

AGENDA

Meeting: Overview and Scrutiny Management Committee
Place: Council Chamber - Council Offices, Monkton Park, Chippenham,
SN15 1ER
Date: Thursday 11 April 2013
Time: 10.30 am

Please direct any enquiries on this Agenda to Sharon Smith, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718378 or email sharonl.smith@wiltshire.gov.uk

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

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

Membership:

Cllr Trevor Carbin (Chairman)	Cllr Peter Hutton
Cllr Nigel Carter	Cllr Christopher Newbury
Cllr Tony Deane (Vice Chairman)	Cllr Ricky Rogers
Cllr Peter Doyle	Cllr Judy Rooke
Cllr Mike Hewitt	Cllr Jonathon Seed
Cllr Alan Hill	Cllr Carole Soden
Cllr Jon Hubbard	

Substitutes:

Cllr Desna Allen	Cllr Nick Fogg
Cllr Chuck Berry	Cllr Russell Hawker
Cllr Richard Britton	Cllr Ian McLennan
Cllr Jane Burton	Cllr Jeffrey Ody
Cllr Ernie Clark	Cllr Mark Packard
Cllr Brian Dalton	Cllr Pip Ridout

PART I

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

1 **Apologies**

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

To approve and sign the minutes of the meeting held on 28 February 2013.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than **5pm on Thursday 4 April 2013**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Job Creation and Economic Development** (*Pages 9 - 14*)

The Committee at its meeting held on 18 October considered a report on Job Creation and Economic Development which included details of the positive work being undertaken by the Economy and Regeneration Service. On considering the report the Committee resolved to receive a further update on activity at its meeting in April 2013. This is now attached and the Committee is asked to consider its content and provide comment as appropriate.

7 **Traded Services Task Group - Final Report** (*Pages 15 - 36*)

The Committee is asked to consider the final report of the Traded Services Task Group and comment as appropriate.

8 **Legacy Items** (*Pages 37 - 54*)

The Committee resolved at its previous meeting that each Select Committee would highlight any unfinished items of business to be compiled within a legacy report to be agreed by the Committee. A covering report to recommendations made by the select committees is now attached. The report also identifies scrutiny responsibilities of the Management Committee for potential inclusion. The Committee is asked to approve the recommendations for referral to the newly appointed Management Committee post election.

9 **Overview and Scrutiny Member Remuneration**

The Committee is reminded that a remuneration scheme agreed by the Independent Remuneration Panel applies to duties undertaken by councillors in the overview and scrutiny arena. This currently amounts to £10,000 and is allocated at the discretion of the Chairman of the Management Committee. The Chairman is keen to be transparent in his dealings and has indicated his intention to apply the following principles to the allocation of payments. These are based on the original scheme devised in 2007 and refined over time in the light of experience and representations made.

- Based on a share system per qualifying activity.
- The more activity undertaken by a member the more shares they receive subject to a minimum attendance threshold of 50%.
- The share value varies year on year depending on the number of qualifying activities and agreed budget.
- Exclusion from the scheme for those members in receipt of an Special Responsibility Allowance (SRA) under the Members' Allowances Scheme.
- Recognition that an ad hoc (rather than standing) activity that spanned more than one municipal year would only be counted once unless otherwise determined.
- Increased value (x 2 shares) for being Chairman/Lead Member of a Task Group
- Inclusion of committee briefings and fact finding exercises (to recognise the work done of select committee vice-chairmen not in receipt of an SRA)
- Greater recognition of joint working with partners and attendance at networks (predominantly in the Health Scrutiny Arena).

This meeting of the Management Committee is the last scrutiny activity before

the election. The allocation of shares and resulting payments to individual members will be finalised after the meeting and forwarded to payroll for processing. A covering letter on behalf of the Chairman will be sent to each member setting out how the payment was calculated.

The Committee is asked to note the arrangements for the allocation of scrutiny payments for 2012/13.

10 **Urgent Items**

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

11 **Date of next meeting**

The next meeting of the Overview & Scrutiny Management Committee will take place at 10:30am on Thursday 23 May 2013 and will be held in Committee Rooms A-C, Monkton Park Offices, Chippenham.

PART II

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

NONE

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 28 FEBRUARY 2013 AT COUNCIL CHAMBER, MONKTON PARK OFFICE, CHIPPENHAM SN15 1ER.

Present:

Cllr Richard Britton (Substitute), Cllr Trevor Carbin (Chairman), Cllr Nigel Carter, Cllr Tony Deane (Vice Chairman), Cllr Peter Doyle, Cllr Mike Hewitt, Cllr Alan Hill, Cllr Jon Hubbard, Cllr Peter Hutton, Cllr Ricky Rogers, Cllr Judy Rooke and Cllr Jonathon Seed

Also Present:

Cllr Allison Bucknell

64 **Apologies**

Apologies were received from Cllr Carole Soden and Cllr Christopher Newbury. Cllr Richard Britton substituted for Cllr Carole Soden.

65 **Minutes of the Previous Meeting**

The minutes of the previous meetings held on 13 December 2012 and 7 February 2013 were approved and signed as a correct record.

66 **Declarations of Interest**

There were no declarations of interest received.

67 **Chairman's Announcements**

The Chairman confirmed that although there had been two referrals for potential call-ins these had not been taken forward.

68 **Public Participation**

There was no public participation.

69 **Review of Housing Allocations Policy**

Nicole Smith, Head of Strategic Housing, was in attendance to give a presentation on the current Housing Allocations Policy review.

This included confirmation that the policy, entitled 'Homes 4 Wiltshire Policy' was lawful and that the authority was not required to amend it. The Council had, however, decided to undertake a review noting the changes taking place as a result of the Localism Act and Welfare Reform Bill.

In making the presentation, the following points were made:

- Wiltshire Council ran an open housing register which meant anyone could request to be added to the register, even without a local connection.
- New guidance arising from the Welfare Reform Bill would result in changes to eligibility in relation to the number of bedrooms required.
- The Localism Act provided new freedoms in the way in which authorities could deal with social housing including the ability to introduce exclusions if appropriate (i.e. for rent arrears or for anti-social behaviour reasons).
- There were approximately 8,000 people registered within the Bronze banding of the housing register, i.e. the category for those with no identified housing need.
- The views of the community by way of area boards, working groups and housing providers had been sought as part of an initial fact-finding exercise. The results of this initial exercise included a strong desire for the following to be included within the revised Policy:
 - A need for a connection to Wiltshire
 - Exclusions should be applied for antisocial behaviour and rent arrears
 - Priority should be given to those registered in the respective parish or town to which a property was situated
 - Under occupation should be addressed

The formal consultation included some of the options as above, details of which could be found attached to the agenda.

Ensuing discussion included concern on the implications of the bedroom standard as set out by welfare reform, noting that although this was not something to which a local authority was able to change, it would still need to deal with the implications.

The Committee felt that the military should continue to receive a significant priority in the allocation of future housing noting that in most circumstances a local connection did not exist and that this should be taken into consideration as part of the revised Policy.

The revised Policy would also benefit from clarity on the financial resource limit, noting that there was often confusion over eligibility for those who did not claim housing benefit but did not earn enough to purchase a home.

The allocation of affordable homes as part of planning requirements was not included within the Review but was discussed. The Committee highlighted the importance of partnership working across all areas of Housing, noting that there was a significant shortage of affordable homes within the County. The Head of New Housing would be asked to prepare information for circulation on the process undertaken for the consideration of affordable housing within planning applications.

Following completion of the Consultation exercise, a further report would be provided to the Committee at its meeting in June and prior to consideration by Cabinet. It was proposed that an appropriate planning officer should also be invited to attend to address any issues in relation to spatial planning and how the areas worked together.

On questioning the breadth of the consultation, clarification was made that the department wanted to consult as wide as possible. Although many consultees had been contacted, i.e. tenants panel, all those on the housing register and anti-social behaviour team, the Head of Strategic Planning welcomed any other suggestions forthcoming from the Committee.

In noting that antisocial behaviour was a key concern for those initially consulted and featured within the draft Police and Crime Commissioner's (PCC) Plan, clarification was made that the PCC would be included in the consultation process.

The Chairman thanked the Officer for her presentation and responding to questions

Resolved:

- 1) That the comments of the Committee would be considered as part of the consultation process; and**
- 2) That the Committee, post election, would be requested to consider the outcome of the Housing Allocation Policy consultation at its meeting in June 2013, prior to a report being considered by Cabinet.**

70 Procurement Half-Day Briefing Session

A report on the outcome of the Category Management awareness session held on 13 December 2012 was presented to the Committee for consideration.

The Vice Chairman, who attended the session, gave a brief overview of the report highlighting the importance of councillors and staff being on board to ensure the transfer to the new Category Management system was successful.

The attending Interim Head of Procurement confirmed that the Corporate Leadership Team (CLT) recognised the need for strong support and cultural change and were fully supportive of the new model.

Confirmation was provided that those Committee members who attended the session were also supportive of the new approach and the actions necessary to ensure successful implementation.

Resolved:

- 1) That the Committee support the category management approach to procurement and the action need to ensure successful implementation; and**
- 2) That an update on progress be made to the Committee at an appropriate time as defined by the Interim Head of Procurement in consultation with the Cabinet member.**

71 Business Plan Scorecard

A report providing a summary of progress made against the Business Plan for the third quarter of 2012/13 was presented, together with a copy of the minute arising from the Cabinet meeting held on 12 February where the report had been considered.

In presenting the report the Head of Policy confirmed that only two of the 18 work programmes were classified as not on target, an explanation of which was provided with the report. The attending Corporate Director indicated that both these targets were now thought to be on target. Clarification would be sought and circulated to members of the Committee following the meeting.

The Committee questioned whether affordable housing was on target, noting that a classification had not been provided. In addition the measurement of LPG under Energy Efficiency was also queried, as was an explanation on the increased number of children in care and clarification on the classifications of reference number 1043 and 1044 in relation to Public Health.

The attending Head of Policy confirmed that he would seek further clarity on all of the above points and forwarded to the Democratic Services Officer for circulation.

The Chairman thanked Officers for their attendance and responding to questions

Resolved:

That the Head of Policy would seek clarification on the questions raised by the Committee and forward responses to the Democratic Services Officer for circulation.

72 Overview & Scrutiny Members Induction

The agenda sheet provided an update on the proposals for the overview and scrutiny member induction programme, due to be considered by Full Council on 26 February.

The proposals included a main full day event for overview and scrutiny currently scheduled for Thursday 16 May at County Hall and short 30 minute dedicated sessions for overview and scrutiny on Wednesday 8 May (Chippenham) and Thursday 9 May (Salisbury) within a wider session on governance.

Members of the Committee were supportive of the proposals made and agreed that the Chairman and Vice Chairman should work with the Scrutiny Manager and Programme Lead Officer to ensure effective delivery of the scrutiny elements.

Resolved:

To note the proposals and further work to be done.

73 Overview & Scrutiny Constitutional Changes

A report on the background to the proposed constitutional changes in relation to overview and scrutiny was presented for the Committees endorsement.

Resolved:

- 1) That in response to the suggestion of Group Leaders, to leave the final decision on the Constitutional changes including call-in until the new Council (and Standards Committee is constituted) but in the meantime to ask for a further review to be undertaken on other options for member call-in including the possible expansion beyond the Management Committee; and**

2) To agree to the refreshed Task Group Protocol as circulated with the report to the Constitutional Focus Group.

74 Task Group Update

The Committee noted the updates provided.

75 Scrutiny Representation on Project Boards and Groups

Wiltshire Online Project Board

No update was provided.

Constitutional Focus Group

The Service Director for Law & Governance was in attendance and confirmed that a number of issues had been covered at the last meeting of the Group including overview and scrutiny arrangements, planning code of good practice, code of conduct and councillor and officer relations protocol.

The next meeting would take place on 12 March where recommendations would be put forward that changes should be considered by the new Council post election.

Staffing Management Project Board

The Board had not met since the previous update provided. The next meeting was expected to take place in March.

76 Forward Work Programme

- i) The following updates were provided from the Chairman of the Select Committees:

Health Select Committee

All Task Groups and Rapid Scrutiny Exercises would be reporting to the next meeting of the Committee on 14 March.

Environment Select Committee

The focus of the next meeting would be to review the recent work of the Committee and produce recommendations for potential legacy consideration by the Management Committee at its next meeting on 11 April.

Childrens Select Committee

No further update was provided.

- ii) The Committee noted the single work programme.

77 Urgent Items

There were no urgent items for consideration.

78 Date and purpose of next meeting

The next meeting would be 11 April 2013. Members were reminded that the main focus of the meeting would be to identify legacy items proposed by scrutiny committees for consideration by a newly constituted Management Committee post election.

(Duration of meeting: 10.30 - 11.55 am)

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

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

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Wiltshire Council

Overview & Scrutiny Management Committee

11 April 2013

Job Creation and Economic Development Update

1. Introduction

1.1 This report provides an update on Job Creation and Economic Development report delivered to Overview & Management Scrutiny Management Committee on 18 October 2012.

2. Key Performance Indicators

2.1 The latest key performance indicators for the whole Economy and Regeneration Service from 1 April 2012 to the end of January 2013 are provided below. Pipeline figures refer to the number of potential jobs to be created or safeguarded (where active council involvement has resulted in securing existing investment) based on ongoing projects and active engagement with businesses.

	2012/13 Actual to end of January
Number of Businesses Assisted	901
Number of People Trained / Assisted with Skills Development	1799
Number of People Placed Into Work	650
Number of Jobs Created	2280
Number of Jobs Created – In Pipeline	9018
Number of Jobs Safeguarded	464
Number of Jobs Safeguarded – In Pipeline	10,062

2.2 In February 2013 the JSA claimant rate for Wiltshire was 2.0% compared with 2.7% for the South West and 3.9% for Great Britain.

3. Project Updates

3.1 The following paragraphs provide status updates on the projects which were reported on in October 2012 as well as new projects that have been initiated and supported by the Economy and Regeneration Service since that meeting.

3.2 The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) has awarded a £2.63 million repayable Growing Places Fund to Wiltshire Council for the delivery of Castledown Phase 2, Ludgershall, which will support the growth of the local economy through the provision of business facilities. An update on the Castledown project itself is provided at paragraph 3.14. Two other projects for which an application for Growing Places Funding has been made are now in advanced negotiations with contracts expected to be in place early in the financial year 2013. Wiltshire Council

has also supported a number of applications to the second round of Growing Places Funding which was announced by SWLEP on 20 November 2012.

- 3.3 The Economy and Regeneration Service has made a successful Regional Growth Funding bid for £10 million to enable the development of Porton Science Park, bringing forward an innovation centre and infrastructure which will enable serviced laboratory and office space to be delivered. Over the next 10 years it is expected that the project will create 2,000 jobs, attract up to £70 million of private sector investment, and provide opportunities for advanced skills training in the bioscience sector. The innovation centre will attract new specialised science and technology research companies and secure the future of the companies already resident within the Tetricus Innovation Centre, which otherwise would have closed in the winter of 2013, thereby protecting in excess of 100 private sector jobs.
- 3.4 The Service has also supported the development of a successful application for a new South Wiltshire University Technical College (UTC). Backed by Wiltshire Council, the University of Southampton, 43 Wessex Brigade, Wiltshire College as well as major science and engineering employers, the South Wiltshire UTC to be based in Salisbury is expected to accept its first 14 and 16 years-olds in September 2014. Learning at the UTC will be themed around the scientific and engineering challenges faced by Defence and Science Protection Industries and will prepare pupils for a wide range of employment and higher education progression routes.
- 3.5 On 15 March 2013, the Castledown Incubation Centre, located in the Castledown Business Centre in Ludgershall, was formally handed over to the council, marking the first centre to be completed as part of The Enterprise Network (which includes the Wiltshire Incubation Environments). The Centre was created to provide appropriate infrastructure and suitable workspace for start-up businesses, with resident business support, in a location accessible to military leavers and dependants as well as rural businesses. Three further centres are currently being created at North Bradley, Salisbury, and Royal Wootton Bassett, each providing physical capacity for between 28 and 44 people, and a further four centres are expected to be added within 18 months. (NB: This is distinct from Castledown Phase 2, described in paragraph 3.14, although Phase 2 will provide move on space for businesses as they expand).
- 3.6 At the request of the Service, Rob Perks of Wessex Association of Chambers of Commerce attended the Chairs of Area Boards' Meeting at Devizes on 18 February 2013 to encourage the Area Boards to support economic development and job creation. He made the Chairs aware of the activity of the Business Support Service in supporting 70 businesses in Wiltshire and bringing 130 new jobs into the County (as at 18 February 2013). Rob was able to answer questions from the Chairs and restate the commitment to work more closely with the Area Boards moving forward.
- 3.7 Wiltshire Council is working with neighbouring authorities and Severn Wye Energy Agency to pilot the Green Deal and ECO delivery model. The partnership builds on strong and effective local affordable warmth and carbon reduction partnerships. A successful bid to the Green Deal Pioneer Places fund has provided £0.5 million to kick start this work. Uses for this funding have included the development of an SME

installer network, the implementation of 500 Green Deal assessments, and to support a community led Open Homes event in Wiltshire.

- 3.8 The Wiltshire 100 Programme continues to build ongoing partnerships with leading businesses. Informal feedback has been very positive and has welcomed the partnership approach in exploring opportunities and support for investment, e.g. Regional Growth Fund Round 4, and its involvement was instrumental in the success of the UTC bid described above. A newsletter is being launched to inform and engage businesses with appropriate initiatives.
- 3.9 The Wiltshire Apprenticeships Campaign has supported 139 businesses and delivered a total of 827 apprenticeship starts as of the end of February 2013.
- 3.10 In the fourth quarter of 2012/13 the Flexible Support Fund has supported five businesses through its sponsored job initiative, safeguarded four jobs through the provision of mentoring, and is currently expected to create a further 24 jobs.
- 3.11 Project IMPRESS continues to develop post-employment support and skills development. Work undertaken so far includes the development of a common suite of online and printed tools including a web portal for Wiltshire customers providing information about the scheme and available opportunities for skills development and support. A pilot has also been initiated to support participants who have moved into work as a result of the Flexible Support Fund and Action for Wiltshire.
- 3.12 Wiltshire Skills 4 Success, previously the 'Employability and Informal Skills Development Programme', is helping to support Wiltshire's young people to gain the basic skills and knowledge necessary to make a successful transition from school into further education, training or employment. The programme started in August 2012 and will run until July 2014 and beyond. Over the course of the pilot phase, Wiltshire businesses have been contacted through Chambers, the Federation of Small Businesses and Wiltshire Council to promote business engagement in education (e.g. mentoring, interview and CV workshops). The main programme will commence in April 2013.
- 3.13 The council in partnership with the HCA and the Salisbury Vision has commissioned advice on viability and initial delivery options to take forward the regeneration of the Churchfields Industrial Estate in Salisbury. The council's advisors have provided officers with their report but at this stage the document remains in draft form and is confidential because it includes information of a commercially sensitive nature. Once the report has been finalised, a summary of the principal findings and recommendations will be placed in the public domain and published on the Salisbury Vision website. A verbal update will also be provided to the Salisbury Vision Board at its next meeting on 23 May at the Salisbury Guildhall.
- 3.14 Since the report of October 2012, Stanhope plc, the council's preferred development partner for the Maltings and Central Car Park site, has continued its consultation with key stakeholders in Salisbury, displaying its initial proposals from the 9 to 11 December 2012 at a well attended (1000+) exhibition of emerging plans. A second exhibition is planned for 2013 in anticipation of the submission of an outline planning application. On 12 February 2013 cabinet resolved that the council enter into a

development agreement with Stanhope to deliver a mixed use retail led development, a critical step for the project.

- 3.15 Castledown Phase 2 is now set to be delivered following a successful application for planning consent on reserved matters and the completion of the first investment of £2.63m from the Growing Places Infrastructure Fund. This repayable grant will enable the delivery of 33,656 sq. ft (3,126 sq. m) of new employment accommodation, creating 100 direct full time jobs. It is also anticipated that boosting confidence in the area as a location to invest will attract further private sector investment in the delivery of the third phase and beyond of this 33 acre employment site.
- 3.16 The Wiltshire Market Towns Network met on 5 March 2013 at Devizes. An update on masterplanning that has recently taken place in Calne involving extensive public consultation was provided, identifying partnership working with the council as benefiting the overall direction of the town's development. In addition, Action for Market Towns provided an update on the recent benchmarking work which has been undertaken by towns and some of the insights that this has provided which will help inform their future development.
- 3.17 Working with Enterprise Wiltshire the Economy and Regeneration Service has prepared an Economic Strategy for Wiltshire and a Delivery Plan for 2012-2015. These documents identify the following four strategic objectives and associated priority actions:
1. To broaden the employment base so that Wiltshire is less dependent on public sector employment, low value economic activity and neighbouring areas for trade and jobs;
 2. To provide the infrastructure that will create a business location of choice,
 3. To develop a skilled and competitive workforce to meet the needs of employer, both now and in the future; and
 4. To enable the transition to a low carbon economy.
- 3.18 The Strategy also identifies a set of priority sectors based on existing and future growth sectors which will be supported and promoted:
- Advanced engineering and manufacturing
 - Food and drink, land-based industry
 - ICT
 - Life sciences
 - Financial and other business services
 - Logistics
 - Low carbon and renewable energy
 - Military
 - Tourism
- 3.19 Economy and Regeneration has also supported SWLEP in the development of a Swindon and Wiltshire Deal which will unlock the economic potential of the area's military presence by utilising existing MOD sites and using the skills of military

personnel to support business growth. The deal will make it easier for Wiltshire Council, Swindon Borough Council and SWLEP to work with government agencies. The bid also includes requests to provide funding for university degrees and devolve the funding process for apprenticeships, skills and research to the local authorities. The deal has the support of major companies located in the area and the MOD. From now until the Autumn of 2013 the local authorities and the LEP will be discussing the deal with government towards agreement with ministers.

- 3.20 The Service is also engaged in a number of other major projects involving inward investment, which due to commercial sensitivity need to remain confidential until investment is secured.

4 Conclusion

- 4.1 In delivering the Job Creation and Economic Development Strategy which was reported on 18 October 2012, as well as new initiatives, the Economy and Regeneration Service has attracted significant new investment into Wiltshire to provide the right infrastructure, employment and skills provision, and planning to support the council's vision to create stronger and more resilient communities. By making partnership working and consultation integral to its activities it has also ensured that decisions are made at a local level, openly and honestly.
- 4.2 The Economy and Regeneration Service, working with Enterprise Wiltshire, has also developed a Strategy and Delivery Plan for Wiltshire for 2012-2015. By identifying the key objectives for the period, and the priority actions needed to deliver those objectives, the Service has a plan which will enable the continued development of sustainable growth and job creation in Wiltshire.

Report author: Scott Anderson - Development Officer, Economy and Regeneration

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Wiltshire Council

Overview and Management Scrutiny Committee

11 April 2013

Report of the Traded Services Scrutiny Task Group

Purpose

1. To present the conclusions and recommendations of the Traded Services Scrutiny Task Group for endorsement.

Background

2. At the meeting of Full Council on 28th February 2012, it was agreed that consideration should be given to establishing a scrutiny task group to explore opportunities for generating further income to the Council through increased trading of services to schools in other counties.
3. The Children's Services Select Committee was invited to discuss the proposal for a scrutiny task group, its terms of reference and consider possible links with the work of the then Organisation and Resources Select Committee.
4. In January 2012, the Organisation and Resources Select Committee discussed the level of trading conducted by the council (arising from the Business Services forecast overspend of £0.0100 million caused by a delay in profiled income being received from schools). As a consequence it resolved to include a policy paper on the role of the Council as a provider and/or commissioner of services, including the traded services in education, on the Committee's forward work plan.
5. On 5 April 2012 the Organisation and Resources Select Committee established a Task Group to review the role of the Council as a provider and/or commissioner of services with the following terms of reference:
 - a) Review and scrutinise the traded services process
 - b) Ensure transparency and appropriate monitoring of traded services is undertaken
 - c) Report periodically to the Management Committee as necessary
 - d) Membership to be drawn from across the Select Committees

Methodology

6. The Task Group began its work in September 2012. It met formally on three occasions and comprised the following membership:

Cllr Peter Doyle (Chairman)

Cllr Nigel Carter
Cllr Jon Hubbard
Cllr Jacqui Lay
Cllr Christopher Newbury
Cllr Pip Ridout

7. The council currently trades services under existing legislation. However, to trade more widely and with greater income generated it would be necessary for the council to consider a new model of Traded Services that could potentially lead to the need for a separate company to be formed. In addition, becoming a Traded Service exposes itself to greater risk. There would be a tipping point where the success of a traded service meant that its operating platform may need to expand e.g. additional staff, accommodation or resources, that would become a fixed cost to the council if that traded service suddenly reduced as a result of a contract not being renewed. The council in that case could be left with additional unfunded overheads and legacy costs.
8. The aims and objectives of the Task Group were as follows:
 - a) To identify what is being done and what the potential barriers and risks are
 - b) To appraise how we approach potentially partnering or trading with neighbouring local authorities
 - c) Appraise the benchmarking process, data availability and accuracy using current and potential service provision
 - d) To scrutinise the viability/subsidisation levels of a particular traded service when applicable on an ad-hoc basis, to provide evidence as part of the review
 - e) To review and input to the framework and policy for fees and charges
9. The Task Group met with the following officers and Cabinet Member from Wiltshire Council as part of its work:

Jacqui White (Service Director, Business Services)
Liz Creedy (Transformation Team)
Michael Hudson (Director of Finance)
Gordon Mennie (Interim Head of Finance)
Councillor John Brady
10. The Task Group wish to express their gratitude to the witnesses who contributed their time to this scrutiny review.
11. The Task Group considered the following evidence as part of its review:

Fees and Charges Presentation
Draft Initial Business Case Guidance (Appendix A)
Draft Business Case Pro-forma (Appendix B)
Analysis of currently traded services

Traded Services in Wiltshire

12. In its discussions over the three meetings, the Task Group reviewed what should be traded; the potential partners and the opportunities there may be for Traded Services set against any potential threats emerging.
13. The Task Group noted that we cannot avoid statutory obligations, and the two categories of traded service we need to consider are therefore statutory services and those that are discretionary and which needed a clearer look.
14. The Task Group noted the restrictions that occur around the council's ability to make a profit as this is outside the scope of the Council's powers, although full cost recovery is allowable. Any other activity needs to be pursued under a different remit, such as a partnership or company and would be subject to tax rules.
15. A key consideration of the Task Group was a policy decision on whether services must be traded within a full cost recovery model or whether there were situations where the council might feel that a subsidy could be applied to make a charge more realistic. Any subsidy affected the total operating cost model of a service and would need to be factored in transparently.
16. Whilst the Task Group noted that the majority of those we are dealing with are other Local Authorities or schools and similar agencies, consideration needs to be given to the possibility of setting up as a competitor with local businesses, and whether this should be avoided. We have existing partnership working with the NHS and this will be more important as time goes on. Reputation management is important in dealing with the academies and schools as they receive different treatment dependant on the package they purchase. This is completely transparent and would be expected to be replicated throughout all traded services in Wiltshire.
17. There needs to be consideration given to categorization of whether a particular service falls under strategic or opportunistic, and perhaps further in statutory and voluntary or discretionary.
18. It was also noted that in determining whether to trade there had to be an evaluation of the market place both in terms of private and other local authority provision. The private sector often undercut the local authority price as a loss leader to enter the market, however the quality and flexibility was often lacking. The Task Group supported the notion that Traded Services offered the opportunities for new charges and income to the council, new opportunities and the ability to develop Wiltshire services to be class leaders.
19. The Task Group also received a report on the officers' visit to Kent County Council to discuss their methods and the legal aspects of traded services with Kent County Council representatives:

Geoff Wild (Director of Law and Governance),
James Piggott (Group Leader, Commercial and Environmental)
Ben Watts (Group Leader, Litigation and Social Welfare).

Recommendations

20. The Task Group endorses the draft guidance and Business Case pro forma for Traded Services developed by the Service Director for Business Services in discussion with other service directors and task group members.
21. The Task Group welcomes the analysis and overview of traded services provision in other comparable councils provided as part of its work.
22. The Task Group, as a result of its deliberations, considers that:
 - a) The Council needs to maintain an informed and up-to date strategic view on the long term maintenance of existing traded services.
 - b) The Council should continue to develop corporate guidance and pro-forma criteria for the preparation of a business case for all existing traded services as part of the business and financial planning process.
 - c) Corporate and Service Directors should review any new or further opportunities or legislative requirements for the provision of traded services as part of the business planning process.
 - d) The offering of existing traded services should continue but business cases for existing traded services should be subject to periodic review, in particular with respect to changing scenario planning and renewal of appropriate approval.
 - e) All traded services should be clearly identified as strategic or opportunistic, statutory, voluntary or discretionary and an appropriate policy decision made on whether there should be any element of subsidisation.
 - f) Consideration of opportunities for providing new traded services should address all those criteria contained in the above draft pro-forma guidance and should in particular aim to utilise existing key skills and assets, and take account of simplicity of operation, speedy viability, appropriate legal form and reputational risks. Where appropriate, partnership working with other public services and private companies should also be considered.
 - g) The provision of any new traded service should be conditional upon completion of the pro-forma business case by the business owner and approved by the appropriate process of decision making to be covered in the policy.
 - h) The yearend position of traded services, whilst no longer required for the Statement of Accounts, should be reported to appropriate members so they can assess the service charges and provision as part of the ongoing continual improvement of the service and saving requirements.

Proposal

23. The Committee is invited to endorse the recommendations of the Traded Services Scrutiny Task Group, and forward to the Cabinet Member for Finance, Performance and Risk for consideration and response.
-

Cllr Peter Doyle– Chairman of the Traded Services Scrutiny Task Group

Report author: Teresa Goddard – Scrutiny Officer

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Appendices

Appendix A

Draft Business Case Guidance

Draft Business Case Pro-forma

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DRAFT – Initial guidance and considerations for trading services**Guidance on the suitability of a service to trade prior to completion of the business case for traded service pro-forma****1. Scoping the suitability of a service to trade**

1. There are initial scoping areas that must be examined before detailed work is undertaken.

2. Define and understand your market. – broad brush questions

1. Is there a market for your service? Ensure it is real and viable (not just someone's good idea).
2. Who will you sell to. How much do they want?
3. What proportion of your overall income will this yield ie: is it worth the effort of setting up the traded service;
4. What is the minimum income you need to achieve and what are your costs (existing and additional)
5. what are the growth potentials, who else might buy it
6. What are your liabilities ie; business continuity, disaster recovery, contractual and legal implications, TUPE and redundancy.
7. How does this sit within the corporate business plan and the individual service plan?

3. What needs to happen within your service to trade

1. Review and analyse current provision of services to decide what areas should be included in scope. Not everything is suitable to trade or can be traded.
2. Carry out a gap analysis to ensure there are no hidden areas for failure e.g. sufficient licenses, correct IT infrastructure, equipment etc.
3. Review resource requirements for delivery of increased service provision, taking into account the impact of developments in SAP and systems thinking.
4. What investment is required to deliver the service?
5. Consider which other systems or teams will be affected by your decision to trade and what are those cost implications eg: if you intend to invoice this will impact heavily into accounts payable for invoice management and debt chasing. They will need to be resourced and funded to cover this and this will form part of your true costs.
6. Identify the customer base e.g. should services be restricted to provision for other local authorities, public sector voluntary groups or educational establishments or is there the appetite and capacity to extend to other sectors.
7. Establish the impact of the Traded Services project and any required alignment with Corporate policy that comes from this e.g. uniform pricing methodology, trading restrictions and use of profit etc.

8. Establish current charges and costs and review and align costing and pricing structure (including direct and indirect as well as recharges), taking into account financial guidance for costing services e.g. calculation of on-costs, definitions of what and what not to include in on-costs. It is also important to benchmark existing and potential new charges against similar competitors, which will inform the viability of trading the service (see 12.1 below)
9. Perform a SWOT analysis to ensure that there are no weaknesses and threats that mean WCC should not undertake adopting this model to deliver the proposed services.
10. Establish better technical knowledge of responding to tenders. The council is very skilled as a commissioner of services but experience when preparing responses to tenders for payroll revealed a lack of skill and information required by the organisation for responding to tenders.
 - a. The information required to complete questionnaires had to be located from across various departments. There was no centrally held record which could be accessed.
 - a. Financial information was not detailed and there was little guidance on how services should be priced.
 - b. There was no guidance on how to complete a formal tender and what was expected e.g. format, level of detail etc.
 - c. The Council had no previous experience and no lessons learned, so it was extremely difficult to know if the tender was being pitched at the correct level and in the correct way.
 - d. Establishing full costs for the provision of the service including traditional support services was difficult since the council has not previously calculated these in this way.
11. Define the timeline for service readiness, ensuring all services are fit for purpose before being marketed.
12. Alignment of your traded service with the SAP development project to ensure that potential customers can be offered a full and improved service.
13. Implementation of a systems thinking review for all the services to be offered, to align processes and improve the customer experience ie: remove waste before incurring costs.

4. **Background Research**

1. Local authorities are competing in many cases against the private sector. Formal and informal routes of communication between local authorities means that information on pricing methodology and learning can be achieved quite quickly. Internet searches often produce significant amounts of information.
2. However, the private sector holds much of this information in confidence and benchmarking against private sector can be difficult. Private sector companies often require organisational details before issuing quotes and full specifications of service provision. Previous contract arrangements can provide an indicator,

5. Analysis of price and competition

1. Price comparison is fundamental particularly establishing the package of services that are offered for the given price. The package of services together with a strong, clear and easy to use pricing structure wins business. This has been evidenced through the pricing to schools and academies for payroll, recruitment and CRB services.
2. Research and customer feedback currently indicates that the preference is for customers to have named contacts who understand their organisation and its business. (Note, once a number of services are being traded, there is future potential to set up a commercial centre which deals with the services to be marketed and providing customers with a single point of contact..
3. It is important to consider and identify local companies that you may be in competition with. You should identify any positive or negative implications for local businesses and the impact this could have on the Council.

6. Marketing and account management

1. It is important to have sufficient income to successfully market the service. In addition when buying a service there is an expectation of account management and problem solving. The costs for this need to be built into the business case.
2. Systems thinking methodology should be applied to all services considered for marketing. Customers should be consulted as to their requirements for each service to ensure that the service provision is the most cost effective for the Council and provides customers with what they need. This will inform resource requirements and enable resources to be reduced or remain static whilst business increases. Enhancements brought in via the SAP development project such as e-forms and e-payslips will also provide customer benefit whilst reducing costs and negating the need for increased resource.
3. Costing structures for different services will need to be reviewed and aligned to provide customers with access to different levels of service and offer the opportunity to “pick and mix”. This may not be applicable to all, but should be considered where possible. This can be done with immediate effect, but may need to be reviewed at a later date once definitive guidance has been provided from finance on the calculation of costs (Traded Services project outcome refers).
4. Increasing business with other Local Authority organisations will be dependent on resource capacity and the appetite for business. Service provision to larger organisations is often subject to a full tender process, so the Council will need to ensure that it has sufficient

expertise to be able to produce adequate tenders and continue to monitor trends to ensure it remains competitive. This could be done via a commercial centre, which can also deal with any enquiries relating to new business opportunities.

5. For services to be marketable to clients, they must be tried and tested, so that service provision is of a high quality and can compete successfully with other providers. Failure to do this could lead to financial and reputational loss for the Council.

7. Risks and Issues

1. Increase in business will require additional resource to deliver or refined practices and processes in place to release existing resource.
 - (i) Failure to recruit suitable people to deliver the service (either because of the corporate policy such as a recruitment freeze or a restriction through policy to prevent/reduce external applicants) would result in poor service quality and reputational damage.
 - (ii) Non-redefinition of practices and processes will not allow the services to grow and maintain pace with competitors. Processes that are manual and lengthy are cumbersome and expensive and an increased customer base will place more strain the system.
2. Customers demand a high level of service provision and it is necessary that this is consistent across all clients, otherwise it leads to disparity.
 - (i) Customers within the same areas of business e.g. schools and academies, have regular forums where comparisons are made about traded services. Failure to provide consistency will result in customer dissatisfaction and potential loss of reputation.
 - (ii) It is not cost effective for the Council to provide disparate levels of service to its customers e.g. the provision of non-standard, complex reports for a particular customer on a monthly basis. This requires additional man power, increases costs for the Authority with no additional revenue and does not provide customers with an equality of service.
3. Changes to statutory regulations and increased customer requirements will mean that more is being demanded more from providers, so it is important that the Council can sustain the advancements in technology and knowledge and skills required to deliver and to remain competitive.
 - (i) Failure to respond to statutory changes could leave the Council open to fines and penalties.
 - (ii) Failure to respond to customer demand could result in clients taking their custom elsewhere and the Council losing its share

of the market. It could also lead to reputational damage, which may have a knock-on effect for other services.

4. Service packages need to be simple and inclusive. Complex package design will not be cost effective or easy to administer.
 - (i) Failure to produce standardised, non-complex service package levels across the areas being marketed will reduce the appeal to customers and be costly to administer. It will also facilitate other companies marketing similar products to be more competitive and to be seen as better value than Wiltshire. The offering to customers should be clear for them to understand, inclusive for their needs and offer discounts for selecting more than one service.
5. Pricing needs to be in line with the charging regulations for local authorities, as well as being able to remain competitive. The Council is unable to use public funds to sell products as loss leaders, nor is it able to make substantial profits unless it can be shown that the funds made are being used to provide additional front line services or to decrease the amounts required in the revenue budgets. It also has to ensure that any increased costs incurred by providing increased services are covered by the charges levied.

However, the Council has a duty to ensure that all assets are utilised to their full capacity and to charge appropriately for services deliver to partner/customer organisations. Any decisions on differential pricing will be open to scrutiny, so records must be maintained to be able to demonstrate fit for purpose.

- (ii) The inability to undercut competitors' prices could lead to loss of business, particularly when competing against private sector companies.
- (iii) Taking an ad hoc approach to pricing could mean that the charges for the services being offered will not cover the expenses incurred for delivery and could result in costing the Council money to provide them.

The inability to substantiate increased income and to declare profit would place the Council in breach of its public duty. This would have to be mitigated by maintaining or decreasing charges for other services, although this, in itself, may cause political controversy.

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Business Case for Traded Services

for

(Department or Section or Group)

USE THIS TEMPLATE for ALL BUSINESS CASES

Remember that the aim is to make this TEMPLATE fit every size case, SO please mark N/A against any sections that are inappropriate with a brief explanation why

The rule is "be thorough - but not over wordy". The level of detail required should be reflective of the scale of the services to be traded and the risks into which the Council is likely to enter as a result of offering the service provision

Contents

Background.....

Current Activity.....

Research.....

Business Opportunities

Customer

Options

Legal Responsibilities

Financial Viability

Resources

Costs

Benefits

Business Plan 2011-2015

Financial Plan 2011-2015

Service Delivery Plan

Risks

Timescales

Recommendation

Document Control

Appendix A – 10

Appendix B – 10

Appendix C – 10

1. Background

- a. *What does the activity deliver and who does it deliver it to? What is the purpose of your business and its core values. What are your core objectives*
- b. *Which elements of the Service are Statutory/Discretionary?*
- c. *How is the service provided?*
- d. *How does this sit within the corporate business plan and the individual service plan?*

2. Current Activity

- a. *What do you hope to achieve over the next three years*
- b. *Include any service challenges and pressures for the next three years (service provision/Revenue and Capital)*
- c. *What is the potential for stopping the Service?*
- d. *What is the potential for a budget reduction*
- e. *Have you conducted a system thinking review of the areas you are planning to trade, if not why not?*
- f. *How much waste is in your system and what steps have you made to identify and remove this?*
- g. *What (if any) development proposals could impact on future service delivery?*

3. Research

- a. *Is there a market for your service? Ensure it is real and viable (not just someone's good idea).*
- b. *What learning have you found from other LA's or businesses?*
- c. *What is your price comparison? Add in evidence of current costs charged by similar organisations for a similar service*

4. Business Opportunities

- a. *What areas of your service should be included in scope? Not everything is suitable to trade. Is the service sustainable or is it likely to be a one-off service?*
- b. *Identify the customer base e.g. should services be restricted to provision for other local authorities, public sector voluntary groups or educational establishments or is there the appetite and capacity to extend to other sectors*
- c. *Will provision of this service add value to the Wiltshire community, if so how?*
- d. *Have you sought advice on responding to tenders for your service do you have those specific skills?*
- e. *Are there any training or development impacts for your staff? What is the timescale for these?*
- f. *What is your communication and marketing strategy?*

5. Customer

- a. *What constitutes your customer base?*
- b. *How will you manage your customers?*

- c. *How will they contact you and how will you manage an increase in contacts.*
- d. *What channel will they be contacting you on (web voice letter/email)*
- e. *what volumes have you identified*
- f. *what is your marketing/promotional plan*
- g. *How will you package your service? Fixed per unit pricing; variable pricing for volume; bundled packages ie: bronze/silver/gold*
- h. *Define your service standards and performance criteria.*

6. Options

1. *List all options considered and summarise the results.*

7. Legal responsibilities

- a. *What are your liabilities ie;*
 - *business continuity,*
 - *contractual and legal implications,*
 - *TUPE and redundancy.*
 - *Quality assurance requirements*
 - *Insurances and indemnities*
 - *VAT*
 - *Client and WC business continuity and disaster recovery*
 - *Freedom of information/data protection*
 - *IT security*

8. Financial viability

- a. *Establish current charges and costs and review and align costing and pricing structures ensure that comprehensive costing is undertaken i.e. that central overheads are allocated/apportioned appropriately*
- b. *What proportion of your overall income will this yield ie: is it worth the effort of setting up the traded service;*
- c. *What is the minimum income you need to achieve and what are your costs (existing and additional)*
- d. *What are the growth potentials, who else might buy it*
- e. *What is the cost structure for your service?*
- f. *What start up costs/investments will you need*

9. Resources

- a. *What resources will be required to move to a traded service?*
- b. *Have you identified all the costs across your service provision including those that sit outside your service area? These must be identified and agreed with each service area, see table below*

£

EMPLOYEES

PREMISES – RELATED EXPENDITURE

TRANSPORT – RELATED EXPENDITURE

SUPPLIES AND SERVICES

THIRD PARTY PAYMENTS
SUPPORT SERVICES
CAPITAL CHARGES
INCOME
CAPITAL FINANCING COSTS

Notes:

Support Services includes: Finance, IT, HR property management/accommodation, legal Services, Procurement, Transport

Capital charges included depreciation

Capital Financing includes Debt Management

- c. *Who have you consulted regarding the impacts of these changes?
 (Consider who will be affected by the service change in the workflow eg: if you are going to need to start to trade and invoice you will impact Business Services Accounts Payable and Accounts Receivable. If you intend to ask people to pay on line you will need assistance from IS, web team, Business Services Cash and Income team and potentially Central finance (Civica). You may need additional licences or IT connections to other bodies. Additional customers may be generated how will these be handled)*
- d. *Checklist for consultation*
 - HR Advisory – your HR lead*
 - Information services – Paul Broadstock*
 - Business Services Finance – Darren Law.*
 - Finance – your Finance lead*
 - Payroll – Sally Hobbs*
 - Legal- Emma Licciardi*
 - Procurement – Julian Ingram*
 - Health and Safety – Paul Collyer*

10. What are your financial model and costs?

- a. *What is your financial model for the project in the first 3 years and subsequent 5 years*
- b. *What is your predicted surplus (profit) once all costs have been deducted (ie: you must be able to demonstrate you can achieve at least cost value or nil detriment in first year and a profit subsequently)*
- c. *Gross Budget*
- d. *External Income – fees/charges*
- e. *External Income – specific grant*
- f. *External Income – contributions from partners*
- g. *Internal Income*
- h. *Internal costs (eg: software and hardware licences invoicing; accommodation; IT*

- /HR/Finance support etc)*
- i. Marketing and administration costs*
 - j. Total Staff Employed (Salary costs for service provision & proportion externally funded ...)*
 - k. Net Budget*
 - Capital Approvals*
 - Charges from support services (HR legal IS finance property)*

Proforma financial models, including cash flow forecasts, income and expenditure and forecast balance sheets, are available from Finance

11 Conduct a SWOT analysis

(strengths/opportunities/weaknesses/threats against the general objective of reducing risks and achieving business success. Some of the questions raised may only be answered by conducting research. Consider dependencies, a range of scenarios and draw up contingency plans.

12 Economy and Enterprise

- What is the impact of your traded service on local businesses, positive and negative?*
- Who might you be in competition with?*
- Have you considered allowing a local business to take on this work?*
- Will marketing/providing the service have the potential to contribute positively or negatively to the Council's reputation?*

13 Environmental and climate change considerations

The purpose of this section is to ensure that the proposal considers environmental and climate change issues, highlighting any potential impacts
Guidance exists on the intranet (appendix 4 a) under Cabinet report writing which should be followed <http://thewire.wiltshire.council/index/councillors-area/guidance-on-preparing-reports-for-cabinet/cabinet-reports-guidance.htm#report>

14 Equalities Impact of the Proposal

The purpose of reporting on the proposal's impact on equality and inclusion, is to identify how it contributes towards our commitment to:

- a) tackle inequalities and promote cohesive communities*
- b) not discriminate in the way we provides services to the public*
- c) not to discriminate in our employment related practices*
- d) promote equality and good relations between different groups.*

Consideration should be given on how the proposal affects either one or more of the above commitments. If the proposal does not impact on equality and inclusion, the rationale for this should be stated

15. Benefits

Guidance – Summarise – A complete list of the sort of items that should be included is at

<http://projects.wiltshire.council/sites/information/services/programmebenefits/Forms/AllItems.aspx>

You should enter as many as possible and appropriate

16. Business Plan 2011-2015:

Here summarise how this case helps Wiltshire Council achieve its' Business Plan.

17. Financial Plan 2011-2015:

Here summarise how this case helps Wiltshire Council achieve its' Financial Plan.

18. Service Delivery Plan:

Here summarise how this case helps the Department achieve its' Service Plan.

19. Risks

Identify potential risks and impacts and any existing controls. This should be a thorough analysis of all the risks and advice and challenge should be sought from the corporate risk team. See guidance

20. Timescales

Show an outline of the delivery plan. This example is for guidance only.

Milestone / Stage	Start Date	End Date

Clear recommendations with bullet points, if appropriate.

21 Recommendation

Paragraph/bullets of recommendation(s).

22. Document Control

Revision History

Version	Summary of Changes	Status	Date published
1	Initial Draft	Draft	

RACI

Issued To	Title	RACI

Sign Off.

Signed off by

Business Owner:

Position:

Signature: Dated:

DRAFT

Appendix A –

Appendix B –

Appendix C –

DRAFT

Wiltshire Council

Overview and Scrutiny Management Committee

11 April 2013

Review of the Work of Overview and Scrutiny

Purpose

- 1 To advise the Overview and Scrutiny Management Committee of topics recommended by the select committees for inclusion in a legacy report for consideration by the new Council post May 2013 elections.

Background

- 2 As a new unitary council in 2009, Wiltshire Council's overview and scrutiny arrangements were agreed for "day one" following consultation during transition and input from an external national advisor.
- 3 These were revised last May with little change to the structure apart from the creation of a new Management Committee to take overall responsibility for the function and its working relationship with the Cabinet. However most significantly a new style and approach was adopted at the wish of elected members and the extended leadership team based on constructive early engagement, a focus on supporting the development of policy linked to the business plan, and seeking positive outcomes for customers. The current overview and scrutiny work programme devised following discussions with the Council's executive and partners reflects this approach which has resulted in a more effective and worthwhile function for all those involved. Scrutiny officer resources within democratic services were also aligned to support delivery of the programme.
- 4 With Council elections in May, the Management Committee has asked that each of the select committees produce a brief "end of term" style report in order to highlight some of the good work done. The report is also intended to provide the opportunity for the select committees to review their respective parts of the current work programme and recommend ongoing pieces of work for possible inclusion in the overview and scrutiny work programme of the new Council.
- 5 The select committees had been planning for this situation and had sought final reports from many of their task groups for consideration at the last meetings of the select committees. As a number of these are focused on major change and improvement projects aligned to the long term business and financial plans of the Council then it is no surprise that there are

recommendations for overview and scrutiny work to continue in these areas as much will span the election period.

Key Activities and Achievements

- 6 Within the reports of each of the select committees, recent key activities and achievements in their respective areas are highlighted. These are drawn out and listed in Appendix A to this report. In addition, this includes similar reporting in respect of the corporate activities which are the direct responsibility of the Management Committee.

Ongoing work

- 7 Also extracted from the reports is a list of activities and reviews which the select committees consider are important to include as ongoing pieces of work in any new overview and scrutiny work programme. These are shown in Appendix B and again include relevant Management Committee responsibilities. Every effort has been made to bring reviews to a conclusion in time for the end of the current Council but, as indicated earlier, some things remain ongoing due to the significance or long-term nature of the topic.
- 8 The select committees have tried to kept this list to a minimum as they are aware that the Management Committee will need to be mindful to leave space and capacity for those leading the function after the election to develop their own work programme based on issues resulting from public views expressed during the election period and also following early engagement with any new executive.

Financial and Environmental Implications

- 9 There are no direct implications although the scrutiny reviews of service policy and delivery will cover such implications as part of the process. Officers providing information to the overview and scrutiny function do so as part of their wider corporate responsibilities to governance and decision-making of the authority. The reconstituted Management Committee will be mindful in developing its work programme of the member and officer capacity to delivery it.

Next Steps

- 10 The members of the Management Committee need to give guidance on what should be included from the attached appendices in a final legacy report to be written by the Scrutiny Manager in consultation with the Chairman and Vice-Chairman. Following the elections this will then be made available to the new Management Committee, appointed by Council on 14 May. Its first meeting is scheduled for 23 May when the chairman and vice-chairman will be elected from among the appointed members. Direction will then be given to the select

committees when they first meet over the initial development of the new work programme. An element of dialogue will be naturally occur between the Management Committee and select committees and through consultation with the executive, partners and customers over the following cycle of meetings before finalising the plan.

Recommendations

- 11 To thank all those members, partner organisations and officers who have positively contributed to the work of the select committees and in the effective delivery of the overview and scrutiny work programme
- 12 To acknowledge that the content of the report demonstrates the significant contribution that overview and scrutiny is now making to open and honest decision-making and to the overall good governance of the authority.
- 12 To ask the Management Committee to review the topics listed in Appendix B and determine what should be included in its legacy report for the overview and scrutiny work programme of the new Council.
- 13 To note the next steps described in paragraph 10.

Paul Kelly

Scrutiny Manager (and Designated Scrutiny Officer)

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Review of the Work of Overview and Scrutiny

Key activity and achievements

Overview and Scrutiny Management Committee

Activity	Date	Brief Explanation	Outcome
Campus and Operational Delivery Programme	2010-12	Task Group held the Cabinet Member and leading officers to account for the early development and delivery of the project	Ensured wider understanding and engagement in the programme at a policy level including reviewing the outcome of comprehensive community consultation and funding/resourcing requirements
Procurement	December 2012	Reviewed the business case for the proposed introduction of a category management approach to procurement and commissioning	Provided effective challenge to the Cabinet Member and Lead Officer on the robustness of the proposals and intended benefits
Traded Services	Late 2012/13	Developed from scrutiny interest in the implications arising from school academies and the trading of council services in the region	Contributed to the early development of policy considerations about how the Council intends to trade in services in the future
Information Services Delivery Plan	October 2012	Reviewed key components of the delivery plan	Provided effective challenge and support to the Cabinet Member and Lead Officers in shaping future ICT services

Children's Services Select Committee

Activity	Date	Brief Explanation	Outcome
Rapid Scrutiny: Review of SEN Provision	Jan 2010 – May 2011	Considered proposals for SEN service development with respect to primary schools, specialist learning centres, special schools and SEN Support services.	Made recommendations particularly on the consultation process followed. Committee monitored the transitions of individual pupils affected.
Placements For LAC Task Group	Mar 2011 – May 2012	Established to consider the Children in Care Commissioning Strategy. Subsequently undertook longer term work scrutinising performance and budget management of all services for LAC and their carers.	Impacted on several strategies and was also praised in the 2012 Ofsted inspection report.
Rapid Scrutiny: 11-19 Commissioning Strategy Consultation	July 2011	Drafted a detailed response to the 13-19 Commissioning Strategy consultation document.	Response was endorsed by Committee and its recommendations influenced the final Strategy.
Rapid Scrutiny: Denominational Transport	Sep 2011	Established to consider the proposals to remove funding assistance for this area in detail. A well-attended public meeting was held, including opportunity for affected schools and parents to make representations, and the final report was submitted to Cabinet.	Cabinet received the report and the initial proposals were adjusted, more in-line with Scrutiny's recommendations.
Safeguarding Children and Young People Task Group	May 2012	Established following the 2012 Ofsted inspection of safeguarding services and services for LAC. Conducted an investigative 11-month review	The Task Group's Final Report, containing 41 recommendations, was endorsed by Select

APPENDIX A

Activity	Date	Brief Explanation	Outcome
		focusing on communications, social care workforce, locality working and members and safeguarding.	Committee and an executive response will be received in June. The Task Group's work was also presented to the South West Overview & Scrutiny Network.

Health Select Committee

Activity	Date	Brief Explanation	Outcome
End of Life Care Task Group	Nov 2010	Review of end of life care provision for Wiltshire residents.	Confirmation that engagement process had been extensive and inclusive. Improved communication with public and raised profile of palliative care. Greater emphasis on providing identified patient choices in End of Life Care Strategy.
Dementia Task Group	July 2011	Review of services for dementia sufferers.	Promotion of Dementia Champion project and wider community engagement through Area Boards. Increased information on access to dementia services. Endorsement of partner report.
Continuing Health Care (CHC) Working Group	July 2012	Working Group, including representatives from both the Council and NHS Wiltshire reviewed NHS CHC, and the Council's partnership working arrangements with NHS Wiltshire for both CHC and joint packages of care.	New protocol developed to ensure robust joint decision making, clearer guidance on CHC and joint packages of care developed, and a continual improvements programme to ensure consistency. Highlighted positive demonstration of partnership working between NHS Wiltshire and Wiltshire Council.

Environment Select Committee

Activity	Date	Brief Explanation	Outcome
Major Contracts Task Group	Standing	<ul style="list-style-type: none"> • Review of re-tendering of the Southern Bus Contract (Sept 2010). • Review of Highways Consultancy and Works Contract - Mouchel and Ringway (Oct 2010). • Review of Waste Management Service Contract (Nov 2010). 	Allowed contractors to be held to account for the delivery of public services. Areas of poor performance identified and investigated and recommendations for improvement made, as appropriate.
Local Transport Plan Rapid Scrutiny	Jan 2011	Review of the Public Transport, Road Safety and Freight Strategies.	Ensured that Community Area Plans were incorporated where possible and Area Boards were consulted and involved.
Carbon Management Plan	May 2011	Review of the Council's Carbon Management Plan 2010-2014, as the first of four action plans under the Council's Energy, Change and Opportunity (ECO) Strategy.	Monitoring of progress ensured through quarterly reports and suitable milestones and adequate risk rating incorporated.

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Review of the Work of Overview and Scrutiny

Recommended Ongoing Work

Management Select Committee

Activity	Date	Brief Explanation	Reason for Inclusion
Business Plan	Throughout 2012/13	Review performance against the targets set to show delivery of the Council's business plan	Provides effective challenge and assurance to the Cabinet Member and CLT
Budget Scrutiny	Throughout 2012/13	Established as a standing task group to provide non-executive challenge to budget setting and periodic monitoring	Has executive and cross-party support as an important step in the financial management and governance process of the Council
Job Creation and Economic Development	October 2012 and April 2013	To review progress in the various projects	Provides mechanism for non-executive member engagement/influence in a high-profile priority area for the Council
Housing Allocation Policy	February 2012	Major review following Localism Act and Welfare Reform	Provides mechanism for contributing to the development of policy
Scrutiny representation on Project Boards	Throughout 2012/13	Staff Management Wiltshire Online Constitution Focus Group	Ensures ongoing direct scrutiny contribution at project board level on some of the Council's major projects and activities

Children's Services Select Committee

Activity	Date	Brief Explanation	Reason for Inclusion
Safeguarding Children and Young People Task Group	May 2012 -	<p>Established following the 2012 Ofsted inspection of safeguarding and services for LAC.</p> <p>The final report recommends the continuance of a task group focusing on this area.</p>	<p>An important element of the Council's efforts to improve the safeguarding of children following the 'Inadequate' Ofsted grade in April 2012.</p> <p>Has executive and cross-party support. Recommendations awaiting executive response.</p>
Further Education in the Salisbury Area Task Group	May 2012 -	<p>Established to review the post-16 education available in the Salisbury area.</p> <p>Compiled a detailed report and submitted 12 recommendations.</p>	<p>Committee resolved to reconvene the Task Group in Summer 2013 to review progress. A number of key developments in FE in the Salisbury area are underway and would benefit from further scrutiny.</p>
Major Contracts Task Group	Standing	<p>Work programme includes the following contracts:</p> <ol style="list-style-type: none"> 1. White Horse Education Partnership – providers of serviced accommodation for Wiltshire's 3 PFI schools 2. Children's Centre cluster contracts 	<p>Provides mechanism for non-executive members to scrutinise contracts of significant financial value.</p>
Special Schools and Post-16 SEN Task Group	May 2011 -	<p>Submitted a report in July 2012 containing recommendations on:</p> <ul style="list-style-type: none"> • Future demand for SEN provision • Healthcare in special schools 	<p>The Task Group has continued evidence gathering into a number of new areas following a request by Committee. Due to submit its final report in June 2013.</p>

Activity	Date	Brief Explanation	Reason for Inclusion
		<ul style="list-style-type: none"> • Capacities, facilities and accessibility at special schools • Post-16 education for pupils with SEN 	
Rapid Scrutiny Exercise: Wiltshire's Adoptions Service	March 2013	The Safeguarding Children & Young People Task Group cannot accommodate adoptions within its FWP. Committee therefore feel it should be addressed through a rapid scrutiny exercise.	Adoptions forms part of the 'Notice to Improve' issued by the DfE following Ofsted's inspection of Wiltshire in March 2012. It has also been individually inspected by Ofsted in recent weeks.
Pupil Performance in Public Tests and Examinations	Annual item	Provides an annual overview of pupil performance and compares Wiltshire's attainment with national, south west and statistical neighbours.	Enables member scrutiny of the success of the Council's various pupil performance improvement programmes.
Education for excluded pupils	March 2012 -	The Committee has monitored the implementation of new arrangements for educating permanently excluded pupils following the closure of the YPSS centres.	The YPSS had received some poor Ofsted reviews so its replacement was a member priority. Update on its implementation expected in Nov 2013 (12 months in to the project).
Family Information Service and Parent Partnership Service Review	March 2012	Established a rapid scrutiny exercise following significant changes being proposed to these family and parenting support services.	Members were concerned about some elements of the service reconfiguration and requested the outcomes of a 6-month review taking place in Spring 2013.

Activity	Date	Brief Explanation	Reason for Inclusion
School Organisation Plan and school governance arrangements	May 2013	The School Organisation Plan details the population projections across Wiltshire and the implications for new schools.	The academies programme has changed the process for determining governance arrangements for new schools and members consider understanding this a priority.

Health Select Committee

Activity	Date	Brief Explanation	Reason for Inclusion
Clinical Commissioning Group (CCG) Task Group	Feb 2013	Review performance of CCG and local groups against priorities in Strategic Plan, including effectiveness of public engagement and mechanisms to deal with conflicts of interest during commissioning.	Member priority Provides effective challenge and assurance to commissioning authority.
Transfer to Care Task Group		Review proposed protocol, policy documents and project results, and consider any resulting financial challenges.	Corporate priority Provides mechanism for contributing to development of policy.
Avon and Wiltshire Mental Health Partnership (AWP) Task Group	n/a	Consider review of services to Wiltshire residents	Member priority Provides mechanism for contributing to development of services.
Air Quality Task Group (joint with Environment Select Committee)	Jan 2013	Review the implementation of the Air Quality strategic objectives and actions plan, and the effectiveness of Council Services working together to ensure that respective service contributions are embedded within service delivery plans. Joint Task Group with Environment Select Committee to consider 'cause and effect'.	Member priority Provides effective challenge on the robustness of the plans and proposed benefits.
Receive reports/updates on:	annually	Adults Safeguarding Annual Report	
	annually	Joint Strategic Assessment	
	Sept 2013	Continuing Health Care (CHC)	
	Nov 2013	Cardiovascular Services	

Environment Select Committee *

Activity	Date	Brief Explanation	Reason for Inclusion
Community Infrastructure Levy (CIL) Task Group	Oct 2012	Established to consider and test the charging proposals for CIL and report on recommendations on the future implementation of CIL.	Provides challenge and assurance for an item which is a corporate priority.
Waste Task Group	Oct 2012	Established to consider, and comment on, the options for service delivery for waste and recycling collection and management in the light of several contracts coming to a close in 2014 and 2016.	Allows non-executive member engagement/influence in a priority area for the Council.
Air Quality Task Group (joint with Health Select Committee)	Jan 2013	To review the implementation of the Air Quality strategic objectives and actions plan, and the effectiveness of Council Services working together to ensure that respective service contributions are embedded within service delivery plans. Joint Task Group with Health Select Committee to consider 'cause and effect'.	Provides effective challenge on the robustness of the plans and proposed benefits.

* The activity as described within the table for Environment Select Committee is to be presented at the next Committee meeting to be held on 4 April 2013. A verbal update will be provided by the Chairman.