

AGENDA

Meeting: Overview and Scrutiny Management Committee
Place: Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER
Date: Tuesday 5 November 2013
Time: 10.30 am

Please direct any enquiries on this Agenda to Roger Bishton, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 7183763035 or email roger.bishton@wiltshire.gov.uk

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Membership:

Cllr Christine Crisp	Cllr Jeff Osborn
Cllr Stewart Dobson	Cllr Mark Packard
Cllr Alan Hill	Cllr Pip Ridout
Cllr Jon Hubbard	Cllr John Walsh
Cllr Simon Killane	Cllr Bridget Wayman
Cllr Gordon King	Cllr Roy While
Cllr Jacqui Lay	

Substitutes:

Cllr Glenis Ansell	Cllr John Noeken
Cllr Ernie Clark	Cllr Paul Oatway QPM
Cllr Brian Dalton	Cllr Helen Osborn
Cllr Mary Douglas	Cllr Ricky Rogers
Cllr Russell Hawker	Cllr Ian Thorn
Cllr George Jeans	Cllr Philip Whalley
Cllr Dr Helena McKeown	

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 8 October 2013 (Copy attached).

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 Tuesday 29 October 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 **Housing Allocation Policy**

The Committee received a presentation by Nicole Smith, Head of Strategic Housing at its meeting on 28 February 2013 about changes in national legislation requiring a review of the Council's Housing Allocations Policy. Extensive consultation was undertaken including with Area Boards which ended on 26 April and it was agreed that the outcome of the consultation would be

reported back to the Committee prior to a final decision by Cabinet.

As reported at the last meeting, the Chairman and Vice-Chairman (and Scrutiny Manager) met with the Cabinet Portfolioholder and the Head of Strategic Housing for an initial briefing on 7 October and it was agreed to undertake a one-off rapid scrutiny exercise on the matter with an invitation extended to all members of the Management Committee. This has been arranged for Monday 28 October. A brief report on the outcome of the rapid scrutiny exercise will be circulated.

The Committee will be asked to endorse the report for consideration by Cabinet on 21 November when it is being asked to approve a revised Housing Allocations Policy.

7 **Highways and Streetscene Contract** (Pages 9 - 14)

The following request for a scrutiny exercise on the BBLP (Balfour Beatty Living Places) contract from Councillor Jeff Osborn who is a member of the Overview and Scrutiny Management Committee was received on 16 October. As such, he is able to do so under the overview and scrutiny procedure rules in the Council's Constitution. In the first instance all member requests are considered by the Overview and Scrutiny Management Committee.

"This request for a scrutiny exercise was initially to be focused on the grass cutting element of the BBLP contract. Subsequently concerns have emerged with other aspects of the contract, plus there is now information in the public domain that BBLP has lost one million pounds on operating the first few months of the contract. Amongst the public a major concern is how BBLP will cope with a harsh winter. The talk on the ground is that BBLP deliberately bid low in order to secure the contract.

Consequently, I am requesting a scrutiny exercise that goes back to the procurement process involving this contract – members need to understand the contract – then have an understanding of the monitoring of the implementation and operation of the contract and its performance management. From that flows an appreciation of the penalty clauses involved and what happens if and when it becomes apparent That BBLP cannot deliver a good service for the people of Wiltshire".

It will be for the Committee to determine whether to agree to the request and add this to the overview and scrutiny work programme or to decline it with reasons. So that the Committee can be in an informed position, an opportunity is given to the Executive to initially comment on the request and supply any supporting information. A report is circulated.

As part of the exercise to develop the overview and scrutiny work programme, select committee chairs and vice-chairs have met with Cabinet members to discuss priority areas for overview and scrutiny engagement. As part of the discussion on potential topics for the Environment Select Committee, a review of the BBLP contract has been raised. A report on the outcome of these

discussions on priority areas will be taken to the Environment Select Committee on 29 October as well as an overall first draft of a work programme across the whole function to the Management Committee – see separate item below on this agenda. This information may therefore be helpful in responding to Cllr Osborn's request.

8 **Overview and Scrutiny Councillor Development**

An essential scrutiny skills training event was held on 15 October for the chairs and vice-chairs of the select committees and members of the Management Committee. It was run over a half-day at Shurnhold and was delivered by Gateway Training and Development Ltd based in Salisbury – the same company that facilitated the scrutiny induction event following the elections. The event covered the nationally recognised principles of good scrutiny, highlighted the potential benefits of applying Appreciative Inquiry techniques and provided an introduction to transactional analysis – the Games People Play.

The event was put together recognising that many of the attendees held senior positions within overview and scrutiny and therefore already possessed a good working knowledge of the basic concept, skills and processes of the overview and scrutiny function. This event went further and introduced humanist behaviours and communication methods and how these impacted on the delivery of an effective overview and scrutiny function. Although the event achieved its objectives feedback was mixed in terms of its value from some. Those who attended may like to offer further insight at the meeting.

The intention is to roll out this event to a wider non-executive councillor audience with some changes in the degree of emphasis placed on each part ie. more extensive coverage of the principles of good scrutiny – what they are, how they are applied etc. and a lighter touch on the behavioural aspects. The Committee may wish to express a view on whether to offer a single large event or a series of smaller more intimate events in order to provide greater opportunity for interaction. These could be delivered on a geographic basis?

The Scrutiny Manager has already taken a report to the Councillor Development Group who have approved the training and for costs to be met from the main councillor development budget.

The Committee is asked to agree to move forward in developing a rollout of the event subject to the comments of the Committee, adjustment in content mentioned above and the Chairman and Vice-Chairman approving final details.

9 **Task Group Update**

The Committee is asked to note the following updates:

Financial Planning Task Group – A report establishing this task group was

agreed at the last meeting of the Management Committee. Its first meeting is scheduled for 29 October. An oral update will be given.

Area Boards Task Group – The Management Committee agreed to establish this task group on invitation by the Executive at the last meeting. The Chairman and Vice-Chairman are currently consulting on potential membership. Once resolved then a first meeting will be arranged as soon as possible.

Local Enterprise Partnership (LEP) Task Group – The Management Committee agreed to establish a task group to consider the arrangements necessary for a joint scrutiny of the LEP to be undertaken with Swindon Borough Council. Advice on governance is currently being sought.

10 **Forward Work Programme** (*Pages 15 - 20*)

The Committee is asked to consider the single work programme and give direction on future overview and scrutiny activity.

11 **Urgent Items**

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

12 **Date of Next Meeting**

To note that the next meeting of the Committee is due to be held on Tuesday 14 January 2014 at a venue to be advised.

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 8 OCTOBER 2013 AT COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER.

Present:

Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Alan Hill, Cllr Simon Killane (Chairman), Cllr Jacqui Lay, Cllr Jeff Osborn, Cllr Mark Packard, Cllr Pip Ridout, Cllr John Walsh, Cllr Bridget Wayman and Cllr Roy While (Vice Chairman)

Also Present:

Cllr Allison Bucknell, Cllr Terry Chivers, Cllr Jane Scott OBE, Cllr Jonathon Seed, Cllr Dick Tonge, Cllr Stuart Wheeler and Cllr Chris Williams.

120 Apologies

An apology for absence was received from Cllr Gordon King.

121 Minutes of Previous Meetings

Resolved:

To approve and sign the Minutes of the meetings held on 25 June 2013 and 5 July 2013.

122 Declarations of Interest

There were no declarations of interest received.

123 Chairman's Announcements

- Overview & Scrutiny Skills Training
The Chairman announced that there would be some overview & scrutiny skills training for Chairmen and Vice-Chairmen of the Management Committee and the three Select Committees on Tuesday 15 October 2013, which would be held at Shurnhold, Melksham. It was planned that this training would then be made available to all non-executive members of the Council.

- Peer Review Challenge

The Chairman reported that he and other leading overview and scrutiny members had been interviewed by the Peer Review Team at County Hall, Trowbridge. The Team were assessing how we did things and where we could continue to make improvements in the future. In particular, their focus was on how to empower communities to do more for themselves, what more could be done working with our key partners and the Council's plans to manage change and transformation over the next four years. The Chairman stated that he had found the interview to be a positive experience and that the Peer Review Team had been impressed with the work undertaken by the various task groups.

124 **Public Participation**

There were no declarations of disclosable interest or dispensations granted by the Standards Committee.

125 **Approval of the Business Plan 2013-2017**

The Committee was reminded of the process that had taken place for scrutinising the Council's draft Business Plan 2013-2017 culminating in a meeting of the Chairmen and Vice-Chairmen of the Management Committee and the three Select Committees on 13 August 2013. Finalised views and comments were passed to a special meeting of Council held on 3 September 2013 when a revised Business Plan was adopted. The public version of the Plan was launched at Cabinet on 24 September 2013 including a "keepsake" summary and a young people's version. A detailed communications plan had also been developed to support the publication and distribution of the Business Plan.

It was noted that the next stage would be the development of service plans which would facilitate the implementation of the Business Plan and these arrangements together with a timetable were currently being prepared. The Committee was informed that it was likely that the first service plan to be developed for consideration would be highways and it was anticipated that this plan would be ready to be scrutinised in about three to four months' time. This process would have a significant bearing on the development of overview and scrutiny's own work programme and ultimately on how it effectively contributed to the Council in delivering its vision, goals, outcomes and objectives over the next four years.

Resolved:

- (1) **To note the positive contribution made by overview and scrutiny to the development of the Business Plan and its recent public launch.**

- (2) To move forward with engagement in the development of the service plans when further information was known.**

126 Developing the Overview and Scrutiny Forward Work Programme

Consideration was given to a report by the Scrutiny Manager, prepared in consultation with the Chairman and the Vice-Chairman which set out the outcome of initial discussions between select committee chairmen and vice-chairmen with the relevant Executive members and directors.

It was pointed out that the potential priorities and topics highlighted would need to be viewed in the context of the Business Plan as agreed by Council on 3 September 2013, legacy items recommended by the previous Committee and endorsed by this Committee on 23 May 2013 and also the current Cabinet forward work plan.

The Chairman explained that he and the Vice-Chairman wished to meet the chairmen and vice-chairmen of the select committees to discuss priorities, approaches, options, capacity & resources etc. with a view to reporting back to the Management Committee at its next meeting on 5 November 2013 with an initial draft single work programme. Emphasis would be given to making strong links to the Business Plan and identifying topics where real value could be added through the overview & scrutiny process. The Chairman went on to stress the importance of allowing space for the addition of committee/individual member requests as new issues arose and priorities might change.

The Chairman also confirmed that he would be pleased for the Management Committee to consider any priority recommendations from select committee chairmen that could not wait for the timetable and gave as examples advance proposals for task groups on financial planning (which was the subject of an item to be discussed later in the meeting) and also a review of area boards.

Cllr Jonathon Seed, the Cabinet Member responsible for area boards, explained that area boards had been evolving since their inception in 2009 and he considered that the time had come for a scrutiny exercise to be carried out, which would include seeking the views of partners and stakeholders. He stressed that area boards were working well but they could benefit from a fresh look at their working for the future. It was noted that terms of reference and topics to be covered had been drawn up in consultation with the Cabinet Member and were as follows:-

- The current role and remit of the Area Boards
- Area Board budgets and grants
- Local service devolution and management

- JSA and community planning/community priorities.
- Contract and commissioning decisions affecting the community area.
- The consultative role of the Boards in local development
- The role of the Area Boards in future campus governance.
- Community area partnership arrangements.
- Area Board meeting management.
- Area Board support, promotion and publicity.
- Area Board staffing and management
- Future service delivery through Area Boards

During discussion the following topics were considered for scrutiny:-

- (i) The desirability of establishing a rapid scrutiny exercise on the Local Enterprise Partnership (LEP). It was noted that, although the LEP was not a political body, a lot of public money had been ploughed into it. Arrangements should be considered for a joint scrutiny of LEP with Swindon Borough Council.
- (ii) The Chairman & Vice-Chairman of the Health Select Committee referred to the considerable number of health issues worthy of scrutiny and considered that despite there being a number of historic issues that could be scrutinised and which needed to be categorised by the Select Committee, priority should be given to refocusing on strategic issues, such as Clinical Commissioning Groups and the Health & Wellbeing Board.
- (iii) Reference was made to the need to scrutinise the 20mph Speed Limit Policy prior to the Cabinet Member approving it under delegated authority. It was noted that the Cabinet Member would be pleased for the Policy to be scrutinised once it was available probably in mid to late November 2013.
- (iv) It was noted that a report on Housing Allocation Policy would be prepared for consideration by this Committee at its next meeting on 5 November 2013 prior to its determination by Cabinet on 21 November. It was suggested that, if feasible, a rapid scrutiny exercise be set up to examine the draft Policy in advance of the meeting on 5 November and that all members of the Management Committee be invited to take part.

Resolved:

- (1) **To note the positive outcome of the meetings held between the chairs and vice-chairs of each O&S committee with the relevant Executive members and directors.**
- (2) **To endorse further such meetings being held as appropriate.**

- (3) To agree that the Chairman and Vice-Chairman of the Management Committee meets with the chairmen and vice-chairmen of the individual select committees to discuss priorities, approaches, options, capacity and resources with a view to reporting back to the O&S Management Committee on 5 November 2013 with an initial draft single overview and scrutiny work programme.
- (4) To note that the establishment of a task group on the Council's financial planning and budget setting arrangements is the subject of a separate paper for consideration at this meeting.
- (5) To establish a task group to review area board arrangements with the terms of reference of topics to be covered as set out above.
- (6) To note that a report on Housing Allocation Policy would be considered at the next meeting of this Committee on 5 November 2013 and that if possible a rapid scrutiny exercise be set up to examine the draft Policy in advance and that all members of the Management Committee be invited to take part.

127 **Overview and Scrutiny of Financial Planning and Budget Setting in the Council**

The Committee considered a report by the Scrutiny Manager on proposals for the overview and scrutiny of the financial arrangements in the Council including budget scrutiny.

The Vice-Chairman stated that the report had been written following consultation he had held with those with direct responsibilities for financial planning in the Council including the Cabinet Member and the Service Director for Finance. He explained that the discussions which had taken place, along with the direction of the Business Plan, suggested that a new approach was required not only for scrutiny of the revenue budget but encompassing broader and longer-term financial planning. Major external factors such as welfare reform and Central Government policy implications also needed to be taken into account.

After discussion during which the importance was emphasised of interplay with the select committees, to which would be referred selective items for consideration and report back,

Resolved:

- (1) To establish a new standing Financial Planning Scrutiny Task Group of the Management Committee (to replace the legacy Budget Scrutiny Task Group) with the following terms of reference:-

- To understand and review the Medium Term Financial Strategy (4 year financial model)
 - To understand and review the approach and robustness of the financial planning regime within the Council
 - To understand and help develop the approach to the annual budget setting cycle
 - To review the specific contribution of overview and scrutiny in the annual budget setting cycle with a focus on outcomes
 - To undertake periodic budget monitoring including reviews of key mid-year trends and developments and to ensure that these are taken into account when updating the Financial Plan
 - To work under the direction and guidance of the Management Committee and report regularly to the Cabinet Member, Management Committee and select committees (as appropriate) on its work and findings and to make any necessary referrals
 - To include a review of performance management
- (2) To appoint the following Members to serve on the Task Group (until the usual annual review of places) and to note that the Task Group will elect a chairman at its first meeting:-
- Cllr Glenis Ansell**
Cllr Sheila Parker
Cllr Pip Ridout
Cllr Ian Thorn
Cllr Roy While
- (3) To hold the first meeting as soon as is practically possible.

128 Member Request - Staff Morale

The Committee was informed that a request had been received from Cllr Jeff Osborn on 24 September 2013 for a scrutiny review on the following:-

“An objective investigation into the state of morale amongst the non senior staff of Wiltshire Council, in light of recent management restructuring, legal cap on salaries, extra work load and loss of job security.”

It was noted that as a member of the Management Committee, Cllr Osborn was entitled to submit his request under the overview and scrutiny procedure rules in the Council’s Constitution.

Cllr Osborn explained that he had lodged his request as a consequence of informal conversations he had held with staff, their families, friends and neighbours especially in his Division. He also referred to the following draft resolution of the Audit Committee from its meeting on 17 September 2013:-

“To note the latest position regarding the Council’s risks that are identified in the current Corporate Risk Register as detailed in Appendix A of the report, with the inclusion of risks regarding the Voluntary Redundancy Programme and Staff Reorganisation, confirming the status of the high level risks being reported from service areas and that the Risk Management Strategy and the processes associated are to be reviewed to ensure that arrangements are fit for purpose to monitor progress against the new Business Plan.”

Cllr Osborn’s request had been forwarded to Cllr Stuart Wheeler and Cllr Allison Bucknell, as the relevant Cabinet Member and Portfolio Holder for staffing and also to the Service Director for HR & OD for initial comment to help inform the Committee about the issue.

Cllr Osborn explained that he considered that an independent review of staff morale should take place using an external consultant in order to obtain objective evidence.

Cllrs Wheeler & Bucknell informed the meeting that Staffing Policy Committee received detailed quarterly workforce reports and Members examined these closely looking in particular at staff turnover and sickness. In addition staff surveys were carried out usually every two years and, although it was appreciated that the most recent one took place in December 2012, there appeared to be little evidence of a major problem regarding staff morale. It was recognised that as with all large organisations, there was bound to be some staff who were unhappy for varying reasons, but the information received by the Staffing Policy Committee did not indicate that this was a significant problem within Wiltshire Council.

A discussion took place during which it was generally considered that sufficient detailed information was already available to the Council on staff morale and that it would not be a sensible use of sparse Council resources to engage an external consultant to carry out a survey. If there were to be a fall in staff morale then this would be apparent in the quarterly workforce report to the Staffing Policy Committee.

After further discussion,

Resolved:

To ask the Staffing Policy Committee to take a further look at statistical information available which might indicate the level of staff morale and to report that Committee’s findings back to this Management Committee.

129 **Urgent Items**

There were no urgent items of business.

130 **Date of next meeting**

Resolved:

To note that the next meeting was due to be held on Tuesday 5 November 2013 in the Council Chamber at Monkton Park, Chippenham, starting at 10.30am.

(Duration of meeting: 10.30 am - 12.10 pm)

The Officer who has produced these minutes is Roger Bishton, of Democratic Services, direct line (01225) 713035, e-mail roger.bishton@wiltshire.gov.uk

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

Subject: Highways and Streetscene Contract

Cabinet Member: Councillor John Thomson

Purpose of Report

1. To update the Environment Select Committee regarding the Highways and Streetscene Contract.

Background

2. The Highways and Streetscene contract was awarded to Balfour Beatty Living Places (BBLP) in December 2012. The contract started on 1st June 2013 and is for five years, with the option to award a further two year extension subject to performance.
3. A large proportion of the Council's highways functions are delivered by the contract. It combines a number of services previously provided by separate contracts and an element of in-house provision. Expenditure through the contract is expected to be in the region of £24 million this financial year.
4. The contract provides construction and highways maintenance services in connection with roads and bridges, including road resurfacing, drainage works, bridge strengthening and maintenance, improvement schemes, road markings, gully emptying and pothole repairs. It provides the Council's out-of-hours emergency response on the highway network, and delivers the Council's winter precautionary salting operation. It also delivers street cleansing, grounds maintenance, street lighting maintenance and the maintenance of the highways and streetscene vehicle fleet.
5. The Environment Select Committee was actively involved in the review of the highway and other services prior to the decisions regarding the new contract and the contract award criteria.

Current Position

6. The contract involved the transfer of staff from the Council and from the previous suppliers, and required new ways of working to be established. The BBLP transition team organised the transfer of staff, establishment of new offices, depots, vehicles, plant and IT systems successfully for the start of the new contract so that there was minimum disruption to services at the transfer.
7. There are aspects of the new contract that have worked very well from the start, with major surfacing schemes such as at Bradford Road, Trowbridge and High Street, Marlborough being undertaken successfully with a good quality of workmanship and management from BBLP and their suppliers. Some of the work delivered by BBLP through the contract has attracted very

positive comments from the public and local residents, with 12 compliments recorded in September from the public regarding services from road surfacing to tree maintenance.

8. However, it became apparent early in the contract that in some service areas delivery has not as effective as had been anticipated. There were clearly problems with regard to grass cutting and some of the streetscene services, which resulted in adverse press reports in the summer, and more recently three editions of the Gazette and Herald and the Wiltshire Times carried negative stories on redundancies and the company's reported £1m loss on the contract. The articles also generated more than 10 negative letters relating to the contract and the standard of the work being carried out.
9. The establishment of Community Teams with operatives from a number of previous employers was always likely to be a challenge, but it proved more difficult than expected to establish the new ways of working immediately. Programming of some types of work, including carriageway repairs, signing, lining and integrated transport schemes, has also been less effective by BBLP than it should have been, with 5 speed limit schemes not meeting their key dates, and uncertainty regarding programme dates for some bridge repair work.
10. The problems with performance in these areas have been confirmed by the KPI scoring undertaken every month by the Council staff, the Council's highways consultant (Atkins), and BBLP staff:

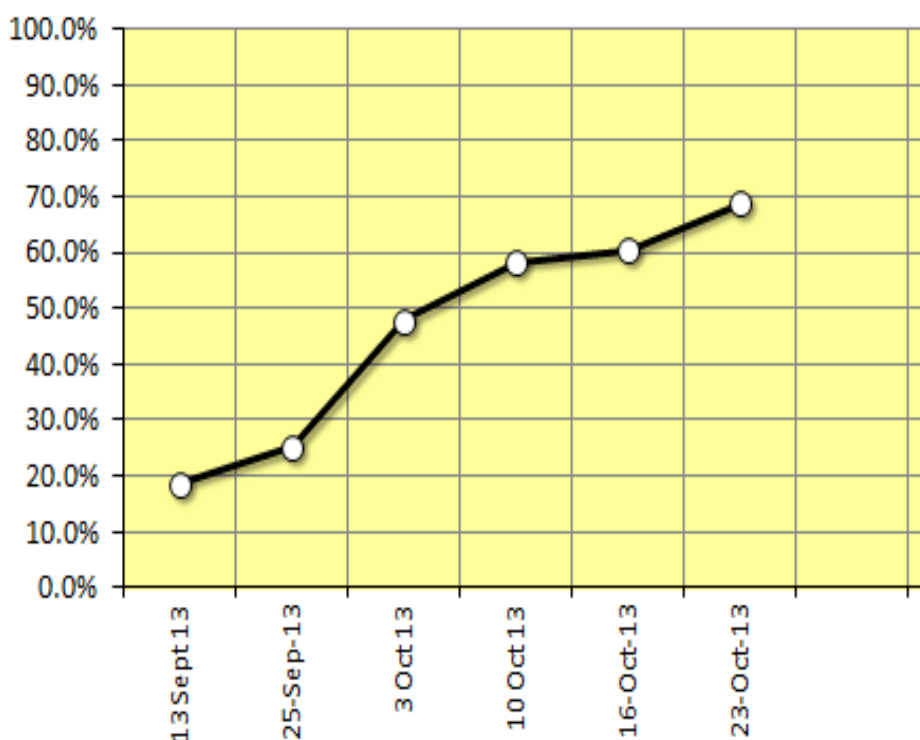
Organisation	Scored by	June 2013	July 2013	Aug 2013	Sept 2013
Wiltshire Council	Atkins	7.7	6.6	7.9	7.8
	BBLP	7.2	7.1	7.8	6.4
Atkins	Wiltshire Council	8.1	8.4	8.4	8.1
	BBLP	7.4	7.4	7.6	6.4
BBLP	Wiltshire Council	5.6	5.4	4.9	5.5
	Atkins	5.3	-	5.4	5.4

The BBLP scores based on the scale set out in the contract documentation indicates 'adequate' performance, which is well below the level anticipated, and is currently not good enough to award any contract extensions.

11. There are monitoring systems and measures in place to manage the contract, but in view of the difficulties that were still being experienced in some areas of service from BBLP, it was considered that additional measures should be taken. Consequently a series of weekly meetings have been established between the council's and BBLP's Directors, chaired by Dr Carlton Brand, Corporate Director. Elected members also attend this meeting. An Action List has been created to monitor the introduction of the necessary improvements to BBLP's performance required to meet their obligations.
12. The indications are that many of the Council's most serious concerns with BBLP have been addressed in recent weeks, and there are identified

measures proposed to address the outstanding issues. The meetings and monitoring of the Action List will continue for the next few months, together with the usual contract management and service delivery measures.

13. The graph of the Action List concerns being addressed shows that the major concerns are being reduced significantly week by week. There are plans in place to address the remaining concerns, and 69% of the initial concerns have been addressed:



Graph of Action List Concerns Addressed

14. Some of the remaining issues are in connection with IT, which need to be resolved in order to provide full access to the BBLP systems for Council staff. BBLP are working to resolve these, and monitoring of the Action List is taking place on a weekly basis. The delivery and programming of works is improving with additional staff and resources being brought to the contract by BBLP.
15. The Council's contract with BBLP provides substantial financial benefits of over £2 million annually, and will deliver significant long term benefits in terms of more flexible and effective service delivery (See Appendix A). In order to achieve this, BBLP are having reorganise some aspects of their service in order to be able to deliver the Council's requirements for the future. The increased management capacity recently introduced by BBLP, and the additional resources being directed to the contract, are already beginning to show benefits, and these are expected to continue.
16. There is a clear commitment from BBLP senior management to address the difficulties that have been experienced in some areas of their service delivery on this contract. The situation will continue to be monitored closely by the

Council's officers to ensure that the BBLP contract does deliver all of the benefits originally anticipated.

17. There will be a full review of BBLPs performance, including monitoring against the undertaking given at the tender stage, which will be undertaken in June next year to review the first full year of the contract. It may be appropriate that the operation of the contract is considered by the Environment Select Committee at that stage.

APPENDIX A

Benefits of New Contract

The benefits of the new contract are expected to include:

1. Simplified management of the service currently provided by three contractors and in-house teams.
2. Ability to reconfigure resources in event of reduced workload.
3. Contractor carries workforce employment risks in connection with redeployment and occupational hazards.
4. Specialist personnel and corporate best practice processes and procedures.
5. Management capability and capacity which has been assessed at the prequalification stage and tender quality assessment.
6. Greater flexibility for optimising deployment of operatives and resources.
7. Greater flexibility for redeploying personnel in response to budget changes.
8. Group-wide call-off arrangements for highway related materials and consumables resulting in price benefits due to bulk buying.
9. Established skills in dealing with highways related sub-contractors.
10. Ability to apply common operational management systems across services.
11. Established mobile working solutions for communications with field operatives.
12. Provision, updating, maintenance and renewal of specialist highways related ICT included in rates.
13. Effective specialist IT support for operational management systems.
14. Expertise in working with clients to develop public interfaces.
15. Dedicated Health and Safety specialist personnel and best practice procedures.
16. Economies of scale by dealing with Health and Safety issues across services and contracts.
17. Ingrained familiarity with regulations and procedures relating to CDM, H&S, HSE, etc.
18. Corporate Quality management and Environmental Management Systems.
19. Group wide training programmes for operatives and management.
20. Apprenticeships or work opportunities.
21. Access to wider highway community through other contracts and industry groups.
22. Highways research and development activities.
23. Joint innovation trials and sharing costs.
24. Collaboration and systems thinking reviews in conjunction with client.
25. Transfer of responsibility for non-strategic fleet to contractor.
26. Local management structure across the range of services.
27. Potentially reduced overhead costs for centrally provided support.
28. Potential capital investment in plant and equipment.

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WILTSHIRE COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

5 November 2013

Overview and Scrutiny Work Programme

Purpose

- 1 To report on the outcome of discussions, the recommendation of select committees and to present the first draft single overview and scrutiny work programme for approval.

Background

- 2 The Committee considered a report at the last meeting which explained the work that had been done by the chairs and vice-chairs of the select committees in discussions with Cabinet members and portfolio holders to identify priorities linked to the Business Plan where early engagement with overview and scrutiny could add value. The initial outcome of these individual discussions is being reported to the relevant select committees as follows:

Children's Services – 1 October

Management Committee (for corporate services) – 8 October

Environment Select – 29 October

Health – 19 November

- 3 As agreed at the last meeting it was the intention of the Chairman and Vice-Chairman of the Management Committee to meet with the chairs and vice-chairs of the individual select committees to discuss priorities in preparation for report to this Committee on 5 November.
- 4 Subsequently a meeting took place on 14 October between Cllrs. Simon Killane, Roy While and Allan Hill (apologies from Peter Edge) regarding Environment Select Committee priorities from the "long list" of topics identified during legacy, member induction, Business Plan and Executive discussion. This was described as a very positive approach and the resulting outcome is reflected in the attached draft work programme. Unfortunately, meetings with the other select committee chairs and vice-chairs have not taken place yet although this report reflects the early priorities from those committees. Cllrs Killane and While are still keen that these meetings go ahead in the near future.

Next Steps

- 5 This first single draft overview and scrutiny draft work programme is set out in the appendix to this report. The layout and how much information is presented has varied in the past including detailed reporting on each individual project. Members may take a view about how they wish to see the programme look in the future. Task group activity is usually reported to each committee in more detail under a specific item. The work programme will be reported to each Management Committee for regular review and update.
- 6 It is important for the Management Committee to also assess the capacity of the non-executive membership to deliver the programme and the resources to support it. Although predominately focused on Business Plan priorities the Committee will no doubt wish to ensure that some space is available for topics resulting from individual member requests, referrals from area boards, call-ins, public/community concerns etc.

Recommendation

- 7 To note the positive work undertaken to date in developing the work programme.
 - 8 To agree the first draft single overview and scrutiny work programme appended to this report.
 - 9 To note that it will continue to be informed through ongoing dialogue with the Executive linked to priorities in the Business Plan and other discussions.
 - 10 To receive an update on progress with activities and to review the content of the work programme at each future meeting.
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Paul Kelly
Scrutiny Manager (and Designated Scrutiny Officer)
Democratic Services

Overview and Scrutiny Work Plan

Committee	Review / Task Group	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Scrutiny Officer	STATUS (incl. date)	
		Cabinet 21st Nov	Cabinet 17th Dec	Cabinet 21st Jan	Cabinet 11th Feb	Cabinet 18th Mar	Cabinet 22nd April	Cabinet 20th May	Cabinet 17th Jun	Cabinet 22nd Jul			
		Council 12th Nov			Council 4th and 25th Feb			Council 13th May		Council 29th Jul			
O & S MANAGEMENT	Financial Planning Task Group	Ongoing									PK	First meeting 29 Oct	
	Area Boards Task Group										PK	Agreed on 8 Oct. Membership being consulted	
	Swindon & Wiltshire Local Enterprise Partnership (LEP) Task Group										MM	Agreed on 8 Oct. Task Group to consider way forward in consultation with Swindon BC	
	Campus Governance										PK	Timing and details to be decided	
	Broadband Rollout										PK	Timing and details to be decided	
	Development of the Procurement Service										PK	Timing and details to be decided	
	Housing Allocations Policy Rapid Scrutiny	Mangement 5 Nov										PK	Outcome of rapid exercise. Cabinet 21 Nov then Council
	BBLP Contract - Member Request	Mangement 5 Nov										PK/MM	Awaiting MC decision on request
	Staff Morale - Member Request										PK	Referred to Staffing Policy Committee	
	Scrutiny Representation on Project Boards and Focus Groups										PK	Regular updates provided to Committee	
CHILDREN'S	Further Education in the Salisbury Area Task Group - 12 month review	Review to reconvene Nov 2013	Children's Dec 2013								HP	Task Group undertaking 12-month review on 14 Nov. Report to Committee on 3 Dec.	
	Safeguarding Children & Young People Task Group	Review in progress									HP	Final report endorsed March 2013. Task Group currently developing their new FWP.	
	Rapid Scrutiny Exercise: Overnight breaks for C&YP with SEN/LLDD		Children's Dec 2013								HP	RSE scheduled for 7 Nov. Report to be submitted to the CCG on 26 Nov. Update to Committee on 3 Dec.	
	Further Education Task Group (to be scoped)	To be scoped Nov 2013	Children's Dec 2013								HP	Membership being sought and scoping meeting to be arranged.	
	Children and YP with SEN/LLDD (to be scoped)	To be scoped Nov 2013	Children's Dec 2013								HP	Membership being sought and scoping meeting to be arranged.	
	Academies Task Group (to be scoped)	To be scoped Nov 2013	Children's Dec 2013								HP	Membership being sought and scoping meeting to be arranged.	
	Early Help Strategy		Children's Dec 2013								HP/RB	Committee will receive a pre-meeting briefing on Early Help. The draft Strategy is out for consultation until end of 2013.	
	Schools Organisation Plan (TBC)		Children's Dec 2013								HP/RB	The Plan details population projections and implications for schools. Also to cover process for determining governance arrangements for new schools.	

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ENVIRONMENT	Air Quality Joint Task Group (Env / Hlth)										MM	Task Group reviewing AQ action plan and engagement across selected services
	Community Infrastructure Levy (CIL) Task Group		Environment Dec 2013								MM	Task Group testing proposed level of CIL rate. Final report Dec 2013
	Waste Task Group		Environment Dec 2013								MM	Task Group examining the contract options for new waste contracts. Report to Committee Dec 2013.
	Adoptable Estates Task Group										MM	Task Group reviewing systems and communications around planning processes
	Investing in Highways										MM	Direction to be agreed at Committee Oct 2013
	Parking Review										MM	Direction to be agreed at Committee Oct 2013
	20 mph Policy										MM	Direction to be agreed at Committee Oct 2013
	Speedwatch										MM	Direction to be agreed at Committee Oct 2013
	Flood Plan Annual Report										MM	Annual report - duty to review Date to be confirmed
HEALTH	Air Quality Joint Task Group (Env / Hlth)										MM	Task Group reviewing AQ action plan and engagement across selected services
	Transfer to Care Task Group										MM	Task Group reviewing systems across relevant agencies
	Clinical Commissioning Group (CCG) Task Group										MM	Task Group reviewing CCG progress in relation to Community Transformation programme
	Continence Services Task Group										MM	Task Group reviewing provision of continence products
	Review of AWP services (Dementia)										MM	Task Group reviewing provision of revised dementia services
	Continuing Healthcare (CHC) Update	Health Nov 2013									MM	Update on action plan to Committee in Nov; if satisfactory, review concluded.
	Help to Live at Home										MM	Direction to be agreed at Committee Nov 2013
	Urgent Care/Winter Pressures										MM	Direction to be agreed at Committee Nov 2013
	Local Safeguarding Adults Board Annual Report										MM	Annual Report Next due Sept 2014

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	Public Health Annual Report			Health Jan 2014							MM	Annual Report Due Jan 2014

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