

AGENDA

Meeting: Overview & Scrutiny Organisation and Resources Select Committee
Place: Council Chamber, Monkton Park, Chippenham
Date: Thursday 15 September 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.

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Membership:

Cllr Nigel Carter	Cllr Jeff Osborn (Chairman)
Cllr Tony Deane (Vice Chairman)	Cllr Mark Packard
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 Jacqui Lay	

Substitutes:

Cllr Desna Allen	Cllr Russell Hawker
Cllr Chuck Berry	Cllr Jon Hubbard
Cllr Jane Burton	Cllr Christopher Newbury
Cllr Ernie Clark	Cllr Jeffrey Ody
Cllr Peter Colmer	Cllr Pip Ridout
Cllr Mary Douglas	

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 14 July 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 8 September 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. **Transformation Programme** (Pages 11 - 32)

The Corporate Director for Transformation and Resources will present to the Committee the detail of the transformation programme designed to implement the priorities of the Council's 4 year Business Plan.

The Committee had previously requested to hear about the progress with system thinking reviews and this will be referred to in the wider presentation. Future monitoring of progress of the transformation (and investment) programme will be reported quarterly via the Business Plan Performance Scorecard Report. The Committee is asked to note that the Liaison Board is currently considering how best to scrutinise the Programme content in the future as part of a wider review of overview and scrutiny arrangements in the Council.

7. **Budget Monitoring**

The Committee is reminded that budget monitoring is currently undertaken by each of the Select Committees relevant to their areas of responsibility.

7.1. **Budget Monitoring - Period 4** (Pages 33 - 52)

The latest budget monitoring information presented to Cabinet on 13 September 2011 is attached for consideration.

The report updates members of progress in delivering savings identified in the 2011-2015 Financial Plan in relation to the 2011/2012 base budgets, and of any significant new cost pressures or changes since the last report on 26 July. A monitoring report on the full revenue budget will be reported in October.

7.2. **Capital Budget Monitoring - Month 4** (Pages 53 - 68)

The Capital Budget Monitoring report, which reflects the position of the 2011/2012 Capital Budget as at 31 July 2011, is attached for consideration.

Members are asked to note that the report details budget changes to be noted by Cabinet, together with a change to the Transformation programme which will require approval by Council following recommendation to Cabinet.

8. **Business Plan Performance Scorecard Report** (Pages 69 - 84)

The current Business Plan Performance Scorecard report, as presented to Cabinet on 13 September, is attached for consideration. Appendix 2 has been omitted from the report as this has been included as an attachment in Item 6 – Transformation Programme above.

The Committee are also advised that the Chairman, Vice-Chairman and Scrutiny Manager have met informally with the Director, Performance, Policy

and Partnerships to discuss the approach to performance reporting on progress with implementing the Council's priorities from the Business Plan.

Performance issues currently are the responsibility of the individual select committees as appropriate.

9. **Task Group Update** (Pages 85 - 88)

The Committee is asked to note the update on Task Group activity attached.

10. **Scrutiny Representation on Project Boards**

The Committee has scrutiny representation on several Project Boards. This item has been included to allow members to provide updates where appropriate.

Project Boards with scrutiny representation include:

Staffing Management Executive Board – Cllr Ricky Rogers
Revenue and Benefits Project Board – Cllr Pip Ridout

11. **Forward Work Programme** (Pages 89 - 94)

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

12. **Date of next Meeting**

17 November 2011.

13. **Urgent Items**

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

PART II

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

NONE

OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE MEETING HELD ON 14 JULY 2011 AT COUNCIL CHAMBER, MONKTON PARK, CHIPPENHAM.

Present:

Cllr Peter Colmer (Substitute), Cllr Tony Deane (Vice Chairman), Cllr Peter Doyle, Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman), Cllr Bill Roberts, Cllr Ricky Rogers and Cllr Judy Rooke

Also Present:

Ian Brown, Andrew Kerr, Cllr John Noeken, Barry Pirie, Cllr Pip Ridout, Matthew Tiller and Cllr Dick Tonge

169. Apologies and Substitutions

Apologies were received from Cllrs Nigel Carter, Christopher Devine, Nick Fogg, Charles Howard, Mark Packard and Jonathon Seed.

Cllr Peter Colmer substituted for Cllr Mark Packard.

170. Minutes of the Previous Meeting

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

171. Declarations of Interest

There were no declarations of interest.

172. Chairman's Announcement

The Chairman expressed concern over the poor attendance at the meeting. Analysis of attendance over the past 3 months would be undertaken. Group leaders would be contacted to encourage better attendance and to ensure that relevant substitutions were provided where possible.

173. **Public Participation and Councillors Questions**

There was no public participation.

174. **Service Realignment and Associated Matters**

The Chief Executive was in attendance to update the Committee on the recent realignment of services and associated matters.

Confirmation was provided that a review of the management structures throughout the organisation had been conducted to ensure the authority was fit to deliver the business and financial plans.

A copy of the revised structure in relation to the Chief Executive's area was circulated for Committee members' consideration where the following was highlighted:

- The realignment incorporated the preference for the Director of Finance, Section 151 Officer and Governance Officer to report directly to the Chief Executive to ensure the authority remained fit for purpose whilst the significant changes taking place over the life of the business plan were underway.
- The Corporate Director for Community Services would take responsibility for housing to ensure symmetry of housing services with adult social care.
- The Service Director for Policy, Performance and Partnerships would now report directly to the Corporate Director for Children & Education and form part of an expanded Corporate Leadership Team.
- The Neighbourhood and Planning directorate had been renamed Operations as this provided better clarity on the Corporate Director's responsibility.
- The Resources directorate had been renamed Transformation and Resources. As a result the Transformation Programme Director would report directly to the Corporate Director within this directorate.

In addition clarification was provided that the contract for the Chief Finance Officer, had been revised and extended to March 2012 to ensure continuity of service during the budget setting process in February 2012.

The realignment of service as detailed had been agreed at the Officer Appointments Committee which took place on the morning of 14 July. Acknowledgement was given to the Service Director for HR and Organisational Development who had worked tirelessly to ensure as smooth as possible

process had been undertaken whilst adhering to the legal requirements to inform those posts affected which had been the case throughout all of the harmonisation and review period.

Members expressed concern as to whether the realigned service was resilient as further resources had been removed from the authority and this could impact on the services provided. The Chief Executive clarified that for the most part, the service delivery should remain as already set but that reviews would continue during the next 2 to 3 years to ensure the service provision remained fit for purpose as further details emerged in relation to central government plans, including the Localism Bill and Health and Social Care Bill.

A Transformation Programme Working Committee, chaired by the Corporate Director Transformation & Resources, would manage the 8 identified transformation programmes within the Corporate Programme. The finalised programmes would include measurements to monitor their effectiveness.

In terms of Public Health and Protection, a joint strategy meeting with hospital providers and GPs was to take place which would include discussion on Health and Wellbeing Boards. Although delays had occurred due to the listening exercise undertaken by central government, budgets continued to be developed until further clarity on the Bills became available.

A management programme outlining the principal purposes of each of the 12 programmes would be provided by the Chief Executive following the meeting. This would assist the individual select committees in highlighting further areas for potential scrutiny alongside the resulting implementation plans and scorecards arising thereafter.

The Chief Executive confirmed the importance of scrutiny engagement to ensure the Council remained open, honest and transparent with policy development and acknowledged that top performing Councils across the country had strong scrutiny involvement.

The Scrutiny Manager confirmed that a discussion document on reviewing scrutiny arrangements had been drafted and would be circulated to the Liaison Board prior to wider circulation and comment by Group Leaders and CLT. Comments received from the Committee would be taken into consideration within the discussion paper.

Resolved:

To thank the Chief Executive for his attendance and note the comments received and await further details of each of the aforementioned 12 programmes, including implementation plans and score cards, so that an effective scrutiny exercise can be devised and applied to the Business Plan.

175. **People Strategy**

The Service Director for HR and Organisational Development was in attendance to present the Committee with an update report on the People Strategy 2008-2012 which had been implemented to support the transition to Wiltshire Council in 2009.

Clarification was provided that the current strategy was in place until 2012 but that in light of the release of the Council's business plan earlier in the year a review of the priorities and a realignment of the strategy was required which would incorporate workforce planning.

The information contained within the update report highlighted the intentions and plans for the revised strategy, a draft copy of which could be submitted to the Committee for further consideration if required.

There would be two aspects of the resulting strategy the first of which would be a 4 year aspirational strategy document which would identify areas of work, the second would include targets and delivery items and actions to ensure the strategy remained focused and fit for purpose over the next 4 years and in line with the business plan.

Resolved:

- 1) **To thank the Service Director for his attendance.**
- 2) **That a copy of the revised strategy once available would be provided to the Scrutiny Manager and Cllr Ricky Rogers, scrutiny representative on the Staffing Management Executive Board for initial consideration.**

176. **Benefit Service Inspection**

A report outlining the Audit Commission's findings following an in depth inspection of the Council's benefit service together with the Council's Implementation Service Plan were provided for consideration.

The Head of Revenue and Benefits was in attendance to present the report and answer questions arising.

Members were also asked to note that the Revenue and Benefits Project Board update to be provided under Item 182 which would also be given by the scrutiny representative within this item.

Clarification was provided that the Audit Commission had undertaken a review on a number of unitary authorities all of which had reached a similar scoring. Four key recommendations were made within the review and these had been incorporated within the Council's ensuing Service Plan.

Other key areas for further development identified by the audit commission included customer satisfaction where confirmation was provided that there were plans for a survey to be issued to a number of customers within the next 4 weeks.

The issue of overpayments was also being addressed although it was recognised that caseloads had an impact on the ability to address this area with an increase of approximately 200 cases within the last month alone. However the Committee were asked to note that the rate of recovery of overpayments had increased in line with this. Members of the Committee also noted the importance of a more joined up approach between revenue and benefits teams and those working within the housing sector to address issues.

The impact that proposed Welfare Reforms could have on the way in which revenue and benefits were run and the difficulties this could cause for local authorities was also noted and further guidance was awaited from central government in this area.

In addition to the report provided, the scrutiny representative on the Revenue and Benefits Project Board confirmed that several meetings had taken place in relation to implementation of the new software platform for the revenue and benefits system. The Head of Revenue and Benefits confirmed that a meeting was to be held on 17 August following which further clarity on its implementation would be available although the system was still currently expected to go live by the middle of December.

Resolved:

- 1) **To note the update provided; and**
- 2) **That an update on the implementation of the new Revenue and Benefits System is provided to the scrutiny representative of the Revenue and Benefits Project Board following the meeting to be held on 17 August 2011 and that the scrutiny representative update the Committee accordingly.**
- 3) **The Chairman and Scrutiny Manager to consider how a 'more joined up approach' between Revenue and Benefits and Housing could be best achieved in order to deal with the issues of concern that members had raised.**

177. **Revenue Outturn Report**

The final revenue outturn report 2010/11 as submitted to Cabinet on 14 June 2011 was presented for the Committee's consideration.

The Chief Accountant, in attendance to present the report, confirmed that taking into consideration the current economic situation, the underspend achieved was positive with the Council achieving a significant improvement since the forecast made in month 10. A final audit was to be undertaken by KPMG with the findings submitted to the Audit Committee in September.

Members of the Committee noted that the Community Services budget had accrued an overspend of approximately £4.5 million despite the fact that the budget for the current year being increased by about that amount. This would need to be carefully monitored throughout the year.

Ensuing discussion included concern over the length of time taken to receive budgetary figures. With this in mind a request was made that a timetable be provided to allow scrutiny to consider the process currently in place.

Clarification was requested on the specific areas that had resulted in additional developer income received.

Members requested details of the specific areas that had resulted in additional developer income and details on the financial pressures in relation to the interim staffing measures. The Chief Accountant confirmed that these would be provided following the meeting.

Members also noted within the Housing Revenue Account an underspend of approximately £1m which they were informed was largely due to the removal of staff and areas of service provision. Concern was expressed as to the impact this would have on the quality of the service.

Resolved:

- 1) To thank the Chief Accountant for the report;**
- 2) That a timetable be provided to allow scrutiny to monitor the process currently in place in relation to financial reporting;**
- 3) That further clarity would be provided on the areas of additional revenue within developer income; and**
- 4) That further details on the financial pressures in relation to the interim staffing measures be provided.**

178. Capital Outturn Report

The Capital Outturn Report which reflected the final position of the capital budget for 2010/11 was presented for consideration following its submission to Cabinet on 14 June 2011.

The Chief Accountant in attendance to present the report, provided clarification that some of the underspend had resulted from slippages in projects, some of which were planned, and also took into account an underspend by the area boards, details of which would be provided following the meeting.

Resolved:

- 1) **To note the report provided; and**
- 2) **That details of the underspend by area boards would be circulated following the meeting.**

179. **Procurement & Commissioning Task Group**

The Agenda item as circulated provided clarification on the formation of the Procurement and Commissioning Task Group the first meeting of which would take place on Thursday 28 July 2011.

180. **Member Support in the Locality Task Group**

As provided in the Agenda item, the Councillor Development Group was re-drafting the Councillors' Handbook and requested that the Member Support in the Locality Task Group consider the draft version once available for comment.

The lead member of the Task Group provided confirmation that he was happy to continue in his role and would arrange for the Task Group to scrutinise the Handbook once available referring any suggestions back to the Councillor Development Group directly.

Resolved:

That the Member Support in the Locality Task Group would meet to consider the draft version of the Councillors' Handbook once available and refer any suggestions for improvement back to the Councillor Development Group. These should also be reported back to this Committee.

181. **Task Group Update**

An update on Task Group activity was circulated with the agenda for the Committee's consideration with the following additional information provided.

Campus and Operational Delivery Programme (CAOD) Task Group

The Task Group would meet again once Delivery Plans and related scorecards had been received for the Project.

The Chairman, Vice Chairman, Scrutiny Officer for the Task Group and Scrutiny Manager would discuss at that time whether further scrutiny representation was required on the Task Group taking into consideration the size of the CAOD Programme and its relationship with the overarching Transformation Programme.

S106 Task Group

The Task Group would meet again in September where details on the operational process to ensure monitoring of the database would be received in addition to further information on the accessibility of the database by the public.

Due to concerns raised in relation to the completion of the database a site visit would also be arranged prior to the next meeting of the Task Group to assess its current status.

Partnerships

The work undertaken on Community Safety had now been completed and a report presented at the Committee's previous meeting. Although community safety had been identified as a priority for the public it was noted that this had not been reflected within the Council's Business Plan and was thus highlighted as an area of concern within the final report.

The Task Group would now commence scrutiny work on the Wiltshire Housing Partnership with its next meeting scheduled to take place at the end of July. The Chairman of the Housing Commissioning Board would be asked to attend.

Resolved:

To note the updates provided.

182. **Scrutiny Representation on Project Boards**

Staffing Management Executive Board

The scrutiny representative confirmed that details of proposed revisions to terms and conditions had been relayed to staff.

The Service Director for HR and Organisation Development was praised for the communications undertaken to ensure staff were kept fully updated.

Revenue and Benefits Project Board

This update was provided within Item 176 above.

183. **Forward Work Programme**

The Committee noted the Forward Work Programme provided which would be amended to reflect the recent changes to cabinet and portfolio holder responsibilities.

184. **Date of next Meeting**

15 September 2011.

185. **Urgent Items**

There were no urgent items for consideration.

(Duration of meeting: 2.00 - 4.15 pm)

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

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Wiltshire Council

Organisation & Resources Select Committee

15 September 2011

Corporate Programme: Process, Methodology & Status

1. Purpose

1.1. The purpose of this paper is twofold:

1.1.1. to update members on the process by which we are managing the ongoing corporate transformation programme including the eleven constituent programmes described in the Business Plan, and;

1.1.2. to update members on the status of the programme as at August 31 2011.

2. Background

2.1. The four year Corporate Business Plan describes a transformation programme comprising eleven separate but interrelated programmes of work to deliver the objectives of the Council between 2011 and 2015. Within these eleven programmes are three hundred plus individual projects.

2.2. To ensure the robust delivery of these programmes and projects, a Programme Office (PO) has been created within the Transformation Programme covering all projects and programmes run across the council. The PO will be run by Karen Perrett as Head of Service.

2.3. The Programme Office is now fully staffed with 33 FTEs. This has been achieved by re-configuring existing roles, responsibilities and structures – largely from within ICT – into a single coherent whole with the purpose expressed above.

3. Method

3.1. This section addresses the key issues of method for running such a large complex programme successfully. It builds on the learning we have in the organisation after the successful delivery of the One Council and SAP programmes in 2009.

3.2. *People*; selection to the Programme Office is complete and the resources are now in place. Many of these people are existing project managers with the

required skill and knowledge for the role. Those that require development will be given that training over the next 3 months.

- 3.3. *Process*; all projects, programmes and the overarching transformation programme will utilise a refined version of the existing Wiltshire Council project management methodology based on PRINCE2 and MSP – Managing Successful Programmes. Members might like to consider if they require some training in this area to better fulfil their scrutiny role?
- 3.4. *ICT*; all programme supporting documentation is standardised and will operate on Share -Point 2010 from October. This makes it transparent and open to review by all and facilitates programme reviews to be held on-line in real time. This is best practice. Future Scrutiny of individual projects and programmes could be undertaken on-line and the committee are requested to consider this.
- 3.5. *Reporting format*; standardised report formats will be used and these will be included in the Performance Scorecard quarterly report to Cabinet. At the high level review for members, these will include an assessment against the following criteria for each project and programme:
 - 3.5.1. Timing (to the approved work plan)
 - 3.5.2. Quality & performance (to the approved performance criteria)
 - 3.5.3. Budget (to the approved budget)
 - 3.5.4. Resources (are people, money and asset related resources in place?)
 - 3.5.5. Overall project or programme status
- 3.6. For each of the criteria above, the following “traffic light” assessment will be made:
 - 3.6.1. Green – on time, to quality/performance and budget
 - 3.6.2. Amber – major issue but resourced mitigation plan in place
 - 3.6.3. Red – major issue for escalation
- 3.7. For any programme of this size, it would usual to find a mixed reporting profile of green (60% of activity), Amber (30% of activity) and red (10% of activity). Key for overall success will be to achieve the cultural and behavioural patterns whereby officers can honestly and openly assess the performance of the projects and programme to ensure robust and reliable management of any yellow and red issues at the earliest opportunity. We must avoid any hiding of issues. This is best practice. The political implications of achieving this are significant and should be considered by the committee.
- 3.8. It is suggested that red issues and their associated recovery plans become the focus for scrutiny activity in the future. If accepted, this will influence the current review of overview and scrutiny arrangements in the council.

4. Results

- 4.1. **Appendix A** summarises the August status for the overall programme. Currently there are three red issues described in the paper. Development of mitigation plans for each is underway and at present does not impact on the

overarching Business Plan objectives. The detail status on the one yellow and one red programmes is:

4.1.1. *Procurement (yellow)*; two issues exist with the programme: (1)The Adults of Working Age project is experiencing resource & capacity constraints that if not addressed could affect the delivery timing. These are being resolved by the programme team and senior management. (2) A proposal to revise the organisation structure of procurement is under development and will be reported to CLT and members in the Autumn.

4.1.2. *Service reviews & systems thinking (red)*; **Appendix B** gives the detail position for the programme. The programme is at red status as the financial objectives cannot be achieved solely from activity addressed by the programme. Other actions will need to be identified as part of the budget setting process to secure the overall financial objectives. This work is in hand.

5. Conclusions

- 5.1. The above summary of how we plan to run the programme is in line with best practice Programme and Project Management (PPM) principles.
- 5.2. This approach has been reviewed, discussed and agreed separately by CLT and Cabinet.
- 5.3. The approach outlined in this paper is the same approach to governance and reporting that will be taken by the Officer and Member Transformation Board. Significant progress has been made by officers in developing, populating and deploying this approach and shortly a member of the Corporate Programme Office will sit on all of the major project boards across the authority. The commitment of the staff within the Corporate Programme Team is worthy of note.

6. Recommendations

- 6.1. Scrutiny are requested to review this plan, approach and methodology and scrutinise it as appropriate.
- 6.2. Scrutiny are also requested to review the initial programme status and feedback their views and recommendations.




Dr Carlton Brand
Corporate Director, Transformation & Resources
01225 718088
























































Attachments

1. Programme Status summary
2. Programme “fish bone” (Ishikawa) diagrams
3. Systems Thinking Programme paper




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CLT Programme Status: August 31 Status

Key	
	Red – major issue for escalation
	Amber – major issue, mitigation plan in place
	Green – on time, to quality and budget

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Procurement					
Service Reviews and Systems Thinking					
Asset Management					
Campus and Operational Delivery					
Knowledge Management					
Localism					
Waste (Investment)					
Economy & Unemployment (Investment - Action for Wiltshire)					
Wiltshire Online (Super-fast broadband)					
Local Development Framework (LDF)					
Technology Plan including SAP					

Summary of red issues

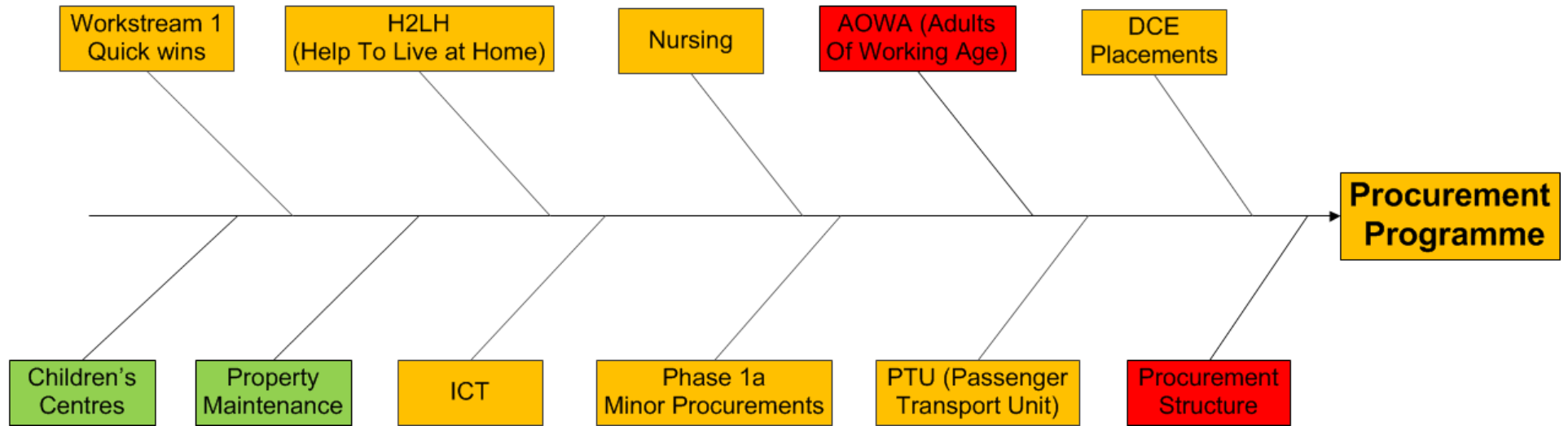
	Programme	Project	Issue
	Procurement	AOWA (Adults of Working Age)	Resource plan constraints not yet resolved. Under development. Owner: A Kerr / M Hudson
	Procurement	Procurement Structure	Proposals for procurement organisation to be included in CLT centralisation work due Oct. Owner: M Hudson
	Service Reviews and Systems Thinking	Benefits Realisation	BP projected savings not achievable within current programme scope. Other actions under development Owner: C Brand / M Stone

Dr Carlton Brand
Corporate Director, Transformation & Resources

Procurement Programme

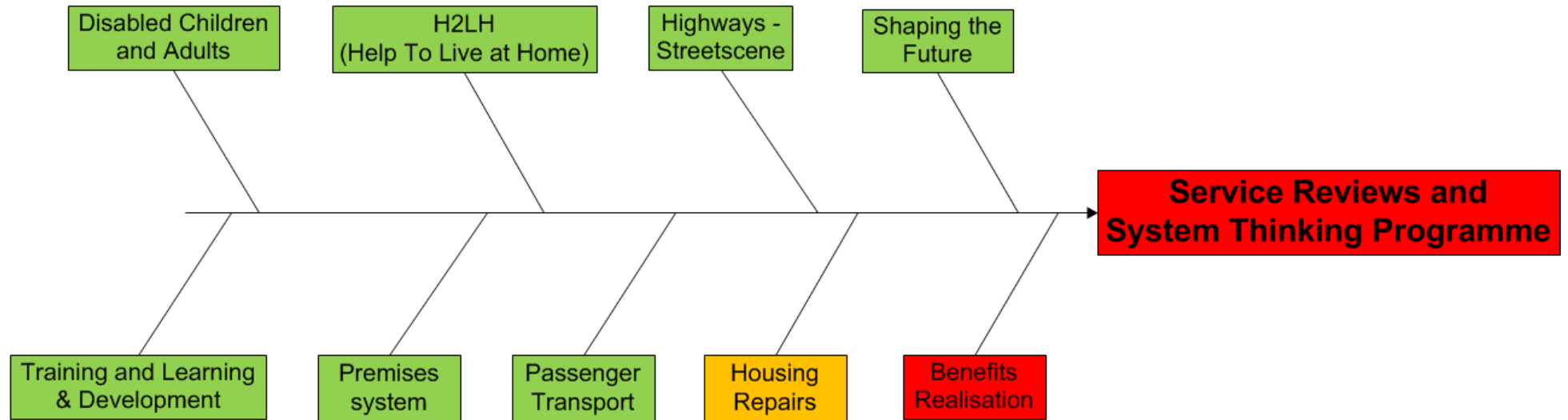
Programme Manager Caroline Bee

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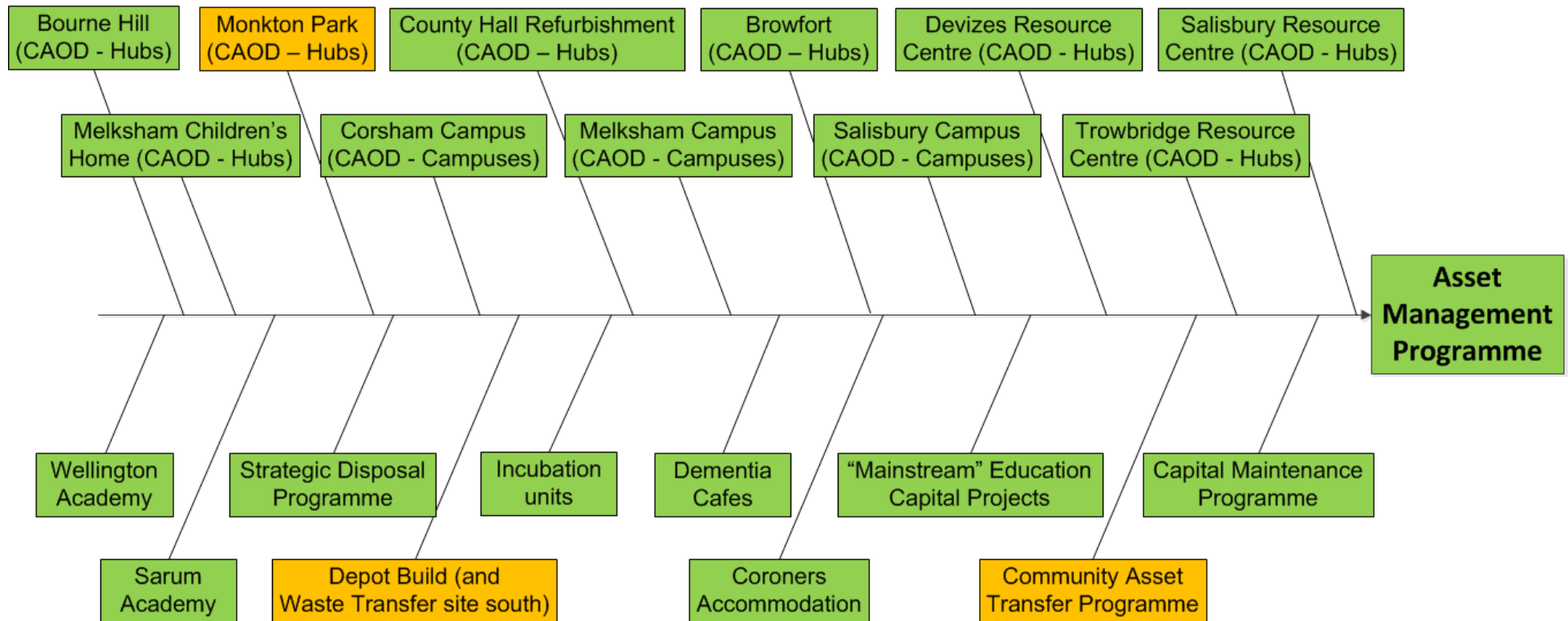
Service Reviews and System Thinking Programme

Programme Manager John Rogers



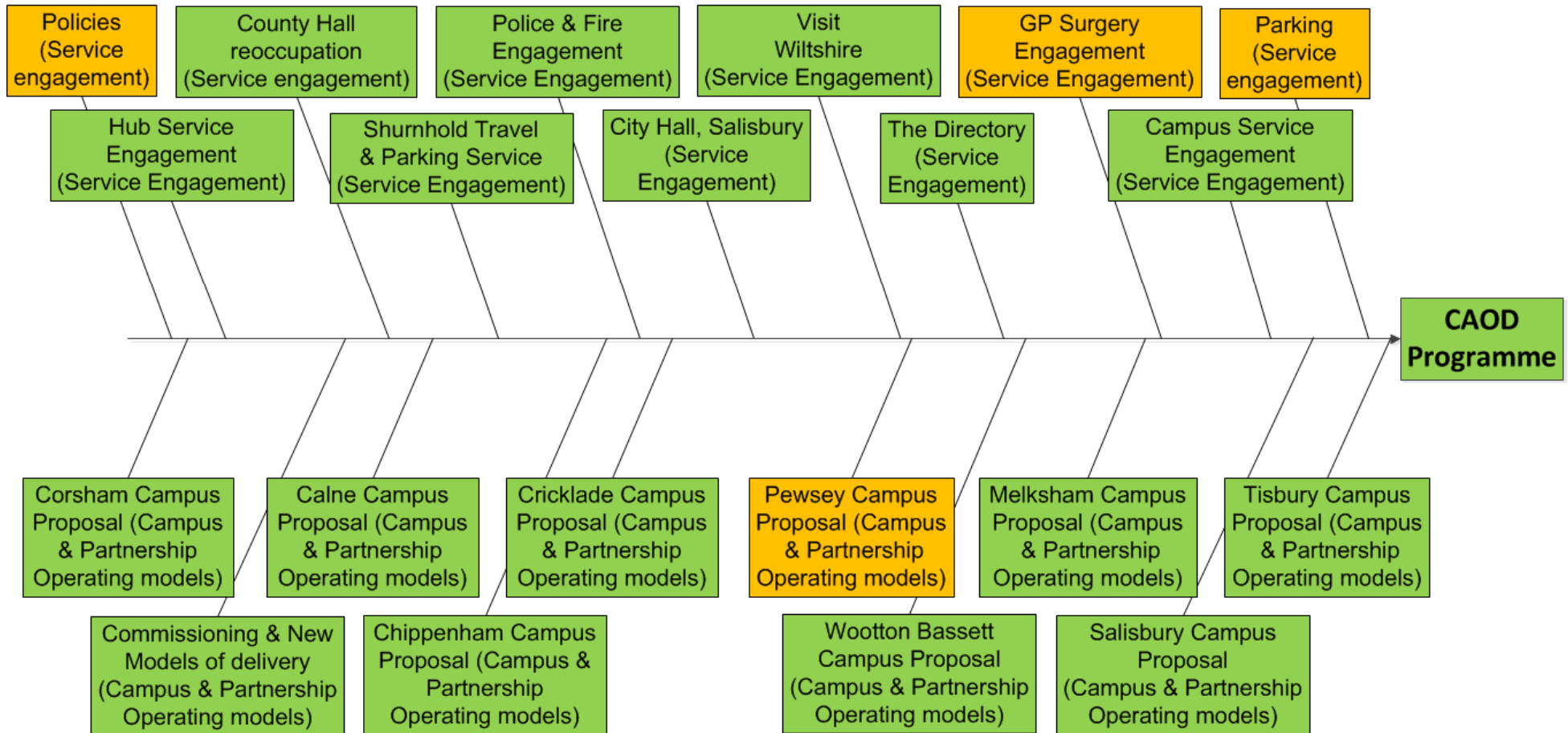
Asset Management Programme

Programme Manager Sarah Ward



**Campus and Operational Delivery Programme
(including Commissioning and New Models of Delivery)**

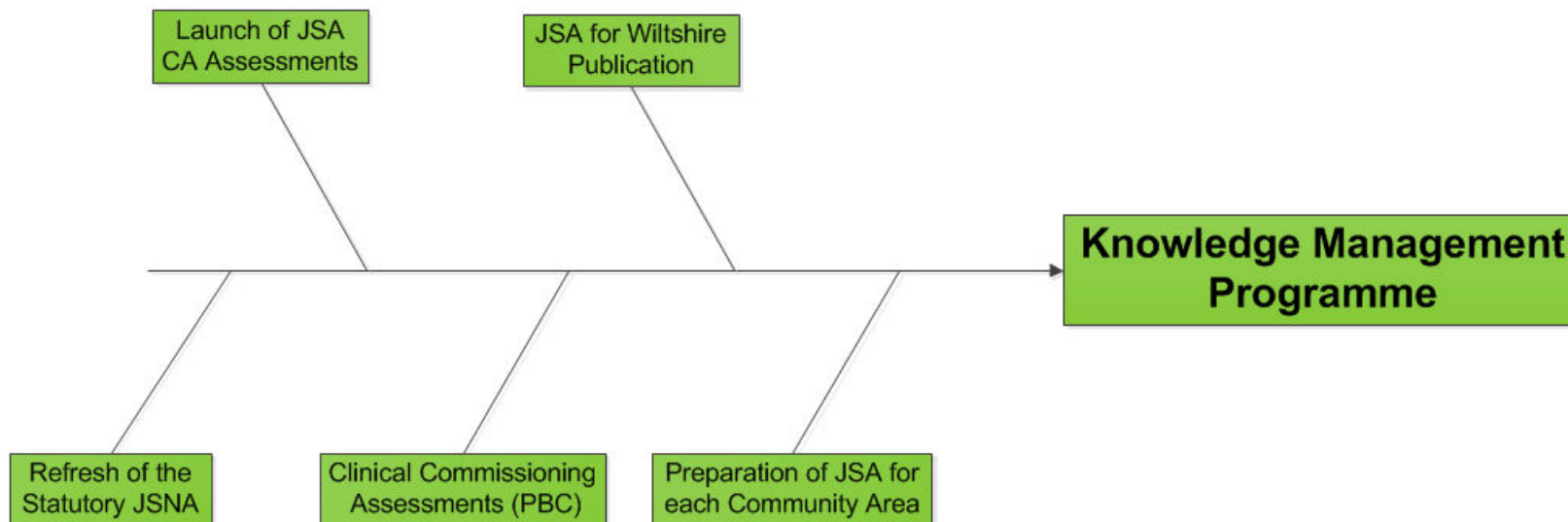
Programme Manager Lucy Murray-Brown/Julie Anderson-Hill



Knowledge Management Programme

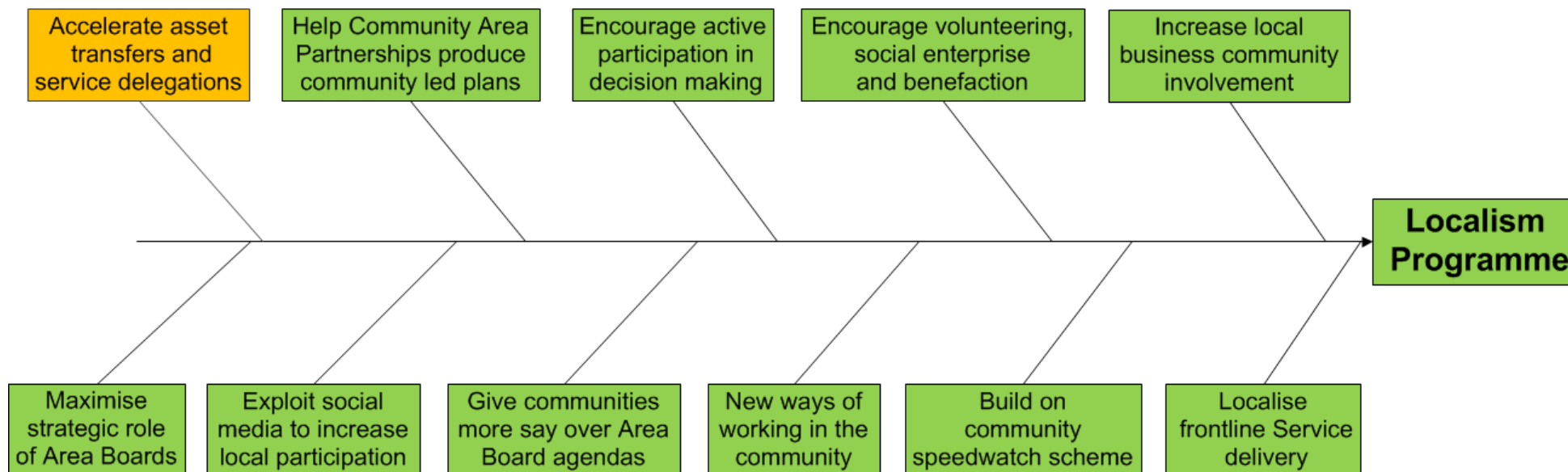
Programme Manager Aimee Stimpson

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Localism Programme

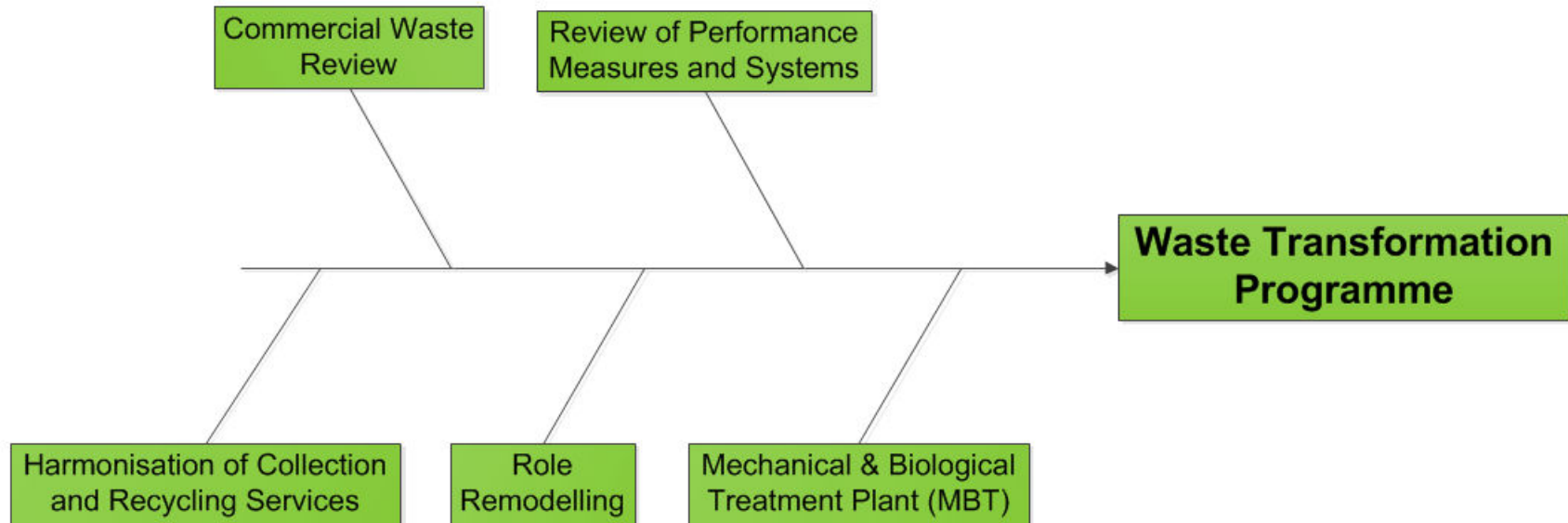
Programme Manager Niki Lewis



Waste Transformation Programme

Programme Manager John Geary

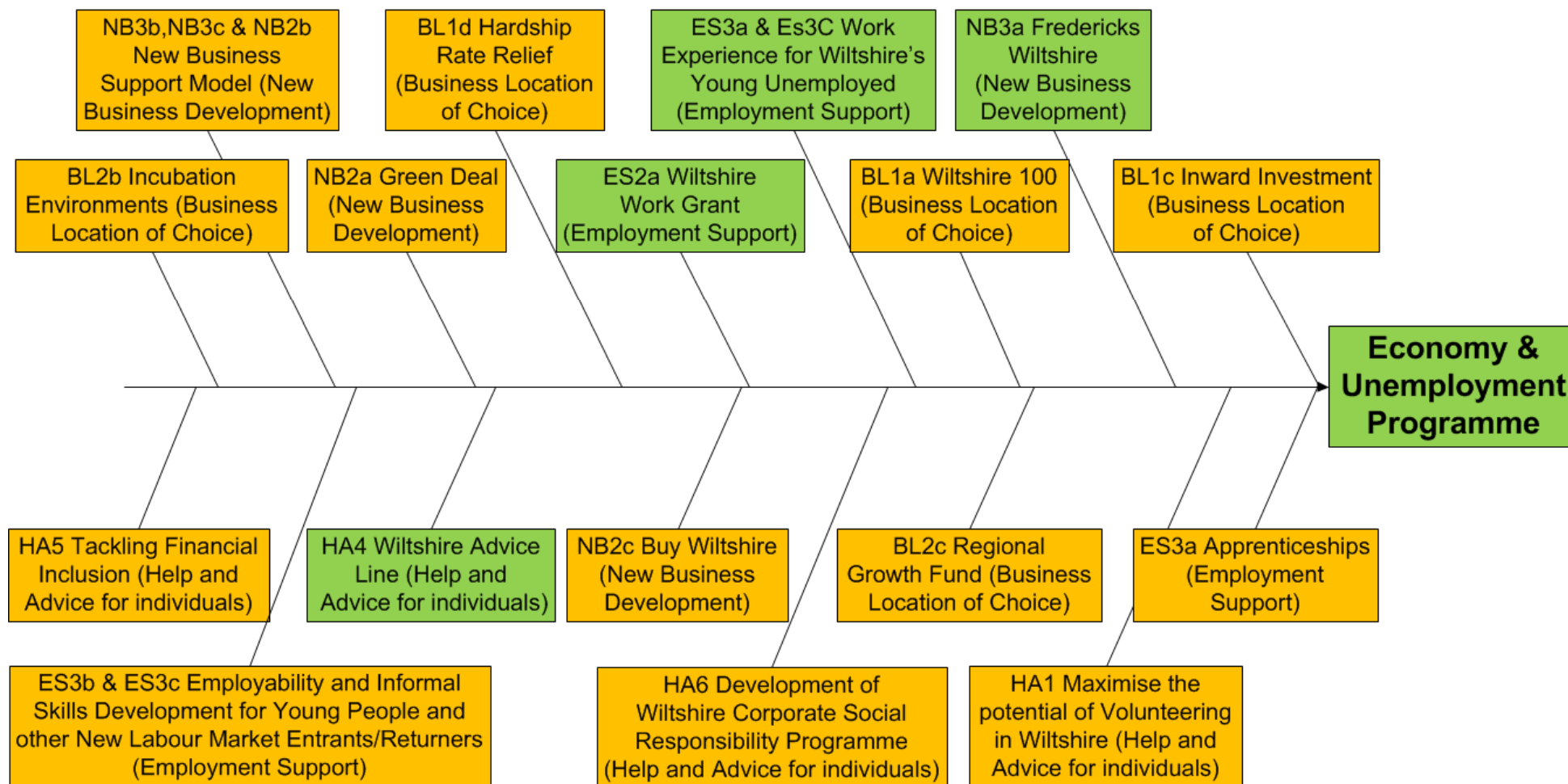
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Economy & Unemployment Programme (Action for Wiltshire)

Programme Manager Alistair Cunningham

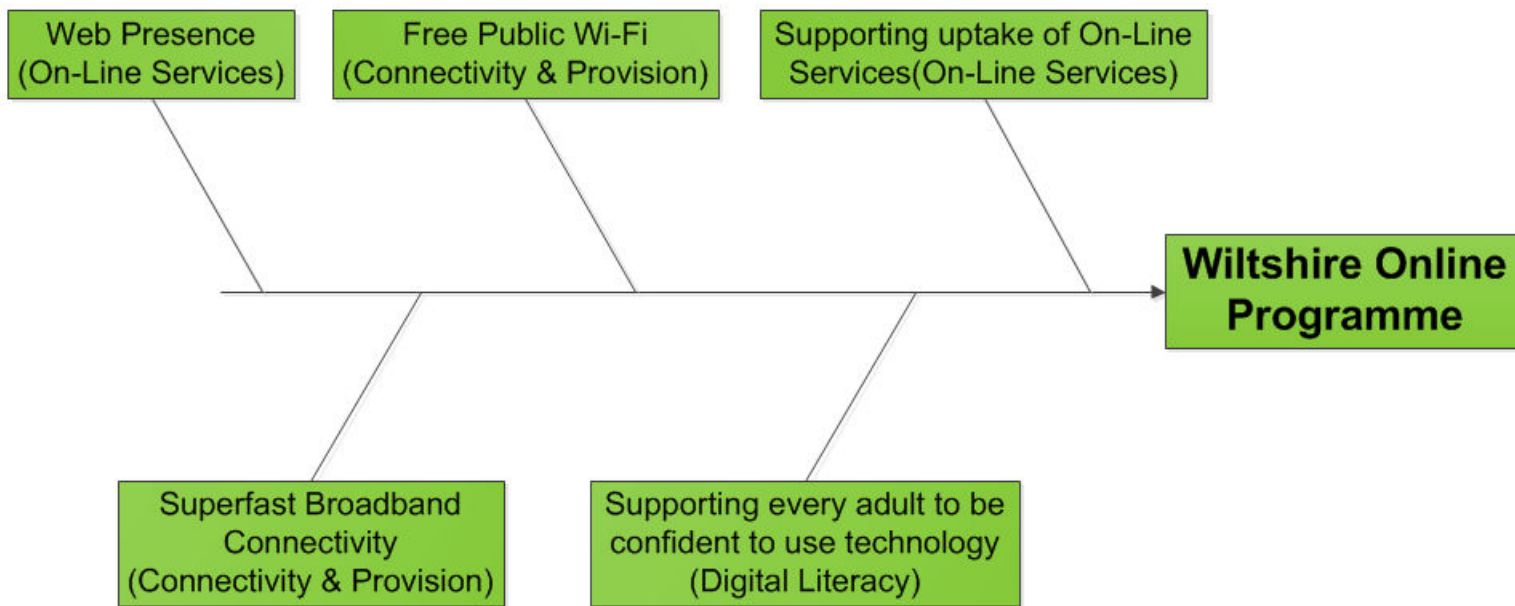
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Wiltshire Online Programme

Programme Manager Ian Baker

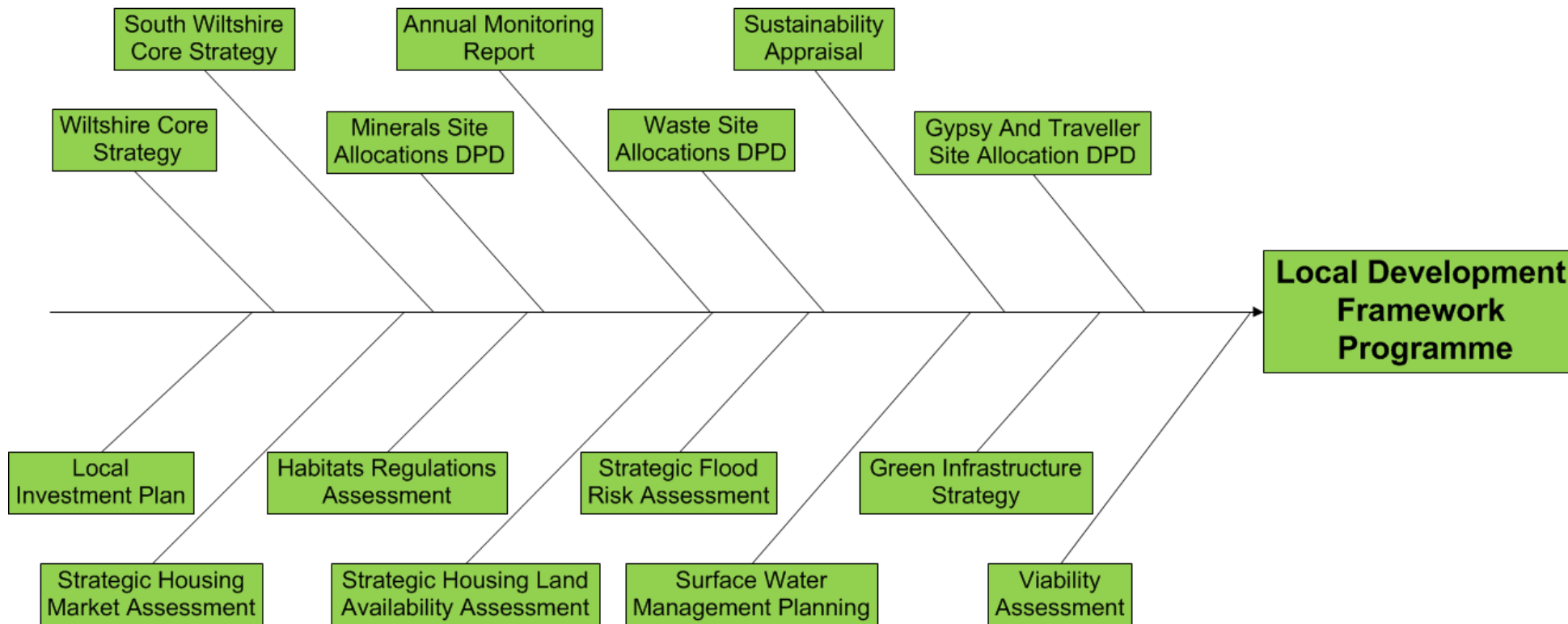
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Local Development Framework Programme

Programme Manager Alistair Cunningham

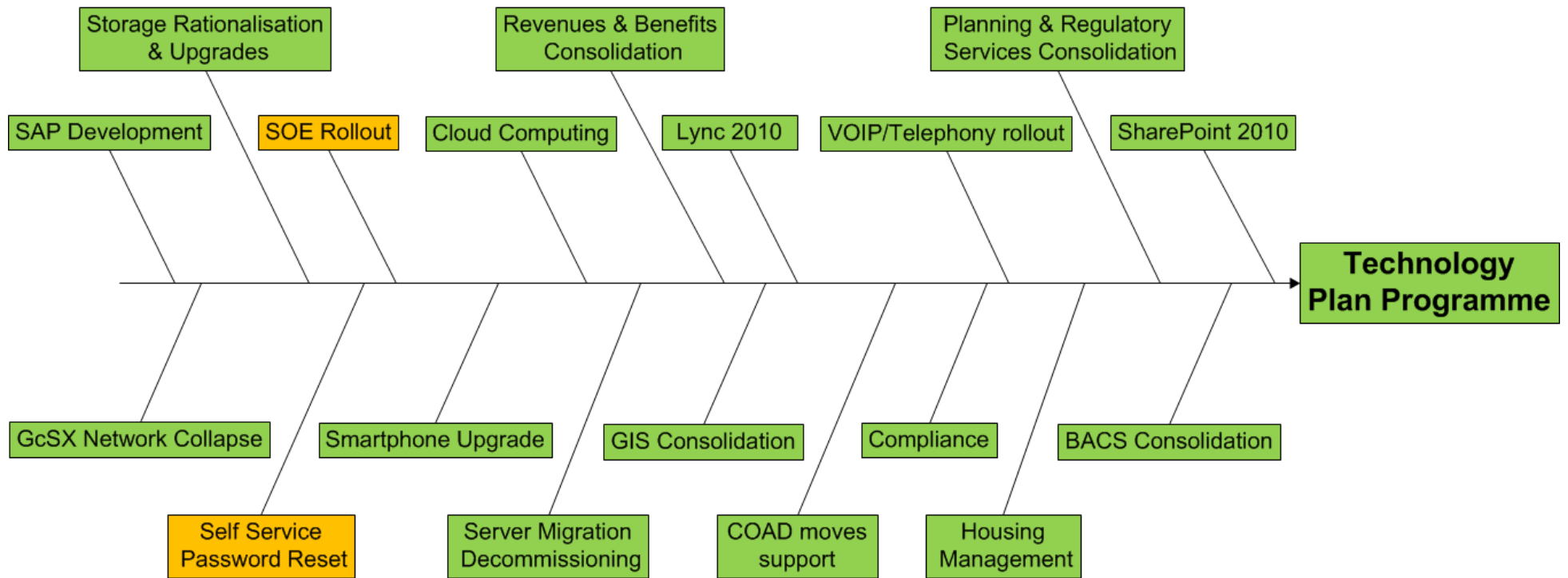
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Technology Plan Programme including SAP

Programme Manager Karen Perrett

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Transformation Programme: Customer Access and Business Transformation workstream Update for Cabinet Liaison – workstream current position

1. Programme progress and successes

1.1 Reviews – delivery

We are working with the business on about 40-50% of the planned programme; this is already the largest programme of service reviews we have ever done and quite possibly the largest in year programme of system thinking anyone has done.

Help To Live At Home (H2L@H), Disabled Children and Adults (DCA) and Highways and Streetscene are three of the four large reviews in the programme, and all are progressing to plan with respect to delivery.

Together, these three service reviews cover approximately £130m of the council's spend, and waste and recycling (fourth major review, starting in 2012) will increase that by a further £29m.

The medium sized reviews, in Passenger Transport (£5m in scope - started), Parking (£9m – currently baselining), Fleet (£13m – currently baselining) and Premises and Place (due to start in August 2011, budget to be determined) will add a further £27m to the spend covered by the reviews, plus a significant additional sum from the Premises and Place review. The total spend covered by the large and medium reviews in 2011/12 will exceed £200m

1.2 Developing our capability

In the last four months we have trained more than 100 staff (managers and team members) in systems thinking skills:

- 30 people have gone on 2-3 day intensive courses and most of these have had further one to one coaching/follow up support for their work in their services;
- 60 people have had practical introductions to customer focus and systems thinking;
- 10+ senior managers (CD/SD/HoS) have worked on service reviews and/or been in workshops using systems thinking and are at the stage where they can lead interventions with support.
- Four members of staff are receiving intensive training as systems thinking practitioners.

In addition, at least another 100 staff across DCS, DCE and DNP have been involved in service review teams and improvement workshops and gained systems thinking skills as a result.

We have more people with systems thinking skills than ever before, and our capability is growing faster than ever before, expanding this area is a key focus for us.

2. What we have learned – to drive our future work

We will only *transform* when we work across an entire system, and our management structures do not currently match the systems which are built around customers and place, not single services.

Help To Live At Home (H2L@H) is the council's current best practice in this respect, seeking to redesign fundamentally how service is delivered across the principal council department, our partners, and suppliers. Disabled Children and Adults (DCA) programme has the same ambition, and operates across two major departments.

We will work with the departments to extend, improve and embed this approach to all our current and future service reviews as requested by the Resilient Communities Board.

For example, service reviews in DNP are currently working within service directorates. Although they will deliver significant benefits, these are constrained because the reviews do not yet operate across the entire “place” system (ie including economy and enterprise and planning, in particular) and this needs to be addressed rapidly if we are to achieve *systemic* improvement and savings.

3. Benefits realisation

Progress on this has been insufficient. We now have agreement between the departmental business change leads, the finance department, and the programme about how we will work together:

- tangible benefits must be cashable (ie not cost offset or avoidance, but cash releasing);
- achieving real cashable reductions matters more than savings categories or headings we ascribe;
- finance provide the figures, to predict and to count the benefits.

However, we have a substantial gap between the benefits that are needed to achieve our 12/13 budget, and those we are confident that the business can realise in that timescale as a result of systems thinking reviews. This shortfall figure is being clarified with Finance but is of the order of £10m. Addressing this will be a major focus over the next three months during the main budgeting cycle.

4. Status reports – service reviews/fishbones

4.1 Disabled Children and Adults

Overall Status is **Green**

The project is on track to deliver a business case in September, and engagement is generally good. Whilst the overall sweep of the project is clear, the challenge now is to focus on in the key areas we can affect as we move forward into the design stage, and to validate the savings that the review will be able to achieve, and over what timescale.

The overall status is green because progress vs schedule and scope are green, risk and resourcing are amber.

4.2 Help to live at home

Overall Status is **Amber**

This programme has seven workstream. Of these, HTLAH Service, Information Management, Wiltshire Options-VCS status are green; the other four streams: Operations, ICESS (Integrated Community Equipment and Support service), Call Centre & Response Service, and Communications: creating detailed plans, to be approved.

The overall status is amber because: progress vs schedule is green (following planned timescales); risk, resourcing and scope are all amber, and the programme team has clear plans and actions to address these and move them towards green.

4.3 Highways-Streetscene

Overall Status is **Green**

This sizeable intervention is now in the Check stage (understand the service and how it performs from the customer’s point of view) and is progressing well. We have the intervention team members we need including the active participation of people from key corporate and support services. The service leadership to Service Director is fully engaged and we have strong sponsorship from the Corporate Director in this. We increasingly understand how decisions made in other departments, particularly planning/development control and economy and enterprise, affect the demands placed on highways and streetscene and know that a single service approach to this review is not sustainable.

4.4 Passenger Transport

Overall status is **Green**

The Passenger Transport team are in one of their busiest periods of the year and the team are heavily burdened with immediate pressures. However, they have engaged with systems thinking with increasing ambition, and following training workshops (May) and a service review workshops (June and July), they are developing a clear improvement plan, initially on a small scale (quick wins) and subsequently for substantial improvements with substantial benefits.

The overall status is green because we have a growing scope and good engagement with partner departments (eg Finance and Customer Services), tangible benefits to realise, momentum and strong management support.

4.5 Housing repairs

Overall status is **Amber**

This review is now in the second major stage, where the team create and test new ways of working. So far, the new process has had excellent early results, both for response time and for productivity. This work has been delayed due to the time taken to rack vans and to provide purchasing cards. The team have also worked with the telephony team to implement a new way of call handling to improve the customer experience – call volumes are down and connection rates are up; again, we are monitoring this to see that it is sustained.

The overall status is amber because although the performance of the new processes/ways of working is markedly better than the current ways (nb pilot), the scope is tightly restricted and the intervention team does not yet have the preferred level of management engagement and support it believes is necessary to ensure full roll out.

4.6 Premises and Place as a system

Overall status is **Green**

This review has been prioritised by the Transformation Programme Director following discussion at CLT and the Resilient Communities Board and co-sponsors have been identified: Jacqui White and Lucy Murray-Brown for Premises and Niki Lewis and Lucy Murray Brown for Place. Work has begun to mobilise this review (see under next steps below). The Resilient Communities Board identified Corsham, Melksham and Salisbury as three areas where we would focus on place.

4.7 Benefits realisation

Overall status is **Red**

We have made progress on agreeing the approach and roles/responsibilities with the business and with finance, and have confirmed the Benefits Realisation Manager. Finance has provided the figures for the budget spend in scope of the reviews. On the basis of these figures, we have provided an indicative figure for realisable savings *from the services* undertaking systems thinking reviews, of approximately £23.5m, with £13m in 2012/13. These figures are based on a “% of spend estimate” and have not been validated by the reviews or by finance. Note that savings are achieved by budget holders using systems thinking, not from the programme, which is the enabler and has no budget of its own to deliver a saving from.

The overall status is red because: there is a substantial shortfall, the figures for savings have not been validated, and the timescale to provide validated figures is now very short. At this time, there is a significant shortfall in total savings identified and verified.

4.8 Learning and development activities

Overall status is **Green**

Development will continue to be the means by which we resource the programme and ensure its success. Work is under way with the Head of Organisation Development to develop a programme which will enable the adoption of systems thinking as the way we manage and improve the services to customers and communities. This programme has to be fast and large scale in order to support the pace and scale of service reviews that the business needs.

4.9 Shaping the future

Overall status is **Green**

The Shaping the Future Board is overseeing a wide-ranging culture change programme including developing our values, behaviours, organisation development and HR management approach.

The overall status is green because the programme is delivering the right things on schedule, and is resourced and its cultural aspects are being embraced across the transformation programme.

5. Plans for the next three months (August-October 2011)

5.1 Delivery

We will start the following reviews:

- how we operate our premises (including buildings, estate operations, ICT, consumables, security, and front desk)
- place – starting with Melksham, Corsham and Salisbury
- fleet (subject to baselining)
- parking (subject to baselining)
- start work with planning /DC and public protection as part of the DPIT implementation.

We will also continue all the reviews already under way.

We will apply what we have learned to:

- how the reviews are scoped – working with the business to extend the best practice we have learned on H2L@H so we address whole systems properly and not just a service;
- changing the culture – focusing externally on communities and customers, not internally on our management structures.

We will complete the integration of this workstream with the rest of the programme, piloting the community direction of customer-focused services in Corsham, Melksham and Salisbury.

5.2 Developing capability

We have never had so many people with systems thinking skills in the council; however, these are still a small group by comparison with the total workforce, and the scale and pace of reviews we are doing or planning.

We will continue to build our capability to deliver service reviews with the business through intensive learning and development:

- Structured programme for all staff across the council, developed and delivered jointly with the Organisation Development team.
- Coaching and support from our systems thinking experts, including knowledge transfer from externals focused on delivering a step change in internal capacity.
- Develop skills on the reviews already under way, especially the small and medium reviews.

5.3 Benefits realisation

Create robust benefits realisation plans for all the reviews, which will be part of the budgeting process for 2012/13. Baseline reviews, and monitor and report on benefits achieved. Pace has significantly

increased in this key area in recent weeks and is being directly supported by the Transformation Programme Director and Section 151 Officer.

6. Key risks

6.1 Unable to identify or realise enough benefits to meet our financial needs.

6.2 Unable to deliver fast enough, either because the business cannot do so, or because we don't have enough people with systems thinking expertise.

6.3 Continuation of service specific approaches to the release of cashable savings rather than adoption of full system based ones.

Mark Stone

Programme Director – Transformation, ICT and SAP.

Author : John Rogers, Programme Manager – Business Transformation and Customer Access

29th July 2011.

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Wiltshire Council

**Cabinet
13 September 2011**

**Organisation & Resources Select Committee
15 September 2011**

Subject: **Budget Monitoring Period 4 July 2011**

Cabinet Member: **Cllr John Brady – Finance, Performance & Risk**

Key Decision: **No**

Executive Summary

This report updates members of progress in delivering savings identified in the 2011-2015 Financial Plan in relation to the 2011/2012 base budgets, and of any significant new cost pressures or changes since the last report on 26 July 2011.

As per the last report, only 2% of savings (£0.599 million) are being classed as no longer deliverable (Red). This level of non-deliverable savings is not significant and within the tolerable level at this stage identified in the risk assessment reported to Council in February and could be covered by General Fund reserves. The red areas of concern and reasons for the changes are set out in the body of the report and officers are working on actions to introduce alternative proposals in order that the budget is delivered by year end so no draw on reserves is needed.

The £31.084 million savings identified in the financial plan have been risk assessed as to deliverability. As a result significant improvement have been identified in savings on target to be delivered. The levels of low risk savings has increased from 87% (£27.209 million) in July to 89% (£27.665 million).

Additionally, the last report identified significant cost pressures since budget setting, totalling £4.683 million. These were broken down as follows:

- £3.100 million cost pressure is forecast in Community Services, caused by demand for adult care services;
- £0.300 million pressure in looked after children;
- £0.500 million estimated shortfall of income from car parks; and
- £0.783 million under provision in waste assumptions.

Since last month additional cost pressures have been identified of £0.401 million. This is made up of an extra £0.222 million caused by demand for adult care services, an extra 0.139 million caused by the demand on the Looked After Children budget and an extra £0.040 million estimated shortfall of income from car parks.

Following a review of additional unringfenced grant received it is proposed that £2 million is vired to cover cost pressures identified in adult care services.

These changes lead to revised cost pressures at period 4 of £3.084 million. Action plans are being worked on in the appropriate areas to address this.

The report also sets out the future budget monitoring reporting arrangements to members for the rest of the financial year. This starts with a full budget monitoring report for month 5 will be brought to the next cabinet meeting. This will include full appendices showing budgets and expenditure in the new corporate structure.

Proposals

Members are asked to note the outcome of the Period 4 (July 2011) budget monitoring and receive updates on movements since the previous report in July.

Cabinet are requested to approve the virement of £2 million from additional unringfenced grant income to cover cost pressures identified in adult care services.

Reason for Proposals

To inform effective decision making and ensure a sound financial control environment.

Michael Hudson
Chief Finance Officer

Wiltshire Council

Cabinet

13 September 2011

Organisation & Resources Select Committee

15 September 2011

Subject: **Budget Monitoring Period 4 July 2011**

Cabinet Member: **Cllr John Brady – Finance, Performance & Risk**

Key Decision: **No**

Purpose of Report

1. To update members of progress in delivering savings identified in the 2011-2015 Financial Plan in relation to the 2011/2012 base budgets, and of any significant new cost pressures or changes since the last report on 26 July 2011.
2. Additionally the report sets out the future budget monitoring reporting arrangements to members for the rest of the financial year.

Background

2011/12 base budget

3. The Council's Annual Budget 2011/2012 identified £31.084 million of savings from across all areas of the Authority. These savings are recurring so any non-delivery will increase the scale of savings required to be found in future years as well as creating an in year cost pressure.
4. The full lists of savings were reported to members as part of the setting of the 2011/2012 budget. The savings have been restated in line with the revised corporate restructure and details are included in Appendix A.

Process for monitoring and reporting the 2011/2012 base budget

5. As per the last report to cabinet in July, this report focuses on the delivery of the Financial Plan savings agreed by Council to as these form the most significant risk to the Council not delivering on its balanced budget and thus contributing to an overspend.
6. To help with the focus on priority areas the budget monitoring format to senior officers and members has been revised to use a 'traffic light' risk assessment process. Therefore, the reporting against savings is broken down as follows:

Risk assessment	Definition
Red	There is a high likelihood that this saving will not be delivered in 2011/2012 at all. This could be caused by changes in such factors as legislation, policy or outcomes of further consultations, etc.
Red/Amber	There is a high likelihood that significant levels of the saving will not be delivered in 2011/2012. This could be due to factors such as unforeseen changes in demand or other assumptions, slow progress in implementation, delays due to external factors such as Government policy, etc.
Amber/Green	There is still a high likelihood that all or a significant part of the saving being delivered. This could be due to a small slippage in progress, or a restructure being planned to happen in October is on target to meet the deadline but as yet it has not happened and posts are yet to be deleted from the system, etc.
Green	All of the savings planned have been delivered and signed off as such by Accountancy in removal from base budgets.

7. The assessment is set out in the following paragraphs and in details by at Appendix A to this report.
8. Accountancy have also been reviewing service outturns for 2010/2011 with 2011/2012 projections to identify and raise any discrepancies for further review, and in more volatile demand led risk services such as care of the vulnerable (Adults and Children), and car parking. Accountancy have been working with Heads of Service to assess the initial costs being incurred in the year to date to assess this against prior year experiences.

Savings category per Financial Plan	2011/2012 Target per the Plan £000	Savings risked assessed £000	Green	Amber / Green	Amber / Red	Red
A. Management & standardising our pay	8.377	8.508	8.205	0.150	0.058	0.095
B. Reduce & make better use of our buildings	0.325	0.325	0.120	0.055	0.150	0.000
C. Procurement	7.400	7.369	2.416	2.604	1.976	0.373
D. Service Efficiencies	13.982	14.013	8.583	4.538	0.767	0.125
E. Systems thinking	1.000	1.000	0.268	0.726	0.000	0.006
Total £	31.084	31.215	19.592	8.073	2.951	0.599
Total %	-		63%	26%	9%	2%
Total reported July £	31.084		17.368	9.841	3.223	0.652

9. When the financial plan was set, the original target was £31.084 million. Since then, further management review has identified additional savings in some areas. Therefore in some cases the saving vary slightly from the original plan.
10. As part of continual management review savings have been examined since the last report. As a result, the table shows a significant improvement savings in the green and green/ amber categories. The levels of savings in these two categories has increased from 87% in July to 89%. The major movements in risk are highlighted below.
11. The Amber/Red risks have similarly improved. The Red assessments are at a similar level as last month. Work is continuing in these areas to review and identify required actions.
12. Full details of all risks are set out by Department in Appendix A.

Major movements in risk since period 3

13. In the Department for Neighbourhoods and Planning (DNP), £0.797 million has moved into Green/Amber from Amber/Red following confirmation of the progression of bus services/contract reviews within passenger transport. Plans in place to realise the full benefit as outlined in the financial plan.
14. Also in DNP, £0.422 million of Economy & Enterprise savings have been moved out of Amber/Red & into Green and Green/Amber following the transfer of the salaries element of the £1.000 million investment to resource the Action for Wiltshire programmes.
15. Within the Department for Transformation and Resources (DTR), £0.151 million has moved to Green/Amber. This represents a saving within HR related to the service review, however the review is being carried out later than planned however the budget is still being managed within the overall services bottom line.
16. Also in DTR, £0.059 million management review saving within business transformation have now confirmed in light of ICT restructure.
17. In the Department for Children and Education (DCE), there is a movement between Green/Amber to Red/Amber of £0.612 million against Nursing Procurement Savings as the tendering process has been delayed.

Cost and income assumptions / pressures

18. Accountancy have continued to monitor budgets with a focus on those budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This has identified the few areas where costs have risen quicker than forecast.
19. Significant cost pressures since the budget setting reported to cabinet on 26 July 2011 totalled £4.683 million. These were broken down as follows:
 - £3.100 million cost pressure is forecast in Community Services, caused by demand for adult care services;

- £0.300 million pressure in looked after children;
 - £0.500 million estimated shortfall of income from car parks; and
 - £0.783 million under provision in waste assumptions.
20. A review of these cost pressure has been undertaken for period 4. Further detailed will be included in period 5 report to members in October.
 21. The recent extraordinary Cabinet meeting held on 19 August approved the re-introduction of 1 hour car parking to Salisbury. Work is currently on going to develop a robust, economic and sensitive model to forecast a revenue outturn on what can be a notoriously volatile income stream.
 22. The latest projection is a slight increase of £0.040 million to an anticipated full year shortfall of £0.540 million; this takes into account the re-introduction of the 1 hour charge. As per the extraordinary Cabinet report this is based on occupancy levels increasing back up to 2010/11 levels.
 23. Although significant the £0.540 million only represents a 6% shortfall on the total car parking income target for the year. It is envisaged that the shortfall will be contained within DNP. Detailed budget monitoring and proposals to fund the shortfall will be carried out based on the actual position as at the end August. This will include a revised full year forecast on the income position and be reported to Cabinet in October.
 24. As discussed in the previous report, the spend on Looked After Children (LAC) is higher than budgeted for. The number of children coming in to care because of neglect or emotional abuse is increasing and the number of active court proceedings currently stands at 60, against an average in previous years of 38 at any one time. Currently placement budgets for looked after children are projected to overspend by £0.439 million and the increase in numbers cannot be sustained within the current budget. Pressures on the Leaving Care budget are also significant. Overall, this represents additional cost pressure of £0.139 million from the figure reported for period 3. Work continues to review options to address these pressures and bring further proposals back to Cabinet.
 25. As reported in the previous budget monitoring paper, demand for adult social care services has exceeded that which was assumed for budget setting. In addition, the death rate during this financial year is also lower than previous trends. The activity experienced to date has been used to forecast demand for the remainder of the year. It is now forecast that there will be demand for 129 more placements across the remainder of the year, with a potential cost of £3.322 million if no action is taken. This represents an additional cost pressure in this area of £0.222 million from the figure reported for period 3.

Allocation of additional grant income

26. As proposed to cabinet in July, we have received additional grant income of £2.067 million. It is proposed that £2 million is used to cover the cost pressures identified in Adult Care as Services as mentioned in the Council's cost pressures above.

27. Additionally, as per the last budget monitoring report, the remaining £0.067 million has already been allocated to DCE relating to additional early years intervention grant.

Future Monitoring in the New Corporate Structure

28. Since the last report to Members in July, a significant piece of work has been undertaken to recast the Council's approved budget into the new corporate structure. This work has now been completed and SAP reports to Members have been rewritten to reflect the new structure.
29. Period 5 ends on 31 August. A full budget monitoring report for period 5 will be brought to the Cabinet meeting in October. This will include full appendices showing budgets and expenditure in the new corporate structure.
30. Full revenue budget monitoring reports will be brought to Cabinet on a bimonthly time table as shown below. This will allow improvement in the reporting quality and enable reports to reflect decisions made in the previous meeting. Capital monitoring reports will be taken to Cabinet Capital Assets Committee in the even months to ensure financial monthly monitoring to members.
31. Budget monitoring is an ongoing process and budgets and expenditure are reviewed between budget managers and accountancy regularly, on a risk based approach.

Future Revenue Monitoring Reports to Members

Period	Cabinet
Period 5 August	October 2011
Period 7 October	December 2011
Period 9 December	February 2012
Period 11 February	April 2012
Final outturn March	June 2012

Overall conclusions

32. The July cabinet report suggested an overspend / shortfall on the balanced budget of £4.683 million due to cost pressures. Allocation of additional unringfenced grant income reduces this by £2.00 million.
33. During the period additional cost pressures have been identified of £0.401 million. This is made up of an extra £0.222 million caused by demand for adult care services, an extra 0.139 million caused by the demand on the Looked After Children budget and an extra £0.040 million estimated shortfall of income from car parks.

Cost pressures reported period 3	£4.683 million
Additional cost pressures in period	£0.401 million
Release of unringfenced grant	(£2.000) million
Cost pressures end of period 4	£3.084 million

34. The risk assessment of savings highlights £0.599 million of savings with red risk attached to them. Work will continue in all of these areas to review and identify required actions and this will inform the next monitoring report to Members in October 2011.
35. The early identification of potential issues is part of sound and prudent financial management. Action to address this year's forecast should be taken where officers have the delegated powers to do so and this is underway.

Implications

36. This report informs member's decision making.

Risks assessment

37. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on its reserves. The level of reserves is limited and a one off resource that cannot thus be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Equalities and diversity impact of the proposals

38. None have been identified as arising directly from this report.

Financial implications

39. This is a report from the Chief Finance Officer and the financial implications are discussed in the detail of this report.

Legal Implications

40. None have been identified as arising directly from this report.

Background Papers and Consultation

2011-15 Business Plan
 2011-15 Financial Plan
 Budget Monitoring Cabinet 26 July 2011

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 Report Author: Matthew Tiller, Chief Accountant, ext 713602

Appendices:

Appendix A: Individual Departmental Risk Analysis

Appendix A: Individual Departmental Risk Analysis

CHILDREN & EDUCATION SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
SCHHOLS & LEARNING - Stephanie Denovan										
1	Narrowing of Curriculum Support	464,764				464,764	464,764			
2	Reduction in School improvement Partners	150,000				150,000	150,000			
3	Removal/Reduction in LA subsidy to Braeside			24,000		24,000	24,000			
4	Removal/Reduction in LA subsidy to Urchfont			31,000		31,000	31,000	31,000		
5	Removal/Reduction in LA subsidy to Wiltshire Music Service			35,000		35,000	35,000			
6	Removal/Reduction in LA subsidy to Wiltshire Swindon Learning Resources			9,000		9,000	9,000			
Schools & Learning Total		614,764	0	99,000	0	713,764	682,764	31,000	0	0
SOCIAL CARE & INTEGRATED YOUTH - Sharon Davies										
1	Information, Advice & Guidance (IAG)				341,400	341,400	341,400			
2	Savings from Connexions Service	60,664				60,664	60,664			
3	Service Reductions across Targeted Services	134,647				134,647	134,647			
4	Removal/Reduction in LA subsidy to Traded Services			37,406		37,406	37,406			
5	Reductions in grants allocated to youth projects				216,100	216,100	216,100			
6	Service Transformation within the Youth Development Service					0	0			
7	Business Support	142,692				142,692	142,692			
8	Family Support	105,000				105,000	105,000			
9	Family Placement Service	71,000				71,000	71,000			
10	Out of Area Placements					0	0			
Social Care & Integrated Youth Total		514,003	0	37,406	557,500	1,108,909	1,108,909	0	0	0
COMMISSIONING & PERFORMANCE - Julia Cramp										
1	Reduce net budget for Contact Point				56,000	56,000	56,000			
2	Reduce Children's Trust Board Admin Support	7,000				7,000	7,000			
3	Reduction in Teenage Pregnancy Worker	31,000				31,000	31,000			
4	Reduce Administration within Co-ordination Team	19,000				19,000	19,000			
5	Reduction of staffing within Research & Stats Team	16,000				16,000	16,000			
6	Service Reductions within Commissioning & Performance	19,648				19,648	19,648			
7	Staff Development Team	60,000				60,000	60,000	60,000		
Commissioning & Performance Total		152,648	0	0	56,000	208,648	148,648	60,000	0	0
POLICY & PERFORMANCE = Sharon Britton										
1	Service Review Savings - Policy & Performance	47,000				47,000	47,000			
Policy & Performance Total		47,000	0	0	0	47,000	47,000	0	0	0
TOTAL DCE SERVICE REVIEW SAVINGS		1,328,415	0	136,406	613,500	2,078,321	1,987,321	91,000	0	0

MANAGEMENT REVIEW

MR	Schools & Learning	1,328,629				1,328,629	1,328,629				
MR	Social Care & Integrated Youth	653,842				653,842	653,842				
MR	Commissioning & Performance	266,488				266,488	266,488				
MR	Policy & Performance					0	0				
TOTAL DCE MANAGEMENT REVIEW		2,248,959	0	0	0	2,248,959	2,248,959	0	0	0	0

PROCUREMENT BOARD

PR	Children's Centre recommissioning	684,957				684,957	684,957				
PR	Social Care and Aftercare Placements	745,660				745,660	745,660				
PR	Transport	188,904				188,904	188,904				
TOTAL DCE RELATED PROCUREMENT BOARD SAVINGS		0	1,619,521	0	0	1,619,521	873,861	745,660	0	0	0

SYSTEMS THINKING REVIEWS

STR	Social Care & Integrated Youth	58,333		126,546	2,789	187,668	187,668				
TOTAL DCE RELATED SYSTEMS THINKING REVIEW SAVINGS		58,333	0	126,546	2,789	187,668	187,668	0	0	0	0

CHILDREN & EDUCATION SUMMARY - As per Financial Plan Totals

Service Review	1,328,415	0	136,406	613,500	2,078,321	1,987,321	91,000	0	0	0
Management Review	2,248,959	0	0	0	2,248,959	2,248,959	0	0	0	0
Procurement Board	0	1,619,521	0	0	1,619,521	873,861	745,660	0	0	0
Systems Thinking Review	58,333	0	126,546	2,789	187,668	187,668	0	0	0	0
CHILDREN & EDUCATION GRAND TOTAL	3,635,707	1,619,521	262,952	616,289	6,134,469	5,297,809	836,660	0	0	0

COMMUNITY SERVICES SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
OLDER PEOPLE										
1	Accommodation Strategy - working with OSJ to deliver savings		353,000			353,000			353,000	
2	Reconfiguration of Day Services - working with OSJ		150,000			150,000	105,000		45,000	
Older People Total		0	503,000	0	0	503,000	105,000	0	398,000	0
MENTAL HEALTH										
1	Re-negotiation of AWP Management Contract		100,000			100,000	100,000			
2	Reduction in Spend on Best Interest Assessors	24,000				24,000		24,000		
Mental Health Total		24,000	100,000	0	0	124,000	100,000	24,000	0	0
COMMUNITY LEADERSHIP										
1	Area Board Grants funded from Corporate Performance Grant				1,000,000	1,000,000	1,000,000			
2	Reduction in VCS Grants				215,000	215,000	150,000		65,000	
3	Reduction in VACANT Post in VCS Unit	30,000				30,000	30,000			
Community Leadership Total		30,000	0	0	1,215,000	1,245,000	1,180,000	0	65,000	0
LIBRARIES, HERITAGE & ARTS										
1	Libraries - Staffing savings delivered through the installation of RFID	93,000				93,000	93,000			
2	Libraries - Savings through contact point staff and streamlining Learning & Development and Stock Management staff	77,000				77,000	77,000			
3	Libraries - Standardisation of Core Opening Hours	50,000				50,000	50,000			
4	Libraries - Reduction in book fund				117,000	117,000	117,000			
5	Heritage & Arts - Reduction on grants budgets from unallocated grants budgets				91,080	91,080	91,080			
6	Heritage & Arts - Reduction in administrative / supplies & services budgets				113,886	113,886		113,886		
7	Heritage & Arts - Additional Income across services			53,422		53,422		53,422		
Libraries, Heritage & Arts Total		220,000	0	53,422	321,966	595,388	428,080	167,308	0	0
HOUSING (NON - HRA)										
1	Strategic Housing - Home Improvement Agency Costs				43,000	43,000	43,000			
2	Strategic Housing - Agency Staffing	40,000				40,000		40,000		
3	Strategic Housing - Staff Reduction - Strategic Service	18,000				18,000	18,000			
4	Strategic Housing - Staff Reduction - Landlord Accreditation	13,000				13,000	13,000			
5	Strategic Housing - Staff Reduction - Housing Improvement	13,000				13,000	13,000			
6	Strategic Housing - External Legal Costs				15,000	15,000				15,000
7	Strategic Housing - Staff Overheads	8,000				8,000	1,000	7,000		
8	Enabling - Income - Partnerships			20,000		20,000	20,000			
9	Allocations & Options - Income - Choice Based Lettings			6,000		6,000			6,000	
10	Allocations & Options - Hostel Staffing	24,000				24,000	24,000			
11	Allocations & Options - Agency Staffing	24,300				24,300		24,300		
12	Allocations & Options - Misc Supplies and Services Budget Reductions				17,000	17,000	14,000	3,000		
Housing (Non - HRA) Total		140,300	0	26,000	75,000	241,300	146,000	74,300	6,000	15,000
TOTAL DCS SERVICE REVIEW SAVINGS							1,959,080	265,608	469,000	15,000

MANAGEMENT REVIEW

MR	Older People				387,000	387,000
MR	Learning Disabilities				195,000	195,000
MR	Resources, Strategy & Comm				305,000	305,000
MR	Community Leadership				322,000	322,000
MR	Libraries, Arts & Heritage				628,000	628,000
MR	Housing (Non - HRA)				183,990	183,990
TOTAL DCS MANAGEMENT REVIEW		2,020,990	0	0	0	2,020,990

387,000			
195,000			
305,000			
246,000			76,000
628,000			
183,990			
1,944,990	0	0	76,000

PROCUREMENT BOARD

PR	Older People				1,105,000	1,105,000
PR	Mental Health				227,000	227,000
PR	Physical Impairment				51,000	51,000
PR	Learning Disabilities				378,000	378,000
TOTAL DCS RELATED PROCUREMENT BOARD SAVINGS		0	1,761,000	0	0	1,761,000

632,000		434,000	39,000
		193,000	34,000
		51,000	
		378,000	
632,000	0	1,056,000	73,000

SYSTEMS THINKING REVIEW

STR	Older People				500,000	500,000
STR	Learning Disabilities				306,000	306,000
TOTAL DCS RELATED SYSTEMS THINKING REVIEW SAVINGS		0	0	0	806,000	806,000

80,000	500,000		
	226,000		
80,000	726,000	0	0

COMMUNITY SERVICES SUMMARY - As per Financial Plan Totals

Service Review	414,300	603,000	79,422	1,611,966	2,708,688
Management Review	2,020,990	0	0	0	2,020,990
Procurement Board	0	1,761,000	0	0	1,761,000
Systems Thinking Review	0	0	0	806,000	806,000
COMMUNITY SERVICES GRAND TOTAL	2,435,290	2,364,000	79,422	2,417,966	7,296,678

1,959,080	265,608	469,000	15,000
1,944,990	0	0	76,000
632,000	0	1,056,000	73,000
80,000	726,000	0	0
4,616,070	991,608	1,525,000	164,000

NEIGHBOURHOOD & PLANNING SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
HIGHWAYS & STREESCENE - Mark Smith										
1	Revise down AONB Grants in line with Council grant funding reduction				8,000	8,000	8,000			
2	Rationalise WC tree budget				20,000	20,000	20,000			
3	Increase Market rents by 4%			46,000		46,000	46,000			
4	Introduce new Market in Amesbury			25,000		25,000		25,000		
5	Introduce new Market in Calne			14,000		14,000		14,000		
6	Corporate Fleet Review savings				31,000	31,000	31,000			
7	Removal of abandoned vehicle officer post	25,000				25,000				
8	Deletion of Countryside Ranger post	27,000				27,000				
9	Review of mechanics working arrangements, including overtime				20,000	20,000		20,000		
10	Reduction in Inspection posts	5,000				5,000	5,000			
11	Savings on Wiltshire Council tyre budget				5,000	5,000	5,000			
12	Savings on Wiltshire Council fuel budget				20,000	20,000		20,000		
13	Rationalisation of Wiltshire Council fleet service				20,000	20,000		20,000		
14	Planned closure of Bonnie Park site				15,000	15,000	15,000			
15	Rationalisation of verge maintenance		3,000			3,000	3,000			
16	Rationalisation of street sweeping service		18,000			18,000	18,000			
17	Savings in sign maintenance		39,000			39,000	39,000			
18	Savings within patching from using new materials		60,000			60,000		60,000		
19	Reduced volume of gully cleaning		119,000			119,000		119,000		
20	Reduction in minor drainage repairs		212,000			212,000		212,000		
21	Bus shelter maintenance		111,000			111,000		111,000		
22	Staff rationalisation	49,000	128,000			177,000		177,000		
23	Review of Rights of Way Service				31,000	31,000	31,000			
24	Review the maintenance regime of Rights of Way				5,000	5,000	5,000			
25	Rationalisation and harmonisation of sewer services				100,000	100,000	100,000			
26	Rationalisation and harmonisation of street cleansing, grass cutting and grounds activities				70,000	70,000	70,000			
27	Harmonisation of street cleansing waste disposal				30,000	30,000		30,000		
28	Rationalisation of hard area maintenance activities	30,000				30,000		30,000		
29	Additional one off grounds income			18,000		18,000		18,000		
30	Inspection savings				60,000	60,000		60,000		
31	Harmonisation of the public convenience cleaning service				30,000	30,000		30,000		
32	Realignment of grass cutting income budget			45,000		45,000	45,000			
33	Rationalisation of building cleaning services				25,000	25,000			25,000	
34	Rationalisation of supervisor working arrangements				10,000	10,000		10,000		
35	Further budget savings from discretionary spend				102,000	102,000	102,000			
36	Provision of in-house winter gritting fleet maintenance				50,000	50,000	50,000			
Highways & Streetscene Total		136,000	690,000	148,000	652,000	1,626,000	645,000	956,000	25,000	0

HIGHWAYS STRATEGIC SERVICIES - Parvis Khansari

1	ST - Clerical Post	15,000				15,000	15,000		
2	ST - Mouchel traffic monitoring		90,000			90,000	90,000		
3	ST- Revised fees scales for S38/278			18,000		18,000	18,000	18,000	
4	TN- School Travel Plan service	30,000			10,000	40,000	40,000		
5	TN-Mouchel Bikeability		15,000			15,000	15,000		
6	TN-Mouchel -Road Safety Audits		20,000			20,000	20,000		
7	TN-Speed Camera Enforcement				500,000	500,000	500,000		
8	TN-Reduce Traff Signals Spec				10,000	10,000	10,000		
9	TN-Reduce Street Lighting Spec				20,000	20,000	20,000		
10	TN-Reduce Street Lighting Mouchel		25,000			25,000	25,000		
11	TN-Street Lighting Energy Consumption				40,000	40,000	40,000	40,000	
12	TN-Streetworks Income			18,000		18,000	18,000		
13	TN-Streetworks reduce Mouchel		10,000			10,000	10,000		
14	TN-Reduce Casual Road Safety staff	15,000				15,000	15,000		
15	AM- Bridge Warden & Bridge Maintenance				100,000	100,000	100,000		
16	AM- Reduced feasibility work		20,000			20,000	20,000		
17	AM- Innovation Forum & Data Collection		30,000			30,000	30,000		
18	AM- Radio Communications				45,000	45,000	45,000		
19	AM- Highway Systems				26,000	26,000	26,000		
20	AM- Land Drainage				32,000	32,000	32,000		
Highways Strategic Services Total		60,000	210,000	36,000	783,000	1,089,000	398,000	651,000	40,000

PASSENGER TRANSPORT - Parvis Khansari

1	PTU - Reduce travel expenditure & training				45,000	45,000	45,000		
2	PTU - Staffing Review	40,000				40,000	40,000		
3	PT - Salisbury review efficiency savings				197,000	197,000	197,000		
4	PT- Woodford Valley review efficiency savings				12,000	12,000	12,000		
5	PT- Conversion of RTP1 to GPRS platform				24,000	24,000	24,000		
6	PT- Increase fares on supported bus services			5,000		5,000	5,000		
7	PT- Withdraw Bus Shelter Grants				28,000	28,000	28,000		
8	PT- Wootten Bassett Taxi Buzz to go commercial				25,000	25,000	25,000		
9	Service Review - transformation				600,000	600,000	600,000		
10	Mainstream - Salisbury review efficiency savings				70,000	70,000	70,000		
11	Mainstream - Increase charge for spare seats			9,000		9,000	9,000		
12	Mainstream - Bring forward area reviews & efficiencies				50,000	50,000	50,000		
Passenger Transport Total		40,000	0	14,000	1,051,000	1,105,000	148,000	957,000	0

CAR PARKING - Mark Smith

1	De-man the Park & Ride sites	149,000				149,000	149,000		
Car Parking Services Total		149,000	0	0	0	149,000	149,000	0	0

WASTE - Tracy Carter

1	None Accepted					0	0		
Waste Total		0	0	0	0	0	0	0	0

LEISURE - Mark Smith

1	Review external leisure management specification		215,000			215,000	105,000		110,000
2	Review staffing structure	103,000				103,000	103,000		
3	Review of swimming lessons			34,000		34,000	34,000		
4	Harmonise Memberships			50,000		50,000	50,000		
5	Revised opening hours at the in house facilities				78,000	78,000	78,000		
Leisure Total		103,000	215,000	84,000	78,000	480,000	267,000	103,000	110,000

ECONOMY & ENTERPRISE - Alistair Cunningham

1	Climate Change Review			38,000	38,000	38,000				
2	Regeneration - Reduced Funding for 'Visions'			45,000	45,000	45,000				
3	Spatial Planning -Projects			86,000	86,000		86,000			
4	Economic Development --LEPs Funding			40,000	40,000	40,000				
5	Economic Assessment (ex ABG)			65,000	65,000	65,000				
6	Regeneration - Matched Funding --LAG Contributions			41,000	41,000	41,000				
7	Climate Change (ex ABG)			22,000	22,000	22,000				
8	Tourism Service Review	70,000		80,000	150,000			150,000		
9	Legal Services			32,000	32,000	32,000				
10	Spatial Planning - Restructure			53,000	53,000		53,000			
Economy & Enterprise Total		123,000	0	0	449,000	572,000	283,000	139,000	150,000	0

DEVELOPMENT SERVICES - Brad Fleet

1	Introduce new discretionary charges		110,000		110,000		110,000			
2	Restructure Support Services	60,000			60,000	60,000				
3	Local Land Charges - staff reduction	20,000			20,000	20,000				
4	Minerals & waste Team	35,000			35,000		35,000			
Development Service Total		115,000	0	110,000	0	225,000	80,000	145,000	0	0

MANAGEMENT & BUSINESS - Helen Knight

1	Reduce Agency Staff	34,000			34,000	34,000				
2	Reduction on posts	43,000			43,000	43,000				
3	Stationery savings			17,000	17,000			17,000		
Management & Business Total		77,000	0	0	17,000	94,000	77,000	0	17,000	0

TOTAL DNP SERVICE REVIEW SAVINGS	803,000	1,115,000	392,000	3,030,000	5,340,000	2,047,000	2,951,000	232,000	110,000
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MANAGEMENT REVIEW

MR	Highways & Streetscene	191,000			191,000	191,000				
MR	Highways Strategic Services	327,000			327,000	342,000				
MR	Passenger Transport	74,000			74,000	55,000			19,000	
MR	Car Parking	180,000			180,000	180,000				
MR	Waste				0					
MR	Leisure	91,000			91,000	91,000				
MR	Economy & Enterprise	188,000			188,000	188,000				
MR	Development Control	560,000			560,000	663,000				
MR	Management Review	105,000			105,000	118,000				
TOTAL DNP MANAGEMENT REVIEW		1,716,000	0	0	0	1,828,000	0	0	19,000	

PROCUREMENT BOARD

PR	Highways & Streetscene	242,000			242,000	155,000		87,000		
PR	Highways Strategic Services	242,000			242,000	155,000		87,000		
PR	Passenger Transport	451,000			451,000			451,000		
PR	Waste	680,000			680,000	600,000		80,000		
PR	Leisure	250,000			250,000		90,000			160,000
TOTAL DNP RELATED PROCUREMENT BOARD SAVINGS		0	1,865,000	0	0	910,000	90,000	705,000	160,000	

NEIGHBOURHOOD & PLANNING SUMMARY - As per Financial Plan Totals

Service Review	803,000	1,115,000	392,000	3,030,000	5,340,000	2,047,000	2,951,000	232,000	110,000
Management Review	1,716,000	0	0	0	1,716,000	1,828,000	0	0	19,000
Procurement Board	0	1,865,000	0	0	1,865,000	910,000	90,000	705,000	160,000
NEIGHBOURHOOD & PLANNING GRAND TOTAL	2,519,000	2,980,000	392,000	3,030,000	8,921,000	4,785,000	3,041,000	937,000	289,000

TRANSFORMATION & RESOURCES SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
BUSINESS SERVICES - Jacqui White										
1	Registration staffing reduction	24,000				24,000	24,000			
2	Registration income			32,000		32,000		32,000		
3	BS Finance staff reduction	141,000				141,000	141,000			
4	BS Payroll staff reduction	84,000				84,000	84,000			
5	Occupational Health				67,000	67,000				
6	BS Customer Services staff reduction	200,000				200,000	200,000			
Business Services Total		449,000	0	32,000	67,000	548,000	516,000	32,000	0	0
HR & OD - Barry Pirie										
1	HR Transformation	151,000				151,000		151,000		
2	HR Harmonisation Team one off spend	(300,000)				(300,000)	(300,000)			
HR & OD Total		(149,000)	0	0	0	(149,000)	(300,000)	151,000	0	0
BUSINESS TRANSFORMATION - Jacqui White										
1	Reduction in FTE	25,000				25,000	25,000			
Business Transformation Total		25,000	0	0	0	25,000	25,000	0	0	0
ICT & IM - Mark Stone										
1	DaD savings				211,000	211,000		211,000		
2	Inhouse of Steria contract	685,000				685,000	685,000			
3	IM, Business & Programme				205,000	205,000	205,000			
4	Removal of post within SAP support	35,000				35,000		35,000		
5	ICT & IM restructure	360,000				360,000		360,000		
ICT & IM Total		1,080,000	0	0	416,000	1,496,000	890,000	606,000	0	0
STRATEGIC PROPERTY - Neil Ward										
1	Removal of posts within Property	238,000				238,000	238,000			
2	Workplace savings re: FM Monkton Park				175,000	175,000	120,000	55,000		
Strategic Property Total		238,000	0	0	175,000	413,000	358,000	55,000	0	0
TOTAL DTR SERVICE REVIEW SAVINGS		1,643,000	0	32,000	658,000	2,333,000	1,489,000	844,000	0	0
MANAGEMENT REVIEW										
MR	Business Services	293,000				293,000	293,000			
MR	HR & OD	148,000				148,000	148,000			
MR	Business Transformation	69,000				69,000	69,000			
MR	ICT & IM	52,000				52,000		52,000		
MR	Strategic Property					0				
TOTAL DTR MANAGEMENT REVIEW		562,000	0	0	0	562,000	510,000	52,000	0	0
PROCUREMENT BOARD										
PR	Telephony Savings		287,000			287,000		287,000		
PR	Applications		681,000			681,000		681,000		
PR	Maintenance Contract		310,000			310,000		310,000		
TOTAL DTR RELATED PROCUREMENT BOARD SAVINGS		0	1,278,000	0	0	1,278,000	0	1,278,000	0	0

TRANSFORMATION & RESOURCES SUMMARY - As per Financial Plan Totals

Service Review	1,643,000	0	32,000	658,000	2,333,000	1,489,000	844,000	0	0
Management Review	562,000	0	0	0	562,000	510,000	52,000	0	0
Procurement Board	0	1,278,000	0	0	1,278,000	0	1,278,000	0	0

TRANSFORMATION & RESOURCES GRAND TOTAL	2,205,000	1,278,000	32,000	658,000	4,173,000	1,999,000	2,174,000	0	0
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CHIEF EXECUTIVE OFFICE SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
CHIEF EXECUTIVE - Andrew Kerr										
1	Removal of post	50,000				50,000	50,000			
2	Removal of misc budget lines				10,000	10,000	10,000			
Chief Executive Total		50,000	0	0	10,000	60,000	60,000	0	0	0
COMMUNICATIONS & BRANDING - Laurie Bell										
1	None taken					0	0			
Communications & Branding Total		0	0	0	0	0	0	0	0	0
FINANCE - Michael Hudson										
1	Finance restructure	222,000				222,000	133,200	88,800		
2	Revenues & Benefits restructure	61,000				61,000	61,000			
3	External audit fee				30,000	30,000			30,000	
4	NNDR Discretionary relief				100,000	100,000	100,000			
5	Insurance fund credit				250,000	250,000	250,000			
6	Consultants, lease cars, bailiffs				72,000	72,000	36,000		36,000	
7	Postage costs				15,000	15,000		15,000		
Finance Total		283,000	0	0	467,000	750,000	580,200	103,800	66,000	0
LEGAL & DEMOCRATIC - Ian Gibbons										
1	Removal of posts within Legal	75,000				75,000	75,000			
2	Additional income			25,000		25,000		25,000		
3	Removal of posts within Democratic	151,000				151,000	151,000			
4	Training, professional fees, scrutiny panel				31,300	31,300	31,300			
5	Lease Cars				7,700	7,700	7,700			
6	Removal of posts within Governance	36,000				36,000	36,000			
7	Removal of posts within Elections	20,000				20,000	20,000			
Legal & Democratic Total		282,000	0	25,000	39,000	346,000	321,000	25,000	0	0
PUBLIC PROTECTION - MANDY BRADLEY										
1	Increase income through PWS			22,000		22,000		22,000		
2	W & M Procurement				20,000	20,000		20,000		
3	Additional W & M budget removal				10,000	10,000	10,000			
4	Sampling				17,000	17,000		17,000		
5	Professional Fees				10,000	10,000	10,000			
6	Restructure (removal vacant posts/redundancy)	334,086				334,086	167,043	167,043		
7	Various reductions in discretionary budget lines				33,411	33,411	33,411			
Public Protection Total		334,086	0	22,000	90,411	446,497	220,454	226,043	0	0
COMMUNITY SAFETY - MANDY BRADLEY										
1	ASB/Crime reduction activity				20,000	20,000		20,000		
2	Staff Saving	27,505				27,505		27,505		
3	Reduction form settlement				38,000	38,000	38,000			
Community Safety Total		27,505	0	0	58,000	85,505	38,000	47,505	0	0
EMERGENCY PLANNING - MANDY BRADLEY										
1	Reduction in post (Head of Emergency Planning)	39,998				39,998		39,998		
Emergency Planning Total		39,998	0	0	0	39,998	0	39,998	0	0
TOTAL CHIEF EXECUTIVE OFFICE SERVICE REVIEW SAVINGS										
		1,016,589	0	47,000	664,411	1,728,000	1,219,654	442,346	66,000	0

MANAGEMENT REVIEW

MR	Chief Executive				0	337,000				
MR	Communications & Branding	337,000			337,000	658,000				
MR	Finance	658,000			658,000	286,000				
MR	Legal & Democratic	344,000			344,000	98,500	98,500	58,000		
MR	Public Protection	197,000			197,000	43,000				
MR	Community Safety	43,000			43,000					
MR	Emergency Planning				0					
TOTAL CHIEF EXECUTIVE OFFICE MANAGEMENT REVIEW		1,579,000	0	0	0	1,579,000	1,422,500	98,500	58,000	0

CHIEF EXECUTIVE OFFICE SUMMARY - As per Financial Plan Totals

Service Review	1,016,589	0	47,000	664,411	1,728,000	1,219,654	442,346	66,000	0
Management Review	1,579,000	0	0	0	1,579,000	1,422,500	98,500	58,000	0
CHIEF EXECUTIVE OFFICE GRAND TOTAL	2,595,589	0	47,000	664,411	3,307,000	2,642,154	540,846	124,000	0

CORPORATE SUMMARY - As per Financial Plan Totals

Service Review				150,000	150,000	250,000		150,000	
Management Review	250,000				250,000	250,000			
Procurement Board		845,000			845,000		490,000	215,000	140,000
Systems Thinking Review				6,000	6,000				6,000
CORPORATE GRAND TOTAL	250,000	845,000	0	156,000	1,251,000	250,000	490,000	365,000	146,000

WILTSHIRE COUNCIL SUMMARY - As per Financial Plan Totals

Service Review	5,205,304	1,718,000	686,828	6,727,877	14,338,009	8,702,055	4,593,954	917,000	125,000
Management Review	8,376,949	0	0	0	8,376,949	8,204,449	150,500	58,000	95,000
Procurement Board	0	7,368,521	0	0	7,368,521	2,415,861	2,603,660	1,976,000	373,000
Systems Thinking Review	58,333	0	126,546	814,789	999,668	267,668	726,000	0	6,000
WILTSHIRE COUNCIL GRAND TOTAL	13,640,586	9,086,521	813,374	7,542,666	31,083,147	19,590,033	8,074,114	2,951,000	599,000
						63%	26%	9%	2%

Wiltshire Council

**Cabinet Capital Asset Committee
14 September 2011**

**Organisation & Resources Select Committee
15 September 2011**

Subject: Capital Budget Monitoring 2011/2012 Month 4 Report

**Cabinet member: Councillor John Brady
Finance, Performance and Risk**

Key Decision: No

Executive Summary

The report reflects the position of the 2011/2012 Capital Budget as at 31 July 2011.

The report also details budget changes which are to be noted by Cabinet, plus a change to the Transformation programme which requires approval by Council following recommendation to Cabinet.

Proposal

- a. Note the budget changes in Appendix A and in section 1 of Appendix B.
- b. To recommend that Council, via Cabinet, approve the allocation of the £8.295 million to the Transformation Programme.
- c. Note the current position of the capital programme as at month 4 in Appendix C.

Reasons for Proposals

To inform cabinet of the current position of the 2011/2012 capital programme and to highlight changes in the capital programme.

Michael Hudson
Interim Chief Finance Officer

Wiltshire Council

Cabinet Capital Asset Committee

14 September 2011

Organisation & Resources Select Committee

15 September 2011

Subject: Capital Budget Monitoring 2011/2012 Month 4 Report

**Cabinet member: Councillor John Brady
Finance, Performance and Risk**

Key Decision: No

Purpose of Report

1. To update Cabinet on the position of the 2011/12 Capital Programme as at 31 July 2011 and seek approval to recommend to Council, via Cabinet, a change to the Transformation programme.

Background

2. Between the Budget setting report for 2011/2012 presented to the CCAC at the meeting of the 7 February and this monitoring report for end of July 2011, the budget has been adjusted as detailed in the below table.
3. Appendix A to the report contains a fuller breakdown of the budget adjustments made and these are expanded into further detail in Appendix B which Cabinet are asked to note.
4. In addition there have been budget movements between schemes (no additional budget) also detailed in Appendix A;

Budget Movements for Month 4 report 2011/2012

	£m	Notes
Capital budget as per CCAC budget setting report (7th February 2011)	138.790	
Budget amendments for additional budget added to programme;		
Reprofiling identified Month 11 (CCAC 19 April 2011)	7.366	2010/2011 Month 11 reprofiling moved from 2010/2011 into 2011/2012
Reprofiling identified at 2010/2011 outturn (CCAC 14 June 2011)	6.689	2010/2011 Outturn reprofiling moved from 2010/2011 into 2011/2012
Subtotal Reprofiling adjustments	14.055	
Additions/amendments to the capital programme 2011/2012;		
Depots facilities management (Transformation programme)	8.295	
Area boards	0.711	
Additional Accommodation	0.515	
Other movements	0.167	See Appendix A & B for breakdown
Total in year movements	9.688	
Current Capital budget 2011/12	162.553	

5. The additional budget provision of £8.295 million for Depots phase 2 was approved by members at the 7 February meeting of the CCAC. Due to the timing of the report it could not be included as part of the capital budget setting report therefore has not yet been to Full Council for approval. Members are asked to note and recommend to Council, via Cabinet, approval of the additional £8.295 million into the Transformation programme.
6. The additional budget provision for Area Boards schemes reflects further allocation of budget to schemes undertaken by the area boards. As part

of the LPSA reward grant a significant unringfenced capital grant was received to be allocated to appropriate schemes by the Area Boards. This further allocation is undertaken under delegated authority by the S151 officer, and further details are provided in section 1 of Appendix B.

7. The additional budget provision for Additional Accommodation reflects the allocation of Section 106 contributions towards schemes at Downton Trafalgar and Southwick schools. Further details are provided in section 1 of Appendix B.
8. Other movements are undertaken under delegated authority by the Chief Finance Officer and are detailed further in Appendix A and Appendix B

Summary of Current Position as at 31st July 2011

9. The current budget for the year 2011/2012 is £162.533 million, as at 31 July the actual spend plus commitments made was £49.724 million. A full breakdown of these figures is attached in Appendix C. Further updates including examining reprofiling of schemes into 2012/2013 will be detailed in the next monitoring report for Month 6 in November.
10. Further details and updates regarding some of the larger schemes are below;

Education schemes

11. Wellington Academy has been opened and is close to final completion, with only minor works remaining, such as the all weather pitches. It is anticipated that the remaining budget will be fully spent in the completion of the project during 2011/2012.
12. Sarum Academy is at the bidding stage and the preferred bidder will become apparent in September. It is anticipated that full Cashflow forecasts will be available in time for the next monitoring report at month 6. It is likely that much of the current budget allocation in 2011/2012 will be reprogrammed into the following year as the bulk of the expenditure is expected to take place in 2012/2013 before opening in 2013. This has no impact on the overall project budget it is just the profiling that will change.
13. Additional Accommodation schemes comprise a number of extension projects across the county. A large sports hall at Trafalgar School is due to complete in September, and a seven class extension is due to commence on site at Amesbury Archer School in September. Subject to the progress of housing developments, £2 million of the budget is earmarked to contribute to building new schools. Eight further projects are at the design/planning application stage and spending is likely to commence towards the end of the financial year, therefore it is likely that

there will be significant reprofiling of the budgets into 2012/2013 to match the likely spend profile.

14. New Deals for Schools (NDS) schemes are to fund high priority condition works including roof replacements, rewiring and window replacements. Much of this work has been undertaken during the summer holidays so increased spend will be seen in the next monitoring report for month 6. Further sums have been allocated to replace Pratton blocks at schools in Warminster which are currently at the design stage. Work here is planned to begin in January therefore there is likely to be some reprofiling of budget into 2012/2013 to complete these projects.
15. DCSF Primary capital programme. These schemes include funding replacement school buildings at Lydiard Millicent which has been completed, and at Purton St Mary's which is due for completion in December. It also funds extensions to 4 other schools which are due for completion by summer 2012. The budget is therefore anticipated to be largely spent during 2011/2012.
16. DCSF Targeted capital 14 – 19 Special education needs. These schemes are to improve special education needs delivery by building new extensions and altering existing sites. £5 million of the budget is allocated to Exeter House Special School which is providing an extension and major refurbishment. This project is experiencing some delays caused by land acquisition issues but it is currently anticipated that will be largely spent during 2011/2012. Other schemes in this area at Wiltshire College and Devizes School are also on target to complete during 2011/2012.
17. Other education projects. These are largely carried forward from the previous financial year as all new grants received have been allocated into Additional Accommodation or NDS. These schemes are therefore well in progress and all budget is planned to be spent during 2011/2012 to complete the works.

Highways schemes

18. Integrated Transport schemes budget has been allocated across many individual schemes and it is anticipated that there will be no variations to budget at year end. Schemes in progress include Melksham Town Centre – phase 4 plus a number of local safety schemes.
19. Bridges and Structural maintenance budgets have been allocated fully to schemes. It is anticipated there will be no variance at year end. Major bridge work to be undertaken includes work at Clatford, Dauntsey, Haxton and Tidworth. Major Structural maintenance schemes include numerous surface and surface dressing schemes, Micro asphalt surfacing, drainage works plus a major scheme around junctions 16 & 17 of the M4.

20. All other Highways schemes are currently anticipated to be on line with no variations at year end.

Property schemes

21. Transformation Programme. The contract has been let and commitments raised in SAP for the County Hall MECH scheme which is well underway and planned to be completed by summer 2012. In addition the programme for ICT replacement equipment and upgrading of systems is progressing well. These two areas make up the bulk of the spend and committed figure in appendix C of £23.520 million. Further reports giving more details on the progress of Campuses and the Depots renewal projects is being brought to the CCAC during October.
22. Building repair and maintenance schemes are the planned maintenance works at buildings that are not covered by the Transformation Programme. Works have been programmed covering a variety of buildings including renewal of the mechanical and electrical (m&e) plant and boilers at Malmesbury Activity Zone, a new roof and m&e works at City Hall Salisbury and work to replace the roof at the Shambles Devises. Further projects are in the planning stage so at current estimates the works programmed are lower than budget. Therefore there is likely to be some reprogramming of expenditure into 2012/2013 to match with planned expenditure, this will be confirmed and actioned as part of the month 6 budget report.
23. Leisure and amenities mainly relates to the provision of new cemeteries at Melksham and Bradford on Avon. Both schemes are in progress and anticipated to be completed by the end of 2011/2012 subject to land acquisition.

Housing schemes

24. Disabled Facilities grants are small grants given to enable householders to undertake improvements to their properties. The work has been programmed for the year and currently it is expected that £0.400 million of the programmed expenditure will slip into 2012/2013.
25. Corporate Other Housing Grants. Budget managers for these schemes are anticipating that £0.440 million of expenditure mainly relating to Gypsies and Travellers sites and Energy Efficiency schemes will slip into 2012/2013.
26. New Housing. Four of the five schemes in this project are now complete and tenants have moved into the sites. Retentions and final payments are to be arranged at these sites but it appears the project spend is lower than was budgeted. Pembroke Road Salisbury is still being worked

on and is due to be completed in March 2012. Initial projections are that this scheme will be completed on line to budget. Further updates on these schemes will be given in the month 6 monitoring report.

27. HRA refurbishment of council stock. The 2011/2012 programme of expenditure is well underway and is currently planned to be on line against budget

Waste Schemes

28. Waste Transformation project budget of £7.761 million has all been allocated to complete this project. New refuse vehicles have been delivered or ordered and an order for new recycling bins has been made with delivery due later this year. As much of this scheme has been ordered in advance, the spend and committed figure for this project is £5.629 million. It is anticipated that the outturn position will not exceed the budget provision.

Financing of 2011/12 Capital Expenditure

29. To finance the 2011/2012 capital budget, the current budget (£162.553 million) is planned to be financed by the following sources;

Funding Stream	Capital Funding £m
Capital Grants & Contributions	82.623
Capital Receipts	8.332
Borrowing	71.598
Total:	162.553

30. The financing of the 2011/12 capital expenditure is structured to take into account the annual revenue payments the Council is required to make each year in terms of debt repayment (Minimum Revenue Provision). The above financing structure ensures debt repayment is kept at a manageable level and represents the best value for money option for the Council.

31. The budget figures include reprofiling from 2010/2011 so the planned level of borrowing has risen since the original budget setting report in February. Of the £14.055 million reprofiling brought forward from 2010/2011 into 2011/2012, £8.006 million is planned to be financed from borrowing. In addition to this the £8.295 million for the Transformation programme depots scheme is also to be financed from borrowing initially.
32. The borrowing figures above also assume that in 2011/2012 the council will receive £8.332 million of capital receipts. These receipts are largely to be received through the transformation programme and progress against the capital receipts target is being separately monitored through the CCAC.

Main Considerations for the Council

33. To note the budget movements and month 4 position of the 2011/2012 Capital Programme and recommend to Council, via Cabinet, approval of the £8.295 million additional budget required for the Depots scheme.

Environmental Impact of the Proposal

34. Wiltshire Council is preparing for its mandatory inclusion in the Carbon Reduction Commitment (CRC); the UK's mandatory climate change and energy saving scheme. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It is calculated that 79% of the Council's carbon footprint comes from energy use in buildings. Capital schemes therefore have the potential to greatly increase or decrease carbon emissions, for example schemes making council buildings more energy efficient will reduce the Council's carbon footprint. The budget setting process for the 2011/2012 assessed the perceived impact of schemes on the Council's carbon footprint and built this into the mechanism for setting the 2011/2012 budget.

Equality and Diversity Impact of the Proposal

35. No equality and diversity issues have been identified arising from this report

Risk Assessment

36. The capital budget for 2011/2012, as detailed in this report, is approximately £162 million and within this programme there are a number of potential risks such as from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the monthly reporting process. Members may wish to bear in mind that the capital programme

has been set for three years and therefore risks will be appraised over the whole period.

Financial Implications

37. These have been examined and are implicit throughout the report

Legal Implications

38. None have been identified as arising directly from this report.

Michael Hudson

Interim Chief Finance Officer

Report Author: Stephen MacDonald

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

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Capital Programme budget movements 2011/2012

Scheme name

2011/2012 Budget Breakdown					
2011/12 Original budget	February Reprofiting	Year End Reprofiting	Month 4 Budget Movements	Additional Budget see appendix B	Current Budget 2011/12
£m	£m	£m	£m	£m	£m

Education schemes

Wellington Academy
Sarum Academy Salisbury
Extended Schools
Additional Accommodation
NDS Maintenance & Modernisation
Devolved Formula Capital
Access and Inclusion
DCSF Primary Capital Programme
DCSF Targeted Capital 14-19 SEN
Other Projects New Schools
Other Schools Projects - Expansions
Other Schools Projects - Replacements
Sure Start
Other Education schemes finishing in 11/12
Total Education schemes

10.453	(5.973)	(0.834)	-	-	3.646
11.802	0.478	0.001	-	-	12.281
-	-	0.503	(0.010)	-	0.493
13.676	1.646	0.824	0.233	0.515	16.894
8.034	0.096	0.881	0.126	-	9.137
1.641	(0.287)	-	-	(0.073)	1.281
0.523	(0.311)	0.447	-	-	0.659
3.199	2.928	0.503	(0.016)	-	6.614
4.815	1.750	0.260	-	-	6.825
1.966	1.200	0.061	-	-	3.227
0.949	1.173	0.595	(0.118)	0.052	2.651
0.430	(0.087)	0.002	-	-	0.345
-	-	0.362	-	-	0.362
-	-	0.265	-	0.113	0.378
57.488	2.613	3.870	0.215	0.607	64.793

Highways schemes

Integrated Transport
Bridges & Structural Maintenance
Carriageway Repairs
Footways, ALA, Land Drainage & Other Minor Schemes
Total Highways schemes

2.136	-	-	0.002	0.043	2.181
15.255	(0.500)	(0.732)	-	-	14.023
1.029	-	0.414	-	-	1.443
1.032	0.013	(0.157)	(0.002)	0.017	0.903
19.452	(0.487)	(0.475)	-	0.060	18.550

Property schemes

Transformation Programme
Libraries RFID Technology
Transformation Programme additional agreed for Campuses
Buildings Repair & Maintenance
Leisure & Amenities
Total Property schemes

30.589	-	(1.501)	-	8.295	37.383
0.547	-	-	-	-	0.547
5.000	-	-	-	-	5.000
2.265	0.370	0.795	(0.215)	0.011	3.226
0.590	-	0.445	-	-	1.035
38.991	0.370	(0.261)	(0.215)	8.306	47.191

Capital Programme budget movements 2011/2012

Scheme name

2011/2012 Budget Breakdown					
2011/12 Original budget	February Reprofiling	Year End Reprofiling	Month 4 Budget Movements	Additional Budget see appendix B	Current Budget 2011/12
£m	£m	£m	£m	£m	£m

Housing schemes

Disabled Facilities Grants
Corporate other housing grants
New Housing
HRA - refurbishment of council stock
Total Housing schemes

2.500	0.300	0.032	-	0.004	2.836
0.816	1.234	0.465	(0.320)	-	2.195
3.295	1.056	0.315	-	-	4.666
3.750	0.167	0.326	-	-	4.243
10.361	2.757	1.138	(0.320)	0.004	13.940

Waste schemes

Waste Transformation
Waste Vehicles & Street cleaning
Waste Management
Total Waste schemes

7.761	-	-	-	-	7.761
1.895	-	(0.028)	-	-	1.867
0.677	0.047	0.265	-	-	0.989
10.333	0.047	0.237	-	-	10.617

Other schemes

Revenue & Benefits IT System
Carbon Reduction
Planning IT System
Adult Social Care Strategy - Older People, LD & Mental health
Other DCS schemes
Area Boards and LPSA PRG reward grants
Economic Development schemes (including Salisbury Vision)
Other DOR Schemes (including County farms)
Total Other schemes

0.750	-	0.006	-	-	0.756
0.500	0.100	0.071	0.320	-	0.991
0.350	0.650	-	-	-	1.000
0.565	(0.395)	1.611	-	-	1.781
-	-	0.132	-	-	0.132
-	-	0.332	-	0.711	1.043
-	1.665	0.015	-	-	1.680
-	0.046	0.013	-	-	0.059
2.165	2.066	2.180	0.320	0.711	7.442

Total 2011/2012 Programme

138.790	7.366	6.689	(0.000)	9.688	162.533
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CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME

CCAC Meeting
Financial Year:

14th September 2011

2011/2012

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme
i.e. Additional resources available in the form of Grant, Section 106 contributions etc which fund the addition, "

Project Name: Devolved Formula Capital

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

(73,000)

Funding Source: Reduction in DFC grant received following Corsham Primary, Corsham Comprehensive, and Sheldon Secondary transfer to Academy status

Project Name: Building Schools for the Future

Budget Change:

2011/12	2012/13	2013/14
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113,000

Funding Source: Wessex Water contribution towards capital works at Melksham Oak School

Project Name: Buildings Repair & Maintenance

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

2,000

Funding Source: Ivy Lane Primary School contribution towards capital works

Project Name: Buildings Repair & Maintenance

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

9,000

Funding Source: Lea and Garsdon CofE Primary School contribution towards capital works

Project Name: Disabled Facilities Grants

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

4,000

Funding Source: Additional DFG grant received from DCLG

Project Name: Area Boards and LPSA PRG reward grants

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

125,000

Funding Source: Additional allocation for Community Safety - Anti Social Behaviour from LPSA reward grant

Project Name: Area Boards and LPSA PRG reward grants

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

100,000

Funding Source: Additional allocation for Streetscene - Reducing Household Waste from LPSA reward grant

Project Name: Area Boards and LPSA PRG reward grants

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

486,000

Funding Source: Additional allocation for Bemerton Heath Neighbourhood Centre, Chippenham SNAP Hydrotherapy Pool Salisbury & South Wilts Sports Club, Larkhill Play Parks Project, and various minor Area Board schemes

Project Name: Schools Additional Accommodation

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

359,000

Funding Source: Section 106 contributions funding capital works at The Trafalgar Secondary School

Project Name: Schools Additional Accommodation

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

156,000

Funding Source: Section 106 contributions funding capital works at Southwick CofE Primary School

Project Name: School Other Projects - Expansions

Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

26,000

Funding Source: Section 106 contributions funding capital works at Durrington Infants School

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME

CCAC Meeting
Financial Year:

14th September 2011

2011/2012

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme i.e. Additional resources available in the form of Grant, Section 106 contributions etc which fund the addition, "

Project Name: School Other Projects - Expansions
Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

 26,000
Funding Source: Section 106 contributions funding capital works at Durrington Junior School

Project Name: LTP Integrated Transport - Footways
Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

 10,000
Funding Source: Colerne Parish Council contribution towards footpath works

Project Name: LTP Integrated Transport - Footways
Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

 33,000
Funding Source: Contributions towards Integrated transport and footpath works

Project Name: Land Drainage
Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

 17,000
Funding Source: Contributions towards land drainage works

1,393,000 Total Delegated Changes Approved by Section 151 Officer

SECTION 2 - DELEGATED CFO POWERS

"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme not progressing as originally anticipated or other circumstances"

No Reprogramming of expenditure has been undertaken for the 2011/2012 Month 4 monitoring report

0 Total Re-profiling

SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES

"Adjustment/addition of scheme to the capital programme which places an additional funding requirement on the programme"

Project Name: Transformation Programme
Budget Change:

2011/12	2012/13	2013/14
---------	---------	---------

 8,295,000
Funding Source: Increase in Depots budget funded through borrowing initially, largely offset by capital receipts in future years.
 Taken to CCAC 7th February

8,295,000 Total requests for additional resources

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Michael Hudson

DATE: September 2011

Capital Programme Monitoring 2011/2012

	2011/2012 Capital Monitoring		
Scheme name	Current Budget	Total Spend (Actual + Commitments)	Remaining Budget
	£m	£m	£m
Education schemes			
Wellington Academy	3.646	2.206	1.439
Sarum Academy Salisbury	12.281	0.034	12.247
Extended Schools	0.493	0.043	0.450
Additional Accommodation	16.894	0.658	16.236
NDS Maintenance & Modernisation	9.137	0.873	8.264
Devolved Formula Capital	1.281	0.419	0.862
Access and Inclusion	0.659	0.001	0.658
DCSF Primary Capital Programme	6.614	2.404	4.210
DCSF Targeted Capital 14-19 SEN	6.825	0.273	6.552
Other Projects New Schools	3.227	0.930	2.297
Other Schools Projects - Expansions	2.651	0.090	2.561
Other Schools Projects - Replacements	0.345	0.000	0.345
Sure Start	0.362	0.121	0.241
Other Education schemes finishing in 11/12	0.378	0.298	0.080
Total Education schemes	64.793	8.353	56.440
Highways schemes			
Integrated Transport	2.181	0.810	1.371
Bridges & Structural Maintenance	14.023	2.471	11.552
Carriageway Repairs	1.443	0.005	1.438
Footways, ALA, Land Drainage & Other Minor Schemes	0.903	0.135	0.768
Total Highways schemes	18.550	3.421	15.129
Property schemes			
Transformation Programme	37.383	23.520	13.863
Libraries RFID Technology	0.547	0.479	0.068
Transformation Programme additional agreed for Campuses	5.000	0.000	5.000
Buildings Repair & Maintenance	3.226	0.385	2.841
Leisure & Amenities	1.035	0.021	1.014
Total Property schemes	47.191	24.405	22.786

Capital Programme Monitoring 2011/2012

	2011/2012 Capital Monitoring		
Scheme name	Current Budget	Total Spend (Actual + Commitments)	Remaining Budget
	£m	£m	£m
Housing schemes			
Disabled Facilities Grants	2.836	0.783	2.053
Corporate Other Housing Grants	2.195	0.107	2.088
New Housing	4.666	1.311	3.355
HRA - refurbishment of council stock	4.243	2.675	1.568
Total Housing schemes	13.940	4.876	9.064
Waste Schemes			
Waste Transformation	7.761	5.629	2.132
Waste Vehicles & Street cleaning	1.867	1.201	0.666
Waste Management	0.989	0.015	0.974
Total Waste schemes	10.617	6.845	3.772
Other schemes			
Revenue & Benefits IT System	0.756	0.279	0.477
Carbon Reduction	0.991	0.083	0.908
Planning IT System	1.000	0.000	1.000
Adult Social Care Strategy - Older People, LD & Mental health	1.781	0.795	0.986
Other DCS schemes	0.132	0.006	0.126
Area Boards and LPSA PRG reward grants	1.043	0.107	0.936
Economic Development schemes (including Salisbury Vision)	1.680	0.553	1.127
Other DOR Schemes (including County farms)	0.059	0.000	0.059
Total Other schemes	7.442	1.824	5.618
Total 2011/2012 Programme	162.533	49.724	112.809

Wiltshire Council

Cabinet

13 September 2011

Organisation & Resources Select Committee

15 September 2011

Subject: Business Plan Scorecard Report

Cabinet Member: Councillor John Brady - Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. This is the first report to provide a summary of progress against Wiltshire Council's Business Plan. It provides:
 - Community Results and Council Performance Scorecards for the period April to June 2011 (**Appendix A**)
 - The status of the Council's main programmes (**Appendix B – not included**)
 - The Workforce Report from Human Resources (**Appendix C**)

Background

2. Wiltshire Council's four year Business Plan sets out what will be achieved between now and 2015. It highlights the business model for the next five to 10 years. The changes from where we are now will be phased so that the first four years sets the foundation to make the council as efficient as possible and equipped for the future. Progress reports are intended to give a rounded picture, covering performance against targets, progress on major programmes and information about the Council's workforce.
3. As well as showing results against targets, the scorecards also show performance indicators that will be reported on later once results become available. The reason indicators are reported later in the year is usually because the indicators are annual – that is the results are only available once a year.
4. The status of the Council's main programmes is provided by the Programme Office and shows whether each programme is on track.
5. The Workforce report shows information about the Council's employees, and is also reported to the Staffing Policy Committee.

Main Considerations for the Council

6. Progress against the Business Plan is summarised below.

7. **Community and Council Scorecards** – To date the majority of these measures are shown as on target. The scorecards include additional information for those that are not. These can be found in **Appendix 1**.
8. **Measures with results available later** – These are mainly annual measures, but some are new indicators that are still being defined nationally. Once results are available these indicators will be moved into the main scorecard tables. New indicators do not always have data for prior years and so results in 2011/12 will be used to set the baselines for setting targets from 2012/13

Environmental Impact of the Proposal

9. This is a scorecard so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

Equalities Impact of the Proposal

10. As this is a progress report the proposal has no direct impact on equalities.

Risk Assessment

11. The Council's risk management arrangements apply across the Council's services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to CLT and to the Audit Committee. No risks arise as a result of this report, but it does highlight any difficulties relating to achieving targets and delivering the Council's main programmes.

Financial Implications

12. This is a scorecard report so has no direct financial implications.

Legal Implications

13. As this is a scorecard report there are no direct legal implications.

Options Considered

14. As this is a scorecard report there are no 'options to consider'.

Proposal

15. Cabinet is asked to note progress against the Business Plan.

Sharon Britton

Service Director Policy, Performance and Partnership

Report Author: Claire Small, Policy and Partnership Officer
claire.small@wiltshire.gov.uk

Date of report: 10th August 2011

Appendices

Appendix 1: Business Plan Scorecards

Appendix 3: Workforce Report

Business Plan Scorecard Results to June 2011

Index

- Community Results Scorecard
- Council Performance Scorecard
- Measures to be added later

Scorecard Key:

H = High (good performance if actual is higher than target); L = Low (good performance if actual is lower than target)

3 yr trend: I = Improving; W = Worsening

On target: Y = Yes; N = No; A = Almost

Community Results Scorecard to June 2011

MEASURES TO JUNE												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to June	2011/12 Actual to June	On target?	2014/15 target	Lead officer
	Protect and Safeguard Vulnerable Children											
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	56.3	60.9	62.8	I	67.4	Not yet profiled	61.4	Y	68	Sharon Davies
	Protect and Safeguard Vulnerable adults											
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H			8720	-	9069	Not yet profiled	4755	Y	2014 + 2.6%	James Cawley
	Invest in: Waste Management											
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	40.5%	41.4%	I	41.50%	41.50%	41.80%	Y	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	56.0%	47.2%	37.5%	I	37%	37%	31.5%	Y	25%	Tracy Carter
	Invest in: Housing											
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	583	554	648	I	450	150	196	Y	450	Graham Hogg

Council Performance Scorecard to June 2011

MEASURES TO JUNE												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to June	2011/12 Actual to June	On target?	2014/15 target	Lead officer
Protect and Safeguard Vulnerable Children												
2006	Care leavers in suitable accommodation	H	81.8%	76.5%	97.1%	I	95%	95%	96%	Y	95%	Sharon Davies
2007	Care leavers in suitable education, jobs or training	H	54.4%	41.2%	65.7%	I	68%	Not yet profiled	57%	Y	72%	Sharon Davies
2008	Timely adoptions	H	65.2%	92.9%	100%	I	90%	Not yet profiled	67% (10 adoptions)	Y	90%	Sharon Davies
2009	Safeguarding: initial assessments done in 10 days	H		65.1%	63.6%	-	70%	Not yet profiled	85%	Y	80%	Sharon Davies
2010	Safeguarding: child protection plan reviewed on time	H	100%	97.9%	100%	-	100%	100%	99%	A	100%	Sharon Davies
Invest in: Our Communities												
3007	Number of volunteers in the library service	H	new	new	new	-	325	325	660	Y	325	Niki Lewis
Economy and Unemployment												
4009	Number of businesses assisted	H				-	625	Not applicable	253	Y	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	133 (T)	669 (T)	1046 (T) 435 (W)	I	Awaiting govt. funding decision		183 (T) 22 (W)	-		Alistair Cunningham
Invest in: Leisure Services												
4012	The number of visits to our leisure centres (000)	H	3,315	3,431	3,364	I	3,040	760	762	Y	3,040	Mark Smith
Other												
1004	The percentage of budgeted savings achieved	H				-	100	-	57	Y	100	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H			92.6%	-	95%+	95%	87.3%	N	95%+	Jacqui White

Ref 3007: Volunteers in library service, 660 figure is total of the following:

- 209 Home Library, Computer Buddy & Rhymetime volunteers
- 150 Summer Reading Challenge Volunteer – these are seasonal so only shows as volunteers in June (undertaking training), July & August (actively volunteering)
- 301 Community Library Volunteers – currently being trained to start helping in libraries in September

Measures not on target:

Results expected within 5% of target (Almost)

Ref 2010 – Safeguarding: child protection plan reviewed on time

Target: 100%, Actual: 99%

Reason not on target: 1 child's review was late coming in.

What is being done: This is a very exceptional case as the processes that are in place are strong.

Results not on target (No)

Ref 5001 – Customer telephone call connection rates of 95%

Target: 95%, Actual: 87.3%

Reason not on target: Call connection rates fluctuate from day to day, week to week and month to month – this is normal. At this stage we are monitoring the rate carefully to determine whether the lower performance seen in April to June is just a normal fluctuation, or a substantive change in performance compared with January to March and previously. Factors which can affect performance include:

- unexpected peaks, or
- substantial reductions in the number of people available to handle calls.

What is being done: We continue to find ways to improve (this is a constant activity) by:

- Finding out what triggers unnecessary calls and working out ways to remove the need for customers to make them.
- Thinking of ways to make it easier and clearer for customers to find the right phone number for service.
- At the moment we are working closely with the webteam on the contact details for the council's main services. We are also taking part in service redesign work with highways and street scene services, housing repairs, waste and recycling, passenger transport and registration.

Community Results Scorecard – results available later

MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Economy and Unemployment									
4001	Help create 6,000 additional jobs by Mar 2015	H			455	-	1,500	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H			370	-	2,000	1,500	Alistair Cunningham
Living in Wiltshire									
1001	Percentage of people satisfied with their local area	H	85.90%	86.40%	no survey		Baseline to be set - new survey		
Protect and Safeguard Vulnerable adults									
3002	Good quality of life of people who use social services	H			19.4 (best in IPF group)	-	Baseline to be set		James Cawley
Protect and Safeguard Vulnerable Children									
2002	Children with non-accidental injuries/10,000 children	L		109.5	109.3	-	Indicator being re-developed through public health framework		Sharon Davies
Invest in: Housing									
3005	Affordable homes include 250-350 for rent from PFI	H				-	Awaiting final PFI approval		Graham Hogg
Invest in: Highways									
4003	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£44m	£43m	£42m	I	£40.9m	£37.8m	Parvis Khansari

Community Results Scorecard – results available later (cont'd)

MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Invest in: Energy Efficiency									
4006	Lower our carbon emissions by Mar 2015 by 11,823 tCO2	L		61,500 baseline	742 reduction	-	No annual targets	11, 823 tCO2 reduction	Alistair Cunningham
Invest in: Children's Attainment									
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	73	71	75	I	75.2	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	53.2	55.4	55.8	I	56.6	60.6	Stephanie Denovan
Invest in: Our Communities									
3003	Level of participation in regular volunteering	H	29.60%	29.90%		-	Baseline for new survey		Niki Lewis
Invest in: Broadband									
1002	85% premises able to access superfast broadband by Dec 2015	H				-	N/A in 2011/12	85% Dec 2015	Carolyn Godfrey
Public Health measures									
V1	Healthy Life expectancy - males	H	79.3	79.3	79.5	I	79.9		Maggie Rae
V1	Healthy Life expectancy - females	H	83.1	83.3	83.5	I	83.7		Maggie Rae
V2	Reduce health inequalities - males	L	4.6	5.1	5.8	W		4.47	Maggie Rae
V2	Reduce health inequalities - females	L	3.3	3.4	3.9	W		2.84	Maggie Rae

Council Performance Scorecard – results available later

MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Overall									
1003	Percentage of people satisfied with the council	H	47.50%	37.90%	No survey	-	Baseline for new survey		
Protect and Safeguard Vulnerable Children									
2005	More children in care get 5 A*-C GCSEs (or equivalent)	H	11.4	14.3	16	I	20	32	Sharon Davies
Economy and Unemployment									
4007	Helping business: sites brought forward	H				-	To be developed		Alistair Cunningham
4008	Helping business: incubation centre facilities created	H				-	Awaiting results		Alistair Cunningham
Invest in: Our Communities									
3006	Environmental and youth spend by area board	H				-	Setting baseline		Michael Hudson
3008	Satisfaction with area boards	H				-	Setting baseline		Niki Lewis
Public Health measures									
6001	Hospital admissions - alcohol related (/100,000)	L	1338	1390	1621	W	1400		Maggie Rae
6002a	Proportion 4-5 year olds with healthy weight	H	77.5% (CI +/- 1.2%)	78.9% (CI +/- 1.2%)	76.8% (CI +/- 1.2%)	-	Awaiting national definitions		Maggie Rae
6002b	Proportion 10-11 year olds with healthy weight	H	69.5% (CI +/- 1.4%)	70.5% (CI +/- 1.4%)	68.9% (CI +/- 1.4%)	-			Maggie Rae
6003	Hospital admissions of older people due to falls	L				-			Maggie Rae
6004	Drug users in effective treatment	H	614	628	622	I			Maggie Rae

Council Performance Scorecard – results available later (cont'd)

MEASURES – results available later									
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Invest in: Highways									
4011	The average days taken to repair a pothole	L	31	13	5.2	I	11	10	Mark Smith
Invest in: Energy Efficiency									
4013	Units of energy used by the council: Electricity, Natural Gas, LPG, Oil.	L				-			Alistair Cunningham
4014	CRC (carbon tax) costs avoided	H				-			Alistair Cunningham
4015	Reduce carbon emissions by 40% (WTP estate)	L				-			Mark Stone

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending June 2011

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)
- Wiltshire Council figures exclude Fire, Police and Schools
 - **Headcount** = Number of positions that are filled not individual people
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of service reviews

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **June 2011**

Management Information Team Observations:

- Wiltshire Council's (WC) headcount reduced by 131 (2.4%), and the FTE by 166 (3.9%). It would be inaccurate to make a judgement as to which department the majority of this reduction came from, due to the recent restructuring within the departments.
- A new measure for this year is the ratio of managers to employees. The golden rules state that a guideline ratio of around 6 employees to every manager is optimum. Post the management review, WC has surpassed this rule and now has a ratio of 1 manager to every 7 employees.
- Sickness rates have decreased this quarter to 7.9 days per FTE (-1.0 days). This decrease has now taken the sickness days lost to a level that is much lower than the lower quartile of local authority's benchmark figure (8.8 days).
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (22.2%).
- The Department of Community Services (DCS) sickness rates have now reduced due to Housing, which now form part of the department having low sickness rates. The Department of Transformation and Resources (DTR) saw the lowest sickness rates with 6.0 days per FTE.
- The percent of total absences lasting over 20 days have increased to 46.0% (+2.8%). However, less days were lost to all incidents of sicknesses whether short (<5 days), medium (5-20 days) or long (>20 days) term and this increase simply occurred due to short term sickness seeing a bigger decrease.
- The annualised voluntary turnover rate decreased this quarter to 8.4% (-3.3%). However this decrease is due to the inclusion of voluntary redundancy in the figures for last year's reports, this has now been excluded to give a truer picture of voluntary turnover rates at Wiltshire Council for this quarter and those going forward.
- DCE continue to display the highest voluntary turnover rate, at 11.6% (-1.2%), however, the previous quarter figure does not take into account the move of performance into DCE. 63% of this turnover was due to either leaving for alternative employment or resignation due to family commitments.
- Now that voluntary redundancy is excluded from the voluntary turnover rate, the most common reason for leaving voluntarily from the council has reverted back to resigning for alternative employment not in a local authority (31%).
- New disciplinary and grievance cases have both decreased since last quarter, to 5.3 per 1000 employees respectively (-3.6 and -1.7 respectively).
- H&S incidents per 1000 employees saw quite a significant increase to 3.8 (+2.1) but remain below the median seen across local authorities. Cases in DNP equate to 77% of the total cases. However, it is necessary to take more formal

procedures in some of the frontline service areas, such as DNP, to ensure that high quality service levels are maintained.

- Another new measure is to keep track of the redundancies being made throughout the quarter. This quarter there was 98 redundancies made, 59 of which came from DCE (60%).
- To keep track of whether Wiltshire Council is making the savings required from staffing levels, we need to make sure that the ratio of starters to leavers is at a satisfactory level (i.e. there are more leavers than starters). Wiltshire Council's overall ratio is 1 FTE starter for every 4.3 FTE's leaving the council.
- During the last quarter, sickness absence cost Wiltshire Council £538,184.81 in sick pay. An organisation of Wiltshire's size would be expected to pay £2,397,988.01 a year in sick pay (based upon the median sickness rate across local government) but Wiltshire's annualised cost equates to just £2,152,739.24; this is therefore £245,248.77 less than what could be expected.
- Wiltshire Council made a saving of £244,979.52 from the organisational pay bill from staff reducing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5270	-131 (-2.4%)
FTE (as at end of period)	4117	-166 (-3.9%)
FTE change due to TUPE transfers in vs. out	-8.6	n/a
FTE change due to employee hour changes	-6.79	n/a
Ratio of starters to leavers (FTE)	1:4.3	n/a

“Full Time Equivalents” which take into account actual working hours to show accurate staffing levels

Part of the FTE/HC change above may be explained by these measures

How many leavers we have had for every one starter

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:7	n/a
% Exit questionnaires completed (YTD)	10%	n/a
% of total vacancies filled by internal appointment - year to date	73%	n/a
% management posts filled by internal appointment - year to date	100%	n/a
FTE of managers	665	n/a
Number of redundancy's made during quarter	98	n/a

The % of posts filled by an internal candidate

The % of leavers who completed an exit interview

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	7.9 days	8.9 days
% of total absences over 20 days (ytd)	46.0%	43.2%

The number of RIDDOR incidents that have occurred. <http://www.hs.e.gov.uk/riddor/riddor.htm>.

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	3.8	1.7

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	8.4%	11.7%
% <1 year turnover rate(ytd annualised)	23.0%	18.9%
Average leavers' length of service	10.9 years	9.7 years

Disciplinary and Grievance Cases		
Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	5.3	8.9
New grievance cases per 1000 employees (annualised)	5.3	7.0

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you Information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	WC	Last period
% of employees paid over £50,000 annual salary	2.07%	n/a
% of employees paid over £100,000 annual salary	0.09%	n/a
% of employees paid over £150,000 annual salary	0.02%	n/a

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Additional financial information		
Measure (If the figure is a negative a saving has been achieved)	WC	Last period
Cost of sick pay (ytd)	£538,184.81	n/a
Cost /saving of employee hour changes (during period)	-£244,979.52	n/a

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as "large" (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.8 (lower q.)	5.7
Average length of absence (FTE days)	5.9	4.9	3.5
% of absences over 20 days	55.8%	41.8%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	6.6%	5.7%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4

Wiltshire Council

Organisation and Resources Select Committee

15 September 2011

Task Group Update

ICT Task Group			
Membership:	Cllr Carter (Ch)	Last Meeting	27 July 2011
	Cllr Hill	Next Meeting:	13 October 2011
Cllr Hubbard	Cllr Seed		
	Cllr While		
<p>At its last meeting on 27 July 2011 the Task Group received a demonstration on Sharepoint 2010 and its potential. The Group also considered the report arising from the Air Quality Monitoring System Rapid Scrutiny Exercise.</p> <p>The main items for the next meeting on 13 October 2011 are: SAP, the ICT team structure and budget.</p>			

Campus and Operational Delivery Programme (CAOD) Task Group			
Membership:	Cllr Jeans	Last Meeting	13 July 2011
	Cllr Osborn (Ch)	Next Meeting:	tbc
Cllr Carter	Cllr Rooke		
	Cllr Seed		
	Cllr Howard		
	Cllr Deane		
<p>At its last meeting the task group was introduced to the Transformation Programme Governance structure; consisting of 6 project streams. Concern was raised about the scale of the work that the Task Group would be required to scrutinise as the programme expanded. It was recognised that this would be considered as part of the wider scrutiny review.</p> <p>The Business Plans for the 3 pilot campuses (Salisbury, Corsham & Melksham) would be considered by Cabinet in September or October and the Task Group would schedule its next meeting to scrutinise this report in advance of the executive.</p> <p>Members also reviewed the draft community asset transfer policy recommending that applications should be considered positively by an Area Board before being passed to officers under delegated authority.</p>			

S106 Task Group			
Membership:	Cllr Trotman (Ch) Cllr Douglas Cllr Fuller Cllr Jeans Cllr Marshall Cllr Deane	Last Meeting	July 27 2011
		Next Meeting:	September 2011
<p>Members of the Task Group visited Browfort to see the Section 106 database in action. Progress had been made on cataloguing the historic agreements with the database anticipated to be completed by late October.</p> <p>The Task Group will meet in late September to discuss with the Cabinet member how the authority intends to monitor the delivery of S106 agreements.</p>			

Procurement & Commissioning Task Group			
Membership:	Cllr Carter Cllr Deane Cllr Doyle Cllr Hubbard Cllr Hutton (Ch) Cllr Moss Cllr Packard	Last Meeting	28 July 2011
		Next Meeting:	3 October 2011
<p>The Task Group met for its inaugural meeting on 28 July. The Cabinet member and Head of Procurement provided the members with an overview of the work completed to date towards achieving the 4 year £36m procurement savings and it was agreed that the initial focus for the next (3 October) meeting will be the largest year 1 savings area of Adult Social Care procurement savings (£5.4m of £9.1m).</p>			

Partnerships			
Membership:	Cllr Allen Cllr Burton Cllr Colmer Cllr Humphries Cllr Osborn Cllr Seed Cllr While (Ch)	Last Meeting	June 2011
		Next Meeting:	tbc
<p>The Partnerships Task Group is expected to meet with the new Cabinet lead for Housing in late September.</p>			

Member Support in the Locality Task Group			
Membership:	Cllr Seed (Ch)	Last Meeting	6 September 2010
	Cllr Ody Cllr Wayman Cllr Westmoreland Cllr West Cllr Allen	Next Meeting:	tbc
<p>This Task Group had been asked by the Councillor Development Group to review a draft version of the revised Councillors' Handbook and provide comments and suggestions for improvement.</p> <p>Members of the Councillor Development Group will now meet on 21 September and will discuss whether the Handbook requires a complete, holistic review rather than just updating. This will determine when is appropriate for the Task Group to consider a draft version.</p> <p>Members will be advised of the outcome of the Councillor Development Group meeting and, following discussion with the Task Group Chairman, a timescale for reviewing the Handbook will be proposed.</p>			

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Overview & Scrutiny Organisation and Resources Select Committee

Rolling Work Plan from September 2011

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Campus and Operational Development (previously known as Workplace Transformation) Programme	Task Group	Ongoing	To consider updates on progress Four year programme	Mark Stone	Cllr Stuart Wheeler
ICT	Task Group	Ongoing	To consider updates on progress to include SAP Development (as incorporated within the Technology Plan roadmap)	Cllr Nigel Carter	Cllr John Noeken
Procurement & Commissioning	Task Group	Ongoing	To consider updates on progress.	Ceri Williams	Cllr John Noeken
Partnerships (Standing)	Task Group	Ongoing	To receive an update on progress.	Ceri Williams	
Scrutiny Representation on Project Boards	Committee	Ongoing	Scrutiny representatives to provide written updates where applicable	Cllr Ricky Rogers 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
S106 Agreements	Task Group	November 2011	To receive an update on progress once the Task Group has met in September to establish if the database has been completed and reviewed the options for making it accessible to the public.	Ceri Williams	Cllr Toby Sturgis
Member Support in the Locality	Task Group	November 2011	To undertake a review on member support in September 2011	Henry Powell	Cllr Laura Mayes
Community Area Board Grant	Committee	November 2011	To receive details on the measurements in place to safeguard monies awarded through the area board grants system.	Steve Milton	Cllr John Thomson
Area Board Performance Indicators	Committee	November 2011	To receive details on the performance indicators in place for Area Boards.	Steve Milton	Cllr John Thomson
Library Services Review	Committee	November 2011	To receive a six month update on progress in relation to the Library Services Review	Niki Lewis	Cllr Stuart Wheeler
People's Strategy	Committee	November 2011	That the Scrutiny Manager and Cllr Ricky Rogers to receive details of the revised strategy once available which may then be considered by Committee	Barry Pirie	Cllr John Noeken

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Scrutiny Review	Committee	January 2012?	To implement a wider review of Scrutiny to ensure the most appropriate allocation of resources	Paul Kelly	Cllr Jane Scott
Consultancy/Agency Staff Update	Committee	March 2012	To receive an annual update on consultancy/agency staff	Barry Pirie	Cllr John Noeken
Shaping the Future Group	Committee	tbc	To receive the Action Plan for consideration once available	Laurie Bell	Cllr Laura Mayes/ Cllr Allison Bucknell

Cabinet Forward Work Plan
September 2011 – December 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
Update on Performance	13 September 15 November 2011	To inform Cabinet about progress against the Council's priorities, including those in the Local Agreement for Wiltshire.	Cllr John Brady	Sharon Britton
Budget Monitoring	13 September 18 October 15 November 13 December 2011	To receive an update on the Councils capital and revenue budget.	Cllr John Brady	Michael Hudson
Collaborative working with Wiltshire Police	13 September 2011	Outlines the context and the partnership work to date to develop collaborative working with Wiltshire Police and asks that this work is further developed and implemented.	Cllr Jane Scott	Carlton Brand
Annual Governance Statement 2010-11	13 September 2011	To consider a draft Annual Governance Statement for 2010/11 for comment before final approval is sought from the Audit Committee at its meeting on 28 September 2011	Cllr John Brady	Marie Lindsay
Provision of Internal Audit	18 October 2011	To explore options for the future delivery of Internal Audit and determine next steps	Cllr John Brady	Michael Hudson

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Campus Proposals	18 October 2011	Asks that Cabinet consider approval of three community developed campus proposals relating to the community areas of Melksham, Corsham and Salisbury	Cllr Stuart Wheeler	Carlton Brand
Council Tax Base	13 December 2011	To set and approve the Council Tax Base for 2012/2013	Cllr John Brady	Andy Brown
Fees and Charges Policy	13 December 2011	To consider the Council's Corporate Fees, Charges and Concessions Policy	Cllr Fleur de Rhe-Philippe	Michael Hudson

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