AGENDA

Meeting: Overview & Scrutiny Management and Resources Select Committee

Place: Committee Room III, County Hall, Trowbridge

Date: Thursday 21 January 2010

Time: **10.30 am**

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

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

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

Membership:

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

Substitutes:

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

PART I

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

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

   To approve as a correct record and sign the minutes of the last meeting of the Overview and Scrutiny Management and Resources Select Committee held on 26th November 2009.

2. **Apologies and Substitutions**

3. **Declarations of Interest**

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

4. **Chairman's Announcement**

5. **Public Participation**

   The Council welcomes contributions from members of the public.

   If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. The Chairman will, however, exercise his discretion in order to ensure that members of the public have the opportunity to contribute.

   Members of the public wishing to ask a question should give written notice (including details of any question) to the officer named above by **12:00 noon on Tuesday 19 January 2010.**

6. **LGR Appointments Procedure** *(Pages 9 - 32)*

   A report by Barrie Pirie, Service Director Human Resources and Organisational Development, on the development, agreement, and application of the process to make staff appointments to the unitary council and to deal with those staff displaced by the local government reorganisation is attached.

   The Committee is asked to comment on the report.

7. **Business Management Programme (SAP)** *(Pages 33 - 40)*

A report by Jacqui White, Service Director, Shared Services and Customer Services, is attached.

This arose following the outcome of the meeting between the Chairman, Vice-Chairman and Service Director as part of the scheduled round of meetings with Resources Services Directors agreed at the Development Day.

The report is intended to inform the Committee of the development issues and work plan for continuing the business improvement that is necessary to ensure the organisation is using SAP in the most effective way and therefore extracting the maximum performance and cost benefit from the solution.

The Committee is asked to comment on the report and associated workplan.

8. **Role of a Future Management and Co-ordination Body** *(Pages 41 - 56)*

A report by the Service Director, Legal and Democratic Services on the role of a future Overview and Scrutiny (OS) management and co-ordination body is attached.

This followed the decision at the last meeting to pursue in principle the option of establishing an overarching management and co-ordination body subject to further discussion and research.

The Committee is asked to comment on the report and agree a way forward.

9. **Task Group - Updates** *(Pages 57 - 72)*

i) Local Area Agreement/Partnerships – Final Report

Membership: Cllr Roy While (Chairman)
Cllr Jonathan Seed
Cllr Chris Caswill
Cllr Desna Allen
Cllr Jane Burton

The final report of the Local Area Agreement – Partnerships Task Group is attached.

The Committee is asked to endorse the findings and recommendations of the Task Group as set out in the report.

ii) Local Service Review

Membership: Cllr Desna Allen (Chairman)
Cllr Roy While
Cllr Bill Roberts
Cllr Bill Douglas
Cllr Howard Marshall

The Task Group last met on 2 December to consider a draft area board review proposal which outlined how the review will be implemented, including the scope, a draft timetable and the proposed methodology.

The Head of Community Governance also provided the Task Group with key lines of investigation for the review which focused on the areas of area board operation which require refinement and which would form the basis of consultation throughout the review.

The work previously done by the Task Group in respect of councillor call for action and the operational relationship between scrutiny and the area boards was circulated to the Select Committee members after the last meeting. The Task Group will consider the draft review report on 2 March ahead of Cabinet on 23 March.

iii) Budget & Performance

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

At the last meeting held on December 22 the Task Group considered the Comprehensive Area Assessment Results. The Service Director for Performance and Risk outlined the areas where further work or information is required as identified by the CAA inspectorates. The Task Group agreed to make recommendations to the relevant Select Committees to address the areas identified within their own work programmes. The Budget Monitoring updates (Capital and Revenue Budget Monitoring Reports covering data up to the end of October 2009) were also considered along with an interim report on the Treasury Management Strategy.

The Task Group also received updates on the first round of Fact Finding Meetings and on the SAP Health check report. The Task Group was informed that the SAP report would be made available for its next meeting on 9 February.

A valuable visit was undertaken by the Task Group to SST on 27 November where they received a demonstration of SAP. A special joint scrutiny committee will be held 16 February to scrutinise the cabinet's proposals for the 2010/11 budget in advance of Full Council.

iv) Major Contracts

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

The Task Group met on 12 January to review the Energy Contract. Councillors were satisfied with the current arrangements and potential plans for the future in light of the work of the Workplace Transformation project. The meeting highlighted that more information was felt to be needed by Scrutiny on energy efficiencies and carbon footprint strategies for the authority. This will be passed to the relevant select committee to consider.

Consideration was given to the forward work plan and the Task Group concluded not to review the Steria contract since the revised contract only commenced in April 2009 and would shortly be retendered. An update will come to the Councillors in six months and report on progress towards this new provision. The Task Group discussed the incorporation of past District Council contracts into the forward work plan and were reassured that the Scrutiny Officer is working with the Procurement Team to compile the necessary information.

v) Workplace Transformation Programme

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

The Task Group had its second meeting on 11 January and received a presentation on the redevelopment of Bourne Hill and the rationalisation of offices in Salisbury.

The Service Director for ICT and Business Transformation also attended the meeting to address the Group on the ICT budget and the ICT and telephony transformation requirements to support flexible and sustainable home and mobile working.

The Task Group will undertake a site visit to Bourne Hill in February and the Workplace Transformation Programme Director wishes to extend this invitation to all members. An email will be sent out confirming the arrangements of this visit in due course.

10. **Corporate Procurement Strategy Implementation** *(Pages 73 - 76)*

A report from the Scrutiny Officer providing details of the Corporate Procurement Strategy Implementation Rapid Scrutiny Exercise held on 11 January will follow.

11. **Councillors ICT Provision** *(Pages 77 - 82)*

Following representations from a number of members, the Chairman with the support of the Vice Chairman announced at Council on 15 September that a Rapid Scrutiny Exercise would be undertaken on the issue of ICT for elected members. This took place on 11 December and a report of the meeting is attached.

The members involved were:

Cllr Jonathon Seed (Lead Member)
Cllr Alan Hill
Cllr George Jeans

The Committee is now asked to endorse the recommendations set out in the report for formal submission to the Cabinet member.

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

Wiltshire Council has been invited to nominate a member to sit on the South West Members Overview & Scrutiny Network. This group organised by South West Councils meets on a quarterly basis with the aim to share best practice and to discuss current legislative issues. This body has a sister 'officers' group which meets in parallel in the morning, with officers and members coming together in the afternoon session. Ceri Williams will be Wiltshire's representative on the Officers' Network.

The inaugural meeting of the Member Network took place in Oct 2009, with extensive representation from across the region. For the next meeting (scheduled to take place on 5th February) Wiltshire, in recognition of its Budget Scrutiny work has been invited to present an overview of how Wiltshire has approached this area.

The senior scrutiny members have been contacted by the Scrutiny Manager to express an interest in representing the Authority on the Network and the Vice Chairman of the Management and Resources Select Committee has volunteered to perform this role.

The Committee is asked to agree the nomination of Cllr Tony Deane as its representative on the South West Members Overview & Scrutiny Network.

13. **Forward Work Programme** *(Pages 83 - 86)*

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

14. **Date of next Meeting**

25 March 2010 at County Hall, Trowbridge.

15. **Urgent Items**

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

PART II

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

NONE

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OVERVIEW & SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE

MINUTES of the OVERVIEW & SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE MEETING held on 26 NOVEMBER 2009 at COMMITTEE ROOM III - COUNTY HALL, TROWBRIDGE.

Present:

Cllr Nigel Carter, Cllr Chris Caswill, Cllr Tony Deane (Vice-Chair), Cllr Mary Douglas (Reserve), Cllr Nick Fogg, Cllr Charles Howard, Kelly, Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman), Cllr Bill Roberts, Cllr Ricky Rogers, Cllr Judy Rooke and Cllr Jonathon Seed

Also Present:

Carlton Brand - Director of Resources, Cllr Allison Bucknell, Cllr Christopher Cochrane, Ian Gibbons and Cllr John Noeken

24. **Apologies**

Apologies for absence were received from Cllr Christopher Devine and Cllr peter Doyle. Cllr Mary Douglas substituted for Cllr Christopher Devine.

25. **Minutes of the Previous Meeting**

The minutes of the previous meeting held on 24th September 2009 were approved as a correct record.

26. **Delivering Customer Focus Programme**

The Committee considered a report by the Director of Resources on Delivering Customer Focus Programme which defined the organisation's plans to deliver customer focused services.

John Noeken (Cabinet Member), Allison Bucknell (Portfolio Holder), Carlton Brand (Corporate Director, Resources) and John Rogers (Head of Customer Access) attended the meeting to answer questions arising from the report.

The Chairman provided background information to members of the Committee in terms of it's dependency with the Business Transformation and Workplace Transformation Programmes and the potential need to develop joint access channels as part of the Total Place initiative. He requested that the following points were taken into consideration by Cabinet when the paper was submitted in December:

- Transitional Scrutiny reviewed the Customer Access to Services Strategy and first phase delivery.

- The 'face to face' channel was operating below it's potential but to extend opening/access hours would have staff implications for harmonisation of terms and conditions.

- The Committee required sight of the preliminary set of measures and indicators developed within the management system to understand and improve the business.

- Aspects of current culture are not customer focused including retaining service control, a silo structure and self protecting budgets and have historically been difficult to change.

- The People Strategy was subject to separate scrutiny (as were a number of the other main dependencies).

- Scrutiny should retain an interest in further development and implementation of the programme either through nomination of a scrutiny member to serve on the Customer Focus Board or the establishment of a specific Task Group.

- Further information was needed on the resource requirements as the programme developed.

- Other areas Members of the Committee thought should be considered as part of the Customer Focus Programme included area board decision making, the status of elected members, cash handling within the hubs and harmonisation of the telephony system.

Resolved

(1) To support the Customer Focus Programme subject to the comments highlighted above.

(2) To consider the establishment of a Task Group at the Committee's next meeting on 21st January 2010 following the report's submission to Cabinet in January 2010.

(3) To request an update on the Delivering Customer Focus programme to the Committee at it's meeting on 27th May 2010.

27. **Harmonisation of Terms and Conditions of Employment**

The Committee considered a report by the Director Human Resources and Organisational Development which provided a brief on the scope and outline plan for the harmonisation of terms and conditions of staff employment which was submitted to Cabinet on 24th November 2009.

Cllr Alison Bucknell (Portfolio Holder), Barrie Pirie (Service Director, HR and Organisational Development) and Tricia Glover (HR Project Manager) attended the meeting to answer questions arising from the report.

Clarification was provided that there was a legal obligation to harmonise pay and conditions the outcome of which would be backdated to 1st October 2009 but it was acknowledged that it could take 12-24 months to achieve this process.

A decision by Cabinet was made which would now enable the Director Human Resources and Organisational Development to negotiate on a model of harmonisation within a set parameter of costs. He stressed the importance of not simply focusing on pay as the Cabinet decision would allow a degree of flexibility on conditions and benefits.

Ensuing discussion included the impact harmonisation could have on employee morale especially for those staff currently protected under TUPE. Councillors were concerned how this might affect service delivery and public satisfaction within the new Council. Workshops would commence from December through to March 2010 as part of good management practice with plans for a corporate wide employee survey at the beginning of 2010. Scrutiny's continued involvement in the process and future reporting was also discussed.

Resolved:

(1) To note that Cabinet had endorsed the proposal in part 2 of the report which set the parameters for negotiation.

(2) To appoint Cllr Ricky Rogers to represent the Committee on the Project Executive Board and report as appropriate on progress.

(3) To request that an update report be submitted to the Committee after the completion of negotiations with unions and drafting of a collective Agreement in May 2010.

28. **Task Groups - Update**

Members received the updates provided from the agenda and additional information given by Councillors below:

i) Major Contracts

The Committee considered the report by the Director, Legal and Democratic Services providing an update on the Major Contracts Task Group.

It was reported that the Corporate Procurement Board hoped that a new contract register with up to date information including ex District Council continuing contracts would be published by the end of December 2009.

ii) Budget and Performance

Cllr Tony Deane reported that the next meeting of the Task Group had been re-arranged to take place on 22nd December 2009 to allow the Group appropriate time to consider the papers between Cabinet meetings. This would also allow the opportunity to scrutinise particular budget lines in more detail on recommendation from the fact-finding meetings. This approach would be adopted for all future meetings.

Discussions had taken place with the internal auditor regarding the robustness of statements.

iii) Local Area Agreement/Partnerships

Cllr Jonathon Seed reported that meetings had been going well and that the Task Group's final report would be submitted to the Committee at the next meeting on 21st January 2010.

iv) Local Service Review

Cllr Bill Roberts reported that the Task Group would have sight of the Area Boards review draft questionnaire prior to circulation. The Head of Legal and Democratic Services and Scrutiny Manager responded to questions about the role of the Task Group in respect of the review.

Clarification was provided that Councillor Call for Action was covered within the Constitution, Area Board Handbook and Members Handbook. Information would be sent to the members of the Committee including where this related to 'issues' at Area Boards.

An update report would be provided to the Committee at it's next meeting on 21st January 2010.

v) Workplace Transformation

Following her attendance at the Workplace Transformation event held at the Olympiad in Chippenham, Cllr Judy Rooke clarified that one of the significant issues raised involved the reliability of ICT equipment at home for both members and officers

Two further workplace events were planned for December 2009 and any other significant issues would be reported.

Resolved:

To note the updates provided.

29. **Workplace Transformation Programme - 'Disposal of Assets' Framework Rapid Scrutiny Exercise**

Following the rapid scrutiny exercise on 1st October recommendations were forwarded to the Cabinet Member and Programme Director and incorporated into the final version of the framework document circulated with the agenda and approved by Cabinet on 20th October 2009.

Resolved:

To endorse the actions taken under the rapid scrutiny arrangements.

30. **Members ICT Update**

It was reported that the members appointed to the Rapid Scrutiny exercise would consider the results of the Councillors ICT survey at a meeting which it was hoped would take place early December 2009.

Cllr Chris Cochrane, Cabinet Portfolio Holder for ICT informed the Committee that a contractor had now been appointed to help resolve the practical concerns of logging on and accessibility to the network. The User Group also met after Full Council and discussed a range of issues which were being pursued.

Resolved:

To note the current position.

31. **Role of the Overview & Scrutiny Management and Resources Select Committee**

A report on the role of the Select Committee, rationale for the current Overview and Scrutiny Structure and constitutional rights of non-executive members to challenge decisions was circulated which included options for revised arrangements (Appendix 1-4) for Scrutiny.

Ensuing discussion included a preference for Appendix 4 of the Report which would not require a constitutional change and could be implemented without approval from Full Council if the overarching body was to act in an advisory/liaison capacity and was made up of existing Select Committee Chairmen and Vice-Chairmen. A review of the constitution was due to commence in January 2011 where scrutiny arrangements could also be considered in more detail.

A further discussion was held on whether to seek change with immediate effect or to request additional information to the next meeting.

Resolved:

To request that a further report considering the detail of pursuing the option outlined in Appendix 4 of the report, including approaches adopted by other local authorities, be submitted to the next meeting on 21st January 2010.

32. **Meeting with Resources Service Directors**

The Committee received a note of the meetings held to date between the Chairman and Vice Chairman of the Select Committee and Resources Service Directors.

Resolved:

To note the meetings that have taken place to date and the actions that have resulted from the meetings.

33. **Forward Work Programme**

Members of the Committee were asked to consider the draft Forward Work Plan which had been amended following meetings held with the Resources Service Directors.

Resolved:

To note the revised Forward Work Plan.

34. **Date of next Meeting**

21st January 2010 at County Hall, Trowbridge.

(Duration of meeting: 10:30am – 1:30pm)

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

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WILTSHIRE COUNCIL **AGENDA ITEM NO.**

OVERVIEW AND SCRUTINY MANAGEMENT AND RESOURCES COMMITTEE
DATE

THE FORMATION OF A UNITARY COUNCIL FOR WILTSHIRE – THE "ONE COUNCIL APPOINTMENTS PROCESS"

Purpose of Report

1.1 To report on the development, agreement, and application of the process to make staff appointments to the unitary council and to deal with those staff displaced by the local government reorganisation.

Background

2.1 In response to the successful unitary council bid in 2007 a One Council Human Resources (HR) team comprising of representatives of each of the five Councils and led by an Assistant Director (Local Government Reorganisation) was established, in order to:

- Ensure that the transfer of staff was conducted in accordance with statutory requirements, in a way which enabled the Councils immediate and longer term staffing needs to be met, and in a way which minimised the need for compulsory redundancies following vesting day
- To put in place consultative arrangements which promoted good and harmonious relationships between the constituent authorities and the Unions
- To prepare for the post vesting day harmonisation of terms and conditions by the new Council

2.2 The One Council HR team led on the development of the necessary processes to achieve the above objectives but before application these were endorsed by the Implementation Executive of elected members representing each of the constituent authorities.

Transfer of staff

2.3 The first action was to introduce recruitment and secondment arrangements in the run up to the reorganisation which:

- Promoted as far as possible employment opportunities for the future security of employment for existing permanent staff
- Maintained service delivery
- Ensured that equal opportunity objectives and legal requirements were met

2.4 To this end, a recruitment protocol was agreed between the County Council and the four District Councils to operate from September 2007. This restricted external recruitment and recruitment on a permanent basis in anticipation of the need to redeploy current permanent staff when the reorganisation into one council took effect.

2.5 The process to appoint staff into the new Council was subject to a statutory structural change order and statutory staffing regulations which were not enacted until July 2008. It was not feasible to wait until these were available before starting work on local processes, although no final commitment was made to staff until enactment. The early appointment of Corporate and Service Directors to the new Council was considered to be business critical to successfully manage the transition. The One Council HR team maintained close

contact with the Department for Communities and Local Government (DCLG) in order to anticipate the content of the statutory staffing regulations. Legal Counsel's advice was taken to ensure that all legal requirements were sufficiently understood.

Severance Pay Arrangements

2.6 The five Councils had different severance pay arrangements. At its meetings in March and July 2008 the Implementation Executive:

- Agreed severance arrangements to apply in respect of cessation of employment on the grounds of redundancy or efficiency of the service from 1 April 2009 (Appendix 4) These were designed for local government reorganisation on the understanding that they would be reviewed no later than April 2011.
- Recommended each of the five constituent authorities to adopt these severance arrangements early in order that there be consistency in the compensation paid to staff whose employment was terminated prior to local government reorganisation.

2.7 All five authorities adopted the common severance arrangements.

Chief Executive

2.8 The statutory Staffing Regulations specified that the appointment of the Chief Executive of the new unitary council had to be the subject of open national competition (although they left the process for filling Corporate and Service Director level posts to local determination)

Corporate Directors

2.9 The Departmental structure of the new council was considered and endorsed by the Implementation Executive on 15 April 2008 and WCC Cabinet on 22 April 2008. On 7 May 2008 the Implementation Executive endorsed the principles and process for appointments to Corporate and Service Director posts (see Appendix 1)

2.10 Generic job specifications for the Corporate Director roles in the new council were designed and agreed.

2.11 Some Corporate Directors of WCC (legally the "continuing authority") had ownership of their posts because they were not significantly changed by LGR. They were therefore confirmed in post.

2.12 Corporate Directors in the County Council and Chief Executives of the four District Councils whose posts were displaced or fragmented due to the creation of the one council Corporate Director roles were given "prior consideration" for the vacant Corporate Director roles, on the understanding that any who chose not to apply did not jeopardise the redundancy compensation payable to them on the termination of their employment.

2.13 Selection of Corporate Directors for Wiltshire Council was handled by an Appointments Sub-Committee of the Implementation Executive, comprising of 4 elected members from the County Council and 1 elected member from each District Council.

Service Directors

2.14 Some County Council Assistant Directors had ownership of Service Director posts. Assistant Directors in the County Council and Corporate Directors in the District Councils whose posts were displaced or fragmented due to the creation of the one council Service Director roles were given "prior consideration" for the vacant Corporate Director roles, on the understanding that any who chose not to apply did not jeopardise the redundancy compensation payable to them on the termination of their employment. The Appointments Sub-Committee shortlisted, interviewed and selected Service Directors in July 2008. Two Service Director roles which remained unfilled through internal recruitment were

subsequently filled through external recruitment.

2.15 Although some Service Directors did not fully take up their posts until January 2009, all planning for the new council was conducted by the new leadership team from September 2008.

Staff below Service Director level

2.16 The One Council Appointments process for all staff below Service Director level was negotiated and agreed with the recognised unions and endorsed by the Implementation Executive on 6 October 2008. The process is shown at Appendix 2 and as well as dealing with appointments also deals with selection for redundancy, the mechanism for maximising redeployment of staff at risk of redundancy, and the agreed effective date for future harmonised terms and conditions.

2.17 A scheme to reimburse excess home to work mileage for a period of 3 years was introduced to facilitate work-base changes and contribute to the minimising of redundancies (see Appendix 3).

2.16 The One Council HR team was expanded from September 2008 to include HR Business Partners to support Service Directors in managing the staff transition in allocated Departments.

2.17 Service Directors, and their Heads of Service (when appointed), designed new roles for their structures and also confirmed which if any roles would continue substantially unchanged. This enabled the application of the One Council Appointments process from around October 2008. Although services varied in whether they were moving straight to a transformed structure or moving into the new Council initially essentially unchanged in a "transitional" structure, it proved possible to confirm to around 85% of staff by 31 December 2008 as to whether their current job would be continuing substantially unchanged beyond vesting day of the new authority or whether they were potentially displaced.

2.18 Although it was not legally possible to introduce formal redeployment measures in advance of vesting day (because the County Council had no power of direction over District Council staff) some voluntary early redeployment was enabled through posts being advertised internally prior to 1 April 2009, supported by pay protection for District Council staff who would otherwise be facing a drop in salary.

2.19 The formal redeployment mechanism took effect from April 2009 and was coordinated centrally.

2.20 Support for staff facing redeployment or redundancy was commissioned from élan coaching, who offered flexible support including introductory group sessions and up to 4 follow up one to one coaching sessions on career goals and job search, in Trowbridge, Salisbury, Devizes and Chippenham.

2.21 An overview of how the Appointments process has operated for staff below Service Director level, including the number of staff at risk of redundancy who have been redeployed to suitable alternative employment (132), is shown at Appendix 5.

Redundancies

2.20 The number of redundancies arising to date from the reorganisation into one council is 92 and the LGR severance cost totals £4.2 million.

Consultative Arrangements

2.22 A Local Government Reorganisation Joint Consultative Committee (LGR JCC) was established for Wiltshire County Council and District Council management to consult staff representatives about:

- The transfer of staff to the new council
- The organisation of staff within the new council
- The arrangements for terms and conditions harmonisation
- Compensation arrangements
- Any other matters which the parties recognise as being of joint interest and relevance

2.23 The LGR JCC has met regularly and discussed some of the practical issues in applying the appointments procedure, as they have arisen, agreeing on the clarification of some points as necessary. It has also agreed a number of other key policies and procedures, including statutory employment procedures such as Disciplinary, Capability, Redundancy, Absence Management, and Termination of Employment, to be applied in the new council.

Harmonisation of Terms and Conditions of Employment

2.23 A corporate project to harmonise the terms and conditions of employment has been established and the Overview Management and Resources Committee considered the two recent reports to Cabinet about this at the meeting on 26 November 2009.

2.24 The Governance structure for the Harmonisation project includes a representative of Scruitiny (Cllr Ricky Rogers) on the Project Executive Board, and there will be a progress report to OM & R Committee in May 2010.

2.25 A dedicated (seconded) team has been established within HR to support harmonisation. Financial parameters have been set by Cabinet. The harmonised set of terms and conditions will be subject to negotiation with the recognised unions and approval by the Staffing Policy Committee.

3. Proposal

3.1 The Committee is asked to note this report.

Name and title of Director Barry Pirie, Service Director, HR & OD

Report Author Tricia Glover

Name, title and contact details HR Project Manager (Pay Harmonisation)
triciaglover@wiltshire.gov.uk; 01225 756550

Date of report January 2010

Background Papers **None**

Appendices: 1. Principles and process for Appointments to Corporate and Service Director posts
2. One Council Appointments Process
3. Home to Work Excess Mileage Scheme
4. LGR Severance Policy
5. The application of the One Council Appointments process

WILTSHIRE COUNTY COUNCIL **APPENDIX 1**

IMPLEMENTATION EXECUTIVE
7TH MAY 2008

RECRUITMENT PROCESS : PRINCIPLES AND PROCESS FOR MAKING APPOINTMENTS TO TWO TOP TIERS

Purpose of Report

1. To resume consideration of the principles and process for making appointments to the two top tiers having regard to :-

   1.1 Legal advice relating to the rights of displaced District Council Chief Executives.

   1.2 The draft Staffing Regulations.

   1.3 The outcome of the evaluation exercise undertaken to compare the roles of senior managers in District Councils with those in the County Council.

Legal Advice

2. The posts of Chief Executive in the District Councils will cease on 31st March, 2009.

3. The Staffing Regulations will provide a right for District Council Chief Executives to be transferred to the employment of the new Council at vesting day. As their post of Chief Executive will have ceased, they will be displaced and potentially facing dismissal on the grounds of redundancy unless suitable alternative employment is available and can be offered to them.

4. The County Council has sought the advice of leading Counsel. In essence he has advised that :-

   4.1 Displaced District Council Chief Executives should be included in prior consideration for suitable Corporate Director posts.

4.2 Failure to do so will expose the County Council to claims for unfair dismissal and Compensation which may well succeed.

5. This being so, paragraph 1.3.2 of the Appendix previously circulated continues to apply. It states :-

" Where a post of Corporate Director in the County Council or Chief Executive in the District Council disappears or is fragmented, and the job holder is displaced and potentially redundant, identify possible suitable alternative employment as a means of reducing the risk of redundancy dismissal. Ring fence any potentially suitable alternative employment identified to the displaced Corporate Director(s) in the County Council and Chief Executives in the District Councils.**"**

Comparability Exercise

6. Paragraph 2.2.2 of the previously circulated Appendix, relating to the appointment of Service Directors in the new organisation states :-

" Where a post of Assistant Director in the County Council or Director in a District Council disappears or becomes fragmented, and the job holder is displaced and potentially redundant, identify possible suitable alternative employment as a Service Director as a means of avoiding redundancy dismissal. Ring fence the appointment to the displaced Assistant Director(s) in the County Council and displaced Directors in the District Councils, who are facing redundancy and for whom by reference to previous job content (e.g. range of responsibilities and job size) to qualification, skills and experience necessary to perform the role and to their pay and their place in the organisational structure the identified post would appear suitable alternative employment.**"**

7. Representations have been made by, and on behalf of, some District Council Directors that :-

7.1 their equation with post of Assistant Director in the County Council; and

7.2 their consequent omission from prior consideration for a post of Corporate Director

potentially infringes their employment rights.

8. A job evaluation exercise has been conducted. It has sought to evaluate the different roles and score them accordingly. The outcome and consequent legal advice will be made available at the Implementation Executive. This will influence whether the proposed arrangements to give prior consideration to displaced District Council Directors for posts of Service Directors remains appropriate or needs to be revised.

Staffing Regulations

9. It is understood that :-

9.1 Draft Staffing Regulations will be published week commencing 6th May and be the subject of a two week period of formal consultation.

9.2 The Minister intends making an announcement to and laying the draft Regulations before Parliament on or about the 20th May.

9.3 There will then be a period of three weeks before the Regulations become enacted (i.e. about mid June).

10. An advanced copy of the draft Staffing Regulations has recently been sent to the leader of the JIT. The Regulations are likely to provide :-

10.1 All employees of authorities which will cease to exist on 1st April, 2009 and who are in post immediately prior that date for transfer to the new unitary authority with TUPE protection.

10.2 New unitary authorities are required to appoint a Chief Executive by means of open competition by April 2010.

10.3 Displaced Chief Executives of continuing authorities will be eligible for redundancy compensation.

11. The Draft Regulations are also likely to be accompanied by Ministerial Guidance setting out the Government's view on the appointment to senior management board posts.

12. The Draft Regulations are also likely to give the Implementation Executive responsibility for appointing to posts of Corporate Director (of which there are two vacant in the new structure) and possibly Service Directors (of which there are eleven vacant in the new structure).

13. There is much that remains unclear about the remit and accountability of the Implementation Executive to make these appointments. However, in view of the desirability of proceeding to make top tier appointments as soon as possible, it is proposed that the Implementation Executive establish a mechanism for this.

14. There are seventeen members of the Implementation Executive. Participation by all members in the selection would be unwieldy. The Implementation Executive has the power to appoint a sub committee for this purpose. Having regard to the size and composition of the Implementation Executive, and the need for speed and efficiency, the sub committee could be, say, eight (i.e. four District Councillors and four County Councillors, with the County Council having a casting vote) or a smaller number, say, five (e.g. three County Council and two District Council). For the efficient and speedy conduct of the forthcoming selection, whomsoever is appointed to the sub committee will need to be readily available, particularly if the remit extends to appointments of Service Directors.

15. Any appointment made in the next few weeks prior to the Regulations becoming enacted, would be "subject to ratification following enactment". The alternative (i.e. await enactment) would set back the process and does not provide the certainty which staff are seeking.

Recommendation

16. The Implementation Executive is asked to :-

    16.1 Endorse and recommend to the County Council principles and process for appointments to two top tiers.

    16.2 Agree the size and composition of an appointments sub committee.

RICHARD WOODROOFE
Assistant Director

Appendix 2

Appointments Procedure

Revised Procedure for Appointing To Posts in the New Structure

This procedure is a collective agreement to apply in the period prior to and following Local Government Reorganisation (LGR). It will remain in force until its purpose is fulfilled and removed by agreement.

Purpose
Scope
Preventative Measures
Ownership
Ring Fenced Prior Consideration
Appeals against Ownership and Ring Fenced Prior Consideration
Removal of Existing Job
Unfilled Posts Following Ownership and Ring Fenced Prior Consideration (voluntary early redeployment)
Redeployment with effect from 1 April 2009
Unfilled Posts
Volunteers for Early Termination of Employment
Support for Redundant Staff
Appeals
Harmonisation
Co-operation and Consultation

1. Purpose

The purpose of this procedure is to:-

- Seek to maximise appointments and minimise compulsory redundancies.
- Comply with employment law/individual rights.
- Appoint suitable people.

Support those staff whose employment is being terminated.

2. Scope

2.1. This procedure applies to all staff :-

a. Currently employed by the County Council as at the 1st April, 2009 excluding those employed under the Soulbury Agreement and JNC for Chief Officers and those employed in schools.

b. Employed by the District councils as at the 31st March, 2009 and who have the statutory right to be transferred to the employment of Wiltshire Council with effect from 1st April, 2009.

3. Preventative Measures

3.1. In addition to the measures specifically referred to elsewhere in this procedure, in order to maximise appointments and minimise compulsory redundancies:

a. The County Council and District Councils will continue to apply the recruitment protocol currently in place which seeks to restrict permanent appointments in service areas most likely to be affected by structural change.
b. The new Wiltshire Council will continue to apply such a restriction until satisfied that the opportunity for continuing employment for permanent employees will not be jeopardised.

3.2. Any proposed removal of or change to the recruitment protocol will be the subject of joint discussion.

4. Ownership

Ownership will apply:-

4.1. Where a post in the new structure is substantially the same as the post-holder's existing post, i.e.

a. The same or substantially the same duties and responsibilities identified from the existing and new job description/job information or evaluation questionnaire, or other relevant documentation.
b. The same or very similar skill, knowledge/experience mix having regard to the job description/job information questionnaire/recent recruitment exercises.
c. The similarity of job evaluation score. Similarity will apply where the evaluation score for the existing job falls within the evaluation points range of the grade for the job in the new organisation. (Job Evaluation of the existing job and that in the new organisation will be conducted by trained and joint panels of evaluators using the Greater London Provincial Council scheme as applied by the County Council.)

4.2. The number of existing job holders who meet the criteria above is the same as or less than the number of jobs in the new structure.

4.3. Where ownership is established the post-holder :-

a. If previously employed by the County Council will be appointed on the evaluated grade and pay rate attaching to the post; and
b. If previously employed by a District Council will continue to be employed on their existing pay and other terms and conditions subject to (c) below; and

c. Where the pay rate attaching to the evaluated grade is higher than the post holders current pay, the post holder will be appointed to that higher level, but remain on their other existing terms and conditions.

5. Ring Fenced Prior Consideration

5.1. Where the criteria in 4.1 above are met but the number of jobs available in the new organisation is less than the number of staff meeting those criteria, appointment will be made on the basis of “ring fenced prior consideration".

5.2. Selection from within that ring fence will be by the following :-

a. An interview with the manager of the section in which the vacant post is located. (The manager will have been issued with a briefing pack, from which the Trade Unions will have been consulted, designed to promote consistent and objective selection. The manager will be required to keep a record of the outcome of the interview.)
b. A statement from the existing manager specifying whether the employee is currently subject to any disciplinary/capability proceedings or warnings and to the number and level of the employees sickness absence during the past year. (This statement will be made available to the employee in advance of the interview).

5.3. Where ring fenced prior consideration is established the post-holder :-

a. If previously employed by the County Council will be appointed on the evaluated grade and pay rate attaching to the post; and
b. If previously employed by a District Council will continue to be employed on their existing pay and other terms and conditions subject to (c) below; and
c. Where the pay rate attaching to the evaluated grade is higher than the post holders current pay, the post holder will be appointed to that higher level, but remain on their other existing terms and conditions.

5.4. Those staff within the ring fence who are not appointed by the application of the prior consideration selection process will be at risk of termination of their employment on the grounds of redundancy, and will be subject to the redeployment process as a means of trying to avoid the termination of their employment.

6. Appeals against Ownership and Ring Fenced Prior Consideration

6.1. An employee may appeal on the following grounds.

6.2. He/She has been:

a. Appointed to a post on the basis of ownership or ring fence prior consideration which is not substantially the same as their existing post **or**

b. Not appointed to a post on the basis of ownership or not considered for employment through ring fence prior consideration despite there being a post substantially the same as their existing post

6.3. Any appeal will need to be supported by evidence (such as the JEQ for the existing post). The appeal will be determined within 10 working days of the appeal being submitted by the Service Director for the post in question, the Assistant Director (LGR staffing transition) and a Trade Union representative

7. Removal of Existing Job

7.1. Those staff whose existing job is removed or is substantially changed and are at risk of termination of their employment on the grounds of redundancy will be subject to the redeployment process as a means of trying to avoid termination of their employment.

8. Unfilled Posts Following Ownership and Ring Fenced Prior Consideration (voluntary early redeployment)

8.1. Following appointments by ownership and ring fenced prior consideration unfilled posts will be advertised in the period to the 31st March 2009 to all staff in order:-

a. To maintain services.
b. To provide displaced staff with the opportunity to secure an appointment prior to April 2009.
c. To provide staff who have been appointed on the basis of ownership or ring fenced prior consideration with an opportunity to secure a more senior post, thereby providing further opportunity for displaced staff to be appointed.

8.2. Appointment to such posts will :-

a. Take effect from the date of appointment, rather than 1st April, 2009.
b. Be on the terms and conditions attaching to the post.

9. Redeployment with effect from 1 April 2009

9.1. An employee who is not allocated a post on the basis of ownership or ring fenced prior consideration (see paragraphs 4 and 5 above) or voluntary early redeployment (see paragraph 8 above) or whose job is removed or is substantially changed (see paragraph 7 above)

a. Will continue to be employed on the terms and conditions applying as at the 31st March, 2009 and
b. Will be issued with At Risk notice on or shortly after 1st April, 2009.
c. Will be the subject of statutory consultation on or shortly after 1st April, 2009.

d. If necessary will be issued with notice of termination of employment following the consultation. (The period of notice will be the statutory or contractual, whichever is the greater)

9.2. During the period of consultation and notice the employee will be subject to the redeployment process for a period of three months and will be subject to the measures for redeployment set out below for the possible provision of suitable alternative employment. If, despite those measures, no suitable alternative employment is made available, then at the end of that notice period the employment will cease on the grounds of redundancy, with access to the appropriate severance payments. In exceptional cases, and by mutual consent, the period notice can be shortened.

9.3. Any vacancy which arises whether because of staff turnover or because it is a new post will be examined as potential redeployment for an individual who is in the “redeployment pool”.

9.4. The matching of a potentially redundant employee against a vacancy will be based upon factors such as similarity of :-

a. Duties and responsibilities;
b. Knowledge, skill and experience;
c. Job evaluation score (see paragraph 4.1[c] above and 9.8 below);
d. Working hours and time;
e. Location (But having regard both to the general requirement that this will be applied by all parties reasonably and to any particular individual circumstances. A scheme of additional travelling expenses will be developed to recompense staff for additional travelling costs).

9.5. Selection will be by the following :-

a. An interview with the manager of the section in which the vacant post is located. (the manager will have been issued with a briefing pack about which, from which the Trade Unions will have been consulted, designed to promote consistent and objective selection. The manager will be required to keep a record of the outcome of the interview.)
b. A statement from the existing manager specifying whether the employee is currently subject to any disciplinary/capability proceedings or warnings and to the number and level of the employees sickness absence during the past year. (This statement will be made available to the employee in advance of the interview).

9.6. All offers of suitable alternative employment will be subject to a trial period of four weeks in accordance with statutory requirements but with the ability to be mutually extended to three months to enable re-training and familiarisation with the requirements of the job.

9.7. Staff who are in the redundancy redeployment pool but who reject an offer of suitable alternative employment risk forfeiting their severance

payment. (Where forfeiture of severance payment is being considered for unreasonable refusal there will be consultation with the employee before any decision is made).

9.8. Where the evaluated score for the existing job falls within one grade higher or lower than the evaluated grade for a new job it will be regarded as potentially suitable.

9.9. Where the pay rate attaching to the evaluated grade is higher than the post holder's current pay, the post holder will be appointed to that higher level.

9.10. Where a lower paid post is offered and accepted as suitable alternative employment then protection of base pay will apply for a period of three years. Existing base pay will be frozen at its current level. During the protection period no increments or national pay awards will be applied until the minimum of the grade of the new substantive post matches or exceeds the frozen salary. At the end of the protection period the employee will be placed upon the maximum of the substantive grade.

10. Unfilled Posts

10.1. Posts which are not filled after the application of ownership, ring fenced prior consideration, voluntary early redeployment, and which have made available to those within the redeployment pool without an individual having been successfully appointed, will be subsequently advertised to all staff within the new organisation. Only when all these avenues have been exhausted may vacancies be advertised externally.

10.2. Selection will be by the following:-

a. An interview with the manager of the section in which the vacant post is located. (the manager will have been issued with a briefing pack, about which the Trade Unions will have been consulted, designed to promote consistent and objective selection. The manager will be required to keep a record of the outcome of the interview.)
b. A statement from the existing manager specifying whether the employee is currently subject to any disciplinary/capability proceedings or warnings and to the number and level of the employees sickness absence during the past year. (This statement will be made available to the employee in advance of the interview).

10.3. The appointment will be on subject to the County Council's grade and pay arrangements and to its other terms and conditions.

11. Volunteers for Early Termination of Employment

11.1. The authority will seek to be flexible in order to avoid compulsory redundancies. It will therefore consider requests for redundancy from any employee who

a. Is ring fenced for prior consideration but whose withdrawal from that ring would enable the continuing employment of an otherwise potentially compulsory redundant employee.
b. Has a job in the new organisation but whose redundancy would avoid an otherwise compulsory redundancy (i.e. the bumped principle).

11.2. The authority will also sympathetically consider requests for termination of employment from staff who are placed in the new organisation but whose dismissal would not avoid a compulsory redundancy. In such circumstances the test of redundancy might not be met but the authority would sympathetically consider the termination of the employment on the grounds of the efficiency of the service with access to the appropriate severance package.

11.3. In considering such requests under 11.1 and 11.2 above, the Authority will have regard to the particular circumstances, but will need to ensure that it retains sufficient skills, expertise and experience to deliver services. Additionally, having had regard to the particular circumstances, the Authority may define categories of employee from whom it invites volunteers.

11.4. There will be no right of appeal against the refusal by the Authority to agree a request for early termination of employment.

12. Support for Redundant Staff

12.1. The authority will make available to those staff whose employment is being terminated on the grounds of redundancy (or efficiency of the service) a package of assistance such as :-

a. Supporting the individual in the period leading to the termination of their employment, for example through counselling or coaching.
b. Providing practical support to assist in the search for employment including, for example, IT skills training or other relevant training.
c. Providing financial advice.

12.2. The authority will seek to tailor the support available to the particular needs of individuals.

13. Appeals

13.1. An employee whose employment is terminated on the grounds of redundancy will have the right to appeal against the dismissal.

14. Harmonisation

14.1. Grade and pay arrangements, and other terms and conditions, which are equal pay compliant will apply to all staff with effect from 1st October 2009.

14.2. There will be a proper process of consultation and negotiation to this end.

15. Co-operation and Consultation

15.1. There will be full co-operation between the parties on the application of this procedure.

15.2. Any employee who is the subject of its application has the right to be accompanied to any meeting with Management by a Trade Union Representative.

Richard Woodroofe
Assistant Director, LGR Staffing - 1st October, 2008

Appendix 3

Wiltshire Council Excess Travel Procedure

Policy Statement
Introduction/Purpose
Objectives
Scope
What excess travel expenses can be claimed?
What rate?
How long can be claimed for?
Procedure Review

Policy Statement

This policy sets out what excess travel can be claimed primarily as a result of work base relocations because of the transition to a single unitary authority.

Introduction / Purpose

Under previous national terms and conditions, employees whose work base changed as a result of a restructuring/reorganisation were entitled to excess travel allowances, known as appendix E.

From 1 April 1999 this was no longer a national term.

As there are likely to be a number of relocations, primarily as a result of Local Government Reorganisation, but also because of other internal reorganisations such as the establishment of the Shared Services Team, this scheme has been reintroduced to assist the achievement of the service changes and staff retention over this period.

Objectives

To aid retention to Wiltshire Council during the transition to a unitary authority.

Scope

This policy applies to all Wiltshire Council Staff except those employed in schools.

Procedure / Application

What excess travel expenses can be claimed?

- The difference between home and old contracted work base and home and new contracted work base will be paid if that exceeds 3 miles, or more.

What rate?

- second class rail and/or bus fare
- public transport equivalent rate
- if an authorised car user the officer's normal rate

How long can be claimed for?

This will apply from 1 April 2009. The excess travel allowance will be payable for a period 3 years from the date of change of work base.

Procedure Review

This procedure to be reviewed in March 2012 by which time it is anticipated that most LGR and related moves will have taken place.

Policy Version History:

Author: Jane Tagg Date: 10 November 2008

Appendix 4

Severance Policy*

1. Dismissal on the Grounds of Redundancy

1.1 All staff to be eligible to compensation under the 2006 Discretionary Compensation Regulations. The compensation will be based upon a multiplier of four times the number of weeks of pay to which the individual is entitled under the Statutory Redundancy Payment, but subject to a maximum of 104 weeks, and with the use of normal weekly pay; or

1.2 In respect of those staff aged 50 years and over, and who are in the local government pension scheme, either the application of the Discretionary Compensation Regulations as above, or augmentation of pensionable service as set out in 1.3 below.

1.3 Augmentation of pensionable service to be graduated as follows:-

Less than five years pensionable service	-	No augmentation
Five up to ten years reckonable service	-	Two years
Ten up to fifteen years reckonable service	-	Three years
Fifteen up to twenty years reckonable service	-	Four years
Twenty years and over reckonable service	-	Five years.

Plus the payment of redundancy payment with the use of normal weekly pay.

1.4 If necessary, augmentation to be “capped” at the cost to the Council of applying the Discretionary Compensation arrangements set out in 1.1 above.

2. Efficiency of Service

2.1 The arrangements set out in paragraph 1.1 will apply, or in respect of staff aged over 50 years, in paragraph 1.2 subject to there being no redundancy payment.

3. Timescale

3.1 These arrangements have been designed for local government reorganisation and will be reviewed no later than April 2011.

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Appendix 5

LGR Position As at 1st December, 2009

Service	Not Known	Redeployment Pool	Ring Fenced	Appointed – Matching Process	Redeployed	Appointed – Open Competition	Total
Amenity & Leisure	0	1	0	843 (94.5%)	15 (2%)	32 (3.5%)	891
Chief Executive	0	0	0	7 (100%)	0	0	7
Community Leadership & Support	0	0	0	20 (71%)	0	8 (29%)	28
Community Safety	0	0	0	5 (63%)	0	3 (37%)	8
Development	0	0	0	180 (93%)	4 (2%)	10 (5%)	194
Economy & Enterprise	0	0	0	71 (92%)	2 (3%)	4 (5%)	77
Housing	0	0	0	107 (76%)	13 (9%)	21 (15%)	141
Legal & Democratic	0	0	0	47 (51%)	19 (21%)	26 (28%)	92
Library & Heritage	0	0	0	1 (50%)	0	1 (50%)	2
Major Projects	0	1 (1%)	2 (2.5%)	73 (92.5%)	0	3 (4%)	79
Operations	0	0	0	80 (99%)	1 (1%)	0	81
Performance & Risk	0	0	0	3 (60%)	2 (40%)	0	5
Policy, Research & Communications	5 (9%)	0	0	43 (75%)	4 (7%)	5 (9%)	57
Procurement & ICT	0	2 (2%)	0	48 (52%)	30 (33%)	12 (13%)	92
Public Protection	0	0	0	103 (90%)	1 (1%)	10 (9%)	114
SST Customer Care	0	0	0	165 (98%)	1 (1%)	2 (1%)	168
SST or Finance	0	0	0	345 (88%)	34 (9%)	13 (3%)	392
SST or HR	0	1 (1%)	0	81 (91%)	2 (2%)	5 (6%)	89
SST/Payroll/ Exchequer	0	0	0	42 (91%)	4 (9%)	0	46
Sustainable Transport	0	0	0	233 (97%)	2 (1%)	4 (2%)	239
	5 (0%)	5 (0%)	2 (0%)	2,497 (89%)	134 (5%)	159 (6%)	2,802

Service	Not Known	Redeployment Pool	Ring Fenced	Appointed – Matching Process	Redeployed	Appointed – Open Competition	Total
Wiltshire Council (DCS) – Focus Project	0	0	0	0	17 (35%)	28 (61%)	45
DCE	0	1 (33.5%)	0	0	2 (66.5%)	0	3
	0	1 (2%)	0	0	19 (40%)	28 (58%)	48

	Not Known	Redeployment Pool	Ring Fenced	Appointed – Matching Process	Redeployed	Appointed – Open Competition	Total
Overall Total	5 (0%)	6 (0%)	2 (0%)	2,497 (88%)	153 (5%)	187 (7%)	2,850

LGR Position As at 17th November, 2009

Service	Not Known	Redeployment Pool	Ring Fenced	Appointed – Matching Process	Redeployed	Appointed – Open Competition	Total
Amenity & Leisure	0	1	0	843 (94.5%)	15 (2%)	32 (3.5%)	891
Chief Executive	0	0	0	7 (100%)	0	0	7
Community Leadership & Support	0	0	0	20 (71%)	0	8 (29%)	28
Community Safety	0	0	0	5 (63%)	0	3 (37%)	8
Development	0	0	0	180 (93%)	4 (2%)	10 (5%)	194
Economy & Enterprise	0	0	0	71 (92%)	2 (3%)	4 (5%)	77
Housing	0	1 (0.5%)	0	107 (75%)	13 (10%)	21 (14.5%)	142
Legal & Democratic	0	1	0	47 (50%)	19 (21%)	26 (28%)	93
Library & Heritage	0	0	0	1 (50%)	0	1 (50%)	2
Major Projects	0	1 (1%)	2 (2.5%)	73 (92.5%)	0	3 (4%)	79
Operations	0	0	0	80 (99%)	1 (1%)	0	81
Performance & Risk	0	0	0	3 (60%)	2 (40%)	0	5
Policy, Research & Communications	5 (9%)	0	0	43 (75%)	4 (7%)	5 (9%)	57
Procurement & ICT	0	13 (13%)	0	47 (46.5%)	29 (28.5%)	12 (12%)	101
Public Protection	0	0	0	103 (90%)	1 (1%)	10 (9%)	114
SST Customer Care	0	0	0	165 (98%)	1 (1%)	2 (1%)	168
SST or Finance	0	0	0	345 (88%)	34 (9%)	13 (3%)	392
SST or HR	0	1 (1%)	0	81 (92%)	1 (1%)	5 (6%)	88
SST/Payroll/ Exchequer	0	0	0	42 (91%)	4 (9%)	0	46
Sustainable Transport	0	1	0	233 (97%)	2 (1%)	4 (2%)	240
	5 (0%)	19 (0.5%)	2 (0%)	2,496 (89%)	132 (4.5%)	159 (6%)	2,813

Service	Not Known	Redeployment Pool	Ring Fenced	Appointed – Matching Process	Redeployed	Appointed – Open Competition	Total
Wiltshire Council (DCS) – Focus Project	0	2 (4%)	0	0	16 (35%)	28 (61%)	46
DCE	0	1 (33.5%)	0	0	2 (66.5%)	0	3
	0	3 (6%)	0	0	18 (37%)	28 (57%)	49

	Not Known	Redeployment Pool	Ring Fenced	Appointed – Matching Process	Redeployed	Appointed – Open Competition	Total
Overall Total	5 (0%)	22 (1%)	2 (0%)	2,496 (87%)	150 (5%)	187 (7%)	2,862

WILTSHIRE COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE
21 JANUARY 2010

BUSINESS MANAGEMENT PROGRAMME (SAP) DEVELOPMENT PLAN

Executive Summary

To inform Members of the development issues and work plan for continuing the business improvement that is necessary to ensure the organisation is using SAP in the most effective way and therefore extracting the maximum performance and cost benefit from the solution.

Proposal

That the Committee note the report and associated work plan.

Reason for Proposal

The report updates the Committee on the planned work in the Shared Service Team (SST) to continue the routine development and de-bug of the SAP system following implementation and to work with the organisation to, where necessary, change business practices to enable the full benefits of SAP to be exploited.

Dr Carlton Brand
Corporate Director, Resources

BUSINESS MANAGEMENT PROGRAMME (SAP) DEVELOPMENT PLAN

Purpose of Report

1. On the 27 November the Budget and Performance Task Group received a presentation, demonstration and discussion on some of the financial areas of SAP relating particularly to ordering and payment of invoices. At the end of that meeting, it was requested that a report was presented to the next meeting of the Overview & Scrutiny Management and Resources Select Committee, to inform Members of the work plan for continuing the normal development and de-bug process that occurs after a major implementation together with information on the business improvement that is necessary to ensure the organisation is using SAP in the most effective way and therefore extracting the maximum benefit from the solution. The work plan is attached to this report at Appendix A.

Background

2. BMP including SAP went live on 1 April 2009. It was a successful implementation and in the first month the majority of our financial obligations to pay clients and customers were met. The Wiltshire programme has been acknowledged nationally by Deloitte as an exemplar SAP implementation by a public sector organisation.

3. 16,456 staff and pensioners were successfully migrated from the old Cyborg payroll system to SAP.

4. In July 2009 a further 4,817 Police, Fire, Probation and Unison staff and Pensioners were moved from the Cyborg system to SAP. This went to plan with no issues. The final migration of the Schools staff, Councillors and Westlea Housing payrolls, moving a further 11,874 staff onto SAP will happen at the end of April 2010. This will complete the migration of all payrolls from the old Cyborg system allowing it to be archived and closed down contributing towards the £0.7m in savings.

5. We have continued to pay for goods and services and the majority of bugs in the transactional finance area of SAP (paying for goods and services and making payments to clients) have been addressed as part of the bedding-in process. Many of these issues are resolved on a daily basis and the learning and changes incorporated immediately. It is important to acknowledge that business processes are working well.

6. There are also some areas within the accountancy area of SAP that are also in the process of being further developed. These are also included in the work plan.

7. However, as would be expected 9 months after go-live we now need to make a concerted effort to further optimise the processes and deliver increased benefits. It has become clear that with the increasing knowledge of SAP within the Shared Service Team (SST) and the business at large, there is further work that we can do to improve the way that we pay clients and invoices through SAP and support the business of the council.

8. The focus for improvement therefore falls into the following areas and this links to the work identified on the work plan:

    - SST working with departments to agree the most appropriate method to use SAP to purchase and pay for their goods and services. In doing this to review the contracts with their suppliers and ensure the necessary knowledge and understanding is embedded in the business to ensure compliance with ordering and payment requirements. *(Numbers 1-3 on the work plan)*
    - Complete the development of the accountancy processes. *(Numbers 4-11 on the work plan)*
    - Changes within the SST general business to enable continuous improvement. *(Numbers 12-17 on the work plan)*
    - Completing the year-end close down successfully with the departments. *(Numbers 18 &19 on the work plan)*

System Performance Measures

9. The following measures have been developed to enable us to understand the end to end processes and to see how we are improving. Previously the KPI was to measure the number of invoices paid within 28 days (BV8). Whilst this measure could be used, it does not give a true reflection of the Council's performance. What has become clear is that many organisations have contracts with the Council that have shorter payment terms than 28 days. Instead we have selected a range of measures so that we can assess our performance and improvement.

    - Time lapse between receipt of invoice to invoice entry onto SAP (to enable us to measure how quickly we are processing invoices and will ensure compliance with vendor contract terms as long as the invoice has been received within SST in sufficient time).
    - Delivery date of goods against purchase order creation date (to enable us to see how many retrospective purchase orders are being loaded onto the system by departments and will enable us to know where we need to provide further help, training and support to enable compliance with purchasing and payments processes).
    - Purchase order mis-match against invoice (to enable us to analyse the information that is received within SST and understand why we are not able to process invoices cleanly and have to raise queries with departments which cause waste for both sides. It will give us information to discuss with departments to help improve processes and understanding).
    - Number of direct payments (FB60's) processed against payments by invoice (MIROS) (to help us measure how many payments we are making against invoices).

Environmental Impact of the Proposal

10. The work plan identifies work on eforms, scanning, Accounts Payable uploads and One Bill, all of which will reduce the need for paper and envelopes and in time will allow us to send and receive directly into SAP electronic invoices which will further reduce postage and the associated process costs.

Equality and Diversity Impact of the Proposal

11. The Shared Service Team promotes equality and diversity and supports flexible hours and working. The work plan outlined will make it easier for that flexibility to be extended further and in the future allow working from hubs or home.

Risk Assessment

12. The principal risk of not proceeding with the work plan is a reduced likelihood of achieving the necessary process improvements to achieve the BMP financial benefits. There is also a detriment to the efficient working of the organisation.

13. Not proceeding would also affect the quality of our services to customers (internal and external) and their satisfaction with the service and the Council as a whole.

Financial Implications

14. Any additional costs necessary to implement the work plan will be absorbed within existing resources where possible, or funded by identifying alternative resources.

Legal Implications

15. We are not aware of any adverse legal, human rights, ethical or governance implications of this report.

16. Implementing this work plan will tend to maintain and improve the reputation of the Council and local government generally, and build trust and confidence in the Council since bills will be paid appropriately and to terms and the accounting process will be robust.

Options Considered

17. The work plan has been built around the continuing development and de-bug of SAP and an awareness of the needs of the organisation at this point in time. Using data collection and systems thinking will allow us to work with departments to change processes within a methodology that is understood by the organisation. The work plan has also been scoped to ensure that we can deliver and measure the improvements using existing resources and at a pace that is deliverable and sustainable.

Conclusion

18. The Committee is asked to note the report and the work plan.

Dr Carlton Brand, Corporate Director, Resources

Report Author: Jacqui White, Service Director Shared Services and Customer Services

Date of report: 8 January 2010

Background Papers
None

Appendices
Work Plan Shared Services Finance Team

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	Work Stream	Timescale	Benefits	Method	Stakeholders
1	Improving business processes with all departments based on evidence gained from data collection.	Jan & early Feb 10 for data collection of invoice examples and issues &subsequent discussion roll out with departments April 09 onwards (note this programme of work will have a number of iterations through 2010 as we work through on a continuous improvement basis with departments reviewing contracts with suppliers and payment terms).	Improved understanding by departments of ways to pay through SAP. Opportunity for Shared Service Team (SST) to ensure it is meeting business need and result in efficient processing of invoices with suppliers paid within contract payment terms.	Systems thinking 'quick review' looking at end to end processes for all internal departments SST and suppliers	SST Accounts Payable Team (SST AP) working with departmental finance colleagues initially but working with departmental teams based on actual invoices collected during Jan/Feb.
2	Training and awareness raising of goods receipting by business (building in review of this process at year end)	April 10 onwards	Enables faster turnaround of invoices; Saves 'chasing' time; Reduced risk of supply cut off; more accurate budgeting for managers.	Further training for Business from SST.	SST Competency Centre and Procurement Colleagues
3	Understanding complaints and ensuring we have a robust mechanism for collecting these across the team (i.e. informal and well as formal.	Ongoing	Understanding the root cause behind a complaint and the actions, changes and training that need to occur (both in SST and departments) to ensure that it doesn't happen again.	Working with the AP/AR staff to ensure they see these as positive not negative issues and have a quick and easy mechanism to collect the information.	SST Management team plus SST Finance staff.
4	Work to ensure that Accounting Statements can be prepared from SAP and opening balances loaded.	Meetings are being held with Logica week commencing 11 January 2010 which will agree the work plan to resolve these issues. May need interim solution followed by longer term solution.	Ensure we can meet legislative requirements of closedown process	To be advised by Logica following meeting held w/c 11 January	SST Accountancy; Central Accountancy; Logica
5	Development of reports in the back office (SAP) and portal (Web) to improve ease of use.	Meetings are being held with Logica week commencing 11 January 2010 which will agree the work plan to resolve these issues	Users able to run reports as required. Improve ease of use. Increase business reliance on SAP.	To be advised by Logica following meeting held w/c 11 January	SST Accountancy; Central Accountancy; Logica, departments
6	Budget forecasting tool whilst in use still needs refinement	Meetings are being held with Logica week commencing 11 January 2010 which will agree the work plan to resolve these issues	Better reliability. Ease of use. More timely and cost effective reporting. Increase business reliance on SAP	To be advised by Logica following meeting held w/c 11 January	SST Accountancy; Central Accountancy; Logica, departments
7	HR Costing issues need to be reviewed to ensure the correct coding of salary costs and explore solutions for salary costing reports	Meetings are being held with Logica week commencing 11 January 2010 which will agree the work plan to resolve these issues	Better information to managers on salary costings as this forms a large part of many budgets. Increase business reliance on SAP.	To be advised by Logica following meeting held w/c 11 January	SST Accountancy; Central Accountancy; Logica, departments
8	Capital set up issues meant this functionality is not being used to full potential	Meetings are being held with Logica week commencing 11 January 2010 which will agree the work plan to resolve these issues	Seamless transfer from project to assets. Better management reporting through year . Better agreement with closedown legislation. Possibility of rolling out to replace other bespoke systems.	To be advised by Logica following meeting held w/c 11 January	SST Accountancy; Central Accountancy; Logica
9	Review blueprinted solutions for Adult Social Care Procurement and make recommendations for improvement	ongoing currently	Ensuring that the implemented solution is the most effective and efficient way of processing commitments and payments for social care.	Review of existing data on the processes. Consideration of pro-s and cons of approach, evaluation of costs of processing options.	DCS Finance, SST Finance Service Centre
10	Detailed work around reconciliations including bank reconciliation.	ongoing currently	Improved quality of data in SAP. Increase business reliance on SAP. Required to successfully implement legislation around closedown	To be advised by Logica following meeting held w/c 11 January	SST Accountancy; Central Accountancy; Logica, departments

11	Year end processes (for example PO roll forward and rate changes) need to be agreed and implemented	by end February 2010	Cleanse of system to ensure accruals and commitments at year-end and into the new year are appropraite.	Working with Central Accountancy to ensure clear guidelines are sent out to departmental accountancy teams.	SSC, SST Accounting, SST Finance Service Centre
12	Review of e-forms for business to enable smoother processes for business and SST (continuous process of review linked to any learning from 1 above).	Rolling programme starting in January 10	Clean information captured once in a clear format for the business reducing input time for business and SST.	Work with departmental colleagues (for customer suggestion and testing) ICT and AP staff to review forms.	Accounts Payable Team Leader plus colleagues in SST and ICT
13	Commence scoping work for scanning of invoices to understand the best method for Wiltshire Council.	Jan 10 project start	Increased speed of input and flow of information around the business where there are invoice queries. Invoices tagged for follow up and reduced 'lost' invoices leading to late payments to suppliers. Reduced need to re-key and online coding and authorisation.	Small project under Prince 2 and learning from other authorities who are already doing this with SAP.	Colleagues in SAP Competency Centre, ICT and SST Accounts Payable
14	Introduce Civica payments for Accounts Receivable staff.	Jan 10 project start	Accounts Receivable staff able to take payments from callers.	Technical adjustment and training.	SAP Competency Centre and colleagues in Finance
15	Work with Central Procurement Team regarding the issue of Purchasing Cards (council credit cards).	May 10 onwards	Streamlining who has them and why.	Can be used to work around correct purchasing procedures in SAP and links into controlling spend.	Working with colleagues in Corporate Procurement who are already leading a project on this.
16	Making better use of Accounts Payable uploads (ie electronically loading batches of invoices or payments into SAP rather than manual keying)	May 10 onwards	Reduces input times on FB60 for instance BT and Vodaphone bills.	Training for SST staff and development of upload.	SST AP plus SAP competency centre and finance colleagues
17	One bill i.e. supplier sends in one bill to organisation for all goods and services supplied which is then apportioned based on orders placed by departments.	June onwards	Reduced processing time and cost. Faster payment to supplier since less checking and chasing.	Working with Central Procurement to identify suppliers from billing history on SAP.	SST plus Corporate Procurement Team.
18	Close down for end of year.	Feb 09 through to mid April	Statutory requirement to complete all end of year work in team plus usual daily business.	Applying instructions and completing work for close down and end of year and instructed by corporate finance.	Shared Services Accounts Payable/ Accounts Receivable, Cash and Income and Dom Care and Placement Teams
19	Work with business to communicate end of year and close down requirements and offer support in understanding necessary actions for year end.	Feb& March 10	Departments will have receipted all goods, closed down any open purchase orders (or made a manual accrual) and resolved any outstanding queries open on 09/10 accounts.	Communication and support direct with Departmental finance teams and service teams.	Service teams and corporate finance

Wiltshire Council

Overview and Scrutiny Management and Resources Select Committee
21 January 2010

Role of a Future Management and Co-ordination Body

Purpose

1. To report on the role of a future Overview and Scrutiny (OS) management and co-ordination body following discussions at the last meeting.

Background

2. This was originally requested by the Committee at the September meeting following representation by some councillors about the need for more co-ordination of scrutiny activities by a single body in order to improve awareness, consistency and more efficient use of the limited resources at scrutiny's disposal. The current arrangements are depicted in Appendix 1.

3. The report to the last meeting outlined a number of options to achieve this aim. The Committee decided that they preferred the option set out in appendix 4 to that report and now re-circulated for ease of reference as Appendix 2. Councillors only briefly discussed the implications of the change in terms of the level of formality for matters such as membership and delegated powers.

4. The Committee also asked that research be undertaken with other local authorities about their arrangements. This has been done and is set out in summary in Appendix 3. Commentary on relevance to Wiltshire appears later in the report.

Current Position

5. This was explained in the last report along with a reminder that the intention was always to review the OS arrangements after a year of operational experience, and for the OS procedure rules to be reviewed by the Focus Group appointed by the Standards Committee. Scrutiny will have a representative on the Focus Group. However the Committee were keen to agree in principle at this stage to a change to create an over-arching management and co-ordination body subject to further consideration of how this might work in reality and the approaches adopted by other councils.

6. Councillors will need to decide on which one of the following approaches (or variations) as mentioned in brief discussion at the last meeting will work best and achieve the desired outcome:

Liaison Board This would have no formal powers as such but would direct and influence the way in which OS was being run and delivered. It would review current arrangements and work programmes, apply consistency in approach across the select committees, task groups and rapid scrutiny exercises, act as a direct link to the Executive, issue guidance and support and help focus councillor development where necessary. It would also take a responsibility to lead on the implementation of new national OS requirements and to respond to consultations. This would work particularly well if the membership was formed from the chairmen and vice-chairmen of the current select committees.

This change could be agreed by this Committee with immediate effect and would not need the formal approval of full Council nor changes to the Constitution. What it will not be able to do is formally direct or control the actions of the select committees nor override their decisions. However with commonality of membership this should be less of an issue.

The Board would probably meet on at least 6 scheduled occasions and need officer support including agendas and minutes in order to provide the necessary status.

Main Committee This would require a formal restructure to create an OS Management and Co-ordination Committee with specific powers including the ability to take final decisions in respect of some scrutiny activity and to require recommendation from the select committees on certain predetermined issues. A scheme of delegation would therefore need to be drawn up between the new committee and existing select committees. This might also have implications for the church and parent representatives and the designation of a statutory health scrutiny committee. The establishment of a new committee and its membership would need to be agreed by full Council, including adjustments to committee placements under the political proportionality rules.

A major risk could be potential duplication and delay between the new committee and the current select committees in agreeing recommendations for submission to the Executive. However what it would do is create a single responsible, powerful over-arching committee providing clear control and direction over OS proceedings.

It is envisaged that the same schedule and support arrangements would apply to the main committee as any liaison board.

7. As raised in the last report both approaches by implication would remove the “management” role (and title) from the current Management and Resources Select Committee and as a consequence the Resources (only) Select Committee should therefore include budget and performance without the need for a separate task group. This would help to avoid spreading the scrutiny officer support too thinly.

Impact

8. As recognised in the past, OS works well in an organisation which is open and responsive and where OS is regarded as an asset delivering constructive challenge leading to service improvement. This is often more down to the level of trust and respect earned by the leading scrutiny members (ie. right people in the right positions) rather than simply through the structural arrangements and processes. However it is vitally important that the non-Executive councillors are comfortable and confident with the OS arrangements in being able to deliver their objectives. This in turn encourages wider participation and engagement, and demonstrates ownership and leadership of the process by members.

9. Support officers are confident that they can respond and work with either of the above approaches.

10. The Committee will receive the final report of the LAA Partnerships Task Group at this meeting and this is likely to add additional responsibilities to the current OS arrangements potentially requiring further structural change. The work of this task group also covers proposals for the scrutiny of Crime and Disorder Reduction Partnerships.

Other Councils

11. Research has been done against a range of other relevant councils including new unitaries and neighbouring authorities. Their OS structures with responsibilities are attached at Appendix 3 as mentioned earlier. Generally the situation shows that a single body has the responsibility for the management of the OS function with variable authority to co-ordinate the business overall. Of particular note is:

    (1) Cornwall which has chosen to operate its management committee as an informal liaison type of body with membership formed by the chairmen and vice-chairmen of its scrutiny committees;

    (2) Durham with a 43 member Management Board receiving recommendations from its 6 scrutiny committees (21 members on each and strong usage of co-optees as well) prior to submission to the Executive;

(3) Somerset which has one main scrutiny committee with the business being delivered through a range of sub-committees; and

(4) Swindon and Staffordshire with structures very similar to ours at present.

12. There is not a "one model fits all" fix in the scrutiny arena as evidenced by the research and personal local experience. It should be remembered that the current arrangements in Wiltshire grew out of the transition period and input from a national consultant and much of it is beginning to work well. Part of the intended 12 month review was going to look at possible realignment of the structure to more closely link with the goals in the new 4 year Corporate Plan. The Northumberland model appears to show this type of approach well.

13. Further research can be done on any specific aspects of the examples given perhaps including member to member discussion to get a clear operational feel if required.

Matters for Decision

14. To note that at the last meeting the Committee decided to opt for the establishment of an over-arching body subject to further consideration at this meeting (para 5)

15. To note the research done on the OS arrangements adopted by a range of other local authorities many of which operate with a "management style" body (para 11).

16. To determine further research if required (para 13).

17. To decide on whether to pursue the creation of a "Liaison Board" or "Main Committee" as the over-arching body (or a variation) bearing in mind the strengths and weaknesses of both approaches (para 6).

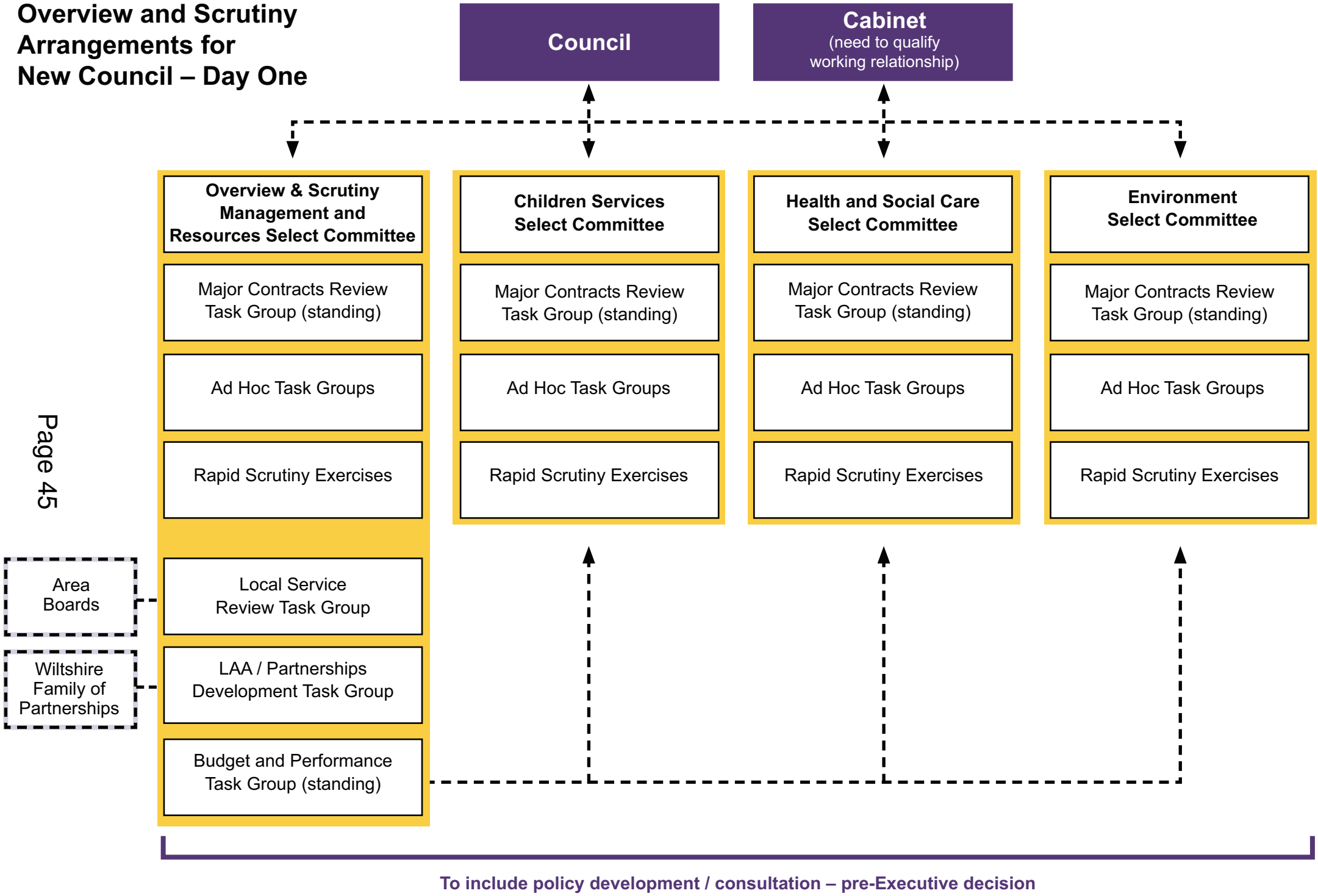
18. To note that there may be further structural changes required as a consequence of the recommendations in the final report of the LAA Partnerships Task Group to this meeting (para 10).

19. To note the constitutional review work to be undertaken by the recently appointed Focus Group of the Standards Committee and the original intention to review the current OS arrangements after 12 months of operational experience (para 5).

Ian Gibbons
Head of Legal and Democratic Services

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

Overview and Scrutiny Arrangements for New Council – Day One



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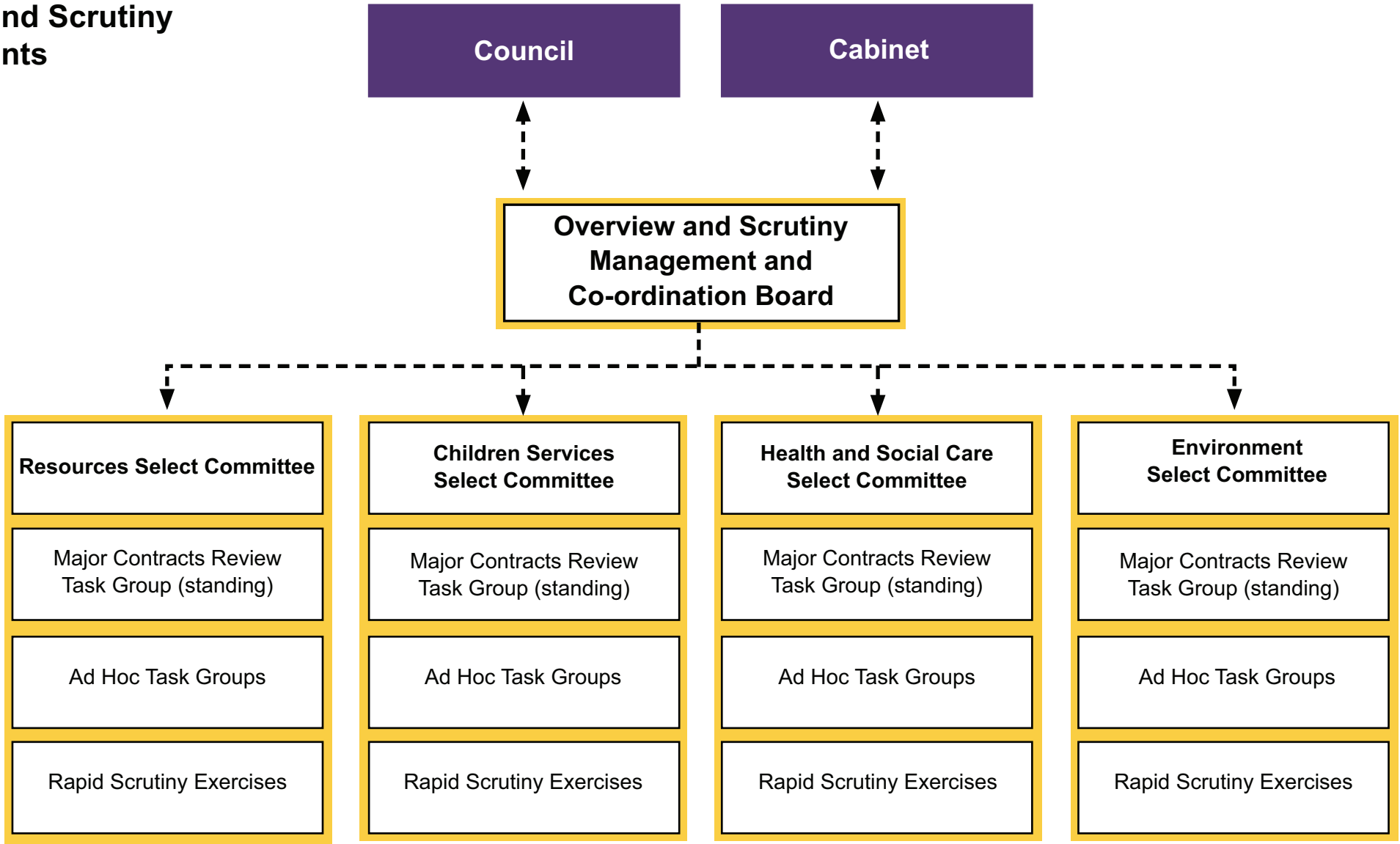
Overview and Scrutiny Arrangements



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Appendix 3

Shropshire Council (74 councillors)

Strategic Overview and Scrutiny Committee

(9 councillors)

- **manages annual work programme**
- undertakes scrutiny of cross-cutting issues
- acts as the main mechanism by which Cabinet will consult on their budget proposals and maintains a corporate overview of performance.

Development Services Scrutiny Committees

(10 councillors)

- Scrutinises the work of the Council on a service basis and receive relevant councillor 'Community Calls for Action'.

Community Services Scrutiny Committee

(10 councillors)

- Scrutinises the work of the Council on a service basis and receive relevant councillor 'Community Calls for Action'.

Health Overview and Crime Reduction Scrutiny Committee

(10 councillors)

- Discharges the functions conferred under section 7 of the **Health and Social Care Act 2001**.
- Functions under the **Crime and Disorder (Overview and Scrutiny) Regulations, 2009**

Children and Young People's Scrutiny Committee

(10 councillors)

- **Includes the 5 statutory education representatives**
- scrutinises education matters

- **5 Scrutiny Officers**

Northumberland County Council (67 councillors)

Overview and Scrutiny Management Board

(9 councillors)

- **Manages and coordinates the overview and scrutiny function**
- Determines which matters fall within the remit of each overview and scrutiny Committee

Family and Children Overview & Scrutiny Committee

(13 councillors)

- **Includes the 5 statutory education representatives**
- Matters relating to the provision of education, life long learning and social services

Communities and Place Overview & Scrutiny Committee

(13 councillors)

- Functions under the **Crime and Disorder (Overview and Scrutiny) Regulations, 2009**
- Matters relating to the provision of council services in the communities of Northumberland

Strategic Services and Economic Prosperity Overview & Scrutiny Committee

(13 councillors)

- Matters relating to economic development and the council's corporate services

Care and Well Being Overview & Scrutiny Committee

(13 councillors)

- Discharges the functions conferred under section 7 of the **Health and Social Care Act 2001**
- Matters relating to the provision of health services in Northumberland and the general well being of its residents.

- **1 Scrutiny Manager**
- **3 Scrutiny Officers**

Durham County Council (126 councillors)

Overview and Scrutiny Management Board (43 councillors)

All formal reports from Scrutiny Committees are reported to the Management Board before submission to the Executive / Council except in special circumstances with the agreement of the Chair and Vice-Chair of the Overview and Scrutiny Management Board. Once it has formed recommendations on proposals for development, the Overview and Scrutiny Management Board will prepare a formal report and submit for consideration by the Executive / Council.

- 26 councillors (including the chairs and vice-chairs of the Scrutiny Committees)
- **five statutory education representatives**
- five non-voting co-optees (one nominated by each Scrutiny Committee from among their own non voting co-optees)
- four church representatives
- three parent governor representatives

- **7 Scrutiny Officers**
- **4 Committee Support Officers**

The remit of the Management Board is to:

- oversee and co-ordinate the work of Overview and Scrutiny and its committees / strategic leader of the Overview and Scrutiny function
- ensure effective liaison across the work of the committees with regard to cross cutting issues

Adults, Well Being & Health Scrutiny Committee

21 councillors

6 non-voting co-optees

- Health and social care issues
- Powers to deal with routine matters subject to reporting for info to the Management Board.

Children & Young People's Scrutiny Committee

21 councillors

- **Includes the 5 statutory education representatives**

Corporate Issues Scrutiny Committee

21 councillors

- development of budget
- corporate management and support arrangements
- development of asset management
- performance
- responding to all petitions

Economy & Enterprise Scrutiny Committee

21 councillors

up to 6 non-voting co-optees

- economy
- enterprise
- workforce
- reducing poverty

Environment & Sustainable Communities Scrutiny Committee

21 councillors

Up to 6 non-voting co-optees

Safer & Stronger Communities Scrutiny Committee

21 councillors

6 non-voting co-optees

- Functions under the **Crime and Disorder (Overview and Scrutiny) Regulations, 2009**

Cornwall Council (123 councillors)

INFORMAL Overview and Scrutiny Management Committee (12 councillors)

Membership: **Chairmen and Vice-Chairmen of the five Overview and Scrutiny Committees**

- **As this is not a formal Committee it may only advise and inform the work of the formal committees, it cannot make decisions**.
- Management, co-ordination and development of the overview and scrutiny function
- Respond to a Councillor Call for Action or petitions
- Training and development for Overview and Scrutiny councillors
- Review the constitution and make recommendations for modification and improvement

- **1 Principle Dem Services Officer**
- **2 Senior Dem Services Officer**
- **1 Admin Officer**

Corporate Resources O&S Committee

15 Members

- Community Leadership
- Corporate and Performance Management
- Budget
- Democratic Representation
- Communications
- Equality and Diversity
- Strategic Partnership
- External Relationships
- Cross-cutting
- Governance

Children, Education and Families O&S Committee

15 Members

- **Includes the 5 statutory education representatives**

- Children
- Youth
- Students
- Family
- Education
- Schools
- Health (Children's)
- Social Care (Children's)

Communities O&S Committee

15 Members

- Customer services
- Housing services and advocacy
- Localism
- Community Safety
- Public protection
- Culture
- Police Authority

- Functions under the **Crime and Disorder (Overview and Scrutiny) Regulations, 2009**

Environment and Economy O&S Committee Membership

15 Members

- Economy
- Transportation
- Planning / Regeneration
- Environment and Heritage
- Waste Management
- Environment
- Maritime
- Flood Defence
- County Farms

Health and Adults Scrutiny O&S Committee Membership

15 Members

- Health
- Adults and older people

- Scrutiny pursuant to the provisions of the **Health and Social Care Act 2001**

Swindon Borough Council (39 councillors)

Scrutiny Committee

Members: 10

- **Oversees the arrangements for Overview and Scrutiny**
- reviews policies and process
- consider requests for "Call-in"
- refers Cabinet decisions to the relevant Scrutiny Committee
- receives a report by the Leader at Council's first meeting after each Annual Council Meeting
- external scrutiny function
- management of performance
- Corporate Affairs

Children and Young People

Members: 9 co-optees, 12 councillors

Includes the 5 statutory education representatives

- Education
- Social services for children and young people
- Delivery of services to children and young people

Economic, Environmental and Sustainability

Members: 11

- Flood risks
- Environment and Sustainability
- Regeneration
- Housing
- Transport and Strategic Transport Planning
- Strategic Planning
- Waste and Recycling
- Economic and Cultural Development
- Library Service

Health

Members: 10

- Scrutiny pursuant to the provisions of the **Health and Social Care Act 2001**
- Health, Health Commissioning and Service Delivery
- Adult Social Care
- Public Health
- Recreation and Leisure Services
- Health Integration and collaborative working commissioning with Health agencies

Safer and Stronger Communities

Members: 11

- Community and Neighbourhoods;
- Functions under the **Crime and Disorder (Overview and Scrutiny) Regulations, 2009**
- Environment and Street scene.

- **2 scrutiny officers**

Staffordshire County Council (62 councillors)

Corporate Review Committee

13 councillors

Coordinates and oversees the work of the other committees, approving work programmes and allocating and reallocating resources

- Cross cutting issues
- Customer care
- ICT
- Legal services
- Communications
- Performance management and Finance
- Strategic policy and corporate strategy

Asset & Budget Scrutiny Committee

9 councillors

- MTFS
- Annual Budget
- Council Tax
- Assets
- Procurement
- Efficiency
- Value for money
- Corporate finance

Children and Lifelong Learning Scrutiny Committee

9 councillors and **includes the 5 statutory education representatives**

- Education
- Health of children
- Vulnerable children
- Some leisure, cultural and sports facilities
- Community and Learning Partnerships
- Youth service

Communities Scrutiny Committee

17 councillors

- Community services
- Partnerships
- Libraries / archives / arts
- Community engagement and democratic renewal
- Road safety
- **Crime and Disorder Scrutiny Committee**

Social Care Scrutiny Committee

9 councillors

- Social services for adults (learning disability, physical disability, mental health and older people)

Health Scrutiny Committee

17 councillors

- Planning, provision and operation of health
- Scrutiny pursuant to the provisions of the **Health and Social Care Act 2001**

Regeneration and Infrastructure Scrutiny Committee

9 councillors

- Economic development business support
- Tourism
- Transport and highways
- Strategic plans planning and development control
- Environment
- Waste disposal
- Employment

- **1 Head of Scrutiny and Support**
- **2 Scrutiny Managers**
- **1 Principle Officer**
- **5 Senior Officers**
- **1 Support Officer**
- **1 Admin Officer**

Somerset County Council (58 councillors)

Scrutiny Committee (12 councillors)

- **The effective performance of all Scrutiny arrangements for the Council**
- **To allocate work to Scrutiny sub-committees, receive reports from them and confirm their work programmes.** This includes the allocation of work to task and finish groups either on request of a Sub-Committee or on its own instigation
- To review the Executive forward plan and approve an annual Scrutiny work plan
- To agree call-ins
- To undertake the following specific functions:
  - To review the overall performance of the County Council
  - To scrutinise the Medium Term Financial Plan for the Authority
  - To commission and review the Council's consultation arrangements
  - To ensure that Best Value principles are effectively delivered throughout the Authority
  - To review and advise existing policy and contribute to the development of new policy

- **1 Scrutiny Manager**
- **1 Committee Support Officer**

- The 5 **Sub-Committees** are appointed by the Council on an annual basis
- The Council elects the chairmen and vice-chairmen on an annual basis from within the councillor representation on the sub-committees
- Chairman of Scrutiny Committee can attend any meeting of any of the sub-committees, and speak on any item of business
- **The sub-committees do not have power to accept call-ins in respect of Executive decisions nor to report direct to Council.**

Audit & Resources Scrutiny Sub-Committee

8 councillors

- act as the Authority's Audit Committee
- scrutinise the Resources Directorate
- approve (but not direct) internal audit's strategy, plan and performance
- Finance, ICT, Human Resources, Property Services, Legal Services functions

Children & Young People's Scrutiny Sub-Committee

8 councillors

Includes the 5 statutory education representatives

- children in need
- child protection
- corporate parenting
- residential / fostering
- adoption
- children with disabilities

Community Scrutiny Sub-Committee

8 councillors

- Community Directorate
- adults with learning disabilities, older people, younger adults with physical disabilities etc.
- culture, heritage and learning
- partnership and community development services
- Economic development

Health Scrutiny Sub-Committee

Includes 5 District councillors and 7 lay representatives all with full voting rights.

- Scrutiny pursuant to the provisions of the **Health and Social Care Act 2001**

Environment Scrutiny Sub-Committee

8 councillors

- Environment Directorate
- Operations division
- strategic planning and transport policy processes
- rural environmental policy development and advice
- waste disposal
- scientific services and trading standards services
- fire and rescue and emergency planning services

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WILTSHIRE COUNCIL

OVERVIEW AND SCRUTINY
MANAGEMENT AND RESOURCES
SELECT COMMITTEE

21 JANUARY 2010

LOCAL AREA AGREEMENT – PARTNERSHIPS TASK GROUP FINAL REPORT

Purpose of Report

1. To present the findings and recommendations of the Local Area Agreement – Partnerships Task Group.

Background

2. Established on 2nd July 2009 the Task Group was asked to propose how scrutiny of partners could work in a Wiltshire context.

3. The Local Government Act 2000 allowed scrutiny to make recommendations to our partners, however recent legislation has extended this power further:

    - 2006 - Police and Justice Act: extended the powers of Overview and Scrutiny Committees to scrutinise police, crime and disorder issues and Crime and Disorder Reduction Partnerships (CDRPs).

    - 2007 - Local Government and Public Involvement in Health Act: extended the powers of Overview and Scrutiny committees towards scrutinising the targets of Local Area Agreements (LAA) and holding LAA partners to account.

4. Partners are now required to respond to scrutiny recommendations, to provide information and attend meetings as requested.

Partners Required to Co-operate with Scrutiny

The Environment Agency	Primary Care Trusts
Natural England	National Health Service Trusts
Fire and Rescue authorities	NHS Foundation Trusts
Jobcentre Plus	Joint Waste Authorities
The Health and Safety Executive	Joint Waste Disposal Authorities
The Broads Authority	Regional Development Agencies
National Park Authorities	The Learning and Skills Council
Youth Offending Teams	Sport England
Police Authorities	English Heritage
Chief Officer of Police	Arts Council
Local Probation Boards	Museums, Libraries and Archives Council

Probation Trusts and other providers of probation services	Highways Agency Authorities Others could be added by Secretary of State (by Order)

Future legislation

5. A range of proposals, set out in the governments recent consultation document *Strengthening Local Democracy* are intended to further strengthen the role of councillors, particularly in relation to their scrutiny of public services and public spending.

6. The measures include giving local authorities a greater role in leading and coordinating services in their area, by enhancing their power to scrutinise the spending and decisions of other local service providers (e.g. utility companies) and broadening the number of bodies which can be subject to scrutiny, not just those partners signed up to LAA targets.

7. Task Group Membership:

- Cllr Roy While (Chairman),
- Cllr Desna Allen,
- Cllr Jonathon Seed,
- Cllr Jane Burton,
- Cllr Chris Caswill.

8. Meetings

Date	Witnesses
25th September	Sharon Britton – Service Director for Performance and Risk
13th October	Sharon Britton – Service Director for Performance and Risk Pippa Mcveigh – Head of Crime Reduction on Crime and Disorder Reduction Partnership
23rd November	Derek Bishop – Local Government consultant and Centre for Public Scrutiny associate
7th January	Agree final report

Evidence Gathered

9. In order to identify appropriate future scrutiny arrangements, the Task Group focussed initially on how the strategic partnership works in Wiltshire.

Local Agreement for Wiltshire

10. The 3 year agreement which sets out the vision for the future of the county is called the Local Agreement for Wiltshire (LAW). The partners signed up to this document have all committed to make the LAW part of their core business. The Task Group when considering the new legislation questioned whether they were empowered to review the LAW, or whether the new powers were focused towards the Local Area Agreement. After clarification from the legal department it was accepted that the

scrutiny powers were related to the latter and the targets that had been agreed within that document.

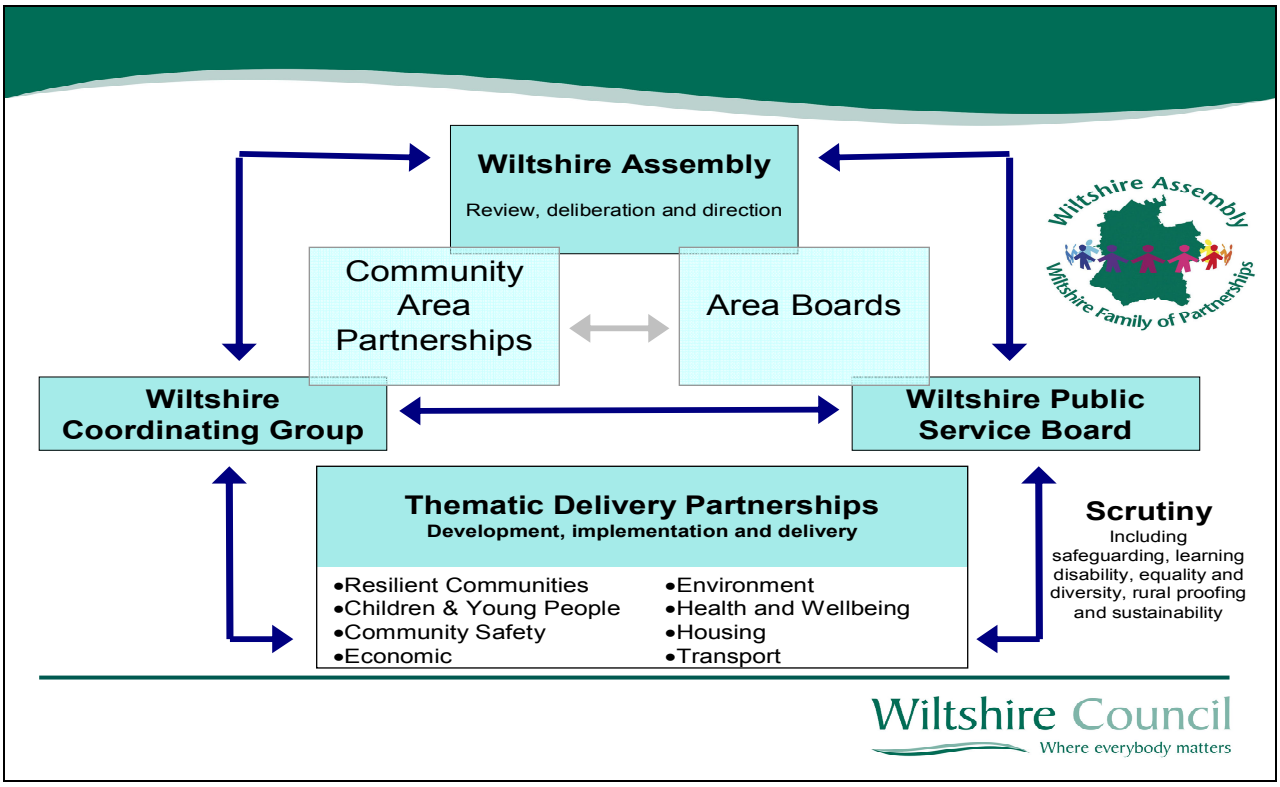
The Local Area Agreement

11. The Local Area Agreement (LAA) for Wiltshire is the delivery document for the LAW. It is a list of targets (a number of local targets, 28 targets agreed with central government and 16 mandatory targets concerned with education and children) which promote the partnership approach for service delivery. Over the next three years the actions and targets listed in the Local Area Agreement will be monitored by the partnership and groups within the family of partnerships; the delivery framework for the Local Agreement for Wiltshire. The 28 LAA targets agreed with government are listed in the Appendix.

The Wiltshire Family of Partnerships

12. The Wiltshire Family of Partnerships has been developed to tackle local issues in a joined up way and forms the Local Strategic Partnership for Wiltshire.

13. Changes to the way these partnerships work have been prompted by many issues, including the changing role of Local Strategic Partnerships (LSPs); the Government's focus on communities and 'place' and the introduction of the Comprehensive Area Assessment (CAA) with its focus on performance and accountability of partnerships rather than of single organisations.



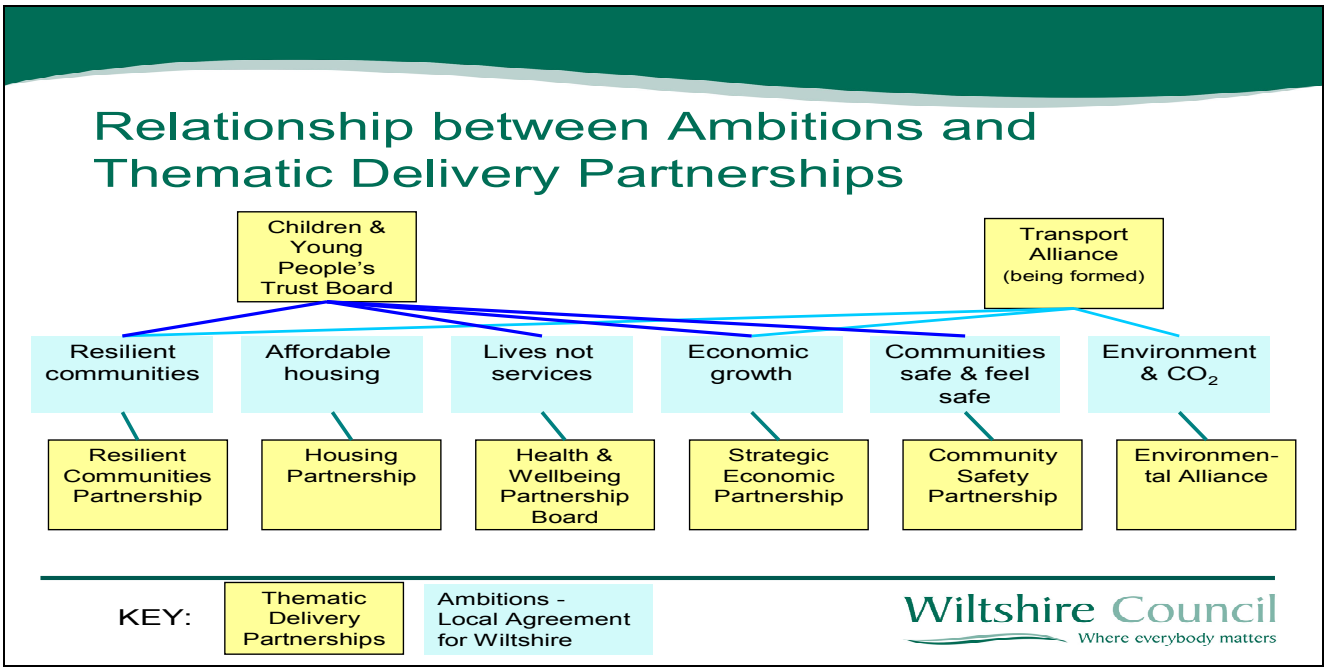
14. The Wiltshire Family of Partnerships is made up of:

- The Wiltshire Assembly (overarching Local Strategic Partnership for Wiltshire).

- The Wiltshire Public Service Board (forum for public sector corporate and financial planning).

- The Wiltshire Co-ordinating Group (Strategic Planning and Monitoring of Performance- joins up the Thematic Delivery Partnerships, Community Area Partnerships and the voluntary sector).

- Thematic Delivery Partnerships (accountable to Public Service Board for the delivery of actions and targets in the Local Agreement for Wiltshire. The Task group explored this relationship by reviewing how one of the delivery partnerships worked i.e. Community safety Partnership).



Community Safety Partnership

15. The Task Group gathered evidence on the role of the Wiltshire Community Safety Partnership (WCSP) which includes members from Wiltshire Police, Wiltshire Fire and Rescue Service, Wiltshire Police Authority, the Probation service, the Youth Offending Team, NHS Wiltshire and Wiltshire Council.

16. The primary purpose of the Community Safety Partnership in the short term is to ensure the actions within Local Agreement for Wiltshire (LAW) are achieved. Longer term it will aim to carry forward other community safety issues across the county.

17. The Task Group recognised that Community safety requires a creative and co-operative approach that draws in other services and agencies – from licensing, to activities for teenagers, to planning and housing – but also engages the community at large: businesses, faith groups, local charities etc.

18. Priority actions for the Community Safety Partnership within the Local Agreement for Wiltshire are to:

- Work with communities to provide re-assurance, improve neighbourhoods, and increase feelings of community safety
- Reduce re-offending by joining up services such as housing, education and health.

- Tackle domestic violence.

- Reduce alcohol related crime and harm.

- Reduce the number of road traffic accidents in Wiltshire.

Scrutiny of the Local Agreement for Wiltshire and the Local Strategic Partnership

19. In addition to scrutiny of Local Area Agreement (LAA) targets and member involvement in the development of the LAA the Task Group also identified a role for Overview & Scrutiny in looking at both the effectiveness of the Wiltshire Family of Partnerships and the development of the Local Agreement for Wiltshire (LAW).

20. Members, as democratically elected community representatives can have a role in both highlighting priorities and ambitions to be reflected in the LAW, and in reviewing the realities of implementation and outcomes of the LAA, as reflected in the experience of residents.

21. As scrutiny evolves from focusing on council services to looking more broadly at services provided by partners and partnerships, councillors will be able to play a fuller role as 'community champions' in their own local areas.

Best Practice

22. After gaining an understanding of how the LAW and LAA are delivered in Wiltshire, the Task Group explored the approaches taken by other authorities towards scrutiny of partners.

23. Some authorities have made wholesale changes to their O&S structures to align them with LAA themes, others have adapted existing structures or created new committees. To date, however, there is little evaluation of achievements or the effectiveness of different structures or processes.

24. Most activity around LAA and CDRP scrutiny has so far been concerned with establishing relationships with partners and protocols for effective engagement.

25. Derek Bishop in his evidence illustrated that approaches adopted generally fall into 3 broad categories….

Category	Description	Advantages	Disadvantages
Specialist	This is where the authority has a dedicated O&S Committee with responsibility for scrutinising partners. This has	• Specific focus on LAA/CDRP issues • Development of member expertise	• Requires additional Committee(s) / Panels • Increases scrutiny "overhead"

	been done jointly with other authorities *E.g. Suffolk County Council – Joint Scrutiny Panel comprising County & District Councillors & 6 independent community members (appointed following open recruitment process)– chaired by a community member*	• Facilitates relationship building • Clarity amongst partners / public about where scrutiny responsibility lies.	costs/resources • May isolate LAA/CDRP issues from other scrutiny work • May be difficult to handle "cross-cutting" issues
Hybrid	The functions of scrutinising the LAA and / or the CDRP have been added to an existing O&S Committee or panel *E.g. Brighton & Hove City Council – an O&S Commission, scrutinises financial and central services the LAA, LSP and partnerships and coordinates the work of the 5 O&S Committees.*	• No additional committee but specific focus retained • Development of member expertise • Facilitates relationship building • Clarity amongst partners / public about where scrutiny responsibility lies	• May isolate LAA/CDRP issues from other scrutiny work • LAA/CDRP issues may not be given a high priority in work programme • May be difficult to handle "cross cutting" issues
Integrated	LAA and CDRP issues are dealt with as part and parcel of the normal business of O&S and cut across Committees or panels. *E.g. Rotheram – each of the 5 existing Scrutiny Panels has taken one of the LAA targets which best relates to its terms of reference and will follow through the performance of that over a 2 year period. The co-ordinating Performance and Scrutiny O&S Committee looks at overall performance of the LAA/LSP*	• Integration of LAA/CDRP issues in O&S work programme • Recognises cross cutting nature of LAA/CDRP • Wider pool of members develop expertise in LAA/CDRP • No additional "overhead) costs or structures	• Lack of clarity amongst partners/public about where LAA/CDRP scrutiny responsibility ies • Does not give a specific focus to LAA/CDRP issues • May not give priority to LAA/CDRP issues from other scrutiny work

26. There are also examples emerging in different parts of the country of Overview and Scrutiny and the Local Strategic Partnerships (LSPs) taking a collaborative approach to scrutiny of partnership work. For example in Southampton, following stakeholder interviews and workshop discussions with City Council Overview and Scrutiny Members and LSP partners, a model of LSP involvement in the scrutiny process was agreed in 2008. The approved model sees the Southampton Partnership suggest potential 'partnership inquiries' for the council's annual programme of scrutiny.

<u>Scrutiny of partners within the existing structure</u>

27. The Task Group also considered the mechanisms for scrutiny of partners which already exist in the current O&S structure:

i. The Budget and Performance Task Group currently reviews the performance of the LAA on a quarterly basis, highlighting areas where performance is not what was expected. These areas will also now be identified through the Task Groups' consideration of the Comprehensive Area Assessment which brings together the judgements made by external inspectorates about partnership working in Wiltshire.

ii. The Health and Adult Social Care Committee has looked at some partnership priorities e.g. Wiltshire's alcohol strategy

Conclusions

28. The Task Group has recognised the increasing amount of work and resources being channelled through partnerships reflecting the need to address complex community issues in a joined up way.

29. One of the problems identified by the Task Group is the complexity of partnership arrangements and the multiple accountabilities of many public services, which are subject to inspection, auditors and government intervention.

30. The Task Group felt it was important that Wiltshire Council's proposals do not duplicate work but recognise the complexity of the scrutiny map and find ways in which scrutiny can genuinely add value.

31. Throughout its work programme the Task Group has explored a number of key themes to develop an understanding of the way the LAA and partnerships work in Wiltshire. The evidence gathered has lead the Task Group to conclude that scrutiny of partners would be most effectively carried out at Task Group level.

32. Task Group members expressed concern with adopting a full Committee model due to the limited number of meetings that would take place. A Task Group would enable a more flexible approach to partnership scrutiny and would be responsive to a large and varied work programme.

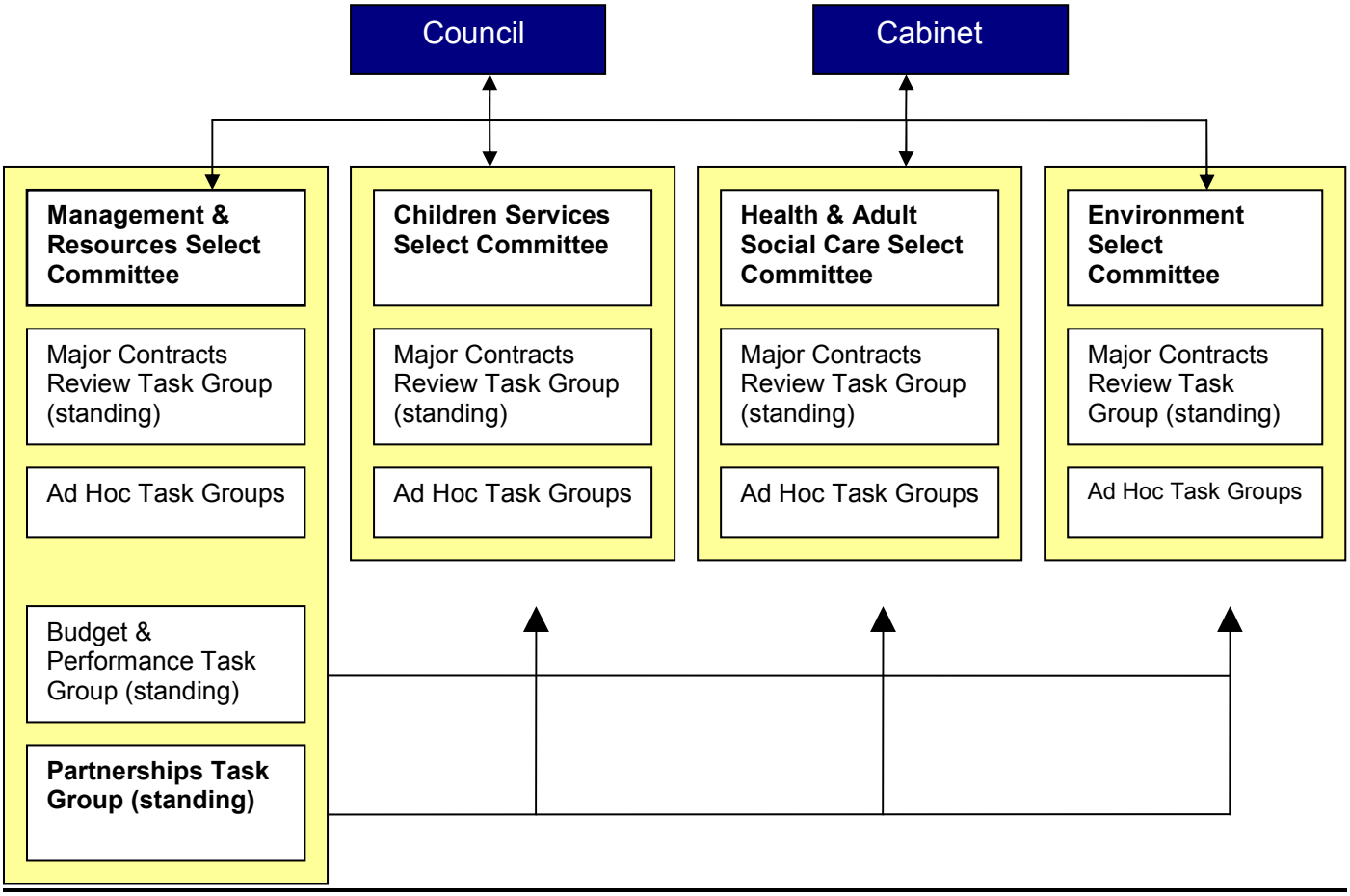
33. This arrangement would also allow specific focus to be retained on LAA/CDRP issues and will provide clarity amongst partners / area boards and the public about where the scrutiny responsibility lies. A Task Group would also enable the development of member expertise and would facilitate relationship building with our partners.

Proposal

34. The Task Group proposes the creation of a standing 'Partnerships' Task Group falling within the remit of the Management & Resources Select Committee.

35. The Task Group would undertake scrutiny reviews on cross cutting issues in relation to the LAA and partnership scrutiny (for example NI 8 Adult participation in sport) but would also carry out a co-ordinating role and where necessary make referrals to each relevant parent Committee to undertake further scrutiny.

Structure Diagram



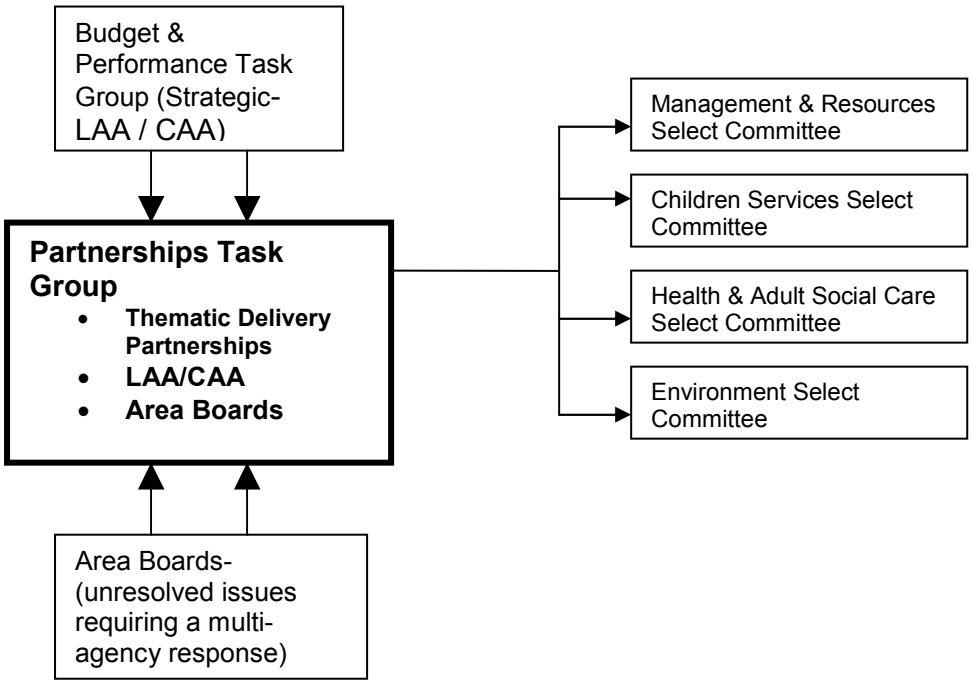
Work Programme

36. In addition to formulating its own work programme, the Task Group will receive referrals for scrutiny reviews from two levels:

    i. Strategic level – Areas where performance has not been what was expected will be identified through the Budget & Performance Task Group's monitoring of the Local Area Agreement and Comprehensive Area Assessment. Recommendations would then be made to the Partnership Task Group to carry out more in depth reviews of the areas concerned.

    ii. Local Level – Area Boards will be considering local issues which will require effective partnership working in order to be resolved. Where issues are not resolved locally at Area Board level, a referral for review can be made where appropriate to the Partnerships Task Group.

37. The Partnerships Task Group will also consider the work programmes of each of the Thematic Delivery Partnerships for areas to focus throughout its work programme.



Recommendation

38. The Committee is asked to consider and endorse the above proposal.

Report Author: Ros Low, Scrutiny Officer 01225 718372

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Wiltshire's Local Area Agreement – Review and Refresh 2008/09 –

	Ambition & *Lead Thematic Delivery Partnership*	Local Area Agreement Indicators	Baseline	LAA Improvement Target			Key partners signed-up to the target (lead partner/s shown *)
				2008/9	2009/10	2010/11	
1	Resilient communities *Resilient Communities Partnership*	**NI 4** % of people who feel they can influence decisions in their locality	31.7%	-	-	35.09%	*Wiltshire Council
		NI 4 Targets agreed with GOSW at 08/09 refresh. *See note below*					
2	Resilient communities *Resilient Communities Partnership*	**NI 7** Environment for a thriving third sector	18.2%	-	-	22.59%	Wiltshire Council, NHS Wiltshire, Wiltshire Infrastructure Consortium
		NI 7 Targets agreed with GOSW at 08/09 refresh. *See note below*					
3	Lives not services Resilient communities *Resilient Communities Partnership*	**NI 8** Adult participation in sport	2005/06 24 .2%	(26.2%)	(27.2%)	28.2%	Wiltshire Council, NHS Wiltshire, *WASP, Community First
		NI 8 Targets agreed with GOSW at 08/09 refresh. *See note below*					
4	Safer communities *Community Safety Partnership*	**NI 16** Serious acquisitive crime rate per 1,000 population	8.67 (3,892 offences)	8.58 (-1%)	8.41 (-3%)	8.24 (-5%)	*Wiltshire Police
		NI 16 agreed summer 2008. *See note below*					
5	Safer communities *Community Safety Partnership*	**NI 17** Perceptions of anti-social behaviour	12.6%	-	-	10.8%	Wiltshire Police, Wiltshire Council
		NI 17 Targets agreed with GOSW at 08/09 refresh. *See note below*					
6	Safer communities *Community Safety Partnership*	**NI 20** Assault with injury crime rate per 1,000 population (note: cumulative reduction)	baseline dataset awaited	-	-0.5% from baseline	-1.5% from baseline	*Wiltshire Police
		NI 20 Targets agreed with GOSW at 08/09 refresh. *See note below*					

	Ambition & *Lead Thematic Delivery Partnership*	Local Area Agreement Indicators	Baseline	LAA Improvement Target			Key partners signed-up to the target (lead partner/s shown *)
				2008/9	2009/10	2010/11	
7	Safer communities *Community Safety Partnership*	**NI 30** Re-offending rate of prolific and priority offenders	(Intentionally blank)	-	12%	0.8 factor to be applied to predicted number of conviction for PPOs	*Wiltshire Probation, Wiltshire Police
		NI 30 Targets agreed with GOSW at 08/09 refresh. *See note below*					
8	Safer communities *Community Safety Partnership*	**NI 32** Repeat incidents of domestic violence	28%	-	-	27%	* Wiltshire Council
		NI 32 Targets agreed with GOSW at 08/09 refresh.					
9	Lives not services Safer communities *Health and Well Being Board*	**NI 39** Alcohol-harm related hospital admission rates	2006/07 1137	1275	1332	1373	*NHS Wiltshire, Wiltshire Council
		NI 39 Targets agreed with GOSW at 08/09 refresh. *See note below*					
10	Lives not services *Health and Well Being Board*	**NI 55** Obesity among primary school age children in Reception Year	2006/07 8.48%	8.49%	8.50%	8.50%	*NHS Wiltshire, Wiltshire Council
		NI 55 agreed summer 2008.					
11	Resilient communities *Children and Young People Trust Board*	**NI 110** Young people's participation in positive activities	74.1%	-	78.1%	82.1%	CYPTB Executive with Wiltshire Council as lead partner
		NI 110 Targets agreed with GOSW at 08/09 refresh.					
12	Lives not services *Health and Well Being Board*	**NI 112** Under 18 conception rate (per 1,000)	Dec 06 30.7 -4.3%	23.4 -27%	19.7 -39%	16.1 -50%	*Wiltshire Council, NHS Wiltshire
		NI 112 agreed summer 2008. *See note below*					
13	Economic Growth *Wiltshire Strategic Economic Partnership*	**NI 117** 16 to 18 year olds who are not in education, training or employment (NEET) (November – January)	Jan 08 5.8%	4.1	4.1	4.1	*Connexions & Wiltshire Council, Schools, Wiltshire College
		NI 117 agreed summer 2008. *See note below*					

	Ambition & *Lead Thematic Delivery Partnership*	Local Area Agreement Indicators	Baseline	LAA Improvement Target			Key partners signed-up to the target (lead partner/s shown *)
				2008/9	2009/10	2010/11	
14	Lives not services Safer communities *Health and Well Being Board*	**NI 120** All-age all cause mortality rate (baseline 1995-97) Men Women	812.76 560.72	598 431	581 421	565 410	*NHS Wiltshire
		NI 120 agreed summer 2008. *See note below*					
15	Lives not services *Health and Well Being Board*	**NI 123** 16+ current smoking rate prevalence (average of quitters per 100,000 population aged 16+	2004-08 674	679.0	679.3	679.4	*NHS Wiltshire
		NI 123 agreed summer 2008. *See note below*					
16	Lives not services *Health and Well Being Board*	**NI 125** Achieving independence for older people through rehabilitation/ intermediate care	Not agreed	Not set	Not set	Not set	*Wiltshire Council, NHS Wiltshire
		Placeholder. This means that no target has been agreed and that this NI will not be included in the Performance Reward Scheme. Approach agreed with GOSW at 2008/09 refresh. *See note below*					
17	Lives not services Resilient communities *Health and Well Being Board*	**NI 130** Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	2006/07 4.7%	127.2 per 100,00		1330 per 100,000	*Wiltshire Council, NHS Wiltshire
		NI 130 Targets set at 08/09 refresh. *See note below*					
18	Lives not services Resilient communities *Health and Well Being Board*	**NI 135** Carers receiving needs assessment or review and a specific carer's service, or advice and information	9.03%	10%	20%	25%	*Wiltshire Council
		NI 135 agreed summer 2008. *Baseline amended - see note below*					
19	Lives not services *Health and Well Being Board*	**NI 136** People supported to live independently through social services (all ages) – needs and age weighted.	2006/07 2,062	2,500	3,500	4,000	*Wiltshire Council
		NI 136 Targets agreed with GOSW at 08/09 refresh. *See note below*					

	Ambition & *Lead Thematic Delivery Partnership*	Local Area Agreement Indicators	Baseline	LAA Improvement Target			Key partners signed-up to the target (lead partner/s shown *)
				2008/9	2009/10	2010/11	
20	Affordable housing *Wiltshire Housing Reference Partnership*	**NI 141** Number of vulnerable people achieving independent living	66%	67%	68%	70%	*Supporting People - Wiltshire Council, NHS Wiltshire, Wiltshire Probation
		NI 141 agreed summer 2008.					
21	Economic Growth *Wiltshire Strategic Economic Partnership*	**NI 152** Working age people on out of work benefits	6.9%	6.6%	6.3%	5.9%	*Jobcentre Plus, Wiltshire Council
		Economic Indicator - Target will be refreshed 09/10. *See note below*					
22	Affordable housing *Wiltshire Housing Reference Partnership*	**NI 154** Net additional homes provided Target will be refreshed 09/10	2,032	2,229	2,517	2,565	*Wiltshire Council, MoD
		Economic Indicator - Target will be refreshed 09/10. *See note below*					
23	Affordable housing *Wiltshire Housing Reference Partnership*	**NI 155** Number of affordable homes delivered (gross)	347	479	554	590	*Wiltshire Council, MoD, Housing Associations- Sarsen, Westlea, Selwood, Housing Corporation, Community First
		Economic Indicator - Target will be refreshed 09/10. *See note below*					
24	Economic Growth *Wiltshire Strategic Economic Partnership*	**NI 163** Working age population qualified to at least Level 2 or higher	(Aug 06) 71.8%	72.4%	73.6%	75.8%	*Learning & Skills Council
		NI 163 agreed summer 2008					
25	Economic growth *Transport Alliance*	**NI 168** Principal roads where maintenance should be considered (proportion of the network)	2007/08 4%	4%	4%	4%	Wiltshire Council, GOSW (DfT)
		NI 168 agreed summer 2008					
26	Environment Affordable housing *Wiltshire Strategic Economic Partnership*	**NI 188** Adapting to climate change	New	Appoint adaptation officer, establish position NI Level 0/1	Risk based assessment and prioritised action NI Level 1/2	Action plan and monitoring in place NI Level 3/4	Wiltshire Council, Wiltshire Wildlife Trust
		NI 188 approach agreed with partners summer 2008					

	Ambition & *Lead Thematic Delivery Partnership*	Local Area Agreement Indicators	Baseline	LAA Improvement Target			Key partners signed-up to the target (lead partner/s shown *)
				2008/9	2009/10	2010/11	
27	Environment *Environmental Alliance*	**NI 191** Residual household waste per household (kg)	2006/07 726	697.5	690.19	663.11	Wiltshire Council, Hills Waste Solutions Ltd, Wiltshire Wildlife Trust
		NI 191 agreed summer 2008					
28	Environment *Environmental Alliance*	**NI 197** Improved local biodiversity - active management of local sites	39.5% (total sites 1,477)	42.5% (& refine baseline)	47.5%	52.5%	Wiltshire Council, Wiltshire Wildlife Trust, Natural England
		NI 197 agreed summer 2008					

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OVERVIEW AND SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE

21ST JANUARY 2010

RAPID SCRUTINY: CORPORATE PROCUREMENT STRATEGY

Executive Summary

The Overview and Scrutiny Management and Resources Select Committee on the 24th September 2009 considered the Rapid Scrutiny report on the Corporate Procurement Strategy. As a result of the discussion, the Committee felt a further Rapid Scrutiny Exercise was necessary before the strategy is submitted to Cabinet in January.

The exercise to scrutinise the revised strategy took place on the 11th January and was attended by Councillor Carter, Councillor Deane, the Cabinet Member for Procurement and Corporate Procurement representatives. This report details the key points of discussion and the recommendations made.

Subsequent to the meeting the report was submitted to the Cabinet Member who has formally accepted these recommendations.

Proposal/Recommendation

To endorse the report and recommendations from the Corporate Procurement Strategy Rapid Scrutiny exercise.

Reason for Proposal

To update the committee on the outcome of the Rapid Scrutiny Exercise.

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Overview and Scrutiny Management and Resources Select Committee

Rapid Scrutiny Exercise: Corporate Procurement Strategy
11th January 2010

Purpose and Background

1. The Overview and Scrutiny Management and Resources Select Committee on the 24th September 2009 considered the report of the Rapid Scrutiny Exercise of the Corporate Procurement Strategy. As a result of the discussion the Committee felt a further Rapid Scrutiny Exercise was necessary before its submission to Cabinet in January.

2. This meeting was held on Monday 11th January 1010 and attended by the following:

Mr Nigel Carter	(Lead Councillor)
Mr Tony Deane	(Councillor)
Mr John Noeken	(Cabinet Member for Procurement)
Tony Brett	(Head of Procurement)
Mike Swabey	(Head of Procurement & Contract Management)
Ashley Matthews	(Scrutiny Officer)

Summary of Concluding Views

3. After considering the revised Procurement Strategy Scrutiny Members felt that that the current draft was much easier to read and better presented. The Cabinet Member and Officers commented that the last time this strategy was reviewed by Scrutiny it was both useful and aided them in refocusing the format. Acknowledgement was given by the Scrutiny Members to officers for the amount of work that they had contributed to the much improved draft document.

4. As the strategy is intended for both internal and external reading once it has been signed off by Cabinet it would be posted onto the internet for partners/stakeholders or companies to comment on. Once the final document is available it will be in hard copy and electronically. For ease of use it was felt that clear links to other websites and documents should be embedded within the document.

5. It was expressed that whilst the document is much improved, some wording would benefit from greater explanation and should be plain English. Scrutiny Members gave particular examples where more clarity could be given. These areas are within the Cabinet Members foreword where it mentions 'relevant social, economic and environment standards', in section B2.6 around 'Sustainable Action Plan', in D4 – SMEs and to change the title 'Fair Trade' to 'Fair Trading'.

6. Some of the examples provided were due to the current position of the organisation and are intentionally more aspirational. Officers explained that as many systems are still being integrated and a lot of information is still unknown it is difficult to provide detail and it would be added later as greater understanding is achieved.

7. Where savings were covered by the strategy, members asked if the £9million target is actually a realistic and achievable figure. It was explained that the figure is achievable and that has been echoed by directors across departments. Whilst the saving is aimed to be achieved as of 2010/11, work has already been taken by departments to make headway. In some cases they are now making savings of £15-20k per month. Through the use of corporate contracts, category management and SAP it will direct people to where they need

to buy from. If something falls outside of these categories, professional buyers will help to find the best solution that is value for money.

8. Balancing the needs of the business and value for money with the commitment to those covered within the Diversity and Equality section was considered a potential area of conflict. It was accepted that through transparency there should be no issue. By adopting the Strategy it provides a much greater opportunity for SMEs and local firms to tender with the authority. Although guarantee of a contract cannot be given to only Wiltshire firms. Officers explained that if the wording is correct in this high level document it can be used lower down when evaluating tenders.

9. The move to Category management has been the biggest achievement over the last nine months. It was expressed that this has been greatly aided by the better links with departments and the work of the Corporate Procurement Unit (CPU). Corporate commitment and management buy in has been key. Some issues over that period has been the perception that CPU is a blocker and not helpful. Work for the future is to change the perception that CPU is an enabler.

10. As it will be mandatory for all purchasing to be done through Category Management compliance would be through SAP. Through reporting the use of contracts can be monitored. There is some seasonality to some contracts which would be taken into consideration when evaluating compliance. It was discussed that enforcement would be through a number of ways including leadership and training.

11. Scrutiny Members felt Area Boards could be utilised to increase sustained leadership from Councillors and approach the local community at the same time. It was discussed that Councillors may have missed seminars on Procurement or have been more focussed on other issues. It was accepted that for most procurement may not be as high a priority in comparison to highway or leisure related issues.

12. It was suggested that a roadshow for Area Boards might increase interest if it was targeted in the right way and covered the right subjects. Considering the current obligations of the CPU it was felt that a pilot utilising the Devizes Area Board could be carried out and if successful a full program rolled out later in 2010.

13. To compliment the strategy a programme of training is being compiled and will be available in March 2010. This will be targeted depending on the level of procurement activity the individual carries out. To develop this programme, best practice from departmental procurement training is being used to shape what the requirements are. In addition to a training programme, regular communication through a bulletin is sent to anyone involvement with procurement updating them on recent developments. It was requested that Scrutiny members would like to see the draft version of training programme and an example bulletin.

14. Scrutiny Members felt that the targets at the back of the strategy were useful in identifying timescales and each step which must be taken. It was suggested that a project management tool, such as a gant chart, would be of use with the management of this project and provide as a visual representation. Where these targets are attached to specific elements of the strategy members would like to see the target attached to that section for ease of understanding.

15. Members thanked Officers and the Cabinet Member for attending the meeting and asked that a further meeting is arranged for June or July to monitor the progress. Before that the Councillors would like to receive a copy of the revised Strategy for information before it is published for consultation on the internet.

Recommendations

16. Scrutiny Members thanked Councillor Noeken and Corporate Procurement Unit Representatives for attending the meeting and supplying reports. The amount of work that has gone into redrafting the strategy was acknowledged and it was commented that it was in a much easier to follow to format.

17. The following recommendations on behalf of the Overview and Scrutiny Management and Resources Select Committee:

    a. As the document is to be made available electronically on the internet, web addresses should be embedded within the document for ease of use.

    b. The wording of the foreword should be reviewed to ensure greater clarity where discussing 'relevant social, economic and environmental standards.

    c. Wording should be reviewed to make it simpler, providing greater clarity. Particular attention should be given to section B2.6 where the Sustainable Action Plan is discussed, and D4 – SMEs.

    d. Under the section titled 'Fair Trade' to amend it to be 'Fair Trading'.

    e. Consider using Area Boards to approach Councillors and local businesses with the aim of providing information and increasing publicity or buy in.

    f. In addition to the list of targets listed under Section E, a gant chart or other Project Management Tool should be included for ease in understanding progress.

    g. For ease of reading, a clearer definition of timescales could be provided within the body of the document under each stage and objective.

    h. A copy of the training timetable is to be supplied with the documentation as soon as it is available as training is key to the success of the revised Corporate Procurement Strategy.

    i. A copy of a recent bulletin which is sent to targeted staff will be sent to Councillor Deane and Carter for information.

    j. A revised copy of the strategy will be sent to Rapid Scrutiny Members before it is published for consultation.

    k. Another Rapid Scrutiny Exercise to review progress and training of this strategy should be carried out in June or July 2010.

OVERVIEW AND SCRUTINY MANAGEMENT AND RESOURCES SELECT COMMITTEE

21 JANUARY 2010

COUNCILLORS' ICT PROVISION

Purpose and Background

1. To scrutinise the current concerns of councillors in the light of the recent survey and identify improvements for the future.

2. Councillors have had a variety of experiences regarding Information & Communication Technology (ICT) provision and support prior to being elected to the new unitary council in June. Efforts to establish standard provision for councillors in terms of e-mail and website access have in some instances caused difficulties. These have been voiced in a number of ways both to executive and leading scrutiny members, and to officers.

3. In order to bring some focus to these concerns and provide an opportunity for those responsible for managing ICT provision to respond, including explaining the challenges faced by the new council at day one, the Chairman with the support of the Vice-Chairman of the Overview and Scrutiny (O&S) Management and Resources Select Committee announced at Council on 15 September that a review would be undertaken in the form of a rapid scrutiny exercise.

4. At the same time the Cabinet Portfolio holder for Business Transformation, Information Management and ICT issued a briefing note to all councillors regarding access to the Council's network and the use of smart phones. He also gave notice of the establishment of a user group which would be discussed at a meeting open to all councillors after the Council meeting.

5. The O&S Management and Resources Committee on 24 September asked that a survey be undertaken to allow councillors to document their experiences to date which would then inform the rapid scrutiny exercise.

6. The Scrutiny Team devised a questionnaire following consultation with the Chairman, Vice-Chairman, Cabinet Portfolio holder and Service Director. This was then issued to all councillors on 22 October 2009. Progress in agreeing a convenient date for the rapid scrutiny exercise initially proved difficult due to other commitments of those who needed to be there. An update was given to the O&S Management and Resources Select Committee on 26 November.

7. Running in parallel, the Cabinet Portfolio holder arranged another meeting of the user group open to all councillors after Council on 10 November. The Head of Democratic Services and Cabinet Portfolio holder had been supplied with a copy of the responses to the questionnaire and summary sheet for this meeting at their request.

8. A note of the main issues arising from this meeting was circulated on the Elected Wire on 20 November and is available in the Councillors' area of the Wire (http://thewire.wiltshire.council/ict-users-group-notes-101109.doc), hard copies are also available on request.

9. 11 December 2009 – Rapid Scrutiny of Councillors' ICT provision was undertaken. In attendance:

Councillors

Cllr Jonathon Seed	Lead member
Cllr Alan Hill	
Cllr George Jeans	

Apologies

Cllr Richard Britton

Cabinet Member

Cllr John Noeken	Resources

Officers

Deborah Farrow	Service Director, Business Transformation, ICT & Information Management (IM)
John Quinton	Head of Democratic Services
Marie Gondlach	Democratic Services Officer

It was noted that the councillors present did not offer a full cross-party representation of the Council. The Chairman of the O&S Management and Resources Select Committee had been consulted on this issue prior to the meeting and had advised, given the difficulty in agreeing a convenient date for the rapid scrutiny exercise, to hold the meeting on 11 December as planned.

All present had received an agenda prior to the meeting including the following written evidence:

- The briefing note issued by the Cabinet Portfolio holder for Business Transformation, Information Management and ICT to all councillors regarding access to the Council's network and the use of smart phones;
- A note of the main issues arising from the ICT User Group meeting on 10 November;

- The results and analysis of the ICT survey;
- A summary of the number of calls logged by Steria from councillors between June and October 2009;
- A copy of a councillor's question on the use of personal e-mail addresses at Council on 10 November and Cabinet Member response - for information;
- A screen print-out of the Information available on the Wire regarding contacting Steria.

Summary of Concluding Views

10. The Cabinet Member gave a brief overview of the main challenges faced by the ICT department throughout the transition to one Council and since June 2009, and accepted that there had been issues and difficulties in delivering councillors' ICT. The key message from all present was a desire to identify positive ways to move forward.

11. The Service Director stressed that one of the main issues faced by the ICT department was balancing individual needs with security requirements. The scale of the project meant that priorities had to be established. She also highlighted the design objectives of the Workplace Transformation Programme and the ICT service's determination to comply with each of them:

    1. Ease of use by staff and members
    2. Ease of support by Steria
    3. Ease of support by Wiltshire Council (for applications and hardware replacement)
    4. Maximum flexibility of where and how people work
    5. Value for money
    6. Standardisation of equipment and applications
    7. Security including continued compliance with evolving government standards such as Code of Connection

    All agreed that the system must be simple and efficient and proven and tested technology. Security must be maintained at an appropriate level to ensure councillors are protected and "vulnerable" equipment, such as smartphones or memory sticks, must be encrypted to ensure that no access to information is possible should the equipment be lost or stolen.

12. A general feeling of loss of confidence in the ICT provided (hardware as well as connectivity and support) was noted and identified as needing to be addressed as a priority. It was felt that many factors had contributed to this including a lack of clear communication over certain issues or decisions that were taken (e.g. "lock down" of auto-forwarding of emails) and the inconsistency of advice and support provided by Steria.
    It was agreed that when changes were made in people's operating habits clear directions and timescales were necessary to enable as

smooth a transition as possible and that the Elected Wire was a positive step in improving communication.

13. One of the options put forward by the Cabinet member and the Service Director to help the majority of councillors currently experiencing difficulties in connecting to the Wiltshire Council network via the equipment they were issued, was “hard-wiring”; the installation of a dedicated line linking councillors’ houses directly to County Hall. Hard-wiring ensures the security requirements are met and connectivity support is simplified thanks to the use of a single Internet Service Provider (ISP). It also allows remote access to councillors’ computers when support is needed if administrator rights are granted.

14. Other options would have to be considered according to councillors’ needs and requirements for hardware and / or connectivity. When the options are offered to councillors the advantages and inconveniences of each option should be clearly listed and when choosing the option that suits them best councillors should acknowledge its restrictions and limitations.

15. The temporary appointment of a Members ICT Support Officer was recognised as beginning to address, and having the potential to fully address, many of the issues afore mentioned and also reflected in the questionnaire’s analysis including:
    - improving confidence in the system
    - addressing individual support needs
    - providing a single point of contact for support
    - accurately assessing individual ICT provision needs and requirements

    However councillors expressed concerns over the fact that the appointment was on a temporary basis, especially as this post could realise savings in the longer term (by reducing the number of “house calls” amongst other issues).

16. Training needs could be identified thanks to the Training Needs Assessment questionnaires councillors are currently completing and following contact with the Members ICT Support Officer. Once the training needs have been identified they could be addressed by the Councillor Development Group either through individual training delivered by the Members ICT Support Officer or collective training if applicable.

17. The formal establishment of a users group and any further interest by scrutiny were considered. Although the need for councillors to be able to voice their concerns over their ICT provision was acknowledged, concerns were raised about the current set up of the ICT user group and the nondescript membership.

Recommendations

18. This report will be submitted to the O&S Management Select Committee on 21 January 2010 for endorsement and submission to the Executive for formal response.

(a) That “hard- wiring” be pursued as a solution and offered to councillors currently experiencing difficulties, on a priority basis.

(b) That a prescriptive approach, as has initially been experienced regarding councillors’ ICT provision, is avoided and that instead councillors are offered alternative options to ensure their varied ICT requirements are met and they are enabled to operate securely and successfully.

(c) That, in order to carry out their duties as elected representatives, councillors must be able to receive the ICT support they feel that they need but that it is accepted that councillors who choose not to work within Wiltshire Council’s ICT system will be severely disadvantaged in the service that they can give their electors

(d) That the O&S Management and Resources Select Committee recommend to Cabinet that ICT training should be tailored to meet personal requirements, however when appropriate, collective training could be delivered.

(e) That to enhance the approach for training detailed in recommendation (f) members of this Rapid Scrutiny exercise strongly endorse the appointment of the permanently established post for the Members ICT Support Officer and ask O&S Management and Resources Select Committee to endorse this recommendation onwards to the Executive.

(f) That the ICT User Group be replaced by a standing arrangement between the Service Director and / or Cabinet Member and the O&S Management and Resources Select Committee. When required the Service Director would approach the O&S Management and Resources Select Committee, or vice versa, and ask for a Rapid Scrutiny exercise to take place with a view to enable policy development.

(g) That the O&S Management and Resources Select Committee accepts the assurance from the Cabinet Member that a budget had been identified and secured which should enable the ICT department to meet expectations regarding ICT provisions in supporting Workplace Transformation and in particular councillors ICT provision and training.

Report Author, Marie Gondlach, Democratic Services Officer

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Overview and Scrutiny Management and Resources Select Committee
Rolling Work Plan January 2010

SUBJECTS	COMMITTEE/ TASK GROUP	TOPIC START DATE	NEXT DATE TO O & S COMMITTEE	DATE TO CABINET/ PORTFOLIO HOLDER
Cabinet Forward Work Plan/Delegated Decisions		If invited/required	Ongoing	As appropriate
Budget and Performance (Standing)	Task Group	April 2009	Ongoing	January 2010
Major Contracts (Standing)	Task Group	July 2009	Ongoing	
Delivering Customer Focus	Possible establishment of Task Group Committee		January 2010 Final Report May 2010	December 2009
Benefits Realisation of One Council	Committee	April 2009	March 2010?	As appropriate

SUBJECTS	COMMITTEE/ TASK GROUP	TOPIC START DATE	NEXT DATE TO O & S COMMITTEE	DATE TO CABINET/ PORTFOLIO HOLDER
Workplace Transformation Programme (inc. Business Transformation Programme)	Task Group	July 2009	Final report March 2010	
Local Service Review: (inc. Area Board Review)	Task Group	July 2009	Progress - January 2010 Final Report – March 2010	
Agency Staff (and consultancy) Contract	Appointed Member to Project Board (Jonathon Seed)	July 2009	March 2010	March 2010
Leadership Development	Committee		May 2010	
Harmonisation of Staff Terms and Conditions of Employment	Appointed Member to Project Board (Ricky Rogers) Committee		May 2010	
People Strategy - Implementation Review	Committee	From transition	July 2010	As appropriate
Service Transformation (HR)	Committee	From Development Day	?	
Service Transformation (ICT)	Committee	From Development Day	?	

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