a contribution (Salisbury element) to this youth inclusion initiative aimed at young people (13 – 18) who are offenders, at risk of offending, risk of exclusion, low in confidence or in need of team building skills.
- Sunshine Club - £2,900 for a project to hire a minibus for use during the school summer holiday for children aged 3 - 11 based on the Friary Estate in Salisbury, one of the most deprived areas in Salisbury.

Melksham

In Melksham the money was allocated to 6 projects using participatory budgeting on Sept 8th 2010. The themes were transport and access. Feedback on these is due to be given to area board on 9 March. 6 projects led by young people were funded:

- mini bus hire
- bus info cards
- subsidised bus fares in half term (although this could not be implemented in the end as First bus were not interested)
- project Parkour
- high ropes course
- club boom trips

Wootton Bassett

- Transport to and fro the towns and villages to different clubs.
- Training young people to cycle safely

Chippenham

The proposal is for:

- 5 Youth discos for 11 – 16 year olds
- Numbers - approx 100 for smaller venues, approx 200 in larger venues
- One per month from November 2010 to March 2011
- In collaboration with Wiltshire Police “Blues & Zus”
- Venues to include halls in Chippenham and village halls
- Transport to be provided to the events:
 - Transport from villages to Chippenham venues
 - Transport from Chippenham to village venues
 - Transport will be staffed by members of the Youth Service
- Young people to be involved with arrangements, preparation, advertising, provision of refreshments/cafe and hosting of the events supported by Development Service for Young People and Wiltshire Police
- Events to be advertised at schools, on SparkSite, local press & media
- PCSOs to raise awareness when engaging with young people
- We are currently liaising with each of the Parish Councils and Village Hall committees. Initial responses are very positive.

Pewsey

Pewsey had £4,495 which was spent as follows:

Pop (participate, perform, overcome) Youth Dance Project £508 for taking young people to arts and dance events

CAYPIG £200 to take young people on trips

Pewsey Vale School £3,262 to run breakfast club (agreed by Cllr Grundy)

Great Bedwyn PC/Youth Club £500 to transport young people into Marlborough for after school activities (they give to school in Marlborough)

Tidworth

In Tidworth the YP fund contributed towards a number of projects - to transport YP from schools to a Christmas concert at Tidworth Garrison. Another example is young people's holiday activities at Ludgershall, Tidworth and on days out.

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Area Board

Key information

- 6,588 people have attended Area Board meetings since April 2010.
- Attendance averages 61 people at each meeting.
- 79% of people attending Area Boards rate the meetings as excellent or good.
- 12,878 people are now signed up to their local community area network up by over 2000 on the same period last year.
- 1,387 local issues have been submitted to the Area Boards in the last year.
- Over 1000 of these issues (76%) have been resolved or closed.
- Successful PRG bids for Speedwatch, Wiltshire Voices, Community Payback and Energy Monitors in libraries.

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Wiltshire Council

Organisation & Resources Select Committee

24 March 2011

Update on the Voluntary and Community Sector

1 Purpose of Report

A review of the Council's Voluntary and Community (VCS) Strategy, including funding, went to Overview and Scrutiny in March 2010 when an update was requested for March 2011. On 24th May 2010 Cabinet approved the funding framework which governs council and voluntary sector funding arrangements. This report therefore seeks to make Committee aware of the current funding situation, set in the context of a changing national agenda that is highly relevant to the VCS.

2 National Context

On the 1st March 2011, at the Annual Conference of the National Council for Voluntary Organisations (NCVO), the address was made by the Rt Hon Eric Pickles, Secretary of State for Communities and Local Government. During that address five councils were noted as having "chosen to recognise the immensely important role of the voluntary and community sector.....these councils know what they are doing. They didn't wait to be told. They didn't ask for instructions. They just got on with the job". Wiltshire was mentioned by name as one of those councils: (www.communities.gov.uk/speeches/corporate/ncvoannualconf11). Eric Pickles went on to describe central government views on how councils should work responsibly with the VCS. If there is evidence that this is not happening, the "reasonable expectations" will be given statutory force. It is expected, even by the NCVO, that the VCS must share some of the reductions in funding that have to be found by local authorities, but that the affect on the VCS will not be "disproportional".

3 Wiltshire Context

Councillors and staff of Wiltshire Council have stated publicly and often how much they value the contribution that is made by the voluntary and community sector to the quality of life for Wiltshire residents.

The amount spent in the voluntary sector is outlined later in the report but it has been agreed by Wiltshire Council that broadly the same amount of money will be spent in the VCS in 2011/12 as in 2010/11, even though the money will in some cases be spent on different things. For example paragraph 5 outlines identified savings in VCS funding. Those savings contribute to new initiatives which will help the council to meet some of its aspirations for more resilient communities.

It was recognized that the strategic review of VCS funding, undertaken as a result of the unitary council process, would lead to a necessity for collaborations, mergers and revised funding decisions for the VCS in Wiltshire (which pre-dated change in central government policy). Recent mergers include Wiltshire Citizens Advice (from 4 to 1 Bureau), VCS external Support Service (from 4 to 1 provider and now the GROW service) and Carers Support (from 4 to 1 provider). Collaborations include Wiltshire Good Neighbour Scheme (2 providers and a range of partners) also Age UK Wiltshire sharing back office functions with Wiltshire Blind Association and MIND. All of these arrangements have resulted in either freeing up funding for other initiatives or new innovative schemes of benefit to the council and to communities.

The council's VCS Support Unit takes the overall lead in the relationship with the VCS, including chairing the Corporate VCS Working Group, collates funding information and liaises with external partners on voluntary sector issues. It can advise within the council, but has no authority over decisions relating to the VCS that are taken by departments other than DCS.

4 Commissioning and contracting

The VCS Support Unit is taking the lead in identifying ways in which the council can engage in a more effective and timely way with the voluntary sector on its procurement plans so that the sector is better able and prepared to tender for council contracts. This includes exploring ways in which the council's medium term procurement plans can be publicised to the sector giving them time to collaborate and develop bidding partnerships and consortia.

Staff are also working with the VCS Infrastructure support service GROW, with colleagues in contracts roles contributing to 'hot topic' briefing sessions for the sector on commissioning and contracting. If required, this will be followed up with more comprehensive training, particularly on preparing successful tenders.

5 Recording spend in the VCS

As well as efficiency savings and new initiatives from within the VCS it is recognized that cash savings need to be made.

A significant accomplishment of the VCS Support Unit has been the creation of a single database on which all council spend in the Voluntary & Community Sector, whether grants or commissioned services, is now recorded. Data for the 2009/10 and 2010/11 financial years is now available. This places Wiltshire Council in a very strong position in relation to the proposed new *Code of Recommended Practice* for local authorities on the publication of data on VCS spending.

The value of the database has been clearly demonstrated when dealing with an increasing number of Freedom of Information requests about the council's voluntary sector funding activities from across the council.

In 2010/11, overall funding to the VCS was broadly at 2009/10 levels. Figures for 2010/11 are being finalised but are approximately £26m (excluding care home spend, individual family placements, Area Board grants and Performance Reward

Grants). The total spent with the VCS includes both grants and commissioned services. Grants could be funding towards core costs of a group/organisation to enable them to exist and provide their service or sometimes just the cost of a specific project. Commissioned services are when the council specifies what it wants delivered and are normally subject to a tender process. Of the £26m the council spends with the VCS, grants equal approximately 10% of the total spent. As part of the council-wide requirement, £150,000 in savings will be made from VCS Unit budgets in 2011/12. This is made up as follows:

VCS Unit £150,000 savings in 2011/12 (for spending elsewhere in VCS)

Organisation	Funding	Comments
Community First	Reduction of £15,500	£4,000 credit union development (which will be funded elsewhere through Wiltshire Money Partnership) £11,500 Wiltshire Association of Local Councils (grant ceasing)
Wiltshire Citizens Advice	Reduction of £19,000 towards black and ethnic minority (BME) project	Time expired on grant. Generic service is accessible to black and ethnic minority clients and Equal Chances Better Lives (ECBL) service is available for specific expertise
VCS Development budget	£50,000	This was also unallocated in 2010/11
Vacant post	£30,000	
Groups supported to receive grants from other funders	£12,972	
Infrastructure support organisations efficiency savings	£22,528	as detailed in 7 below
Total	£150,000	

Additional savings in funding to the VCS will be made through procurement savings across the Council and both savings and investment are outlined in the Wiltshire Council Business and Financial Plans.

The £150,000 VCS savings outlined above are part of the identified new investment of £200,000 in the voluntary sector in 2011/12, on new initiatives and projects, additional to £1m grant funding through Area Boards.

The council is also working with other funders in Wiltshire to ensure a more strategic approach to grant making across Wiltshire through an External Funding Network that

includes the Community Foundation for Wiltshire and Swindon, Community First and the Charities Information Bureau.

6 VCS Organisations where grant reduced in 2010/11

Organisation	Funding	Comments
Wiltshire Racial Equality Council	100% reduction in core funding of £71,542	Re-allocated to Equal Chances Better Lives service covering all strands of equality
Anchor Staying Put	100% reduction of £56,000 funding	Now part of commissioned Home Improvement Service provided by Ridgeway
ASK	Reduction of £700	Ex West Wilts District Council grant, honoured in 2009/10 only
Bradford on Avon Arts Festival	£500	Reduced from £650
Bridge House Community Trust	100% reduction of £54,971 funding	Reallocated to GROW contract providing countywide service
Alabare	Reduction of £2,000 for money advice service	Service available through CAB
Community First	Reduction of £75,191 from core service contract	Was £115,691 in 2009/10 £40,500 in 10/11
Community First	Reduction of £1,951 to minibus sharing scheme grant	Small reduction in existing grant agreed by PTU with Community First
Community First	Reduction of £420 to 'wheels to learning' scheme grant	Small reduction in existing grant agreed by PTU with Community First
Corsham Area Development Board	Reduction of £7,500 for provision of Tourist Information Centres	Decision made by Economy & Enterprise in DNP
Morning Star	Reduction of £17,040	By mutual agreement
Voluntary Action Kennet	Reduction of £43,971	Reallocated to GROW contract providing countywide service (in which VAK were a provider)
Wessex Community Action	Reduction of £61,971	Reallocated to GROW contract providing countywide service
Age UK Wiltshire	Planned reduction of £43,014 due to phasing out of Home Support Service	Reallocated to Wiltshire Good Neighbour Scheme in which Age UK are a partner

Wiltshire Wildlife Trust	100% reduction in World Changers funding £37,000	Project brought in-house
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7 VCS Organisations where grant is reducing in 2011/12

As detailed above, savings in the VCS budgets of £150k were largely identified without cutting major direct funding for 2011/12. However there remained a shortfall of £22,528 and this was identified as best met from infrastructure costs (VCS support organisation) to minimise impact on front line services. It was therefore sought from 5 Voluntary Sector Support Organisations who are members of the Wiltshire Infrastructure Consortium. Following consultation with them, the group themselves allocated proportions. This is a good illustration of partnership in action since it demonstrates a commitment to treating partners as equals. The organisations are aware that any reductions are expected to come from efficiency savings, e.g. from pooling expertise and sharing back-office functions.

The organisations affected are:-

Organisation	Funding	Comments
Wiltshire Citizens Advice	£8,508 (1.47%)	4 organisations merged to one in 2010
Develop (managing the GROW service)	£6,000 (2.65%)	
Age UK Wiltshire	£3,689 (2.5%)	
Age UK Salisbury & District	£2,396 (2.5%)	Both Age UKs are being encouraged to work together and potentially merge
Charities Information Bureau	£1,935 (2.5%)	
Total	£22,528	

Councillors should note that what VCS organisations often refer to as a “cut” in their funding, is actually the known end of a contract or grant period, so whilst their income may reduce, they would have normally known of this either from the outset or for some considerable time.

8 VCS Organisations where grant is reducing in 2012/13

Staff from the Council's VCS Support Unit will be working with the VCS during 2011 to assess the impact of potential funding changes and agree targets going forward into 2012/13.

Council funding to the VCS has been subject to ongoing strategic review to identify those services which assist the council to achieve its objectives in communities and support those appropriately or reroute them to alternative sources of advice and funding. One example is the VCS Unit work with other grant funders such as the Community Foundation for Wiltshire and Swindon. Following completion of the lunch club review, the daytime opportunities review has begun. Those day centres and social clubs funded by Wiltshire Council grant are being consulted. Some are

requesting professional assistance in modernizing to meet present-day need and will be supported in this by the council funded VCS support service known as GROW (<http://developepcs.ning.com/>). All will be supported to become sustainable for the longer term where this is their wish. This review of grant funded day centres is complementary to a wider review of daytime opportunities currently underway within DCS.

9 Planned reduced funding 2012/13:

As part of the VCS funding strategic review the Council has a partnership agreement with The Community Foundation for Wiltshire and Swindon to identify other donor funds that are available and more appropriate than council funding. For example the 3 year contracts with 17 Lunch Clubs will come to an end on 31st March 2012 and are not being renewed. However, the Foundation will be working with these lunch clubs during 2011/12 to identify sustainable practice (e.g. some charge for meals, some don't; some charge for transport, some don't). Various donor funds are available through the Foundation where grant aid still proves a necessity for 2012/13.

All of the following clubs' **council** grant funding will cease under this arrangement on 31st March 2011:

Organisation	Funding
Central Methodist Church Luncheon Club	£810
Chippenham Luncheon Club	£857
Christian Malford & Foxham Luncheon Club	£273
Colerne Luncheon Club	£782
Holt Luncheon Club	£933
Horningsham Luncheon Club	£715
Lakeside Thursday Luncheon Club (Warminster Park Community Centre)	£651
Lansdowne Luncheon Club	£208
Lydiard Millicent Luncheon Club	£1,026
Malmesbury Luncheon Club	£871
Purton Luncheon Club	£1,594
Ramsbury Lunch Club	£286
Ridge Luncheon Club (The)	£453
Springtime Luncheon Club	£864
St George's Luncheon Club	£391
Swallowcliffe Wednesday Lunch Club	£282
West Wiltshire Community Club	£700

10 The Overall Future for VCS Funding

Having a strong voluntary sector in the county means that we can nurture local jobs, volunteering activity and economic prosperity; not only is this achieved by direct contracting but by attracting match funding from other sources. The VCS can access

funds that the statutory sector cannot – and government policy is set to expand this trend.

Attached at **appendix 1** is the latest update on funding cuts to the VCS across the UK. This information comes with some caution, since it is derived from a national website and is not always comparing like with like, however it does give a picture of the present national context regarding the VCS. As detailed in **5** above, reduction in grant spent on existing services in Wiltshire for 2011/12 will be £150,000. Wiltshire therefore falls within the government parameters of “reasonable” given the savings needed across council budgets.

New council investment in communities for 2011/12 is £200,000 as detailed in **7** above, and will include the voluntary sector. For 2012/13 new provision and initiatives will be in the region of £800,000, (as described in the Wiltshire Council Business and Financial Plans). The VCS will attract other match funding to complement this. There are currently 2,675 registered charities in Wiltshire of a total of around 7,800 voluntary groups in the county. The Charities Information estimate of their annual income is over £2billion (which includes a proportion for national organisations with a local presence in Wiltshire) and so the VCS is significant for the wealth of the county as well as the well-being of Wiltshire residents.

Sandie Lewis
Head of Community Strategy
and Voluntary Sector Support
7th March 2011

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IMPACT OF PUBLIC SECTOR CUTS ON FUNDING TO VOLUNTARY & COMMUNITY SECTOR
(A snapshot of what is happening across the country)

Version 4: March 8th 2011

COUNCIL	LEVEL OF SAVINGS	COMMENTS
SOUTH WEST REGION		
Bristol City Council	7% cut to all 3 year grant funded organisations	
Devon County Council	19.8% cut to CABx 40% cut to RCC core funding 26% cut to CVS/Volunteer Bureaux (out of a total budget of £295k)	Proposed savings subject to confirmation by elected members
Gloucestershire County Council	50% cut to VCS infrastructure	
North Somerset Council	Overall cut of 12.5%	
Somerset County Council	<ul style="list-style-type: none"> • 100% cut for local VCS support services (infrastructure) and the rural community council (£107,000) • 100% cut for Arts Organisations (£159,000) 	

South Gloucestershire Council	No cut proposed to VCS organisations funded through Safer and Stronger Communities Team. Financial Inclusion SLA's extended for 6 months and proposed extension of all other SLAs until September 2011. Small grants budget so far unaffected.	Subject to confirmation of budget
South Somerset District Council	Overall cut of 8.4%	
NATIONAL		
Birmingham City Council	100% cut to drop-in services provided by the city's 5 CABx (£600,000 cut)	12 other independent advice organisations have had funding withdrawn until at least August 2011
Camden Council	Plans to cut discretionary funding for the voluntary and community sector by around £2.5 million per year.	
Chelmsford Borough Council	INCREASE in voluntary sector budget of 33% from £279,000 to £378,000	
Derby City Council	Grant aid pot from controllable council budgets will be £1,971 million for 2011/2012 - reduced from £2.816 million in grant aid the previous year.	
Hampshire County Council	£330,000 of funding from organisations delivering children's services withdrawn	

Kirklees MBC	£200,000 cut from a single project offering training to 150 local charities and 2,500 volunteers.	
London Councils	Voted for a cut that will reduce the current £26.4 million programme to an underlying core scheme of £9.875 million – a cut of £16.875 million, or 63.5%.	Judicial Review has found that consultation process was flawed and didn't meet statutory equality duties. Court orders that consultation process is re-run.
Liverpool City Council	Voluntary sector budget cut by £18m (£37m to £19m)	Liverpool Charity and Voluntary Services (infrastructure service) looking at £600,000 reduction in funding on its grants and contracts. 33 out of 59 staff could be made redundant.
Manchester City Council	Proposed cut to voluntary sector budget of 19% (approx £63m to £51m)	Final decision due 8 th March 2011
Milton Keynes	£200,000 reduction in family support and social care projects provided under contract by VCS organisations.	
Northumberland County Council	Proposal to make £300,000 of cuts across a number of departments	
Nottinghamshire County Council	Cutting its budget for the voluntary sector by £1.8m in the next financial year - a cut of 56%	
Reading Borough Council	An overall small net increase in funding	

Sheffield City Council	Has announced plans to cut its voluntary sector budget by 15% from April.	The council also intends to alter its funding relationship with not-for-profit groups by commissioning more services and awarding fewer grants to achieve what it calls "better value for money for local taxpayers".
Southwark Council	Has told voluntary organisations in the London borough to prepare for funding cuts of at least 2%5.	The council, which currently spends £35m on the voluntary sector, expects to have to reduce its overall budget by £80m over four years.
Westminster Council	Overall cuts of £1,058,132 by 2013. However increase of £80,000 for VCS infrastructure.	Level of cuts to be confirmed following full council meeting on 2 nd March 2011
VCS ORGANISATIONS IN THE REGION		
Be Involved Devon (Mental Health)	33% cut in funding (£38,500). 1 fte likely to be made redundant.	
Bread Youth Project Bristol	71% reduction in funding (£227,581). 3 out of 4 services cut. 6 staff to be made redundant.	
Cirencester Housing for Young People	Loss of £116,000 Supporting People Grant and loss of property leased from CDC. 39% reduction in accommodation capacity and 62% reduction in staff.	Gloucester County Council Cotswold District Council
Dorset Youth Association	£262,667 reduction as a consequence of the cuts to national bodies V (Youth Volunteering) and Capacity Builders.	Made up of £166,667 V funding and £96,000 capacitybuilders

Gloucestershire Association for Voluntary and Community Action	50% cut to core contract (£160,000)	Infrastructure Support Service
Mentoring Plus Bath & North East Somerset	10% cut (£7000). Resulting in reduction of positive activities for young people at risk	B&NES
Rural Community Link Projects (Cornwall)	£20,000 cut	Cornwall Council
Senior Council for Devon	£70,000 reduction in funding	Devon County Council and Devon NHS Trust
South West Forum	Closure of SWRDA and Capacitybuilders means £335,000 reduction in core and project funding	
South West Pound (homelessness)	£55,000. Two staff likely to be made redundant.	Torbay Borough Council
The Ivy Project (Devon)	100% cut (£23,000) to services to vulnerable young unemployed.	
Third Sector Services (Community Transport)	30% over three years (£57,000)	South Gloucestershire
Volunteering Bristol	£45,000	Bristol City Council
Wiltshire & Swindon Men's Sexual Health	£75,000 cut in funding. 2 full time staff made redundant.	100% cut in B&NES PCT and part reduction in Wiltshire PCT funding
Wolf and Water Arts Company	100% (£42,000) cut to core funding covering work with socially excluded groups	Devon County Council

Worcestershire Council for Voluntary Youth Services	All current funding ending as of 31/03/11 (£214,000)	
xtnD Partnership	Current grant not being renewed resulting in £190,000 reduction in funding bringing to an end a range of extended services (out of school, adult learning, sports, family support)in July 2011. 12 staff at risk of redundancy.	North Somerset Council
NATIONAL VCS ORGANISATIONS		
Navca	Confirmed that half of its workforce will be made redundant after it lost 50% of its income.	
Volunteering England	Consulting with its staff and trade union on making over half its staff compulsorily redundant in March 2011 as a consequence of a 60% cut in central government funding.	
Volunteering England	Announced that 30 Volunteer Centres nationally are indicating possible closure or reduced service due to reductions in local council funding	
Nationwide	Navca are now estimating that up to 26,000 jobs in the charity sector nationwide could be lost as a consequence of public sector cuts.	

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Sources:- Third Sector
 South West Regional Third Sector Officers' Network
<http://voluntarysectorcuts.org.uk/>

Information Services Technology Plan

2011 – 2015

Author:	Tom James
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Version:	0.6
Status:	Draft for comment

“ The role of Information Services is to get the **right information** to the **right people** in the **right place** at the **right time**– every time.
This document sets out in detail the strategic and design considerations by which we will achieve this aim within Wiltshire Council over the period 2011 - 2015. ”



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Wiltshire: 2015

For those Information Services veterans of early 2011 – when the opportunities for rationalisation presented by the ICT in-sourcing and the pressures faced by a council trying to do more for less simultaneously put the ICT / IM organisation under great pressure – it was hard looking back to comprehend just how much Wiltshire Council had changed. Indeed, in the early days of 2011, most people were more worried by a fear of the future than energised by the possibilities. Yet four years on, that fear had gone and been replaced by a confident, dynamic organisation at the heart of business change within Wiltshire. So what had changed?

Most Wiltshire Council staff worked at home for at least a part of their week, and many staff were more or less permanently based at home, or out on the road delivering services directly to their customers. Much of our key customer-facing infrastructure and applications had moved to a cloud computing environment. Apart from reducing cost, such a move increased resilience. Nationally, the 2013 heatwave was initially treated as a bit of light relief after four consecutive hard winters. However, when the weather finally broke on “Stormy Monday”, August 12 2013, the ensuing catastrophic storms dumped 200mm of rain on Wiltshire in just six hours. The flexibility of the remote access devices and the resilience of the network meant the council could direct care workers to the most needy even though both Salisbury and Trowbridge town centres were largely cut off by flood waters, preventing access by staff to those offices. The subsequent repair program of roads and facilities was made easier by the ability of mobile repairs teams to access job lists on the move. And Wiltshire’s citizens played their part: the council received hundreds of photographs showing the state of bridges and roads and helping to prioritise where to send resources. Modern camera- and GPS-equipped mobile phones meant that most of these photos were automatically geo-tagged and could be loaded directly into the council’s Geographic Information System with a minimum of intervention, providing a simple and fast method to identify exactly where the problems were located. Common data formats meant we could easily share this information with colleagues in the emergency and health services with minimal translation problems between systems.

It wasn't only during emergencies that the new streamlined Information Services proved its worth, however. In 2011, Wiltshire Council had won a contract to deliver payroll services for Wiltshire Fire Brigade. The roll-out of the Public Sector Network, and the accreditation to ISO27001/2 made such contracts easier to deliver in the future, with the result that by 2015, Wiltshire Council was delivering payroll and transactional HR services to much of the public sector in Wiltshire, as well as some bodies elsewhere in the country. A trial of delivering the whole information service for a neighbouring council had gone well, and there were further opportunities to expand that service, bringing with it economies of scale for Information Services. The focus on first time fix, and the quick resolution of the most common ICT requests – such as password resets – using transactional self-service facilities, were key selling points in demonstrating the capability of Information Services to other organisations.

The public was also better served, and this showed in increased customer satisfaction measured by the council. Applications rationalisation, delivered to a challenging timescale, had been a hard slog and involved much burning of midnight oil. But the benefits were immediate: processing times for planning applications decreased, and for the first time, residents were able to see immediately all the developments going on in Wiltshire. The public had also, after a slow start, embraced opendata. When the council made its first tentative steps, publishing financial data at the end of 2010, there had been some interest in searching the system, but very little use made of the raw data. But increasingly, the council had seen organisations mashing-up the data in new and creative ways. Indeed, it was a mash-up of travel time data (from the Department for Transport) and areas identified for future housing provision (from Wiltshire Council) that was instrumental in convincing the local rail operator that there was a business case in running a regular “trans-Wiltshire” train service from Salisbury to Swindon, via the little-used Westbury – Melksham – Chippenham link. The campaign to improve the link had been driven at a community level, co-ordinated by the Area Boards affected and making extensive use of the organising capabilities presented by social networking tools. But the initial analysis had come from an interested citizen, on the back of opendata made publicly available by two different public sector bodies.

Registrations to “MyWiltshire” had steadily increased from its launch in 2012, allowing users to be alerted to changes in their area. Telephone call volumes to Customer Service always used to peak around bank holidays when people phoned to ask when their rubbish would be collected; now users of MyWiltshire could be alerted by text message or by a message to their FaceBook page whenever there were service changes. Moreover, the same service was being used to drive revenue, such as early-bird booking of shows at Salisbury City Hall, or discounted late availability of facilities at leisure centres. The development of social care packages, allowing recipients to pick and choose the care package that best suited their needs, had led to major cost savings within the Social Care service – this had only been made possible by virtue of an upgraded social care IT system. All these developments had had a single underlying purpose: getting the right information to the right people in the right place at the right time – every time. Doing so made the transformation happen.

So much for the history of the future. Can it happen? This document sets out in detail the strategic and design considerations by which we will achieve this future within Wiltshire Council over the period 2011 – 2015.

It should be read in conjunction with the **Programme Roadmap**, which has a detailed timeline of the projects necessary to deliver this strategy. The roadmap will develop over the lifetime of this strategy as projects are completed and new projects started.

Document structure

The document is in five main sections:

- **[Business drivers of the Information Services Technology Plan](#)**. This section considers the major internal and external pressures and changes on the service. The development of this strategy, and the changes to the historic ICT and IM Service, are as a direct result of these drivers.
- **[The Information Services Model](#)**. This section presents a framework for thinking about how information drives the business and the relationship between the core infrastructure, applications and information.
- **[Design criteria for new systems and services](#)**. This section outlines how we will approach the design of new systems and services so that they meet the demands placed on us by the business drivers. Included in this section are the quality measures applicable to our infrastructure, applications and information that enable us to judge whether the service is delivering what the business requires.
- **[Technology and data roadmap](#)**. This section gives high-level overview of the infrastructure and applications technologies and data services we will be investing in over that period.
- **[Summary programme plan](#)**. This section covers the major thematic areas of the programme plan, by which we will deliver the objectives in this strategy. It also covers the relationship between the programme themes and the Wiltshire Council Business Plan priorities, and the impact carrying out the plan will have on the business.

Throughout the document, words underlined thus are defined in a **[glossary](#)**.

Business drivers of the Information Services Technology Plan

The key drivers that shape this strategy are as follows:

Cost saving

Context: Along with the rest of the Public Sector, Wiltshire Council is undergoing a significant reduction in its operating budget. Within Information Services, the budget for 2011/12 has fallen by £2.4m; we are anticipating further falls of £1m in each of 2012/13 and 2013/14. Overall, this represents a fall of 25% in our budget over 3 years, leaving a budget smaller in absolute terms than the budget held by just Wiltshire County Council in 2008/9, before the formation of the unitary council. Therefore, we must reshape the information service to deliver with a lower budget – while at the same time still meeting the expectations of the business and the public for provision of information and services.

How we will deliver: We have brought the service desk in house, reducing the cost of that service without decreasing service levels. We will continue to rationalise our infrastructure and applications, decommissioning duplicated and redundant equipment. We will restructure the team to work in a more cohesive fashion and remove management overhead. We will investigate cheaper hosted services (“cloud computing”) and other technologies where it makes sense to do so.

Changing organisational structure

Context: Coupled with the reduction in budget, the shape of Wiltshire Council is also evolving rapidly. It is likely that, over the lifetime of this strategy, the services offered by Wiltshire Council, and the balance between which services are directly run, which are commissioned by third parties and which are devolved to community ownership or management will change significantly. In many cases, an external organisation may act as a data processor of data that Wiltshire Council is the legal data controller, or we may act as data controller for another organisation’s data. Therefore, as an organisation we need to be resilient and adaptive to those changes.

How we will deliver: We will change the mix of skills within Information Services, reducing single points of failure in specialist knowledge and moving to staff with a

broader skills base. We will ensure we have robust technologies, policies and procedures in place to allow, for example, non-Wiltshire Council staff and volunteers to have access to our systems and information where it is operationally necessary, without compromising our requirements to protect sensitive information.

Campus and Operational Delivery Programme

Context: Wiltshire Council's Campus and Operational Delivery Programme is dramatically changing the way staff work. The large number of buildings owned or operated by Wiltshire Council is reducing to four main hubs and a series of smaller "campus" buildings in each community area; our workforce will become significantly more mobile with an expectation that they can carry out their jobs from any location – at home, on the road or in any Wiltshire Council owned building. We anticipate that over 1200 council workers will become mobile or home workers.

How we will deliver: We will continue to roll out new ICT equipment, based on Windows 7 operating system, "DirectAccess" connectivity, VOIP telephony, instant messaging and video conferencing and other technologies, that allows our users to connect to the Wiltshire Council network from any location. We will use these technologies to help foster collaborative working so that information can be shared without teams necessarily being geographically co-located. We are rationalising electronic data stores and applications to assist previously geographically dispersed services to come together, and to ensure that each service can see the same data and application regardless of their original source. We are rationalising and sorting our holding of paper files, leading to approximately 30% reduction in the overall volume stored, and moving the remaining paper into locations where access is maintained for files that are needed frequently, while ensuring that rarely-requested files are stored in cost-effective, secure and environmentally-controlled ways. We will ensure that information can always be appropriately maintained, secured, retrieved, and ultimately archived or disposed of.

Greening IT

Context: Wiltshire Council is committed to reducing its own impact on the environment, and in particular reducing the council's carbon footprint by 20% of

our 2008/09 footprint by the end of 2013/14. (See the “[Energy Change and Opportunity Strategy](#)”¹, which was adopted by Cabinet on 25 January 2011). Wiltshire Council is a signatory of the Nottinghamshire Declaration.

How we will deliver: We are amalgamating the networks of the five former authorities, reducing the number of data centres from five down to two. We are virtualising servers, reducing the amount of power needed and realising carbon savings from decommissioning physical machines. We are investigating mechanisms to ensure screens are powered down when not in use, reducing their energy consumption. Through the Campus and Operational Delivery Programme, more flexible working patterns can be developed. This will include, but will not be limited to, secure remote working, video conferencing capabilities, tele-conferencing capabilities, etc. All of these are designed to reduce the travel by staff to attend meetings at other sites, saving on fuel and carbon emissions. We are rolling out new laptops with more energy-efficient solid-state hard drives, reducing the power consumed by each laptop. We are investigating using waste heat from our new Primary Data Centre to provide heat to the building. We dispose of obsolete company (either through recycling or sale) and are able to provide a quarterly report of carbon and trace metal savings achieved.

Opendata

Context: A key strand of the Government’s drive to improve public engagement in services and accountability by the public sector is to push Public Service bodies to open up their key service information. Data must be published both in a format that makes it easy for users to comprehend (“human readable” data) and also in a format, and with open licensing conditions, that enables it to be extracted by other websites and “mashed-up” with other data to present new analytical opportunities (“machine readable” data). The ethos is that service data is owned by the public, rather than being owned by Public Service bodies. Examples include the requirement on councils and other bodies to publish spending data online, allowing the public to audit our spending, and the recent publication of online crime maps, allowing the public to assess the effectiveness of their local police force. There is a particular concentration on financial data (such as spending,

¹ <http://cms.wiltshire.gov.uk/mgConvert2PDF.aspx?ID=13581>

salaries and contracts); democratic accountability (such as minutes and agendas, election results and councillor expenses and interests); and geographic data that matches service delivery to specific locations. These initiatives collectively go under the name “opendata”.

How we will deliver: We have already published online spending data and salaries of key officers, councillor expenses and council minutes and agendas, and we will continue to meet such requests as they are introduced (see www.wiltshire.gov.uk/opendata). We will specify new applications to ensure they provide human- and machine-readable outputs of their key non-personal data and we will engineer existing systems to provide such data.

ICT in-sourcing exploitation and restructure

Context: At the beginning of 2011, Wiltshire Council successfully in-sourced its service desk and support provision. For the first time in more than fifteen years, the entirety of ICT provision within the council is now provided by a single organisation, accountable directly through the management structure of the council. Not only will the in-source allow us to provide an enhanced service at reduced cost, but it also provides a once-in-a-generation opportunity to reshape ICT support and development according to the needs of the business, without the constraints imposed by a long-term contract.

How we will deliver: We will continue to streamline the service desk procedures, concentrating on the three major goals of finding a first time fix of faults; a clear focus on customer satisfaction and having clear and open communication with our customers. We will ensure we have staff with the necessary skills, knowledge and motivation to deliver the Information Services operations and programme objectives. We will develop job roles to ensure that service desk and field technicians rotate jobs, so that all service desk technicians develop a deep understanding of how information and communications technology is used in the business. Within the constraints imposed by the available budget, we will also ensure that contracts for key Information Services staff (including those on the service desk) allow us to offer out-of-hours support at times that are useful to the business.

New technology

Context: Information technology is a rapidly changing field. It is difficult to imagine work in a modern organisation without access to email, the World Wide Web and mobile telephones. Yet only fifteen years ago, all these technologies were in their infancy. Fifteen years ago, no council in Wiltshire had a website; now the Wiltshire Council website is used to transact millions of pounds of financial transactions every year as well as being a primary information source for our residents. Five years ago, online video for most users was grainy and jerky; now it is possible to film an event in high quality on a mobile phone and upload it instantly for distribution over the internet. Websites such as Google (founded 1998), Facebook (2004), Youtube (2005) and Twitter (2006), did not exist or were in their infancy ten years ago; now they each boast hundreds of millions of users and in Google's case is amongst the largest companies in the world. The Apple iPhone was launched in 2007; by the end of 2010, 73.5million iPhones had been sold worldwide and over 300,000 "apps" were available for download. Our users expect us to be adopting these technologies to service their needs in ever changing ways. Yet this pace of change presents its own problems: the ability to store information is outstripping our ability to find that same information, and there are significant privacy concerns to be addressed as we upload more and more of our personal lives to the web.

How we will deliver: We will investigate new technologies as they develop, and adopt them on their merits. Examples include moving some services to a "cloud computing" environment, as well as developing more mobile services and "apps". In partnership with Corporate Communications, we will exploit social networking technologies (such as Facebook, Twitter) to help us reach key segments of our population who may be difficult to reach by other more traditional mechanisms. We will also use those tools to help develop community engagement in our Community Areas. We will develop new storage and search solutions to ensure users can always locate information on our network, while at the same time maintaining a rigour of deleting or archiving redundant information. We will roll out customer self-service kiosks. We will develop and classify technologies on a roadmap based on "monitor" – "experiment" – "core use" – "legacy use" – "actively phase out".

Information Services has invested considerable time and effort in reducing risk and cost in its infrastructure. As our external and internal customers demand to consume information and access services through an increasingly diverse range of devices at any time of day, we will investigate the opportunities presented by hosted solutions or “cloud computing”. We will consider and mitigate the security implications of moving services outside the council’s boundary and identify services which would best benefit from solutions which are hosted by third-party suppliers and partners. The advantages and risks of exploiting software-as-a-service and infrastructure-as-a-service will also be considered. The Council has a successful track record of exploiting hosted solutions: for example, its SAP solution is a managed, hosted service and the Choice Based Lettings system is accessed through the cloud. Our website is hosted externally, ensuring we could continue to provide most information over the web even during an emergency that disrupted our internal systems.

Applications development

Context: Wiltshire Council has inherited a suite of several hundred applications. These applications have a complex picture of licensing conditions and in many cases equivalent functionality is duplicated – often, though not exclusively, where four different applications to manage the same function have come from each of the four original District Councils that went into the Unitary Council. This complicated mixture acts as a brake on service development within the business; for example, it is often not possible for service owners to use a single application to present a single view of their service. Moreover, the desire of services to change their service boundaries – for example, moving from a North / East / South / West service model to a Top / Middle / Bottom model is made complicated by the presence of legacy applications tied to the North / East / South / West areas. Having so many applications is also expensive in licensing, and presents complex support issues. In many cases, it means we need to cover a much greater range of application skills and knowledge. Finally – though by no means least – the split of applications means we cannot provide user-friendly service information on the Wiltshire Council website in some key areas of customer demand, particularly for planning enquiries and information about waste services.

How we will deliver: We are engaged on a program of simplifying and rationalising our applications, with major rationalisations of the Council Tax, Planning and Regulatory System and Geographical Information Systems taking place in 2011 / 2012. We have identified a core platform and suite of applications (including Microsoft Office, Exchange, SharePoint, SAP and the GIS) and datasets (including the Local Land and Property Gazetteer, background mapping and Active Directory) and we will concentrate skills in development on that platform where possible. In general, we will evaluate all requests for new business functionality against that core data and application platform before looking to the market for a new application.

Enabling secure partnership working

Context: Wiltshire Council is subject to an ever-changing security requirement as a result of its dealings with other Government agencies and commercial companies, (particularly the requirement for Payment Card Industry (PCI) compliance imposed by the financial industry). Historically, this has resulted in a variety of security protocols that are all similar but not quite the same: for example, we have different protocols governing our connection to the Department of Work and Pensions (for benefits processing), the Police and the NHS. This environment is changing, and in due course will be replaced by a single connection to the Public Sector Network. This will have its own security arrangements, but will considerably simplify our task by virtue of being a single set of controls to meet.

Simplifying and rationalising our security environment in this way will make it easier to share information with partner organisations (including carrying out support services on behalf of other organisations) and make it easier for other organisations to carry out work on behalf of Wiltshire Council. It will also make it easier to strike an appropriate balance between enabling the flexible working patterns increasingly demanded by the business, and complying with our duty to protect the personal and sensitive information with which we are entrusted.

Broadly, our security strategy is designed to prevent two major risk areas: firstly, attacks on our system designed to degrade our ability to function (for example, virus, malware and trojan attacks, denial of service attacks etc); and secondly

preventing accidental or deliberate disclosure of sensitive information to non-authorised recipients. It is notable that the Information Commissioner is taking a considerably tougher line with organisations that do not uphold their duties under the Data Protection Act.

How we will deliver: We have achieved acceptance status to the Government Connect under the current code of connection standard, which enables the Council to access DWP services and data. A compliance programme is continuing to develop the Council's security framework to comply with the forthcoming Public Sector Network, which replaces Government Connect. We will achieve compliance with ISO 27001/2, which will drive complexity and cost from our security environment and make it easier to bid to run services for other organisations. We will roll out a protective marking scheme for all information held by Wiltshire Council along with an associated training programme, making it easier for users to understand the security implications of the information they are handling. We will carry out an audit of information held within line-of-business systems (including physical records) to understand the Impact Levels inherent in such information. We will use this Impact Level assessment to refine the security framework for access to such information in different situations. We will re-write our acceptable use policy to cover access to both electronic and physical information in a pragmatic way, yet ensuring we meet the requirements to protect the privacy of our service users and staff.

Corporate priorities

The relationship between these drivers, the programme themes that have arisen as a response to these drivers, and Wiltshire Council's corporate priorities are explored further [later in this document](#).

The Information Services model

Information

Information is at the heart of everything we do as an organisation. Every decision taken by an officer of the council – from a simple transaction such as collecting a payment from an individual for council tax, through to the most complex strategic decisions such as deciding on the future locations of schools or housing – will be taken in response to information supporting that decision.

The role of Information Services is to get the **right information** to the **right people** in the **right place** at the **right time** – **every time**. By doing so, we will support the delivery of high quality, low cost services; improve our democratic accountability and ensure we comply with legislation concerning the processing of information.

The **right information** means any information needed to support decision making within the council, whether that information is held electronically or in paper, and whether it is permanent such as a record, or essentially transitory such as a telephone conversation.

The **right people** means anyone who has a legitimate reason to access that information – which could be a member of the public, an officer, a councillor or an employee of a partner organisation. Equally, it means preventing access to sensitive, and particularly personal, information from those people who should not see it.

The **right place** means accessing information where it is needed to support the decision being made. This could be in a hub or campus location, at home or for some service information, out on the road. Our Customer Access strategy sees an increasing focus on going to the customer to deliver service, rather than expecting the customer to come to us. This will require the ability to access service information away from our own premises.

The **right time** means having access when the user needs the information to support the task they wish to accomplish. Increasingly, Wiltshire Council is developing services and fostering a working culture that requires information to be

available outside core hours. Facilities such as leisure centres are open from early in the morning until late into the evening, Monday to Sunday. Our website sees public information requests every hour of every day of the year – even on Christmas Day. Our systems need to support information provision to meet that demand.

Doing it **every time** means that the systems and support processes we put in place must accomplish the above in a resilient and reliable fashion.

Applications

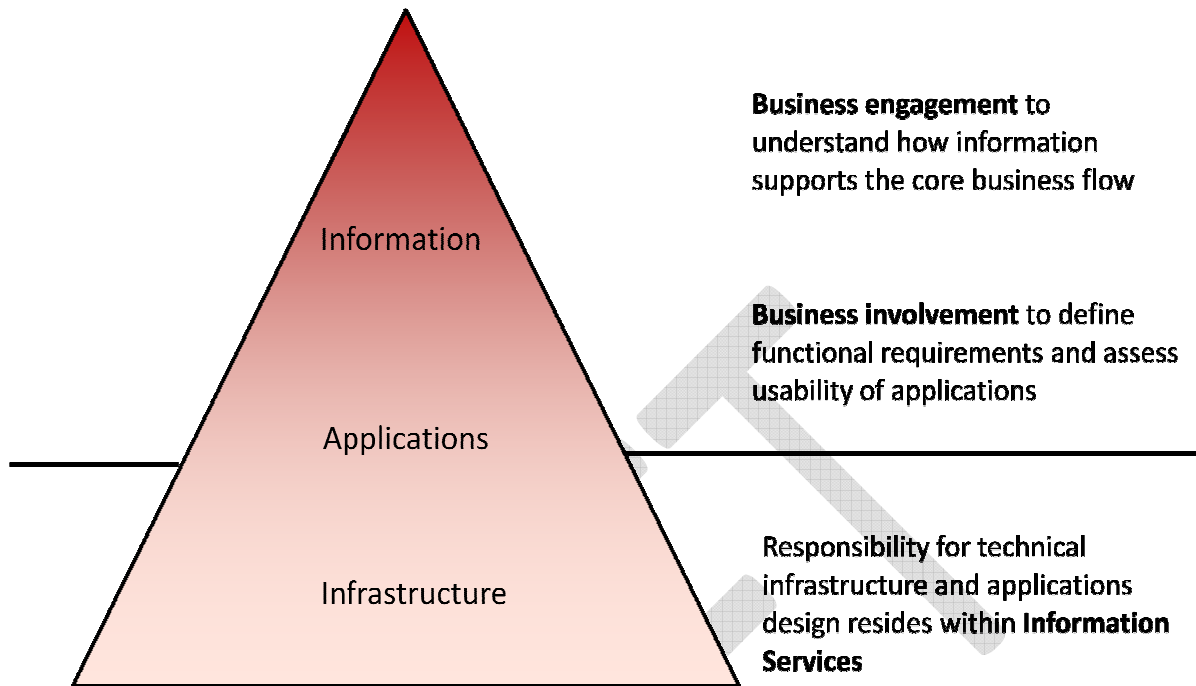
In order to achieve that goal, we need a robust suite of applications and a standardised application development platform that contain the information and facilitate the flow of information between all the parties involved in making a decision. The more smoothly information flows between all the parties involved in making a decision, and the less re-keying and duplication takes place along the way, the faster and more reliably decisions can be made – which reduces cost and improves customer satisfaction.

Infrastructure

The applications run on an infrastructure. The reliability of this infrastructure is of crucial importance to allowing applications to be supported wherever there is a business need. For example, if we wish to meet the needs of serving customers in their own homes, then we will either need an infrastructure that can support such remote working, or else we will have to process application forms in hard copy and transpose the text at a later time, slowing down the process and introducing transcription errors.

This hierarchy is represented by the diagram below. Service users will have a key stake in defining their information requirements (and will be responsible for ensuring that the maintenance of their information is adequately resourced). They will also have some input into design of applications, particularly around the required functionality and usability. However, the proper functioning and design of most of the applications suite and the entire infrastructure is within the professional expertise of the Information Services team. Therefore, Business

Engagement will take place wholly to define the requirements for accessing information to support the business.



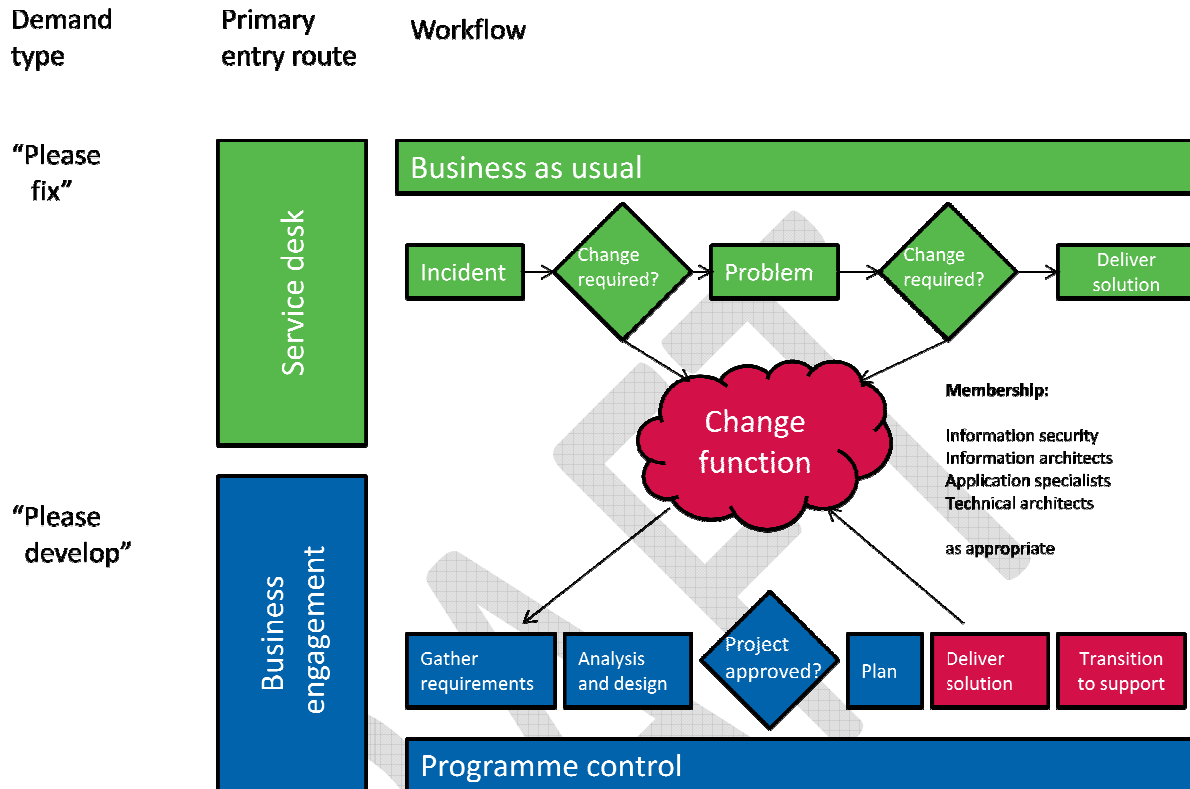
Demands on Information Services

Broadly, there are two major demand types into Information Services that generate work:

- **“Please fix:** The infrastructure, applications and information support what I want to achieve, but currently are not working as specified”. This is a typical fault request. Normally, though not universally, such requests will enter our system via the Service Desk and will be resolved using the Service Desk processes.
- **“Please develop:** The infrastructure, applications and information are working as specified, but do not meet my business requirements”. This is a typical service development request. Normally, though not universally, such requests will enter our system via the Business Engagement process. They will be analysed using the model below; if after analysis it is deemed that there is a project that is viable in business terms, this project will be managed as a development activity via the programme.

Some Service Desk demands may flag up a recurring incident that requires a more fundamental change to the system to fix. These will be managed by an

intermediate change process; where making the change has a significant resource impact, this will be managed as part of the programme control arrangements. This process is represented diagrammatically below.



Service desk

The service desk will be the primary mechanism for receiving and handling "please fix" type requests. The service desk processes are based on the ITIL framework. The service desk will prioritise its service and continuous service improvement on the following model:

1. Focus on first-time-fix of faults

- We will employ more technically focussed staff at the first point of contact with users. This approach will allow staff direct contact with an individual capable of resolving their issue.
- We will allow service desk staff to use customer authorised remote control facilities over customer's machines to repair faults or demonstrate fixes.

- We will provide our customers with access to a knowledge base of fixes for common faults that they can access to attempt to rectify their own issues themselves.
- We will provide automatic call ticketing facilities so that staff can raise their own non urgent service requests thus allowing service desk staff to deal with urgent calls.
- We will proactively monitor core infrastructure and back office systems to alert us to any failure as soon as they occur.
- We will employ fault management techniques to bring about faster resolution of incidents.
- We will update a knowledge management database to enable sharing of fault resolutions to enable faster resolution.

2. Focus on customer satisfaction.

- At each call closure customers will receive the chance to comment of the level of service they have received.
- Staff will also be surveyed regularly and at random to allow them the chance to comment on their opinion of the service that Information Services provide.
- Clearly defined escalation routes will be published to staff to ensure that issues are caught and dealt with as soon as possible to ensure they do not mutate into a major problem that involves a large amount of resource replying to complaints.
- We will review and refine the Service Level Agreements to introduce more flexibility in what is interpreted as a high priority service call e.g. prime customer facing services should have a raised priority rather than merely concentrating on large scale outages such as the present position requiring over 50% of the users of a critical service to be affected.

3. Clear and open communication with our customers

- The service desk function will be the point of contact for all ICT related requests for fault reports and requests for routine new service requests of catalogue items.

- Service desk staff and automated systems will give regular updates to customer as to the status of their request.
- The service desk system will be set to generate callback or escalation alerts
- A change schedule will be provided for all staff to see to ensure that planned works are publicised before those works take place.
- Staff will be advised when emergency work needs to occur to systems that may affect them.
- A service catalogue detailing expected levels of support, delivery schedules, supported equipment lists etc. will be published for all staff to see.

Business Engagement

The Business Engagement function will be the primary mechanism for receiving “please develop” type requests.

Business Engagement will take place with each service department in identifying and understanding individual business aspirations using the POTI (Processes, Organisation, Technology, Information) model. As far as is practical, Business Engagement will be aligned with the wider service engagement taking place as part of the Campus and Operational Delivery Programme, with the aim of making better use of information, property and staff.

The outline process for Business Engagement will adopt the following:-

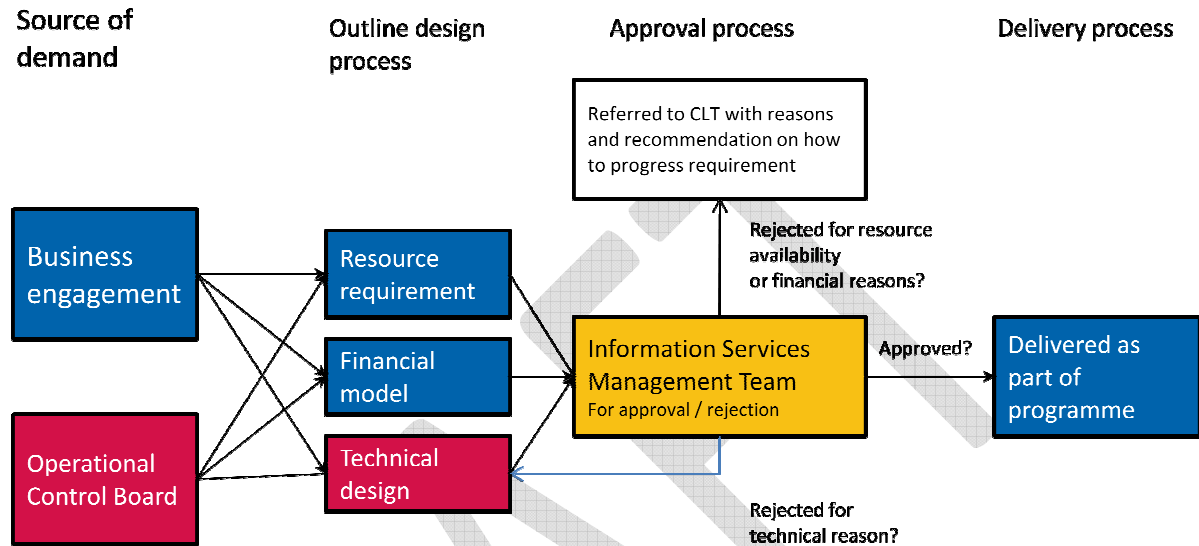
- a) Baseline strategic assessment
- b) Alignment to future direction of organisation goals
- c) Gap analysis
- d) Delivering the new capability
- e) Changing & supporting the new capability
- f) Measuring outcome and benefit improvements.

Each service department may go through several iterations of the above process as the level of change required will differ across each department.

When the outcome of Business Engagement is the likely need for a new Information Services project, authorisation for the project will come from the

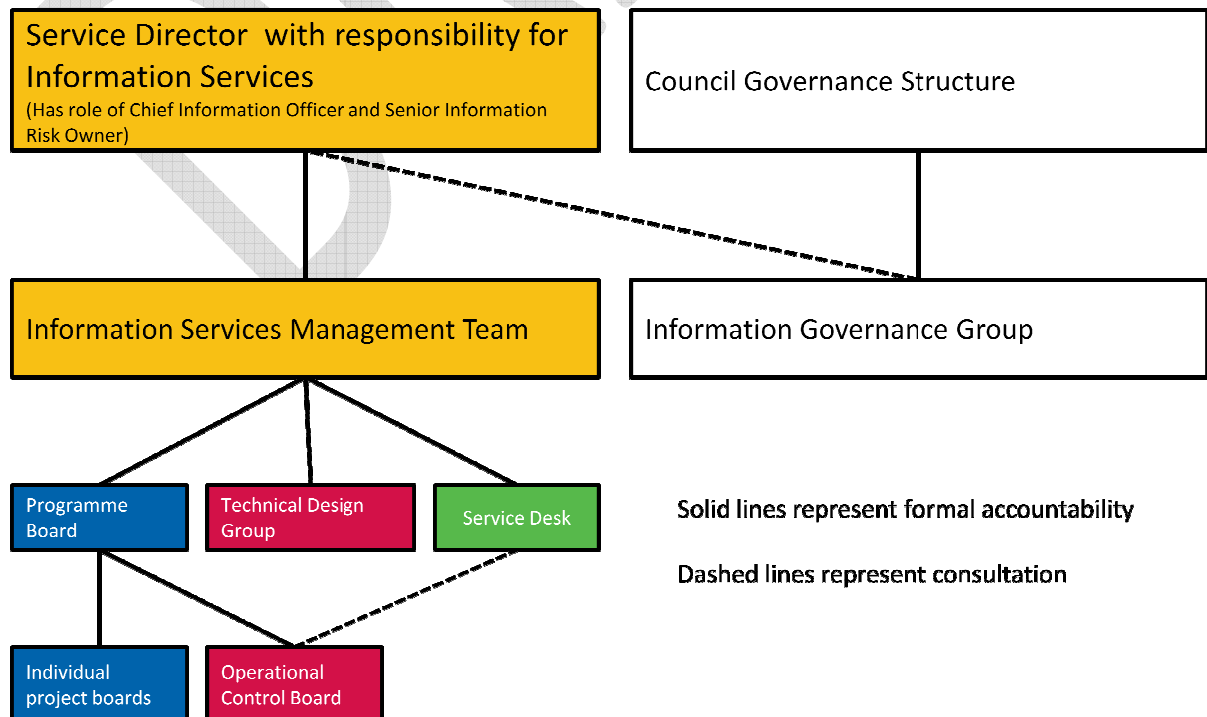
Information Services Management Team. Approval to progress will be granted on the basis of satisfactory outline understanding of the proposed technical solution (and its fit with this roadmap); the financial impact to Information Services (both capital and revenue) and the availability of resource to deliver the project.

This is illustrated diagrammatically below:



Information Services Governance Model

The overall governance structure within Information Services is shown in the following diagram.



The specific remit and membership of each group is as follows:

Information Services Management Team	
Membership:	Heads of Service within Information Services
Remit:	<p>Overall delivery of the Information Services Operations and Programme objectives.</p> <p>The Information Services Management Team will have complete discretion to add new projects to the overall Information Services programme, acting on advice from appropriate specialists concerning the technical soundness, affordability and resource impact of a particular project. Where the Information Services Management Team decline a technically sound project on the basis of its ongoing affordability or the ability to resource the work within an acceptable timeframe, the project will be referred, with appropriate documentation on the resource and financial implications, to Wiltshire Council's Corporate Leadership Team for a decision concerning the viability of the project. Where CLT deem that such a project should go ahead, this would need to be backed by agreement to provide additional resource – either money, staff or an agreement to slip some other part of the programme as appropriate.</p>

Information Services Programme Board	
Membership:	Heads of Service within Information Services; Portfolio Managers, other members by invitation.
Remit:	<p>Operational delivery of the Information Programme.</p> <p>Project boards for individual projects or groups of projects within the programme will be convened on an as needed basis.</p>

Technical Design Group	
Membership:	Senior Infrastructure, Applications and Information specialists
Remit:	The Technical Design Group will be responsible for signing off all designs before they are handed over to an implementation team to deliver. The criteria for sign off will be that the proposed design is consistent with the overall Wiltshire Council technical, applications and information architecture and design goals, as set out in this document or subsequently amended.

Operational Control Board (OCB)	
Membership:	Change Manager, Service Desk Manager, Incident Manager, Release Manager, Desktop Manager as permanent members; other Virtual Resolver Group Managers and the project managers as required by items on the agenda.
Remit:	<p>To approve all non-standard changes to the technical infrastructure and applications, and any information changes that have a profound effect. (For example, a change to the data within <u>Active Directory</u>, such as updating the permissions of an individual user, would not have a profound effect and therefore does not warrant a request for change being approved by OCB. However, a change to the field headings within <u>Active Directory</u> would represent a profound change to the information architecture as it may have unintended consequences on many systems, and therefore would need approval).</p> <p>Changes which have an impact on programme resources require permission from the Head of Business Engagement to agree when they should take place.</p> <p>The Operational Control Board has the role of Change Advisory Board as defined within <u>ITIL</u>.</p>

Information Governance Group	
(This group is not hosted by Information Services)	
Membership:	Head of Governance (chair), Head of Business Engagement, Information Security Manager; representatives from Wiltshire Council Internal Audit, HR, Communications, Legal Services and Performance / Risk teams.
Remit:	<ol style="list-style-type: none"> 1. The group will develop and promote good practice in information management throughout the authority. 2. The group will identify vulnerabilities in the authority's arrangements for information management and: <ul style="list-style-type: none"> • Conduct risk assessments of identified vulnerabilities • Prepare action plans to address vulnerabilities • Be responsible for ensuring that action plans are implemented by appropriate colleagues at any level in the authority • Ensure that serious risks are escalated to the Corporate Risk Register 3. The group will develop and disseminate procedures for good information management across the authority. 4. The group will review lessons learned from failures in information management processes and/or security breaches and ensure that the learning is used appropriately to reduce the risk of recurrence.

Design criteria for new systems and services

When designing new information solutions to meet business requirements, we will base those solutions around the following design criteria.

Key design objectives

- Ease of use and accessibility by staff and members
- Ease of support by Wiltshire Council (for applications and hardware replacement)
- Maximum flexibility of where and how people work
- Value for money
- Standardisation of equipment and applications
- Security including continued compliance with evolving government standards such as the Public Sector Network
- Applications and infrastructure support getting the right information to the right people in the right place at the right time – every time.

Information

- There must be a properly resourced process for managing the **lifecycle** of information with named individuals responsible for each stage in the lifecycle. This means the commissioning, creation, editing and ultimate deletion or archiving of information.
- There must be proper control of **access rights** to the information, so that information is not seen by people who should not have access to it, but is accessible to those people who have a legitimate right to see it.
- The information is structured and stored in such a fashion as to make it easily **findable**. Simply put, if information cannot be found, it does not exist.

We will ensure that all our information is:

- **Useful** to a defined audience, helping them to solve a defined business problem.
- Presented in a way that is **useable**, helping users solve their business requirement.

- **Accessible**, regardless of the user's location, technology or any physical handicap
- Stored in systems that are technically and procedurally **resilient**
- **Managed in one place**. We will aim to remove duplicate information sets, defining the best owner for any information and ensuring this can then be shared corporately and, where appropriate, publicly.

We will ensure that Information Owners are identified to ensure the proper management of information generated by their service. Information Owners will need to be of sufficient seniority to ensure that the key processes that result in the provision and flow of information within their service are adequately resourced.

Applications

- All application services to be installed on managed hosts (PC and server)
- A single application that meets the corporate requirement for each business function
- Simple, standardised and service oriented application infrastructure
- Ease of user to be considered when purchasing new applications and services
- Security is embedded within each application and its support model
- Preference for commercial off-the-shelf, rather than bespoke, software
- In-house software build to adhere to application standards
- All software to be deployed under the most advantageous licensing terms
- Applications to support Information Management and Information Security policies as well as corporate strategy and objectives
- Applications may be hosted either internally or externally
- Removal of unsupported and/or obsolete applications
- Where a business need can be met using existing core systems at equivalent or near-equivalent cost and quality to purchasing a new system, we will utilise existing core systems rather than increasing the number of separate systems

We will ensure that any applications we choose are:

- **Useable**, allowing the core business process to be carried out easily and efficiently
- **Cost effective**, with licensing and support conditions that will adapt over time with the organisation
- Are assessed for their **development potential** to meet future requirements, not just current business needs
- **Enable publishing of core non-personal information to the web**, meeting current and future opendata requirements
- **Meet accessibility requirements** to ensure they can be used by users with disabilities
- Comply with our **security requirements**
- Able to **operate on the council's infrastructure**.

Infrastructure

- Systems are backed up to meet our customer's requirements.
- Systems will be designed and configured to be available in line with customer requirements.
- Systems will be secure, protecting customer information, but fully able to support the Campus and Operational Delivery Programme.
- Disaster recovery and business continuity requirements are met.
- Solutions are designed with a five year life cycle and known costs.
- Infrastructure to be based on standardised equipment and services.

We will develop the underlying infrastructure to ensure that:

- It is **resilient**, meeting our business continuity and disaster recovery requirements.
- **Supports access to our information** from all locations required by the business.
- Has the **flexibility to be adapted** as the shape of the organisation changes.
- Is **cost effective**.
- Complies with our **security requirements**.

- Enables us to meet the core information requirements of maintaining the **confidentiality, integrity and availability** of information.
- Supports **partnership working**.

Analysis and design

Taking the criteria and model above into account, our analysis and design function will approach problems in the following order:

1. What is the business need expressed by the service? What information is needed to support that service need? Does the information already exist – in whole or in part – either in the service or elsewhere, or will it need to be created? Is the information well managed (lifecycle, rights, findability understood) and of sufficient quality? In what situations (office, home, remote etc) will the information be needed? What volume of information will be created and how will this change over time?
2. What is the functional requirement for an application to support that information? Does a suitable application already exist within our existing suite, or can one of our core applications be developed to meet the requirement? If we do need to purchase a new application, is there a commercial off the shelf application available? We will only investigate new applications when we have exhausted the possibility that the functionality cannot be developed in a cost-effective manner on existing systems.
3. What infrastructure is needed to support the requirement? Will users be able to access the application in the locations they need to? Will the network support the necessary traffic and will there be sufficient storage space? Can we ensure an appropriate level of security over access to the information? How will the new application be supported once it is built?
4. Taking into account the above, is there a business benefit in delivering the new service? How will the service be financed or funded, both to implement and support? How will implementation of the project be managed?

It is inherent in this model that our analysis function will need to draw on the resources and skills of Information Specialists, Application Specialists/Technical Support Officers and Technical Architects.

Technology and data roadmap

The following section details the core data, applications and infrastructure that will support Wiltshire Council over the lifetime of this strategy.

For all technologies, we will plot their lifecycle against the categories “monitor”, “experiment”, “core use”, “legacy use”, “actively phase out”.

Core data

The following data sources represent core data for use within Wiltshire Council. Therefore, if any project arises that has a need for data within this set (such as holding address data) the assumption is that the data will come from this central source rather than being created anew.

- **Address information:** Local / National Land and Property Gazetteer (LLPG / NLPG)
- **Street networks:** Local / National Street Gazetteer (NSG)
- **Background mapping:** Ordnance Survey maps as supplied under the terms of the Mapping Services Agreement (MSA) and its successor agreement the Public Sector Mapping Agreement (PSMA). The following mapping products are incorporated within the MSA/PSMA or will be additionally procured as a corporate resource:
 - OS MasterMap Topography layer
 - OS MasterMap Integrated Transport Network (ITN)
 - 1:10,000 raster (colour and black and white)
 - 1:25,000 colour raster (PSMA)
 - 1:50,000 colour raster
 - 1:250,000 colour raster
 - OS Street View
 - OS VectorMap Local (PSMA)
 - OS VectorMap District (Ordnance Survey OpenData)
 - Boundary-Line
 - Address-point/MasterMap Address layer 2
 - Code-Point/Code-Point with polygons
 - Land-Form PANORAMA (Ordnance Survey OpenData)
 - MiniScale (Ordnance Survey OpenData)

- Strategi (Ordnance Survey Opendata)
- OS On-demand datasets

Under the terms of the MSA, these products can be made available to third parties acting as contractors to Wiltshire Council. Other public sector organisations – such as Parish Councils – can sign up to the PSMA directly from April 2011.

- **Aerial photography:** We will make available aerial photography with datasets flown at 5 year intervals. Currently available data includes 1961, 1971, 1981, 1991, 2001, 2006 and we are planning to procure data for 2011.
- **Core GIS layers:** We will publish and police a central directory of all geographic information, both internally developed derived data and data available from third parties (e.g. Environment Agency, Utility Companies etc) as required by the INSPIRE Directive (Infrastructure for Spatial Information in the European Community). We will assess all requests for new development against our catalogue before committing to a new data capture exercise or purchase of additional datasets.
- **Staff directories, including access permissions to systems and data:** Microsoft Active Directory.
- **Financial data:** SAP, including extracts published to the website under “opendata” initiatives
- **Physical records:** Space allocation database
- **Electronic information:** We will maintain a directory of key electronic datasets to ensure we understand the impact levels associated with inadvertent disclosure of information within each system.
- **Opendata:** From time to time, new datasets will be published under our “opendata” initiatives. These will be considered key definitive corporate datasets in the areas they cover. A list of data currently published is available at www.wiltshire.gov.uk/opendata.

Applications

Development platforms

Database

- Microsoft SQL 2008
- Microsoft SQL 2005
- Oracle 10g or above
- MY SQL

Application Platforms and Tools

- SharePoint 2010
- Microsoft .NET framework
- PHP/MYSQL
- Web content management system
- Java
- Java script/Ajax
- HTML/XML
- SQL/XSLT queries
- Flash
- Microsoft Active X
- Microsoft Reporting Services

Application Deployment Mechanisms

- Citrix XenApp/Microsoft Remote Desktop Services
- Internet Explorer for internal browser-based apps – systems should be operable in the current stable version and the previous stable version.
- Vendor software deployed through System Center/manual software installation
- Application virtualisation (AppV)
- We expect public-facing applications and content (both third party and developed in house) delivered by web browser to be fully usable in the browsers listed as 'A Grade' or 'A Grade (upon GA release)' in Yahoo!'s Browser Support Chart, detailed at <http://developer.yahoo.com/yui/articles/gbs/>. Yahoo's browser grading is

the industry standard when determining support, and provides continuity with the development strategy used to build our current web estate.

Corporate applications

Function	Application
Office automation (Word processing, spreadsheets, notes etc)	Microsoft Office
PDF reader/writer, web document creator, optical character recognition, document archive.	Adobe Acrobat
File compression	7-Zip
Web browser	Microsoft Internet Explorer
Email, calendar, task list, personal / external contacts	Microsoft Exchange/Outlook
Internal instant messaging / voice calls and video conferencing	Microsoft Lync
Spatial and geographic information system	ESRI UK ARC GIS suite
Cash receipting / payments	Civica ICON
Enterprise Resource Planning (HR, finance, procurement, payroll)	SAP
Telephone and contact centre management software	Mitel ICP 3300 / 6000 series software and Enterprise suite
ICT service desk and systems management	Microsoft Systems Center
Reporting	Microsoft SQL Reporting Services SAP Business Intelligence

Function	Application
<u>EDRMS</u>	Microsoft SharePoint or using functionality embedded in line-of-business systems
Search	<p>Internal: Google Mini (will be replaced by Microsoft Fast Search in 2011)</p> <p>External: Google Mini (will be reviewed in 2011/12)</p>

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Strategic Line of business applications

Department	Service area	Function	Application
Children and Education	Education	Education pupil records	Under investigation
		Education special needs records	Under investigation
	Social care	Case management	OLM Carefirst
Community Services	Social Care	Case management	OLM Carefirst
		Domiciliary care	Under investigation
		Emergency Duty Team	Under investigation
Neighbourhood and Planning	Planning and regulatory services	Planning	Out to tender
		Building control	
		Trading standards	
		Food health and safety	
		Public protection	
		Pest control	
		Licensing	
	Land charges		
Transport	Route management	Under investigation	
	Highways management	Under investigation	
Housing	Choice based lettings	Abritas	
	Housing stock management	Tender in preparation	
Resources	Customer Services and Shared Service	HR	SAP
		Recruitment	Tender in preparation

Department	Service area	Function	Application
	Centre	Finance	SAP
		Procurement	SAP
		Payroll	SAP
		Customer services	Under investigation
		Registrars	Under investigation
	Legal and democratic services	Legal case management	Under investigation
		Legal time recording	Under investigation
		Elections management	eXpress
		Committee management	Modern.gov
		Governance	SharePoint
	Finance	Finance	SAP
	HR	HR	SAP / SharePoint
	Pensions	Pensions	Hosted solution
	Revenues and benefits	Council tax and benefits	Northgate SX3/Northgate@Work (go live November 2011)
	Learning and development	Learning management system	Under investigation

Infrastructure

Telephony

- Build on current investment made in Mitel equipment.

- Implement VOIP to maximise use of existing network infrastructure and reduce call costs
- Remove main legacy telephony switches (thus saving support costs)
- Use unified messaging to bring greater flexibility to a mobile workforce
- Mobile telephony (including Smartphones)

Server platform

- Twin data centres
 - Primary Data Centre = County Hall, Trowbridge
 - Secondary Data Centre = Monkton Park, Chippenham
- Virtual servers to be used for low resource requirement servers
- Clustered Virtual Server farms across twin data centres will be provided for standard servers giving better resilience.
- Critical SQL database servers will be provided on a clustered platform for better performance and resilience
- Low importance SQL databases can be installed on standalone servers with a lower speed restore function.
- Critical Oracle database server services will be provided on a clustered platform (Oracle databases tend to be used for Critical Applications)
- A clustered Exchange platform will be provided on servers across twin data centres

Data Storage

- All data will be saved to Storage Area Network (SAN) based data shares, saved into an Electronic Records and Document Management System (EDRMS) linked to a line of business application, or into Microsoft SharePoint.
- SAN strategy to be based upon iSCSI technologies
- HP Lefthand clustered SAN equipment will be used for virtual server farms and critical data storage.
- Other SAN equipment such as HP EVA (ex Salisbury District Council), Dell Equallogic (ex North Wiltshire District Council and West Wiltshire District Council) etc to be re used as archive, backup or test devices

Network connectivity to remote sites and homeworkers

- Twin Internet lines will be provided (one into each data centre) to provide resilience for staff utilising browsing facilities.
- Staff to be provided with end to end supportable broadband home worker solutions to improve support functions and meet our security requirements.
- Twin home workers MPLS bearers will be provided (one into each data centre) to provide resilience for those accessing the Corporate network via their home worker connections

Printing

- Local Team and personal print solutions will be replaced with a managed solution centred around the use of multi-functional devices that provide printing, fax, scanning and copying facilities.
- Multi-functional devices will be networked.
- Users will print to the 'nearest' devices.
- Secure printing will be enabled.
- Specialist printers and scanners will be provided in cases where a clear business requirement warrants this e.g. scanning A0 plans for planning applications or large format GIS maps.

PC equipment

- Laptops will now be provided to all staff unless an agreed business case is submitted for specialist needs for a desktop, such as a scanner connection requiring a specialist driver card to be installed. This will be by exception only.
- Swan neck docking station stands will be provided for those staff wishing to use the dual screen facility with their laptop

Programme themes

The detailed Information Services Programme consists of more than 170 discrete projects, detailed in the accompanying programme plan document. Moreover, over the lifetime of this strategy, the programme will develop as projects are finished and replaced by new developments. However, to meet our key drivers, the programmes can broadly be grouped into a number of key themes:

Programme control and governance

Our programme governance will ensure that we maintain control over the overall programme, while being responsive to rapidly evolving business requirements; and we will ensure that the programme is delivered on time, to budget and to quality. Our programme governance is based on Managing Successful Programmes (MSP). Our project management framework is based on PRINCE 2.

Infrastructure and applications rationalisation

We will reduce the estate of legacy systems and applications to simplify support and improve reliability of our systems. We will concentrate application development on a strategic suite of applications (including SharePoint, MS Office, MS Exchange, SAP, ESRI and the corporate web environment), moving towards the goal of “one function, one application”. When applications or infrastructure are decommissioned, we will ensure this occurs fully so that we are not left with residual ongoing revenue costs.

Access to information

We will simplify and rationalise our stores of paper and electronic information, ensuring that information has proper controls over its lifecycle, can be easily found, and access is open to anyone with the necessary permissions. We will ensure that services can have access to all their electronic information in a single location, rather than scattered over many different servers and file stores. At the same time, we will ensure that key corporate information (such as the Gazetteer, background mapping and Active Directory) are as widely disseminated as possible and linked into corporate systems, maximising our reuse of information and reducing the need for different services to each separately collect and store duplicated information.

Campus and Operational Delivery Programme

We will deliver solutions that support new ways of working, in particular allowing a user to connect to all their systems and data from any location. We will ensure that our policies governing the handling and storage of information reflect the desire of the business to have a more mobile, flexible workforce.

Application development on core applications

We will develop expertise in a series of core applications. Requests for new business functionality will be assessed first for their development potential on that core application platform, before a presumption is made to purchase a new application.

Streamlining business processes and business transformation

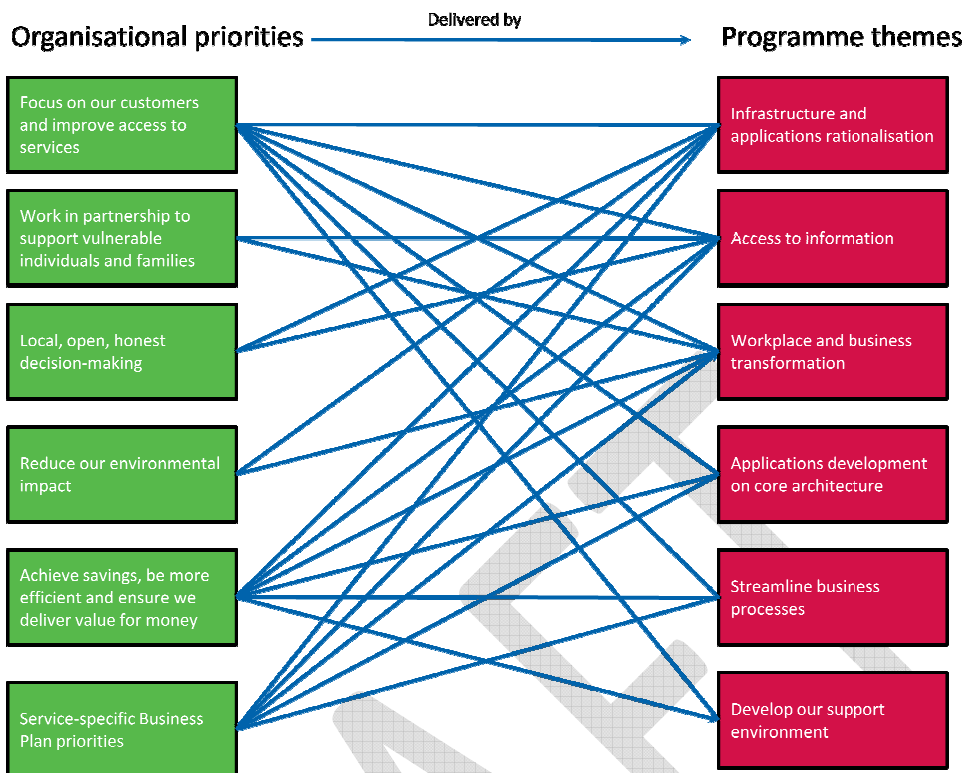
We will streamline business processes - particularly key HR, Finance and ICT processes - using a combination of SAP, e-Forms and internal websites, to remove bureaucracy from our internal processes. We will use a systems thinking approach when looking to streamline business processes.

Developing our support environment

We will continue to make improvements in the support we provide through the service desk and other arrangements, in line with what we learn from the performance information. We will ensure that staff have the skills and knowledge and contractual flexibility to deliver the level of support demanded by the business, at the times demanded by the business, within the overall constraints of finance available to pay for support.

Overlap with corporate priorities

The following diagram summarises how the programme themes help with the delivery of the Wiltshire Council Business Plan priorities.



Business impact of the Information Services Strategy

At any moment in time, the resource available to the Information Services team is broadly fixed. However, there is flexibility in how this resource is deployed. In particular, the more resilient and standardised we can make our infrastructure, the less resource will be required fixing problems, and the more resource that becomes available for service development.

Therefore, our programme objectives will change over time, with an increasing resource available to drive service performance by exploiting our information, applications and infrastructure. Broadly, this will occur in three overlapping phases:

- **Phase 1 – Drive IS performance by building in resilience**

During this phase, we will concentrate on projects that will improve the overall reliability of the ICT infrastructure. This phase will reduce the number of incidents caused as a direct consequence of the current fragmented infrastructure, and make problems quicker to resolve when they do occur.

Projects in this phase include rationalisation of our Active Directory, removal of legacy domains, rollout of machines built to the Windows 7 standard operating environment and continual service improvement of the service desk.

- **Phase 2 – Drive down IS cost by consolidation and standardisation**

During this phase, we will concentrate on applications and information rationalisation and standardisation. This will reduce direct application costs (for example, by replacing five legacy systems with one single system on more flexible and advantageous licensing terms) as well as reducing ongoing support costs (for example, by reducing the need for specialist knowledge on different, but overlapping, systems).

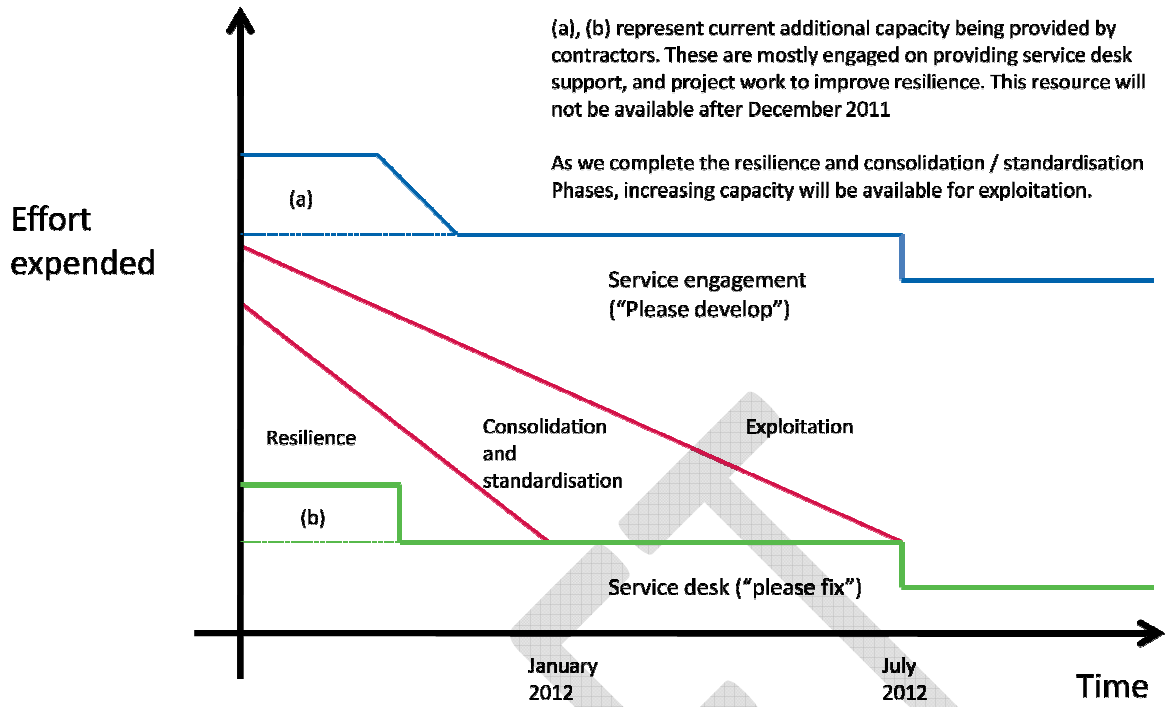
Projects in this phase include single systems for Revenues and Benefits, Planning and Public Protection, Housing and GIS, and rationalisation of storage of electronic and paper information.

- **Phase 3 - Drive service performance by IS exploitation**

During this phase, the extra capacity freed up by the development of a resilient and consolidated information and applications architecture will be available to drive service improvement on the back of that architecture.

These dividing lines are not rigid: for example, many of the application rationalisation and data consolidation projects are also key enablers driving service performance within their respective service.

This shifting availability of capacity is illustrated schematically below:



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Glossary

Active Directory	Active Directory is a system used to store information (such as name, email address and permissions to systems) about every user, group of users and generic mailbox in use within Wiltshire Council. Information within Active Directory can be used both to provide information to users (for example, an online contact directory) and also control access to systems (for example, all users within the planning group can have access to the planning system).
AD	See Active Directory
App	In mobile computing, an app is small application designed to allow completion of a single task.
Cloud computing	Cloud computing is a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction. From a business perspective, resources in the cloud are typically leased as required (and paid from revenue as a utility service), with responsibility for support, backups, disaster recovery and capacity planning being the responsibility of the provider. This contrasts with a more traditional model where resources are purchased (using capital), with responsibility for support, backup, disaster recovery and capacity planning lying with the organisation.
Denial of service attack	A denial-of-service attack (DoS attack) or distributed denial-of-service attack (DDoS attack) is a concerted attempt to make a computer resource unavailable to its intended users, temporarily or indefinitely. Typically this involves co-ordinating a large number of users to simultaneously request network connectivity (such as connection to a website) with the effect of shutting down the service by swamping the available resources of the target system.

DirectAccess	DirectAccess is a technology that allows automatic connection to the council's network from any suitably-equipped computer whenever it is connected to the internet. It thus provides equivalent functionality wherever a user is connecting from, unlike previous remote working solutions (such as WoW) which required an explicit login whenever the user was not connecting from a council location.
EDRMS	See <u>Electronic Document and Records Management System</u>
Electronic Document and Records Management System	An electronic document and records management system (EDRMS) is a system for storing files (such as word documents, spreadsheets, presentations etc) in a structured fashion. Typically, an EDRMS allows management of such files, for example deletion of files beyond their retention period, and preventing changes being made to certain types of document which constitute a record of an action.
Geographic Information System	A geographic information system (GIS) is a system that integrates, stores, edits, analyzes, shares, and displays location-based information for informing decision making. Nearly every service delivered by Wiltshire Council is delivered to a location (such as an address) or in an area (such as a parish). Therefore, geographical information is at the heart of decision making in nearly every service within the council. Wiltshire Council has a legacy of several GI systems covering different services and areas within Wiltshire; a major project in the 2011/12 programme will see these systems, and the data within them, consolidated into a single application and datastore.
GIS	See <u>Geographic Information System</u> .
Home worker	A home worker is a user whose contract requires them to spend some or all of their time working from home. Such users will be provided with suitable equipment (including a dedicated broadband line) to enable them to work from home.
Impact level	Impact level refers to the potential impact caused to the

	<p>organisation / or to individuals following the unauthorised disclosure of the information within the system. The security controls required to protect a given system are dependent on the impact level of the information within that system. There are six impact levels defined for UK public sector information, ranging from IL1 to IL6. Most information within Wiltshire Council would be classified as IL1 – IL3 – however note that where large volume of a data of a specific level are stored together, the overall system itself may need a higher level of protection (aggregation of risk).</p>
Infrastructure-as-a-service	<p>Infrastructure-as-a-service is a part of a <u>cloud computing</u> model, whereby responsibility for infrastructure is devolved to a cloud computing supplier, rather than being provided by the organisation concerned.</p>
INSPIRE directive	<p>INSPIRE is a Europe-wide directive requiring public sector organisations to publish information about their spatial datasets in a common format such that data can be viewed and shared between different organisations, and that data required to ensure good governance should be readily and transparently available.</p>
Instant messaging	<p>Instant messaging is a collection of technologies used for real-time text-based communication between two or more participants over a network. Instant messages are typically ephemeral (in that if the recipient is not available to receive the message, then the message disappears); in this way it differs from email, where the message is permanent but not necessarily real-time.</p>
iSCSI	<p>iSCSI (standing for Internet Small Computer System Interface) is a protocol for linking dispersed data storage systems. It enables information to be located and retrieved independent of its physical location.</p>
ITIL	<p>ITIL (the Information Technology Infrastructure Library) is a set of practices for managing an IT Service, based around the concepts of strategy, design, transition, operation and continual service improvement. Wiltshire Council manages its <u>service desk</u> function</p>

	using ITIL processes.
LLPG	See <u>Local Land and Property Gazetteer</u>
Local Land and Property Gazetteer	<p>The Local Land and Property Gazetteer (LLPG) is a database of every unique address within Wiltshire, maintained to a standard format. It also includes items not conventionally thought of as addresses, but which have a defined location; for example, plots of land available for development, or tank crossing points on Salisbury Plain. Each addressable point has a location, which enables them to be located on a map, and for us to show the spatial distribution of services according to their address. It is thus a key component of the Business Plan objective to provide online postcode-based lookup of service information for key services.</p> <p>The consolidation of four separate LLPGs (one from each former District) into a single LLPG for Wiltshire took place during 2009/10. The LLPG acts as the data source within Wiltshire for the <u>National Land and Property Gazetteer (NLPG)</u> which provides the same service nationally.</p>
Local Street Gazetteer	<p>The Local Street Gazetteer (LSG) is a database of every unique street within Wiltshire. It forms the Wiltshire component of the <u>National Street Gazetteer (NSG)</u> which is the definitive list of all streets in England and Wales.</p>
LSG	See <u>Local Street Gazetteer</u>
Malware	<p>Malware, or Malicious Software, is software designed to secretly access a user's computer system without the informed consent of the user. Typically this access is used for some kind of harmful intent.</p>
Mapping Services Agreement	<p>The Mapping Services Agreement (MSA) is a framework procurement agreement between local authorities and the Ordnance Survey for the provision of a set of mapping data. By signing the MSA, each authority received the right to use a variety of maps within their organisation for any business purpose (except for resale). Authorities could also allow free access to the mapping</p>

	to any organisation acting as a contractor on behalf of the authority. In exchange, authorities had the legal requirement to maintain a gazetteer of addresses (the <u>LLPG</u>). From April 2011, the MSA is being replaced by the <u>Public Sector Mapping Agreement (PSMA)</u> .
Mash-up	A mash-up is a web application that combines data from two or more different sources (that may come from entirely different organisations) to present new functionality or analysis that would not be possible by looking at either source independently.
Mobile worker	A mobile worker is a worker whose job requires them to connect for some or all of their time in locations away from council offices.
MPLS	See <u>Multi Protocol Label Switching</u>
MSA	See <u>Mapping Services Agreement</u>
Multi Protocol Label Switching	Multi Protocol Label Switching (<u>MPLS</u>) is a mechanism for carrying data on a network. The primary benefit is to allow seamless transmission of data across multiple networks that have different underlying technologies.
National Land and Property Gazetteer	See <u>Local Land and Property Gazetteer</u>
National Street Gazetteer	See <u>Local Street Gazetteer</u>
NLPG	See <u>National Land and Property Gazetteer</u>
NSG	See <u>National Street Gazetteer</u>
Opendata	Opendata refers to a philosophy of making data available, freely and with non-restrictive licence conditions for its reuse, in a format that promotes reuse of the data to create new analytical and service models, and public scrutiny of an organisation using that data. Examples include the release of our spending data, allowing the public to scrutinise our spending, and also potentially allowing

	a <u>mash up</u> of the data with an online mapping service to show – for example – the geographic spread of our spending. These examples demonstrate use of opendata to promote scrutiny, and to allow a new service or analysis to be performed outside of council control.
PRINCE 2	PRINCE 2 (standing for <u>P</u> ROjects <u>I</u> N <u>C</u> ontrolled <u>E</u> nvironments) is a specific methodology for controlling projects. It is widely used in the public sector, and has been chosen by Wiltshire Council for running major projects.
Protective marking	Protective marking is a system of classification used to indicate the actions required to appropriately protect the information contained within. The level of protective marking is usually a reflection of the information's <u>Impact Level</u> .
PSMA	See <u>Public Sector Mapping Agreement</u>
Public Sector Mapping Agreement	The Public Sector Mapping Agreement (<u>PSMA</u>) is the successor agreement (from April 2011) to the <u>MSA</u> . The most significant practical difference between the two agreements is that under the <u>MSA</u> , Wiltshire Council could provide mapping free of charge to each parish by signing the parish up as a contractor to Wiltshire Council; the responsibility for ensuring that the mapping was used correctly and according to the licence conditions thus lay with Wiltshire Council. Under the PSMA, parishes can sign up directly to receive mapping. They still get the mapping at no charge, but the responsibility is now with the parish to ensure that they use it according to the licence conditions that they have signed.
SAN	See <u>Storage Area Network</u>
Service desk	The service desk acts as a single point of contact between Information Services and the rest of the organisation, through which users can log faults (such as “the system isn’t working”) and requests for standard new infrastructure and equipment (such as “I need a mobile telephone”).
Social	Social networking refers to a website that promotes social

<p>networking</p>	<p>interaction between a group of individuals sharing a common interest. Typically social networking websites have the majority of their content provided by a large number of individuals of equivalent status, rather than a more traditional editorial model in which a small number of “experts” provide content that is essentially passively consumed by a large number of “readers”. Typical social networking sites include FaceBook, Twitter, Flickr etc</p>
<p>Software-as-a service</p>	<p>Software-as-a-service is a part of a <u>cloud computing</u> model, whereby responsibility for software applications is devolved to a cloud computing supplier, rather than being provided by the organisation concerned.</p>
<p>Storage Area Network</p>	<p>A Storage Area Network (<u>SAN</u>) is a network of linked storage devices providing a large volume of available storage space, but which appears on the network as a single location.</p>
<p>Trojan</p>	<p>A Trojan is a piece of software that appears to the user to carry out a desirable function, encouraging the user to run it, but which secretly carries out a malicious function.</p>
<p>Virtualisation</p>	<p>Virtualisation refers to the separation between the logical building blocks of an IT infrastructure (such as servers) and the actual physical reality of those building blocks. For example, traditionally an IT environment that had two different systems may have required two different physical servers on which to run; in a virtual environment both logical servers run on a single machine of greater capacity. The primary advantage is that the use of resources can be optimised, for example, when one system is running at maximum capacity, the other may be idle. In a real environment, this requires two servers each capable of running at maximum load, but which most of the time will be sitting idle and unused. In a virtual environment, the peaks and troughs tend to cancel each other out, such that the virtual machine can be smaller and cheaper to run than the sum of the two machines, but will spend more of its time running at optimum capacity.</p>

Virus	A virus is a computer program, typically designed to carry out malicious intent on a computer, that can replicate itself and thus spread from computer to computer.
VOIP	See <u>Voice Over Internet Protocol</u>
Voice Over Internet Protocol	Voice Over Internet Protocol (<u>VOIP</u>) refers to a technology in which voice traffic (from a telephone) is carried over an organisations data network, rather than over an entirely separate telephony network. The benefits include avoiding having two network infrastructures, integration with data systems (for example, allowing dialling a number held in a users online telephone directory) and location-independence of the phone line (allowing a user to have the same phone number wherever they are physically based).

DRAFT

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Benefits service

inspection

Wiltshire Council

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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Service inspections

This inspection has been carried out by the Audit Commission under section 10 of the Local Government Act 1999 and is in line with the Audit Commission's strategic regulation principles. These principles embody the objectives of our Strategic Plan and Strategic Regulation. They also reflect the principles from The Government's Policy on Inspection of Public Services (July 2003).

Audit Commission service inspections should:

- focus on public service outcomes from a user perspective;
- act as a catalyst to help inspected bodies improve their performance;
- concentrate inspection work where it will have most impact, so that it is proportionate and based on an assessment of risk;
- be based on a rigorous assessment of costs and benefits, with a concern for achieving value for money both by the inspected organisation and within the inspection regime itself;
- be, and be seen to be, independent of the inspected organisation;
- report in public, using impartial evidence to inform the public about the performance of public services so as to enhance accountability;
- involve collaborative working with other inspectorates and external review agencies to achieve greater coordination and a more holistic approach to the assessment of performance by audited and inspected bodies;
- share learning to create a common understanding of performance that encourages rigorous self assessment and better understanding of their performance by inspected organisations;
- be carried out objectively by skilled and experienced people to high standards and using relevant evidence, transparent criteria, and open review processes; and
- enable continuous learning so that inspections can become increasingly effective and efficient.

We assess services using published key lines of enquiry (KLOE) to inform our judgements. The KLOE can be found on the Audit Commission's website at www.audit-commission.gov.uk.

This report is issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.

Summary

- 1 The Benefits Service (the Service) provided to customers by Wiltshire Council is 'fair' with 'promising' prospects for improvement.
- 2 The Council is a new unitary authority which came into being on 1 April 2009. It has an emerging track record of improving the Benefits Service. It has worked hard to successfully merge four different benefits services into one without a noticeable disruption to the service for customers. Since then the Service has continued to improve but there is still work to do on processes and systems to ensure it does not continue to operate as four districts.
- 3 Benefit claims are processed quickly. Customers receive accurate payments through rigorous checking procedures. The Service has not yet routinely measured customer satisfaction but customers we spoke to were satisfied with the service they receive.
- 4 The Council is beginning to design the Service to meet customer needs and has made changes such as the introduction of an appointment system. But there are still differences in the service provided at different hubs.ⁱ Facilities at some customer contact centres are inadequate and some hubs are more difficult to access. The Council has not agreed and published service standards so customers do not know what level of service to expect.
- 5 The Service has good relationships with stakeholders and partnership working has improved access for customers. But the Service does not routinely seek the views of customers or stakeholders to develop the Service. It could also make more use of partners to receive claims from their tenants or customers.
- 6 The Service's approach to promoting and increasing the take-up of benefit is still developing. There is a take-up strategy which it has shared with stakeholders. But there is no monitoring of any take-up work that has been done to see how successful it is.
- 7 The Service has responded well to individual and community needs of diverse groups. Staff receive online and regular training to ensure that they are able to deliver a service that meets the needs of all customers. But there is a lack of a strategic focus on equalities and diversity. The Service has not yet completed equality impact assessments (EIA) to help identify weaknesses and make improvements.

ⁱ the Benefits Service is currently delivered from the four former district council offices, which the Council refers to as 'hubs', in the South, East, and North and West of the County

8 The Service provides value for money. Its costs are low compared to its caseload and it is delivering benefits to customers at no cost to local council tax payers. It costs less to run the Service than the grant it receives from the Department for Work and Pensions (DWP). The Service has managed to reduce its costs to meet corporate savings targets but the way it routinely monitors and evaluates value for money could be better. It has limited data to help it to understand how good performance levels are in relation to the cost profiles of different elements of service. Levels of outstanding overpayments have increased but new procedures have been introduced and are beginning to make a difference.

9 The Council has an emerging track record of delivering improvement. The Service is turning poor performance around and is improving consistency across its area hubs. The speed of processing new claims has improved throughout 2009/10 and is better than the national average. The Service is adequately tackling fraud. Prosecutions for people who commit fraud doubled in 2009/10, though from a low base. But the Service is still running as four districts in terms of processing and some opportunities for quick wins have been missed.

10 The Service is tackling the main cause of inconsistency by implementing a single IT system for revenues and benefits to replace a range of different, incompatible systems inherited from the previous districts. Additional investments in IT by the Council are aimed at improving reliability and enabling mobile working to improve customer access.

11 The Service is effective at managing performance. It has clear aims and priorities in its Service Plan and there is good leadership, both political and managerial. There is a robust performance management framework that translates service aims into individual work plans that are monitored and progressed at regular team and one to one meetings. However, there is scope for improvement. There is limited involvement of frontline staff and stakeholders in service planning. The Service has not developed effective ways of managing value for money. Target setting and performance measurement are underdeveloped in a number of areas and monitoring of customer contact performance is inadequate.

12 Staff are committed, with good skills and experience. They have demonstrated resilience during a time of significant change but remain enthusiastic about the challenges ahead and their involvement in systems reviews. Capacity is being improved by recruiting additional staff, which will enable the Service to cope with an increasing workload. Changes are being made to the way the fraud investigation team operates in order to improve fraud detection.

13 There are some weaknesses that are limiting improvement in the Service. Scrutiny of the Service is underdeveloped and councillors have limited detailed knowledge of benefits. The Service is not maximising the contribution that partners can make towards improvement. It has not fully expressed links with regional and national priorities and is therefore not using its potential to contribute to wider aims.

Scoring the service

14 We assessed Wiltshire Council as providing a 'fair', one-star service that has 'promising' prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below.

Figure 1: **Scoring chart**ⁱ



Source: Audit Commission

15 The Service is a fair, one star service because it has the following strengths.

- New claims are processed quickly.
- The quality of customer care is good.
- The cost of the Service is low.
- The Service is being designed to meet customers' needs.
- It is taking action to ensure customers provide all the information needed to complete claims quickly.
- It has taken some action to increase benefit take-up.
- Customers receive accurate payments through rigorous checking procedures.
- The Service takes appropriate action to minimise incorrect payments through regular intervention.
- Joint working with some stakeholders has improved access.

16 However there are some weaknesses.

- Some customers find it difficult to access the Service face-to-face.
- The Service is not equally accessible from all the hubs.
- Facilities at some customer contact centres are inadequate.

i the scoring chart displays performance in two dimensions. The horizontal axis shows how good the service or function is now, on a scale ranging from no stars for a service that is poor (at the left-hand end) to three stars for an excellent service (right-hand end). The vertical axis shows the improvement prospects of the service, also on a four-point scale

- There are no customer standards in place.
- The Service does not have a clear understanding of customer satisfaction or outcomes from take-up work.
- It takes too long to deal with complaints.
- The Service has not routinely engaged with customers and stakeholders.
- The Service has not completed equality impact assessments to ensure it is equally accessible to all customers.
- Overpayment debt is increasing.
- Benchmarking to compare costs and performance is underdeveloped.

17 The Service has promising prospects for improvement because it has the following strengths.

- A clear vision, aims and priorities have been established – the Service is aiming to improve the right things.
- There is good political and managerial leadership.
- A single ICT system for revenues and benefits is being implemented.
- The Council is investing in other ICT solutions.
- The Service has an emerging track record of improvement.
- It has a robust framework for performance management.
- It takes appropriate action to address poor performance.
- It is good at learning from other organisations.
- The Council is showing commitment by providing extra staff resources.
- Staff are committed and enthusiastic, with good skills and experience.
- It is strengthening its focus on tackling benefit fraud.
- It is using a proven system of service reviews to improve service delivery and involve staff and customers.
- It is effectively managing risk.

18 However, there remain some issues that need to be addressed:

- Scrutiny of the service is underdeveloped.
- There is limited involvement of frontline staff and stakeholders in service planning.
- The Service is not fully contributing to regional and national priorities.
- It has not developed effective ways of routinely monitoring value for money.
- Performance measures and target setting are underdeveloped.
- Monitoring of customer contact performance is inadequate.
- The Service is not maximising the contribution that partners can make towards improvement.

Recommendations

19 To rise to the challenge of continuous improvement, councils need inspection reports that offer practical pointers for improvement. Our recommendations identify the expected benefits for both local people and the Council. In addition, we identify the approximate costsⁱ and indicate the priority we place on each recommendation and key dates for delivering these where they are considered appropriate. In this context, the inspection team recommends that the Council should do the following.

Recommendation

R1 Improve the service provided to benefits customers by:

- developing ways of engaging with service users to understand their diverse needs;
- developing challenging service standards which are relevant to customer's needs including timescales for dealing with customer complaints;
- completing and publishing equality impact assessments for the Benefits Service and taking necessary action;
- reviewing facilities and opening hours at customer contact centres to ensure that they meet the needs of customers;
- improving the information available to publicise assistance for those for whom English is not their first language;
- ensuring that benefits information is easily available and understandable on the Council website;
- developing a shortened claim form and including contact details and help available in forms and leaflets; and
- working with partners to enable them to accept and verify claims and evidence.

The expected benefits of this recommendation are:

- the development of a service that meets the needs of customers;
- improved standard of service to customers;
- reduction in unnecessary customer contact; and
- a clear understanding for customers of what should be expected and what is being achieved by the Service.

The implementation of this recommendation will have high impact with low costs. This should be implemented by July 2011.

ⁱ low cost is defined as less than 1 per cent of the annual service cost, medium cost is between 1 and 5 per cent and high cost is over 5 per cent

Recommendation

- R2** Strengthen performance management and planning by:
- drawing up detailed action plans to maximise the capability of the new ICT systems for revenues and benefits and mobile working;
 - adopting a consistent approach to measuring customer satisfaction and obtaining their views on the service;
 - monitoring performance against customer standards and reporting results;
 - measuring outcomes from take-up work against set targets;
 - developing an effective approach for regular monitoring, evaluation and delivery of value for money;
 - involving frontline staff and stakeholders in service planning; and
 - developing meaningful local performance measures and setting clear performance targets to support all of the aims of the Service.

The expected benefits of this recommendation are:

- decision makers will have a clearer picture of all aspects of the Service and be able to identify weaknesses more quickly;
- greater accountability to local people and stakeholders; and
- future plans will be clearer and more effective.

The implementation of this recommendation will have high impact with low costs. This should be implemented by July 2011.

Recommendation

- R3** Strengthen councillor and key stakeholder support for the Service by:
- providing an effective challenge by councillors through scrutiny of the Service;
 - delivering benefits awareness training to all councillors; and
 - delivering fraud awareness training to all councillors and key stakeholders.

The expected benefits of this recommendation are:

- greater accountability and an improved focus on improving the service customers receive; and
- stronger focus on fraud detection and reduction.

The implementation of this recommendation will have high impact with low costs. This should be implemented by July 2011.

Recommendation

R4 Improve approach to achieving value for money and understanding service costs by:

- undertaking robust benchmarking with the best and established similar organisations (not just new unitary Councils);
- develop a continual process of measuring costs and performance against set targets;
- taking steps to reduce the amount of overpayment debt; and
- monitoring the age and profile of outstanding overpayments.

The expected benefits of this recommendation are:

- a better understanding and identification of areas where the service can be provided more effectively and efficiently;
- a service providing a greater value for money for its customers and the Council;
- targeting of overpayment debt to reduce amount outstanding; and
- an increased knowledge base from which to drive future service improvements.

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Wiltshire Council

Overview and Scrutiny Organisation and Resources Select Committee

24th March 2011

Shaping the Future Group – Update on organisational culture

The former Customer Focus Board and Shaping the Future Culture Group have recently amalgamated to form the Shaping the Future Group. The new group has met once and at its first meeting drafted its key objective, outcomes and areas of work.

The key objective of the group is that it;

Programme manages key areas of work to deliver a high performing, healthy organisation.

This will include;

- making systems thinking integral to the way we do things
- making customer care integral to everything we do
- being champions for culture and leadership and encouraging champions across the organisation
- programme managing the council's work on organisational development – to include;
 - o performance management and learning and development
 - o core values – understanding of these and the expectations for individuals*
 - o behaviours – acceptable and not acceptable
 - o systems and processes
- fostering a desire 'to be the best'

A key outcome will be;

- high customer satisfaction levels as a direct result of staff attitudes and behaviours

The group is currently drafting a work plan with key tangible actions to deliver the objectives and outcomes above. The plan will split into three key areas of work;

- o culture and behaviours
- o systems and processes
- o performance, learning and development

*The three agreed core values – that came out of a series of staff focus groups held late last year are:

- Can do – approach to everything that we do
- Customers – at the heart of all our work
- Communities – helping them to help themselves

The current group representatives following the amalgamation are Andrew Kerr (Chair); Laura Mayes, portfolio member organisational culture; Allison Bucknell, portfolio member customer focus; Laurie Bell, communications; Mandy Bradley, health and public protection; Mark Stone/Julie Anderson-Hill, workplace transformation programme; Helen Knight, neighbourhoods and planning; Mark Boden, corporate director; John Rogers, customer focus; Barry Pirie, HR; Stephanie Denovan, children and education; Niki Lewis, communities and social care; Ian Gibbons, legal.

Laurie Bell
Service Director for Policy, Research and Communications

Wiltshire Council

Organisation and Resources Select Committee

24th March 2011

Scrutiny Representative on Project Boards Update

Name of Board: Professional Services 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 consultancy value programme and the temporary agency staff project. They approve and monitor all major plans and authorise any major deviation.

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

- The employment of Consultant and Agency staff by Wiltshire Council has been centralised and there is complete visibility of this by HR.
- A neutral vendor contract to streamline Agency and Contract Staff employment with Comensura has been entered into as partners with Dorset CC and this has proved highly successful. This contract will continue for two years unless the Government centralised agency system proves more attractive and this is written into our contract with Comensura.
- The new system has significantly reduced costs and we are looking at an overall spend of £6.7M this FY and this includes the costs of the Workplace Transformation Team.
- The Council had a recent amnesty to managers of undeclared staff and although we were expecting 70, a total of 260 posts were declared.
- The number of Agencies with which the Council places contracts has been reduced from 60 to 18 and there is further downward pressure on this number.
- The number of Invoices processed has been reduced from 220 down to 45, an 80% reduction
- All contracts are now agreed by HR

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

There is some limited risk attached to the final delivery of this project and the highest risk centres on a non signing agency. I understand that there are contingencies to deal with this risk.

Final Summary

I am happy that this has been a very worthwhile Project Board and I am confident that the Council has proper control of this area of staffing for the future. Barry Pirrie and Nicky Griffiths (the Board Lead Officer) are to be congratulated on the efficient running and conclusion of this project.

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Wiltshire Council

Organisation and Resources Select Committee

24th March 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:

Maintaining a working relationship with Trade Unions at a local and regional level.

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

Facing a complex phase of negotiations to achieve savings on staff pay and conditions, which if not achieved will result in the loss of more staff.

My opinion is that to achieve reductions in pay this must be led from the top across the whole of Wiltshire Council.

Milestones for the short-term future:

To keep all staff informed of savings that have to be made and avoid ballots for industrial action.

Date of the next meeting: 8th April 2011

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Scrutiny Representative on Project Boards Update

Name of Board: Revenue and Benefits Project Board

Reported by Scrutiny Representative: Cllr Pip Ridout

Summary of the Boards work:

The Project Board is responsible for procuring and implementing one IT system for the revenue and benefits service in Wiltshire.

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

The first data load is to be completed week commencing 14th March with a meeting to review how this has been implemented. Cllr Ridout is meeting with Ian Brown to understand the non-technical side of the boards remit and discuss staff resources.

All other documents and systems are in place and on time.

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

The impact of the first data load will be known once completed. Should there be any issues, this will be reported to the Select Committee at their meeting in May 2011.

Milestones for the short-term future:

The next milestone for the board will be the results of the data load.

The expected completion date for the project remains November 2011

Date of the next meeting: 22/03/11

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Wiltshire Council

Organisation & Resources Select Committee

24 March 2011

Partnerships Task Group Final Report

Purpose

1. To report the findings to emerge from the review of the Community Safety Partnership.

Background

2. Previous updates have introduced the legislative changes that provided Overview & Scrutiny (OS) with greater power to scrutinise our partners. The Committee responded to these by creating a Task Group to examine the options available to best deliver partnership scrutiny. Reflecting on best practice this review concluded that a Task Group was the best approach. This was subsequently created with the following membership:

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

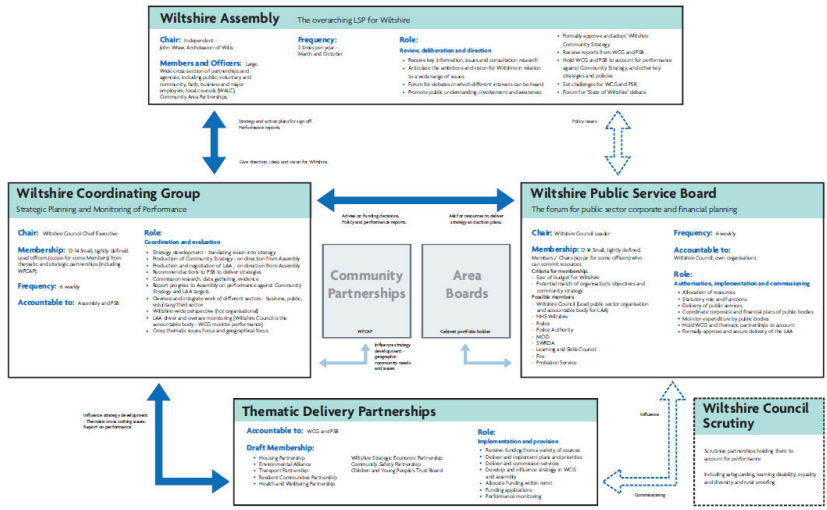
3. The Task Group met in March 2010 to scope the review, with the main goal of identifying an initial partnership area to review. Following consideration of the Local Agreement for Wiltshire (the Strategic Plan for the county) and the Local Area Agreement, the Members agreed to begin their work by scrutinising the Community Safety Partnership.
4. As part of the review the Members have also attempted to understand the wider governance structure for partnership working across the county and, self-evaluated whether the Task Group model adopted was an effective way for delivering this type of external scrutiny.

Governance & Membership

5. In Wiltshire the Local Strategic Partnership is called the 'Family of Partnerships'. This is headed by the Wiltshire Assembly, the overarching Local Strategic Partnership for the county. Sitting under the Assembly is the Wiltshire Coordinating Group, mainly officer led with responsibility for planning and performance. Parallel to this group is the Public Service Board, led by the leader with responsibility for corporate and financial planning. Underneath these are the 8 thematic partnerships with responsibility for delivering the

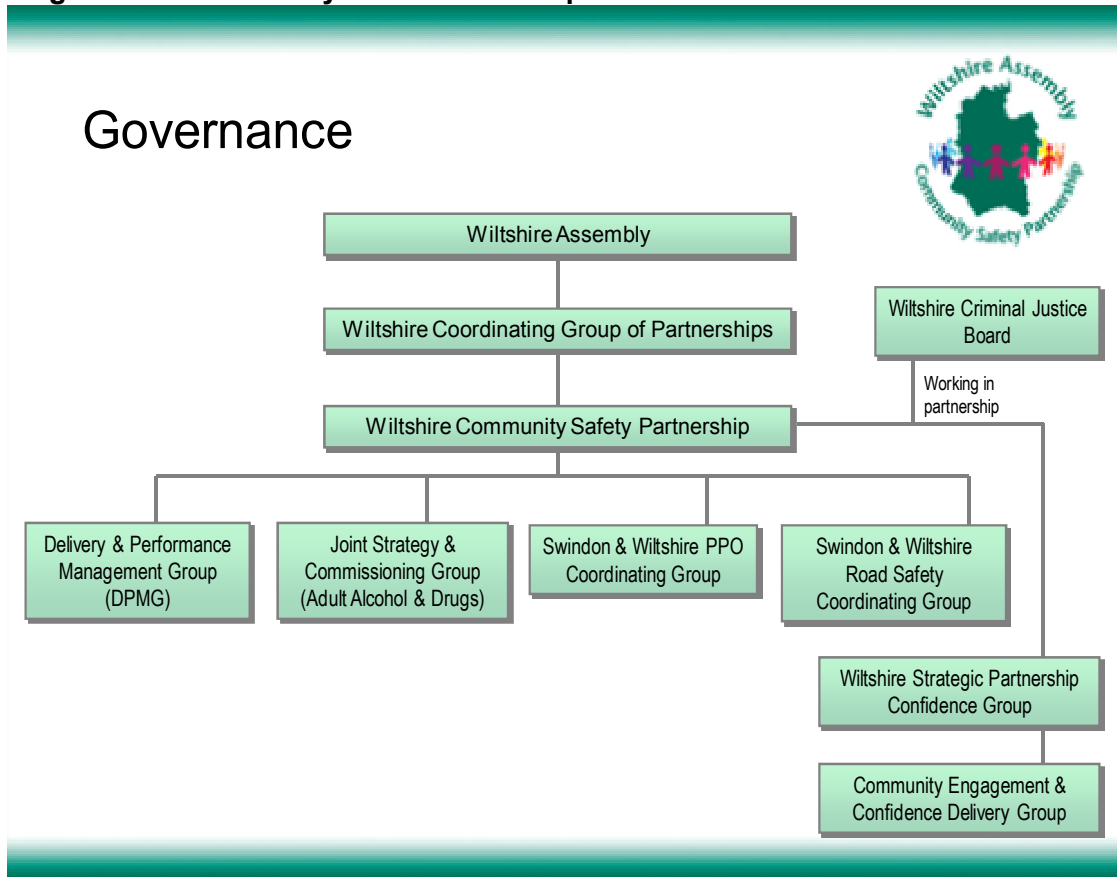
aims of the Local Agreement for Wiltshire, included within which is the **Community Safety Partnership**.

Diagram 1 – The Family of Partnerships



6. During its first meeting the Task Group was introduced to the governance structure for the Community Safety Partnership. The majority of the review focused towards the work of the Executive Board (Wiltshire Community Safety Partnership as below), which met quarterly and is chaired by Maggie Rae – the Joint Director for Public Health.

Diagram 2 – Community Area Partnership Governance Structure



7. The Community Safety Partnership comprises a number of statutory members:

Wiltshire Council
Wiltshire Police
Wiltshire Police Authority
NHS Wiltshire
Wiltshire Fire & Rescue Service
Wiltshire Probation Trust

In addition a number of other agencies also are involved:

Voluntary Organisations
Registered Social Landlords
WASP (Wiltshire Addiction Support Project)
Youth Offending Service

8. As part of the information gathering process the Task Group spoke with the following officers:

Mandy Bradley – Service Director for Public Protection
Tim Mason – Interim Project Manager
Maggie Rae – Chairman Joint Director of Public Health
Pat Geenty - Assistant Chief Constable
Diana Fulbrook - Chief probation Officer

9. From the information provided from these meetings the Task Group was introduced to the overarching aim and priorities for the Partnership:

Aim -to be ‘**the Safest County within England**’, with 5 key priorities for 2011-12:

- Violence; Domestic Abuse and Night Time Economy
- Anti-social behaviour
- Integrated Offender Management
- Substance Misuse
- Road Safety



Wiltshire Community Safety Partnership Strategic Assessment

September 2010



The Task Group in exploring the work being undertaken to realise these goals identified a series of overarching challenges and issues, which will form the basis of the next ‘results’ section of the report:

Key Issues

Historic Challenge

10. A clear message to emerge from all the officers providing information was that there had been significant improvements in the (approx) 18 months that the new Chairman had led the board. Historically the Partnership had experienced a number of difficulties, attendance was unsatisfactory and it was a body that found it difficult to get things done. For a partnership to be successful Members were told that senior officers needed to buy-in and ensure that they supported meetings. Reassurance was given that the appointment of a new Chairman had led to a new positive culture, transforming Community Safety into a 'can-do' body with all partners in support. An example of this was the introduction of elected Councillors onto the Board by the new leadership team i.e. the Cabinet Member with responsibility for Community Safety – Cllr Keith Humphries and Cllr Chris Humphries representing the Police Authority.
11. The Chairman of the Task Group and supporting officer were provided with the opportunity to gain firsthand experience of watching the Partnership work together, by attending the December (2010) Board meeting. Attendance there was good, including the Cabinet Member and senior officers representing the various agencies. The agenda included presentations from two individuals who had been positively supported by the work of the Partnership. This was to ensure that the Executive Board retained a focus on how their policies were impacting at 'ground level'. A further example of this commitment was that the Board had recently attended night time visits to hot-spot areas such as Salisbury and Trowbridge to visualise the joint working taking place on the streets.
12. This issue provided key lessons in terms of what is required to ensure an effective partnership and the Task Group will look to reinforce the role and value of local Members at the end of this report.

Integrated working

13. One of the primary challenges for the Partnership had been to move from a silo approach where agencies worked independently on personal objectives to one where there was an integrated philosophy with 'joined-up' working. The Task Group was told that this had proved difficult but by choosing priorities which were joint specific (as in paragraph 10), the partnership had slowly developed a new culture of working.
14. As well as having cross-cutting objectives, the Task Group was told that the physical integration of teams from the various partners was as an important tool towards delivering the theoretical model into practice. For example, Probation, Police and the Housing Services could all work together in the same office, with all the benefits of the close proximity communication that this arrangement would bring. Members learnt that Basingstoke was an

example of where this approach had been used and was cited as an example of good practice.

15. In addition to having physical integration as an ambition, the Partnership was in the process of introducing a case-management system to ensure partners were accessing the same database. This virtual integration would be seen as a reinforcement of this joint approach and could be used to reinforce Partnership initiatives such as 'Restorative Justice', which sees people guilty of criminal activity such as graffiti having to rectify their actions.
16. The Task Group acknowledged the positive steps taken to move towards more of a joint approach, but recognised that identifying the investment required to fund physical integration was challenging whilst agencies were unpicking the repercussions of the Comprehensive Spending Review.

Accurate data

17. The Wiltshire Council Research Unit now reported to the Joint Director of Public Health. This had enabled the Partnership to access accurate 'community safety' data to unpick the landscape across the county. For example the Partnership was now able focus on 'hot spots', namely Salisbury, Trowbridge and Chippenham which were absorbing an intensive amount of resources from Police and other agencies and were still producing higher levels of crime and disorder than any other area. The accurate data allowed the Partnership to quantify whether the perception of crime was matched by the statistics.
18. The data could also be broken-down by Community Area, which it was hoped would help enable communities to take responsibility for their own community safety, as discussed later in the report.
19. The Task Group welcomed the accuracy this data could bring and recognised its value in a being able to facilitate resources being directed to the right areas.

Fluid landscape

20. It was clear throughout the review that any report from scrutiny would be an interim position, as the landscape for Community Partnerships was constantly evolving. For instance there is the example of the forthcoming change in the governance arrangements for the Police, with the proposal of an elected Police Commissioner, with potential change in priorities to emerge following this appointment. Officers also confirmed that a new document had been published in March by the Home Office called 'A New Approach To Fighting Crime', this reinforced the role of the Community Safety Partnership whilst committing the Police to having a singular focus for reducing crime.
21. Further examples of change included amendments to tool-kits to tackle anti-social behaviour, with the removal of such things as the Anti-Dispersal Order and the Dog Control Order.

22. Recognising the speed of change in this area, the Task Group felt that the communication of these reforms was vital, especially to the members of the public who would be key players in helping to deliver the Partnership priorities.

Financial pressures

23. Following the recent Comprehensive Spending Review, financial challenges had been placed upon most public service bodies; Community Safety was no exception. A number of staff working for the Partnership had their posts funded by grants; therefore their long term future was uncertain following changes in funding arrangements.
24. The recent Business Plan adopted by the Council highlighted that the public identified Community Safety as one of their priorities. However faced with demographic changes, an ageing population and a reduction in funding the Council identified a series of key priorities, which did not include in detail Community Safety goals.
25. Financial pressure on the Police had been high profile recently. One of the challenges to emerge within the review was the stretch on resources for the Police in supporting two Community Safety Partnerships i.e. Wiltshire and Swindon. Working with the two was a stretch on resources, compounded by the spending cuts. From other members of the Partnership there was not the same desire to amalgamate because of the different community safety issues evident between the mainly rural county and the urban Swindon.
26. The Task Group recognised that with reduced resources there was even more pressure on the Partnership being an enabler and this has been reflected in the recommendations of the report.

Communication

27. As touched upon earlier in the report, one of the key ambitions for Partnership over the next three years was the need to engage with communities across Wiltshire, to help secure the aim of being the safest county in the country. The Partnership team is a finite resource and it was recognised that as well as tackling community safety issues itself, it had to be an enabler for communities to empower them to take individual responsibility for their respective towns and villages. Area Boards were viewed as an important cog in this process, with community safety data to be broken down by Community Area, it was hoped the Boards could be leaders in communicating and taking a responsibility for the Partnership ambitions.
28. The Task Group was supportive of this ambition and felt that the use of special single topic Area Board meetings, based on local community safety issues, could prove an invaluable tool in engaging the community towards understanding and supporting the goals of the Partnership.

29. During the review acknowledgement was given to recent criticism from Councillors that some of the strategies produced by the Partnership felt slightly 'top-down' with a lack of engagement with Members. In response this commentary had been absorbed and strategies were being rewritten to reflect the role of councillors. The Task Group felt this could be developed further and have attempted to tackle this within the recommendations.
30. Over various meetings the Members have been provided with large amounts of literature, summarising the various strategies produced by the Partnership. The Task Group discussed with officers who was the audience for this material and felt that this could have been more specific. The Task Group agreed that by producing material directed towards the public or elected Members it would be possible to improve communications and ultimately deliver the aims of the Partnership.

Conclusion

31. There have been two dimensions to this review, what we have learnt about how we approach the scrutiny of partners and what we have learnt about the Community Safety Partnership. Recognising the speed of change currently experienced across the public sector it is felt that the flexibility offered by a Task Group continues to be the correct approach. The Task Group format also offers the ability to shape meetings around partner availability, rather than an invitation being sent to attend a fixed committee date. The less formal Task Group setting also created an atmosphere where Officers and Members were happy to talk openly, although there is a responsibility on Members to follow the Task Group Protocol.
32. The Task Group will be asking the Committee to endorse its continuation, the Members would like to utilise the knowledge developed and consider another Partnership; there is also important work relating to the new strategic document which will replace the existing Local Agreement for Wiltshire.
33. In respect of the Community Safety Partnership the officers have positively engaged with the Task Group, accommodating meeting requests and inviting Scrutiny Members to attend their Executive Board Meeting.
34. Members learnt that the Partnership has enabled public agencies to work together to tackle problems that do not sit neatly within one agency's remit. It was felt that under the tenure of the new Chairman the Partnership had been more effective
35. The Partnership through accurate data capture and interpretation has also been able to develop a map of the county which identifies what community safety related activity is taking place. This accurate picture rather than perception has enabled the team to focus resources to the right areas.
36. The Partnership now faces financial challenges, as budgets become squeezed. However the real difficulty relates to the ambition to empower communities to help achieve the overall aim of making Wiltshire the safest

county in England. The Task Group felt that the local Member could be an important tool in this process, both at individual and Area Board levels. To gain community support it is important to engage the elected community champion. By providing literature that is directed to Members and providing them with the tools to help their community tackle community safety issues, they can be a powerful supporter of the Partnership.

Recommendations

37. The Committee is requested to endorse the following Task Group recommendations, the majority of which will then be sent to the Community Safety Partnership's Chairman and Cabinet Member for consideration:

- a) To approve the continuation of the Task Group to scrutinise further partnership working;
- b) To recommend to the Community Safety Partnership that they produce a tool-kit directed towards elected Members, which provides them with important contact information and a summary of the powers available to promote and enforce the ambitions of the Partnership;
- c) To ask the Partnership to provide elected Members with a regular update on their achievements, to include any legislative reforms such as changes to tool-kits (e.g anti-dispersal order) using the council's Members' briefing system or Elected Wire;
- d) To recommend that the Cabinet Members with responsibility for Community Safety and Area Boards discuss how the Area Boards can be used to empower communities with the Task Group highlighting the potential of single item meetings to tackle Community Safety issues specific to that community;
- e) To request an update from the Community Safety Partnership in 6 months time.

CLlr Roy While – Chairman: Partnerships Scrutiny Task Group

Report Author – Ceri Williams

Wiltshire Council

Organisation and Resources Select Committee

20th January 2011

Task Group Update

ICT Task Group			
Membership:	Cllr Carter Cllr Hill Cllr Hubbard Cllr Seed Cllr While	Last Meeting	4 February 2011
		Next Meeting:	15 March 2011
<p>The last meeting was focused on the first weeks of in-house ICT provision; the information and figures provided at the meeting were better than anticipated despite a few areas of concern. At the next meeting, the task group will have the opportunity to review its Forward Work Plan to reflect the amendments to its Terms of Reference and lifespan.</p>			

Major Contracts Task Group			
Membership:	Cllr Britton Cllr Rogers Cllr Rooke Cllr Carter Cllr While Cllr H. Osborn	Last Meeting	-
		Next Meeting:	18 th April 2011
<p>The Task Group recently received a paper on the Logica contract and have responded with questions electronically. A meeting has not been organised unless significant concerns are raised as a result of these questions.</p> <p>In addition, the Task Group are scheduled to meet and discuss facilities management at Monkton Park. This is scheduled to take place on the 18th April.</p>			

Section 106 Task Group			
Membership:	Cllr Trotman Cllr Deane Cllr Douglas Cllr Fuller Cllr Jeans Cllr Marshall	Last Meeting	-
		Next Meeting:	TBC
<p>The Task Group has not met since the Cabinet Capital Assets Committee considered a report on S106 in January 2011 where it was resolved that the Corporate Director Resources would lead on ensuring that the S106 database was completed by May 2011.</p>			

A meeting has been arranged between the Chairman of the Task Group and Corporate Director to take place at the end of March to establish progress made. Following this meeting the next meeting of the S106 Task Group will be arranged.

Campus and Operational Delivery Programme (CAOD) Task Group

Membership:	Cllr Jeans	Last Meeting	
	Cllr Osborn Cllr Carter Cllr Rooke Cllr Seed Cllr Howard Cllr Deane	Next Meeting:	TBC

At the last meeting councillors considered documents relating to the Campus and Operational Estate Management work stream, the Depot Facilities Strategy and WTP Capital Budget Monitoring 2010-11.

Following the meeting a paper was presented to Cabinet (15 February) on the 'Outline Campus Development Timetable and Management Proposal.' The report outlined the proposed future approach to how the Council facilitates the delivery of services from Campuses to communities in Wiltshire and the timetable for developing and implementing a proposed approach to estate management and ownership. The report proposed the implementation of a preliminary management project in Corsham, Melksham, Pewsey, Tisbury and Wooten Bassett which would commence in April 2011 as part of providing an evidence base for a future Cabinet decision on a long term model.

During debate the Leader reported that the Workplace Transformation Programme would be renamed the Campus and Operational Delivery Programme and a member advisory board would be established.

The Chairman of the Task Group met with the programme Director on 10 March to discuss the implications of these changes on the Scrutiny Group. It was confirmed that the WTP name was changed to show that the programme had been expanded to include not only office hubs but operational premises such as depots as well as the preliminary management project on the delivery of campus' across the county. It was clarified that there was a new governance and management structure for the programme however it still encompassed within its scope original elements such as the rationalisation of council buildings, ICT/business transformation and flexible working.

It was discussed that the name of the scrutiny Task Group would need to be updated to reflect the change and as a result the group will now be called the Campus and Operational Delivery Programme Task Group.

The Chairman has invited the programme director to attend the next task

group meeting to provide detail on the new programme structure so that councillors are able to explore more fully the Campus and Operational Delivery team composition, the governance arrangements and the cross cutting work streams. The next meeting will take place in 3-4 weeks time.

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WILTSHIRE COUNCIL

ORGANISATION AND RESOURCES SELECT COMMITTEE

24TH MARCH 2011

Scrutiny of the Business Plan 2011 – 2015

Purpose

1. To identify the content of the Council's new Business Plan relevant to the select committees and to determine an appropriate approach for future activity as requested by the Overview and Scrutiny Management and Co-ordination Liaison Board.

Background

2. The revised draft Business Plan was formally adopted at Council on 22 February having been approved by Cabinet the previous week. The 4 year Plan sets out how the Council intends to meet the challenges of reduced resources, legislative change and demographic impact whilst delivering the Council's vision to create stronger more resilient communities and achieving its goals. The Plan describes the changing landscape and strategic direction of the Council and gives a number of benefits and outcomes to the action it will take. The Financial Plan also approved by Council forms an appendix to the Business Plan (all councillors have copies of these documents and the latest version should be retained for future reference).
3. The focus of the Joint Scrutiny meeting on 10 February was the revenue and capital budget 2011/12 but did touch on some of the longer term issues in the Financial Plan as well as references to the Business Plan.
4. The Liaison Board met in the afternoon following the Joint Scrutiny meeting when it received the draft Business Plan. The Liaison Board decided to ask each select committee with the support of scrutiny officers to identify the themes and individual topics from the Business Plan that fell within their remit and ensure that this then became the focus for revising the forward work programmes of the committees.

Approach

5. It was felt that a common approach across the select committees would provide consistency for the future. The select committees already have a guide for how they should run their meetings and also recently discussed optimum size of agendas and briefing arrangements etc. This will also be turned into a guide for

consideration by the Liaison Board at the next meeting. A discussion paper on the benefits of having a positive working relationship with the Executive and the actions necessary to achieve this was also adopted by the Liaison Board last summer. The resulting protocol will be considered as part of the wider governance review on involvement of backbench members in decision making called for by the Leader.

6. Scrutiny officers in consultation with the chairmen and vice-chairmen have been through the Business Plan and have identified the following themes as relevant to the Organisation and Resources Select Committee:

Theme	Plan References	£ Budget	Comments and Scrutiny approach
Customers (Customer Access Strategy (2008))	Page 26		Scrutiny had a representative on the Customer Focus Board (Councillor Peggy Dow). Revised governance arrangements are now proposed – see separate item on agenda.
Systems Thinking (Service transformation and efficiencies)	Page 27 Page 75	Savings of £21.3m over 4 years	Already applied to 20 services Single corporate transformation team 4 main service areas subject to initial phase of scoping
Technology	Page 30	£17.46m 2011/12 £0.75m £0.35m in capital programme 2011/12	Existing Scrutiny Task Group (includes £1.464m 2011/12 + £2m to 2015 of savings due to new ICT Strategy and £1m on contracts) Revenue and Benefits IT System Planning IT System
Asset Management (Workplace Transformation)	Page 32 Page 79	£53.987m in 4 year capital programme including £17m of sales + £4.5m of net	Existing Scrutiny task group Renamed Campus and Operational Delivery Programme

(Work from home solutions)		cashable savings per year by 2014 Campus £30m capital £3.2m over 4 years	
Communications	Page 34	£2.586m 2011/12	
Culture	Page 40		
Human Resources (People Strategy 2008-12)	Page 43		Regular item to the Select Committee including management review, service reviews, pay harmonisation and local terms and conditions (to be reviewed and updated)
Procurement and Commissioning Programme	Page 72	Savings of £36m over 4 years	Existing Scrutiny task groups on major contracts, rapid scrutiny on the Corporate Procurement Strategy and presentations on the Programme to the Select Committee

7. Scrutiny officers, in consultation with the Chairman and Vice Chairman, Executive members, partners and directors, will undertake a work planning exercise around the above themes to establish their delivery, timescales, budget and potential scrutiny approaches. As mentioned above, this exercise should inform a revised work programme and be the priority for any future scrutiny activity. A draft revised work programme will be presented to the Committee for consideration at the next meeting.
8. The Select Committee needs to be aware of the budget implications for support services for 2011/12 and this should be taken into account when determining the future work programme of the Committee, particularly in terms of how much activity can be supported at any one time. The capacity of elected members especially those that lead on key activities should be also taken into account. The Liaison Board and Scrutiny Manager will continue to monitor the overall position regarding workload and pressures but this needs to be done in conjunction with the need to deliver positive outcomes for the Council as a whole.
9. In looking at priorities, it is also important to remember that the focus for O&S Select Committees should be on strategic and policy development matters and not 'local issues' which should be retained for consideration at Area Board level.
10. The forward planning activity outlined in this report should allow for better management of work flow and hopefully scheduling and communication of briefings and meetings. The adoption of the new Business Plan will mean that the current departmental delivery plans will be reviewed. These will also provide helpful detail on relevant themes and activities.

Recommendation

11. The Select Committee is asked to:

- (i) note that Council on 22 February adopted the 4 year Business Plan on recommendation from Cabinet;
- (ii) note the decision of the Liaison Board on 10 February that work is undertaken to identify relevant content from the Business Plan for the individual select committees;
- (iii) agree the list of themes set out above but acknowledging that further refinement will be made when more detail emerges; and

- (iv) recognise the budget implications and the demands on the leading scrutiny members in determining priorities and workload.
-

Paul Kelly

Scrutiny Manager (and Designated Scrutiny Officer)

Overview & Scrutiny Organisation and Resources Select Committee

Rolling Work Plan from March 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
Campus Operational Development Project (previously known as Workplace Transformation Programme	Task Group	Ongoing	To consider updates on progress 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
People Strategy – Implementation Review (to include Leader Development)	Committee	July 2011	To receive an update on the action plan and workplace framework in	Barry Pirie	Cllr John Noeken
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
Library Services Review	Committee	tbc	To review the communications/ consultation plan (Resolved in January 2011)	Sue Redmond	Cllr John Thomson
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?
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	

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
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
February 2011 – June 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
Revenue Budget, Housing Revenue Account (HRA) and Capital Programme for 2011/12	15 February 2011	To recommend approval of the Council's revenue budget, HRA and capital programme for 2011/12 to Council on 22 February 2011. This was considered by the Joint Scrutiny Committee on 10 February 2011.	Cllr Fleur de Rhe-Philipe	Michael Hudson
Fees and Charges	15 February 2011	To consider the Council's fees and charges for 2011/12.	Cllr Fleur de Rhe-Philipe	Michael Hudson
Wiltshire Council's Business Plan	15 February 2011	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	Andrew Kerr
Budget Monitoring	15 February 22 March 19 April 24 May 14 June 2011	To receive an update on the Council's capital and revenue budget.	Cllr Fleur de Rhe-Philipe	Michael Hudson

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Outline Campus Development Timetable and Campus Management Proposal	15 February 2011	To build on the Leisure Review and outline the proposed campus development programme and the timetable for developing and piloting and alternative approach to operational estate management and ownership.	Cllr John Noeken	Mark Stone
Update on Performance	15 February 14 June 2011	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
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
Quarterly Progress Update – Campus Operation Development (previously Workplace Transformation) Programme	19 April 2011 26 July 2011	Regular update on progress of Workplace Transformation Programme	Cllr John Noeken	Mark Stone
Fees and Charges Policy	19 April 2011	To consider the Council's Corporate Fees, Charges and Concessions Policy	Cllr Fleur de Rhe-Philipe	Michael Hudson

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