

AGENDA

Meeting: Overview and Scrutiny Management Committee
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Tuesday 4 March 2014
Time: 10.30 am

Please direct any enquiries on this Agenda to Kieran Elliott of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718504 or email kieran.elliott@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 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 (Chairman)	Cllr Bridget Wayman
Cllr Gordon King	Cllr Roy While (Vice-Chairman)
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**

To receive any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting** (*Pages 1 - 34*)

To approve and sign the minutes of the ordinary meeting held on 7 January and the special meeting on 5 February 2014.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

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 25 February 2014**. 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 **Final Report of the Review of Area Boards Task Group** (*Pages 35 - 52*)

To present the conclusions and recommendations of the Review of Area Boards Task Group for endorsement.

7 **Scrutiny of Major Contracts** (*Pages 53 - 58*)

To respond to the request of the Management Committee to allow consideration of a possible approach to engaging with the future review of major contracts.

A report by the Overview and Scrutiny Manager is attached.

8 **Peer Challenge Review - Issues for Overview and Scrutiny** (Pages 59 - 64)

A report by the Overview and Scrutiny Manager is attached.

9 **Housing Allocation Policy** (Pages 65 - 66)

To receive an updated executive response to the comments and recommendations made by the rapid scrutiny exercise in November 2013.

A report by the Overview and Scrutiny Manager is attached.

10 **Constitutional Changes**

At its meeting on 4 February 2014, Council approved changes to Part 8 of the Constitution - Overview and Scrutiny Procedure Rules - in relation to the Call-in procedure. As a result, Call-ins can now be made by any ten non-executive members of the Council, as opposed to any three members of the Management Committee, or at the discretion of the Chairman of the Management Committee.

The Management Committee is asked to note the decision of Council.

11 **Overview and Scrutiny Councillor Remuneration** (Pages 67 - 72)

To report the decision of Council on recommendation by the Independent Remuneration Panel (IRP) in respect of the overview and scrutiny (OS) fund within the Councillors' Allowances Scheme.

To provide an opportunity for the Management Committee to give guidance to the Chairman over the allocation of this fund for 2013/14 in light of the views expressed by the IRP

A report by the Overview and Scrutiny Manager is attached.

12 **Centre for Public Scrutiny Annual Conference**

Members are asked to express their interest in attending the Centre for Public Scrutiny Annual Conference and represent Wiltshire Council at the Good Scrutiny Awards. It is asked that two members attend the event along with an officer (as in previous years) on 10 and 11 June, the focus for this year's event will be on public sector commissioning as a lever for change and how scrutiny and accountability are vital to ensure commissioning improves outcomes. Another important focus will be how do you 'sell' scrutiny to its best advantage?

Attendance will incur costs such as travel to the London venue, entrance fee of £215 and potentially an overnight stay. For further information please go to the following website: <http://www.cfps.org.uk/cfps2014>.

13 **Communications**

At its meeting on 7 January, Members were updated on progress to regarding communicating the work and function of Overview and Scrutiny.

The Chairman, Vice-Chairman and Scrutiny Manager met with representatives from the Communications Team again on 17 February to discuss progress.

Communications have indicated that they will:

- Create a simpler page about scrutiny which will contain information in a bullet point-type format, such as:
 - What scrutiny does
 - Details about the team
 - Details about how to get involved
 - Work plan updates
 - Achievements – how scrutiny has helped influence policy
- Send an elected wire message directly to members to create as much engagement across all non-executives as we can.
- Hold a further follow-up meeting to review the action taken and develop ideas, including how to keep people updated.

The Committee is asked to note the discussions held to date and the further work planned.

14 **Task Group Updates**

Financial Planning Task Group – Following the Special Meeting of the Management Committee to consider the 2014/15 Budget the Task Group is due to meet again to review and evaluate the process post Full Council on 25 February. The Task Group will receive an update on the current year's revenue budget position projected to balance at year end. Progress with alignment of business planning, performance and risk will also be discussed. The Chairman will update further at the meeting.

Local Enterprise Partnership (LEP) Task Group – An initial meeting between the officers of both Wiltshire Council and Swindon Borough Council has been arranged for 10 March to discuss the joint scrutiny arrangements and how the exercise is envisaged to be undertaken by both authorities and establishing a process whereby this can take place. A meeting between the appointed members will then be held to formally scope the exercise and begin work.

The Chairman of each Select Committee will also be given the opportunity to provide brief updates in relation to activity undertaken by the Task Groups overseen by each Committee.

15 **Forward Work Programme (Pages 73 - 74)**

The Committee is asked to consider the latest version of the single work programme and give direction on future overview and scrutiny activity as appropriate.

16 **Urgent Items**

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

17 **Date of Next Meeting**

To confirm the date of the next scheduled meeting as 29 April 2014 in the Kennet Room, County Hall.

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

This page is intentionally left blank

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 7 JANUARY 2014 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Alan Hill, Cllr Jon Hubbard, Cllr Simon Killane (Chairman), Cllr Gordon King, 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 Mike Hewitt, Cllr Julian Johnson, Cllr Bob Jones MBE, Cllr John Noeken, Cllr Fleur de Rhé-Philippe, Cllr Jane Scott OBE, Cllr John Thomson and Cllr Philip Whitehead

1 Apologies

There were no apologies or substitutions for the meeting.

2 Minutes of the Previous Meeting

The minutes of the meeting held on 5 November 2013 were presented for consideration and comment. It was,

Resolved:

That subject to the inclusion of Cllr Bob Jones MBE among the list of attendees, to APPROVE as a true and correct record and sign the minutes.

3 Declarations of Interest

There were no declarations.

4 Chairman's Announcements

Through the Chair it was announced that following the recent Peer Review of the Council conducted in September 2013, a report would be prepared for the Committee to consider at its next ordinary meeting.

5 Public Participation

The rules on public participation were noted.

There were no questions or statements submitted.

6 Highways and Streetscene Contract

At its meeting on 5 November 2013 the Committee considered a request from Councillor Jeff Osborn to conduct a scrutiny exercise on the contract with BBLP (Balfour Beatty Living Places) and agreed to hold a Rapid Scrutiny Exercise on the content of the Cabinet Member's report presented to that meeting. It was also agreed that a progress report would be presented to the Environment Select Committee after the winter to assess the operational performance, and that a full scrutiny exercise from the Environment Select Committee be undertaken from June 2014 to coincide with the first anniversary of the contract.

The report on the Rapid Scrutiny Exercise was presented, with the lead member for the exercise, Councillor Jeff Osborn, thanking all members and officers who had partaken in the exercise for their work, and the contributions of the Cabinet Member and Portfolio Holder. The Committee also expressed its thanks to all staff involved in work relating to the recent flooding in the county, for their dedication and intensive communication to the public.

The work of the Rapid Scrutiny Exercise was detailed, noting that conclusions had been that the contractor was performing satisfactorily in seven of the eight main areas of the contract, although the local highways and streetscene element of the contract had been identified as a main area of concern, with the IT system also of concern. The crucial role of active local councillors in assisting the relationship between parishes, area boards and BBLP was also emphasized.

The Committee discussed the recommendations of the Exercise as detailed in Paragraph 36 of the report papers, to include for the members of the Exercise to meet again to evaluate further work, receive additional information when available, for Legal to provide summaries of key contracts and for a full audit to be recommended. A debate followed, where points including the following were raised:

- It was agreed that an additional meeting of the members of the Exercise should take place sometime in the Spring, with concerns a date of March 2014 could prove too soon for full information on the Winter work to be available
- Some Members felt that although the contract had been considered by the Environment Select Committee, the lack of a Major Contracts Task Group to further consider such large contracts had hindered additional scrutiny of the topic, while others felt that appropriate scrutiny had taken place, with the Committees setting up appropriate measures when further problems had arisen following implementation of the contract.

- The flexibility of the contract with regards grass cutting was raised, and it was stated that a map of all areas covered under the contract was being created for the use of all Members and Parishes. It was also confirmed that Wiltshire Council would only be responsible under the contract for maintaining land that it owned, and that only where ownership of the land was unclear and later clarified as being council owned would additional land be added to the maps of areas of council responsibility.
- The proposal for there to be a re-launch of the Community Team Service was discussed, with concerns from some members that to begin the process anew would be unhelpful, with a need to assess if the current roll out had been effective and to clarify any existing confusion, and ensure there was consistent service and quality across all community areas.
- Regarding the soliciting of feedback from all councilors, there were also concerns raised that many current local streetscene concerns in relation to operation of the contract would be out of date by the time of the second Rapid Scrutiny Exercise in the Spring

At the conclusion of debate, it was,

Resolved:

- a) **The members who undertook the rapid scrutiny exercise meet again in Spring 2014 to evaluate the work undertaken on IT, local streetscene and the reporting/feedback procedure;**
- b) **Prior to the meeting in the Spring, the rapid scrutiny group is provided with:**
 - **up to date evidence of the effective reporting and feedback procedure;**
 - **information on the role of early warning notices and the absence of default notices, and copies of the standard clauses used in the contract;**
 - **evidence that the most appropriate grass cutting equipment is available, that personnel are fully trained to use the equipment and that productivity has improved.**
- c) **The outcome of the second rapid scrutiny exercise is reported to the Environment Select Committee to coincide with the presentation of a progress report addressing operational performance after the winter;**
- d) **The Highways team ensures the service and communication of the Community Team service is applied at a consistent high quality across all community areas.**
- e) **A copy of the report of the rapid scrutiny group should be sent to all councillors with a covering letter, requesting feedback from them on any outstanding issues on the local streetscene aspects of the BBLP contract. Their feedback to be sent to the**

Scrutiny Team and collated to inform the second meeting of the rapid scrutiny group in Spring 2014.

- f) The legal department should, in future, provide summaries of the key elements of large contracts for circulation to councillors.
- g) The Audit Committee should arrange for a full audit of the Highways and Streetscene contract as soon as possible, the outcome of which should be reported to the O & S Management Committee.
- h) The report should be forwarded to the relevant Cabinet members for response.
- i) To ask the Scrutiny manager to report to the next meeting on the potential role Overview and Scrutiny can play with regard to the letting and monitoring of major contracts bearing in mind its previous involvement.

7 Housing Allocation Policy

At its meeting on 5 November 2013 the Management Committee endorsed the outcome of a Rapid Scrutiny Exercise undertaken on 28 October 2013 on proposed revisions to the Council's Housing Allocations Policy.

Cabinet then considered the proposals and made their decision at their meeting on 21 November 2013. The Management Committee considered the minute of the Cabinet Meeting.

It was,

Resolved:

- 1) To note that Cabinet approved the new Allocations Policy to be implemented from April 2014 and delegated to the Corporate Director with responsibility for Housing any necessary final amendments in consultation with the Cabinet Member for Public Health, Protection Service and Adult Care and Housing.
- 2) To note that the Chairman and Vice-Chairman will meet with the Cabinet Portfolio Holder and the Head of Service to review the implementation of the recommendations made by Scrutiny.

8 Staff Morale Update

At its meeting on 8 October 2013 the Management Committee considered a Member request from Councillor Jeff Osborn for a scrutiny review, requesting:

"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".

The Management Committee instead requested the Staffing Policy Committee investigate the available statistical information which might indicate the level of staff morale, which was undertaken at the Staffing Policy Committee meeting on 6 November 2013. The minute for that meeting was included within the agenda pack, and concluded that on available data concerns regarding staff morale could not be substantiated, and that employees remained engaged.

The Management Committee received and engaged in discussion regarding the minute of the Staffing Policy Committee. It was noted that the latest information compiled from staff surveys dated from October 2012, and that responses were not compulsory. Nevertheless, it was stated that a fresh survey would take place in late 2014, and that the percentage of staff completing the latest survey had increased from that undertaken in February 2011. While some members expressed concern at the impact of the council's voluntary redundancy programme, it was not felt that staff morale was a major area of concern given the available evidence.

At the conclusion of discussion, it was,

Resolved:

To note the update from the Staffing Policy Committee.

9 **Overview and Scrutiny Councillor Development**

At its meeting on 5 November 2013 the Management Committee were asked to comment on the Councillor Development - Scrutiny Skills training event held in October with a view to endorsing a rollout of a wider programme adjusted for less experienced non-executive councillors.

As a result of the mixed reaction to the event, it was decided to seek the support of the Council's Learning and Development Team to help review the training requirement.

The Management Committee considered the proposed training session structure and content as contained in the agenda pack, and it was agreed that the suggested format and provider appeared to address the requested needs and approach of the Committee.

It was,

Resolved:

To arrange a three hour workshop covering 60% scrutiny concept and process and 40 % developing and improving communication skills and techniques, with the training provided as detailed in the agenda report.

10 Council Motion - Supermarket Levy

Council at its meeting on 12 November referred the following motion proposed by Councillor Jeff Osborn and seconded by Councillor Terry Chivers to Overview and Scrutiny for consideration:

“This council requires officers to investigate the opportunities provided in the Sustainable Communities Act 2007 to levy a charge on all Wiltshire supermarkets with the object of reducing parking charges in our city and market towns.

A report should be presented in sufficient time before the next full council to enable a notice of motion to be prepared so that a debate can take place on the matter.”

The Scrutiny Manager (Designated Scrutiny Officer) presented an update on background to the motion and the Sustainable Communities Act, through which Local Authorities could lobby Central Government to enact changes at a national level to improve the economic, social or environmental wellbeing of a local area. The Management Committee was invited to consider how it wished to respond to the referral.

The Management Committee discussed the referred motion, noting that it was the result of a national campaign by an organisation called Local Works, which had been instrumental in the creation of the Sustainable Communities Act and which worked to ensure its objectives were achieved, with several Local Authorities resolved to support similar motions.

It was considered that there was a need for greater clarity over what powers could be asked for and what impact any changes could have on a local area. It was determined that additional research would need to be conducted before any concrete action could be suggested, including what any proposed measure could apply to and the process by which a change would be sought if deemed desirable, for instance in concert with other Local Authorities.

At the conclusion of discussion, it was,

Resolved:

- 1) To note the referral of the Motion from Council;**
- 2) That it was not a topic which at this time could be scrutinized; and,**
- 3) To request that the matter be referred to the Councillor Development Group, who could invite a representative from Local Works or other interested bodies to arrange a briefing for those councillors who wished to learn more about the topic.**

11 Overview and Scrutiny Profile and Communication

At the Overview and Scrutiny Management Committee meeting on 5 November 2013, Members raised the issue of the need to increase the profile of the Overview and Scrutiny function through wider and more effective communication.

The Chairman, Vice-Chairman and Scrutiny Manager met with representatives from the Communications Team on 2 December to discuss the issue and potential options. Communications have indicated that they would:

- Create a page on the intranet explaining what overview and scrutiny is, how it works etc. Make it as interesting, informative and easy to navigate as possible. The main objective is to change the perception of Scrutiny, so everyone is aware of its purpose and value.
- Send an elected wire message directly to members to create as much engagement across all non-executives as we can.
- Hold a follow-up meeting to review the action taken and develop ideas for an outward, public-facing communications tool.

The need for requests for volunteers to serve on Task Groups to be provide clear context of the purpose of the proposed Task Group was emphasised, along with the need for the format of the notices to be distinctive to ensure they were properly considered by Members among the large volume of communications elected members received on a regular basis.

It was also requested that any intranet page also be available on the council's external website, to permit access for councillors and others when access to the intranet was not possible.

At the conclusion of discussion, it was,

Resolved:

To note the update and future plans for raising the profile and communication of Overview and Scrutiny, and request that any dedicated information page be available externally as well as on the council's intranet, The Wire.

12 Task Group Updates

In addition to the written updates from Task Groups as contained in the agenda pack, further updates were received as follows:

Financial Planning Task Group – The written update was noted. A correction was made, clarifying that Cabinet would be considering the Budget at its meeting on 11 February 2014, not 20 January 2014, with a special meeting of the Management Committee to be held on 5 February to consider the Budget ahead of Cabinet.

A discussion arose regarding the consideration of the Budget being a Special meeting of the Overview and Scrutiny Management Committee, rather than a Special Joint Scrutiny meeting to which all the members of each Scrutiny Select Committee were formally required to be present. In response it was stated that all backbench members would be encouraged to attend the meeting, which would take place in the Council Chamber and received the same update from the Associate Director (Finance) as had been the case under previous years' arrangements, but that as the senior Committee it was felt that the Management Committee should still formally be the body taking the final decision.

A vote was taken to hold a Special Joint Meeting of Scrutiny in place of a Special meeting of the Overview and Scrutiny Management Committee, which was defeated. Councillor Jeff Osborn requested his objection to the new arrangement be recorded.

Area Boards Task Group – The written update and membership was noted.

Local Enterprise Partnership (LEP) Task Group – The written update was noted, and it was requested those members assigned to the Task Group arrange a meeting ahead of meeting with Swindon Borough Council and the LEP to agree on understanding and approach.

13 Forward Work Programme

The Management Committee considered the forward work programme, and formally approved the Children's Select Committee's creation of a Schools and Local Authority Task Group.

14 Date of next meeting

The date of the next ordinary meeting was confirmed as 4 March 2014.

A Special meeting of the Management Committee to consider the draft Budget, with all backbench members encouraged to attend, would take place in the Council Chamber on 5 February 2014.

15 Urgent Items

There were no urgent items.

(Duration of meeting: 10.30 am - 1.30 pm)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services, direct line (01225) 718504, e-mail kieran.elliott@wiltshire.gov.uk

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 5 FEBRUARY 2014 AT COUNCIL CHAMBER - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Alan Hill, Cllr Jon Hubbard, Cllr Simon Killane (Chairman), Cllr Gordon King, 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 Glenis Ansell, Cllr Trevor Carbin, Cllr Terry Chivers, Cllr Richard Clewer, Cllr Richard Gamble, Cllr Mike Hewitt, Cllr Magnus Macdonald, Cllr Alan MacRae, Cllr Laura Mayes, Cllr Sheila Parker, Cllr Jane Scott OBE, Cllr Jonathon Seed, Cllr Toby Sturgis, Cllr John Thomson, Cllr Dick Tonge and Cllr Christopher Williams

16 **Apologies**

There were no apologies.

17 **Declarations of Interest**

There were no declarations.

18 **Chairman's Announcements**

The Chairman indicated that he would be taking a couple of urgent items at the end of the meeting in respect of the proposals for scrutinising youth services and parking.

19 **Public Participation**

There were no questions or statements submitted.

20 **Explanation of Procedure**

The Chairman outlined the procedure by which the Financial Update would be presented and scrutinised, as detailed in the agenda papers.

21 **Wiltshire Council's Financial Plan Update 2014/15**

The draft Wiltshire Council Financial Plan Update for 2014/15 was presented by the Cabinet Member for Finance, Performance and Risk and the Associate Director (Finance) ahead of its submission to Cabinet on 11 February and Full Council on 25 February 2014.

Details of proposed investments and savings were outlined within the context of reductions in the government revenue support grant to the council and the planned freeze on council tax.

The Committee, along with other members in attendance, discussed the presentation as attached to these minutes as Appendix 1, and sought clarification on several issues as well as commenting upon the proposed budget, with full details contained in the report at Appendix 2 to these minutes.

Areas of discussion included the deliverability of proposed savings, the communication of those savings throughout the council's management structure, the reduction in the council's reserves for one year as a result of a technical adjustment, balancing the budget in the face of increased pressures upon vulnerable older person and young person services, and the proposed strategic savings as detailed in the report.

At the conclusion of debate, it was,

Resolved:

- 1) **To thank all those who attended the meeting and contributed to discussion and, in doing so, to acknowledge the work done by the officer team in drawing the budget documents together and the challenges faced by the Executive in difficult financial circumstances.**
- 2) **To recommend that Council take into account the main points made by the special meeting of the Overview and Scrutiny Management Committee as outlined within the attached report at Appendix 2 when determining the 2014/15 budget.**

22 **Date of Next Meeting**

The date of the next meeting was confirmed as 4 March 2014.

23 **Urgent Items**

1) Car Parking

The Committee considered an invitation from the Cabinet Member for Highways and Streetscene for a member of Scrutiny to participate in the forthcoming Car Parking Review through membership of the Project Board.

The Committee was thankful for the opportunity for there to be non-executive involvement at an early stage, but stressed that the presence of a non-executive member as the project progressed was in addition to the work of the Task Group already established by the Environment Select Committee again done at the invitation of the Cabinet Member.

Resolved:

To delegate to the Chairman and Vice-Chairman to appoint a non-executive member to assist with the Car Parking Review, following consultation with all members for expressions of interest.

2) Youth Services

The Committee considered a recommendation from the Children's Select Committee to set up a task and finish group on the consultative options for Positive Leisure Time Activities for Young People following the decision of Cabinet.

Resolved:

To endorse the set up of the Positive Leisure Time Activities for Young People Task and Finish Group, following consultation with all members for expressions of interest.

(Duration of meeting: 10.35 am - 2.05 pm)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services, direct line (01225) 718504, e-mail kieran.elliott@wiltshire.gov.uk

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

This page is intentionally left blank

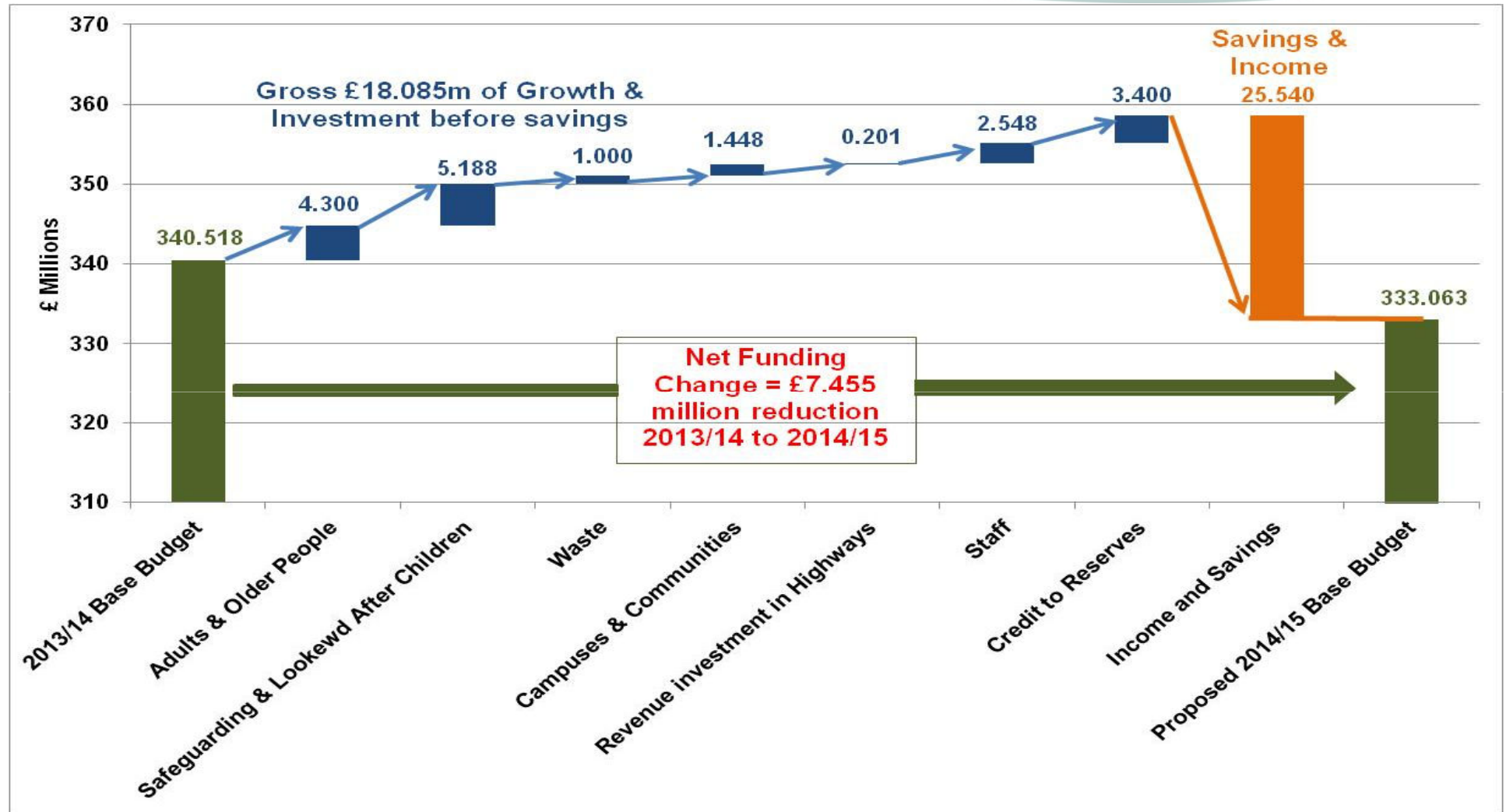


2014/15 Management Overview & Scrutiny

5th February 2014

1. Introduction to appendices flow & Key messages
2. 2013/14 Budget position
3. Government Funding
4. Investment
5. Savings
6. Other budgets – fees, HRA & Capital
7. Reserves
8. Impact on Council Tax

Key Messages

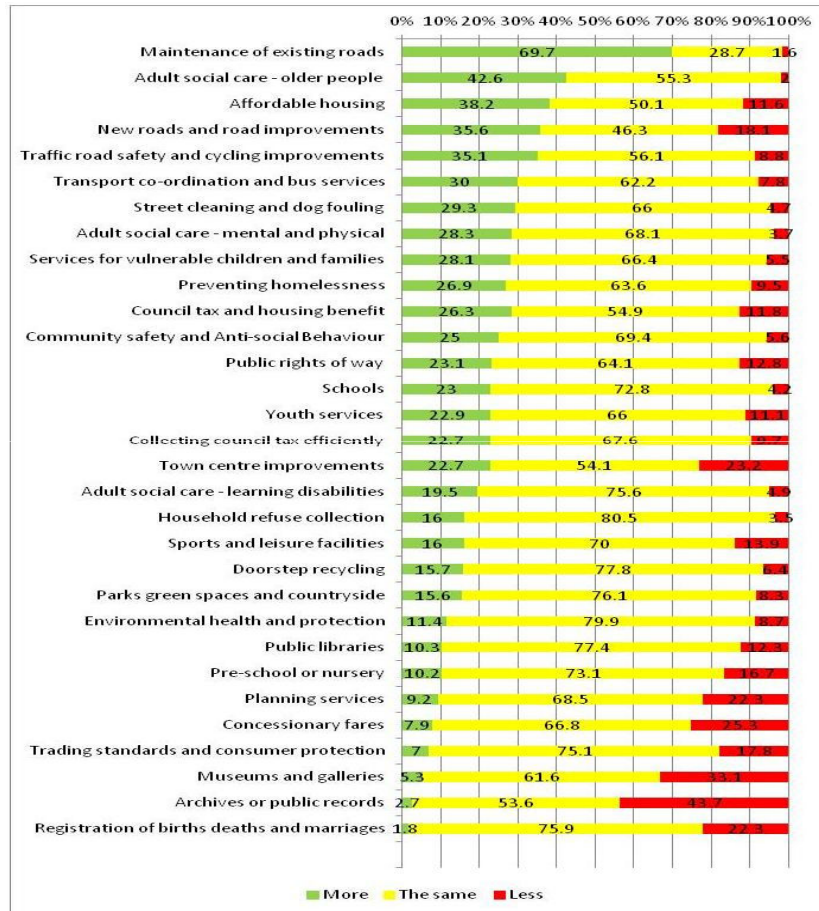


Key messages

- **CT Frozen again** (4th year) AND 2014/15 despite 7.6% reduction in Government Revenue grant (32% overall in 5 years)
- Protection of delivery in vulnerable adults and children
- Investment in highways and waste continues
- On top of ongoing investment already agreed on campuses, housing, economy and broadband
- £142m in capital, campuses progressing and hubs in place
- 1% Pay inflation, incremental freeze lifted and pensions funded
- Savings from reducing non-essential spend and efficiency
- Less posts than planned
- Despite taking out over £90m in last 4 years with minimised impact on performance

Note some changes to reports

Budget Consultation – Section 5



- 1. maintenance of roads -** £29m compared with £21.3million in 2013/14;
- 2. older people and adult social care -** £3.633 million net is proposed to be invested in 2014/15 broadly in line with the original plan
- 3. Housing –** £45 million to be invested in next 4 years

How the budget figures flow down / up - 1

Appendix A

Appendix B

Appendix D

High Level MTFS 4 Year Financial Model	2013-2014 Approved Financial Plan	Changes 2014-2015	Changes 2015-2016	Changes 2016-2017	Changes 2017-2018
	£m	£m	£m	£m	£m
Funding Changes					
Council Tax Requirement	(201.182)	(2.213)	(2.034)	(6.204)	(6.391)
Council Tax Freeze Grant 2013/14	(2.229)	0.000	2.229	0.000	0.000
Council Tax Freeze Grant 2014/15		(2.229)	2.229		
RSG/ Formula Grant	(76.018)	12.800	16.698	3.186	2.963
Rates Retention	(50.573)	(1.517)	(1.563)	(1.610)	(1.658)
Collection Fund	(1.700)	(0.050)	1.000	0.000	0.000
Other Central Grants including Educational Service Grant	(8.816)	2.028	2.036	1.996	1.957
Total Funding Changes	(340.518)	8.819	20.595	(2.632)	(3.129)
Other income changes in Plan					
New Homes Bonus Income changes		(3.217)	1.379	(8.474)	1.841
Fees and charges Income		0.000	(0.173)	(0.176)	(0.177)
Parish Council Local Council Tax Support		(0.800)	(0.400)	(0.300)	(0.198)
Proposed ring fenced grant for funding New responsibilities - Adults		0.000	(0.450)	(2.250)	(2.250)
Total Savings Changes	(3.817)	0.356	(11.200)	(7.784)	(7.784)
Investment per Business Plan and demand/demography					
Priority 1: Highways		0.200	1.500	2.000	2.700
Priority 2: Stimulate economic growth					
Priority 3: Innovative Community led approaches					
Priority 4: Improving attainment and skills of Young Children					
Priority 5: Support the most vulnerable in our society					
Adult Care		2.500	2.500	2.500	2.500
Children & Families		5.188	1.000	1.000	1.000
Priority 6: Investing in council houses					
Priority 7: Military Civil Integration					
Priority 8: Delegate land to Parish & Town Councils					
Priority 9: Create Campus					
Priority 10: Integrate Public Health					
Priority 11: Develop the skill of our workforce and councillors					
Investment carried forward from 2012-2015 Business Plan					
Waste		1.000	0.000	0.000	0.000
Corporate growth					
Staffing - pay		2.548	2.598	3.979	2.731
Inflation - general (not split to services)		0.500	2.000	2.000	2.000
Pension Backfunding		0.000	0.000	0.608	0.669
Additional effect of 2012/13 VR		3.400	(3,400)	0.000	0.000
Capital Financing to fund current capital program, including campuses		0.801	2.725	1.455	1.812
Total Growth Changes	16.137	8.923	13.540	13.412	13.412
TOTAL COST REDUCTION PLAN REQUIRED	21.139	29.874	(0.292)	9.499	9.499
Priority 12: Realign our resources and secure VFM					
Transformation and Innovation		(0.639)	(7.874)	0.000	(9.499)
Do differently and procurement		(10.500)	(11,000)	0.000	0.000
Service Targets (excluding Adults & Children)		(10,000)	(11,000)	0.000	0.000
TOTAL COST REDUCTION PLAN	(21.139)	(29.874)	0.000	(9.499)	(9.499)
DIFFERENCE	0.000	0.000	(0.292)	0.000	0.000

Wiltshire Council Financial Plan 2013-14				
Service Line	Revised 2012-13 Net Base Budget £m	Total Growth £m	Total Savings £m	Net Budget after saving 2013-14 £m
Adult Care Operations	46,350	2,333	(1,276)	46,408
Clearance	8,492	0,492	(0,493)	8,628
Physical Investment	38,710	1,652	(0,004)	40,358
Mental Health	22,131	1,101	(0,777)	22,456
Adult Care Commissioning	2,673	0,017	(0,288)	2,402
Resources, Strategy & Commissioning	3,403	0,208	(0,327)	3,284
Communities, Libraries, Heritage & Arts	4,533	0,037	(0,462)	4,078
Community Leadership & Governance	3,326	0,070	(0,300)	3,096
Strategic Housing	5,642	0,021	(0,640)	5,223
Neighbourhood Services	19,401	0,054	(1,443)	18,012
Streets and Street Scene	3,326	0,070	(0,400)	2,996
Leisure	(6,896)	0,584	(0,000)	(6,308)
Child Care	29,704	2,973	(0,057)	32,620
Children & Families	3,186	0,220	(0,450)	2,956
Children's Social Care	9,070	0,024	(1,655)	7,439
Integrated Youth	3,660	0,044	(1,087)	2,626
Schools & Learning	0,780	0,024	(0,355)	0,449
Early Years	7,491	0,054	(0,392)	7,153
School Improvement	0,000	0,000	0,000	0,000
Business & Commercial Services	2,600	0,520	(0,507)	2,738
Children's Services Commissioning & Performance	0,000	0,000	0,000	0,000
Commissioning and Performance	0,000	0,000	0,000	0,000
Funding Schools	0,000	0,000	0,000	0,000
Partnership (Abstract from Schools & Learning)	0,000	0,000	0,000	0,000
Policy, Performance & Partnership	0,288	0,000	(0,038)	0,288
Finance	5,880	0,400	(1,080)	5,188
Finance, Procurement & Internal Audit	2,199	(0,003)	(0,219)	1,977
Legal & Democratic	3,681	(0,006)	(0,339)	3,188
Legal & Democratic	7,498	(0,104)	(0,650)	6,652
Communications	2,199	(0,003)	(0,219)	1,977
IT & Organisational Development	3,681	(0,006)	(0,339)	3,188
HR & Organisational Development	14,388	0,589	(1,589)	13,488
Business Services	4,823	0,168	(0,388)	4,603
Information Services, Highways and Transport	1,580	0,020	(0,165)	1,438
Customer Care & Business Services Finance	18,923	1,210	(1,622)	16,111
Strategic Property Services	3,868	0,000	(0,199)	3,669
Transformation Programme	1,162	0,030	(0,340)	0,852
Economy and Regeneration	8,931	0,340	(0,860)	8,368
Development Services	11,284	0,242	(0,380)	11,238
Strategic Services, Highways and Transport	8,228	0,212	(0,241)	8,199
Public Transport	30,063	2,433	(0,540)	31,948
Education Transport	0,208	0,000	(0,034)	0,264
Waste	3,739	0,000	(0,379)	3,359
Public Health	0,238	0,000	0,000	0,238
Public Protection	0,805	0,000	(0,660)	0,145
Digital Inclusion	0,000	0,000	0,000	0,000
Corporate Directors	0,000	0,000	0,000	0,000
Corporate Directors	329,872	16,677	(20,451)	324,498
Councils Net Spend on Services				
Revenue & Benefits - Subsidy	0,007	(0,007)	0,000	(0,000)
Movement for From Reserves	0,000	0,000	0,000	0,000
Capital Financing	24,213	0,000	(1,315)	22,898
Residuals Costs	3,250	0,000	(0,250)	3,000
Investment Broadband	0,148	0,000	(0,148)	0,000
Investment Housing (PFI)	0,000	0,000	0,000	0,000
Investment Commissioning (Bio Society)	0,042	0,000	(0,042)	0,000
Investment Energy Efficiency	0,250	0,000	(0,250)	0,000
Investment Economy	0,707	0,000	0,000	0,707
Fixed Levy and Pension	7,837	0,229	(0,186)	8,186
Corporate targets - unallocated	(3,660)	1,008	0,000	(1,752)
Corporate targets - Corporate Review	0,000	0,000	(4,000)	(4,000)
Corporate targets - Procurement	0,000	0,000	(1,000)	(1,000)
Corporate targets - Fees & Charges	0,000	0,000	(0,250)	(0,250)
Corporate Investment & Costs	39,744	2,227	(7,200)	37,788
Parish Council Local Council Tax Support	0,000	1,498	0,000	1,498
New Homes Bonus	(6,686)	(6,007)	0,000	(12,693)
Early Intervention Grant	(16,078)	16,078	0,000	0,000
Learning Disability Grant	(6,423)	8,423	0,000	2,000
HEIS Funding for social care	(4,651)	(1,000)	0,000	(5,651)
Benefit Admin	0,000	0,000	0,000	0,000
Local Budget Savings	(1,723)	3,723	0,000	2,000
Un-fundanced Specific Grants	(36,451)	(3,315)	0,000	(11,746)
Councils Budget Requirement	328,655	41,810	(27,650)	340,518
Funding				
Council Tax Requirement	(201,270)		20,088	(201,182)
Council Tax Freeze Grant 2013-14	(2,229)		0,000	(2,229)
Council Tax Freeze Grant 2014-15	(6,479)		5,479	(1,000)
Council Tax Freeze Grant 2015-16	(2,229)		2,229	0,000
RSG/ Formula Grant	(92,732)		16,714	(76,018)
Rates Retention	(50,573)		(50,573)	(101,146)
Collection Fund	(1,899)		(0,000)	(1,899)
Unallocated New Homes Bonus	0,000		(4,000)	(4,000)
Returned LACSEG	0,000		(6,991)	(6,991)
Returned Damages	0,000		(1,399)	(1,399)
Total Funding	(328,655)		(13,863)	(340,518)
GAP (Funding v Budget Requirement)	0,000		0,000	0,000

BUDGET BOOK 2013-2014			
SERVICE DIRECTOR:	Julia Cramp		
SERVICE:	Commissioning & Performance		
	2013-14 (£m)	2013-14 (£m)	
2012/2013 Revised		2.809	
Growth			
Pay Inflation	0.026		
Redundancy costs in schools - no longer funded from DSG following school funding reform and associated changes in regulations	0.500		
Total Growth		0.526	
Savings			
Service restructure and review of activity expenditure	(0.297)		
Utilise Trouble Families Grant funding to support Families First Service	(0.300)		
Total Savings		(0.597)	
2013/2014 Base Budget		2.738	



How the budget figures flow down / up - 2

Appendix A

<i>High Level MTFs 4 Year Financial Model</i>	2013-2014 Approved Financial Plan	Changes 2014-2015	Changes 2015-2016	Changes 2016-2017	Changes 2017-2018
	£m	£m	£m	£m	£m
Total Funding Changes	(340.518)	7.455	20.595	(2.632)	(3.129)
Total Savings Changes		(5.683)	0.356	(11.200)	(0.784)
Total Growth Changes		18.085	8.923	13.540	13.412
TOTAL COST REDUCTION PLAN REQUIRED		19.857	29.874	(0.292)	9.499
Priority 12 Realign our resources and secure VFM		(19.857)	(29.874)	0.000	(9.499)
TOTAL COST REDUCTION PLAN		(19.857)	(29.874)	0.000	(9.499)
DIFFERENCE		0.000	0.000	(0.292)	0.000

Appendix B

Service Line	Revised 2013-14 Net Base Budget	Growth & Investment	Pay increase	Total Growth	Service Savings / Income	Corporate allocated targets	To be allocated targets	Total Savings / Income	Net Budget after saving 2014-15
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Councils Net Spend on Services	318.231	11.136	2.516	13.652	(12.491)	(4.512)	0.000	(17.003)	314.880
Corporate Investment & Costs	34.033	4.401	0.032	4.433	(3.729)	4.512	(3.637)	(2.854)	35.612
Un-ringfenced Specific Grants	(11.746)	0.000	0.000	0.000	0.000	(5.683)	0.000	(5.683)	(17.429)
Councils Budget Requirement	340.518	15.537	2.548	18.085	(16.220)	(5.683)	(3.637)	(25.540)	333.063
Funding	Funding 2013/2014							Funding Movement	Funding 2014/2015
Council Tax Requirement	(201.182)							(3.373)	(204.555)
Council Tax Freeze Grant 2013-14	(2.229)							0.011	(2.218)
Council Tax Freeze Grant 2014-15	0.000							(2.218)	(2.218)
RSG/ Formula Grant	(76.018)							12.780	(63.238)
Rates Retention	(50.573)							(0.984)	(51.557)
Collection Fund	(1.700)							(1.266)	(2.966)
Business Rates Grant	0.000							(0.500)	(0.500)
Unused New Homes Bonus/ NHB top slice	(0.430)							(0.327)	(0.757)
Educational Support Grant	(6.991)							1.937	(5.054)
Returned Damping	(1.395)							1.395	0.000
Total Funding	(340.518)							7.455	(333.063)
GAP (Funding v Budget Requirement)		0.000							0.000

How the budget figures flow down / up - 3

Appendix 1B

Wiltshire Council Financial Plan 2014-15

Service Line	Revised 2013-14 Net Base Budget	Growth & Investment	Pay increase	Total Growth	Service Savings / Income	Corporate allocated targets	To be allocated targets	Total Savings / Income	Net Budget after saving 2014-15
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Waste	31.840	1.000	0.118	1.118	(0.750)	(0.230)		(0.980)	31.978
Finance, Revenues & Benefits & Pensions	3.980	0.148	0.144	0.292	(1.050)	(0.044)		(1.094)	3.178
Councils Net Spend on Services	318.231	11.136	2.516	13.652	(12.491)	(4.512)	0.000	(17.003)	314.880
Corporate Investment & Costs	34.033	4.401	0.032	4.433	(3.729)	4.512	(3.637)	(2.854)	35.612
Un-ringfenced Specific Grants	(11.746)	0.000	0.000	0.000	0.000	(5.683)	0.000	(5.683)	(17.429)
Councils Budget Requirement	340.518	15.537	2.548	18.085	(16.220)	(5.683)	(3.637)	(25.540)	333.063

ASSOCIATE DIRECTOR: SERVICE AREA: SERVICE:	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Tracy Carter Environment & Leisure Waste					
Employees	6.266	0.118	(0.500)	(0.113)	5.771
Premises	0.068				0.068
Transport	0.044			(0.009)	0.035
Supplies and Services	0.333			(0.108)	0.225
Contract Payments / Third Party	28.729	1.000			29.729
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	35.440	1.118	(0.500)	(0.230)	35.828
Gross Income	(3.600)		(0.250)		(3.850)
Gross Income	(3.600)	0.000	(0.250)	0.000	(3.850)
2014-2015 Net Base Budget	31.840	1.118	(0.750)	(0.230)	31.978
Breakdown of Growth					
Pay award and growth	0.118				0.118
General Waste Growth	1.000				1.000
Total Growth		1.118			
Breakdown of Savings					
Routing and other review reported to cabinet December 2013	(0.500)				(0.500)
Commercial / Trade Waste review and increase in charges	(0.250)				(0.250)
Total Savings			(0.750)		
Breakdown of Corporate Savings Allocated					
Reduce transport mileage	(0.009)				(0.009)
Reduce agency & consultants expenditure	(0.082)				(0.082)
Corporate Savings Target	(0.100)				(0.100)
Other Corporate Savings	(0.039)				(0.039)
Total Breakdown of Corporate Savings Allocated			(0.230)		

Note minor word changes

Appendix 1D

Detail of savings and growth

Section 3

Period 9 going to February Cabinet:

- Projecting £0.449million net overspend with no action
- Largely due to additional spend in Children + corporate items; offset by underspends
- Further actions – vacancies, consultants, bad debts, etc...
- **Project - balanced**

Latest funding 2013/14 – Have we accounted for everything?

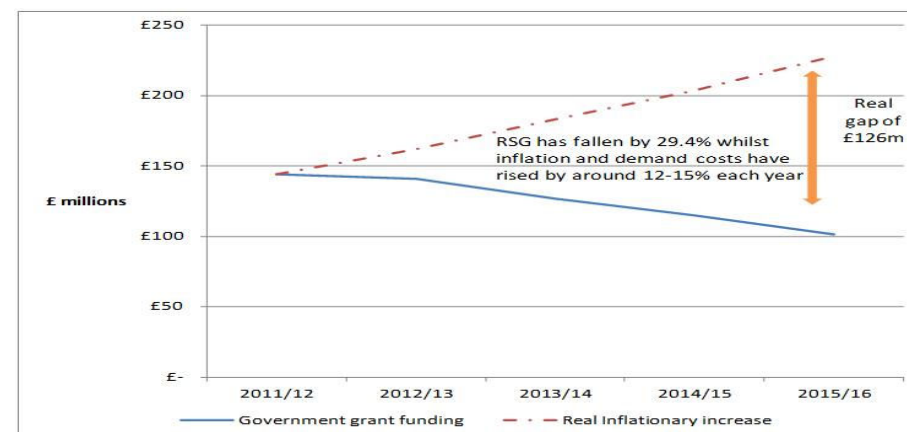
	2013/14 £m	2014/15 £m	2015/16 £m	13/14 Change £m	14/15 Change £m
SFA (including 2013/14 Council Tax Freeze Grant but excluding 2014/15)	76.018	65.456	48.622	-10.562	-16.834
Business Rates Retention Scheme	50.573	51.557	52.980	+0.984	+ 1.423
Total	126.591	117.013	101.602	-9.578	-15.411

Section 6

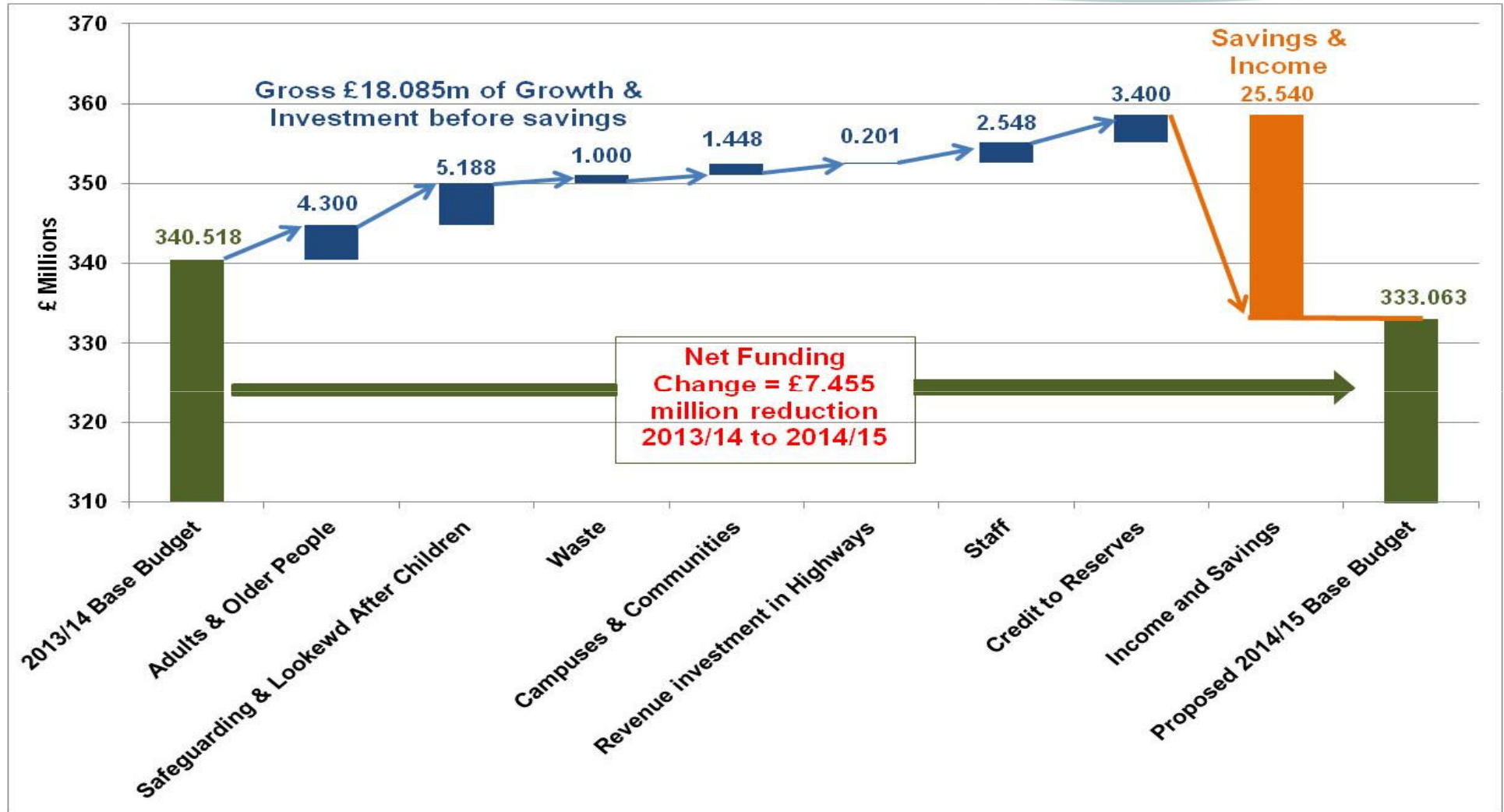
2013/14 to 2014/15 = 7.6% reduction in RSG

2014/15 to 2015/16 = 13.2% reduction in RSG

2013/14 to 2015/16 = 19.7% reduction in RSG



Investments – Sections 4 & 7



Investments – Is it too much / sufficient?

2014/15	Original Plan February 2013 £m	Proposals £m	Difference £m
Investing in our communities and priority services	2.000	2.501	0.501
Protecting vulnerable people	9.454	9.488	0.034
Funding inflation and cost pressures	22.396	6.096	-16.300
Total	33.850	18.085	-15.765



Protecting vulnerable people - £9.5 million gross investment / £5.1million net

- Vulnerable children: £5.188 million gross / £1.994 million net; and
- Vulnerable adults and older people: £4.300 million gross / £3.633 million net, including £1.8 million Health monies

Sections 4 & 7, and Appendix 2

Investment in staff - £2.548 million

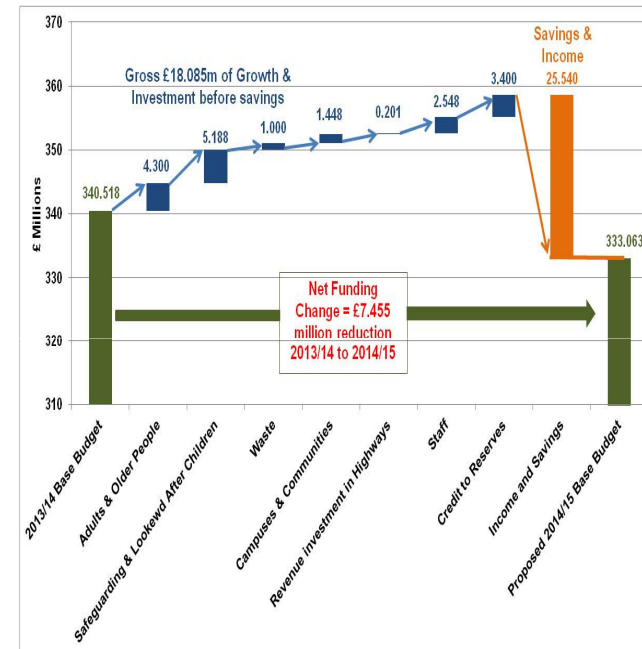
Savings – Section 9 & Appendix 1C &1D:

Are these deliverable? Does it affect performance and outcomes?

Description	£ million
Grants income	5.683
Service decisions (per full list at Appendix 1D)	9.238
Decisions already made / out to consultation	0.941
Strategic decisions (see below & Appendix 1C)	2.912
Corporate targets allocated	3.229
Corporate targets being allocated	3.537
Total	25.540

Budget book for details

Strategic Savings		£m
1	Review and increase of Commercial / Trade Waste in charges	0.250
2	Reduction in non efficient bus routes	0.176
3	Review application of spare seat policy and comply with existing policy	0.150
4	Review of discretionary and non statutory educational transport to and from schools and colleges	0.200
5	Further reviews alternative bus concessions	0.039
6	Efficiencies from better use and procurement of taxis	0.100
7	Free travel for OAP and disabled bus pass holders after 0930	0.180
8	Bring Family Information Services in-house	0.120
9	Use of earmarked reserves	0.200
10	Transfer Salisbury CCTV to partners	0.025
11	Income (paragraphs 8.1 to 8.4 of this report)	0.636
12	Highways 4.5% contract management and efficiencies	0.761
13	Area Boards fund local Speed Indication Devices	0.075
Total		2.912



Savings – what are the strategic changes?

Appendix 1C

Strategic savings

Saving	Comments	£m
1. Review and increase of Commercial / Trade Waste in charges	Due to the rural nature and level of competition in parts of the County the Council provides a larger proportion of trade waste collection. At present this service is subsidised by around £0.5 million. This option proposes increasing fees and seeking options for alternative provision.	0.250
2. Reduction in non efficient bus routes	The Council's Transport team regularly review the usage of bus routes and it is proposed that certain routes are withdrawn based on the levels of usage.	0.176
3. Review application of spare seat policy and comply with existing policy	The Council's policy is that it will not fund transport for children who attend a school other than their local designated establishment through parental choice. However, where spare capacity is available on council-funded transport, non-eligible children are allowed to travel on payment of a fare or a spare seat charge. It is proposed that where a saving could be made by re-planning the transport without the non-eligible children, the policy be enforced and capacity managed to deliver this saving.	0.150

Other budgets – Section 8 and Appendices 1F, 1G & 1H

Capital Programme, page 1 of 2

Appendix 1F –

Capital Programme budget workings 2014/2015 to 2017/2018 including f						
Scheme name	Capital Programme budgets					Grant Contri
	Current Budget 2014/2015	Current Budget 2015/2016	Current Budget 2016/2017	Current Budget 2017/2018	Total	
	£m	£m	£m	£m	£m	
Education schemes						
Additional Accommodation	8.991	5.430	5.701	5.701	25.823	20.1
NDS Maintenance & Modernisation	10.158	3.500	3.100	2.800	19.558	19.1
Devolved Formula Capital	0.921	0.800	0.750	0.700	3.171	3.1
NEW Universal infant free school meals capital 2014-15	0.786	0.000	0.000	0.000	0.786	0.7
Access and Inclusion	0.100	0.100	0.100	0.100	0.400	0.0
DCSF Targeted Capital 14-19 SEN	0.647	0.000	0.000	0.000	0.647	0.0
Other Projects New Schools	2.384	0.000	0.000	0.000	2.384	0.0
Total Education schemes	23.987	9.830	9.651	9.301	52.769	44.0
Highways schemes						
Integrated Transport	4.002	3.752	3.752	3.752	15.258	15.1
Bridges	3.000	3.000	3.000	3.000	12.000	12.1
Structural Maintenance Grant Funded	10.519	9.262	9.262	9.262	38.305	38.1
Additional Borrowing required to take total Structural Maintenance to £21m	10.481	11.738	11.738	11.738	45.695	0.0
Highway flooding prevention and Land Drainage schemes	0.500	0.500	0.500	0.500	2.000	0.0
Street lighting	0.500	0.000	0.000	0.000	0.500	0.0
Total Highways schemes	29.002	28.252	28.252	28.252	113.758	65.0
Campus and Operational Delivery (CAOD) schemes						
Depot Strategy	5.000	0.000	0.000	0.000	5.000	0.0
Campus Initial 3 sites	21.994	8.135	0.000	0.000	30.129	0.0
Campus New 4 sites	13.820	7.925	2.600	0.000	24.345	0.4
Total CAOD schemes	40.814	16.060	2.600	0.000	59.474	0.4
Other Property schemes						
Buildings Planned Maintenance (non CAOD)	2.500	2.500	2.500	2.500	10.000	0.0
Total Other Property schemes	2.500	2.500	2.500	2.500	10.000	0.0

Page 25

DOG WARDEN			
Service Area	Environment Services		
Associate Director	Tracy Carter		
All Dog Warden Fees are Discretionary			
Dog Warden / Animal Welfare			
Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Collection & Admin Fee	£35.00	£36.00	2.86%
Daily Kennel Fee	£12.50	£15.00	20.00%
Dog microchipping	£18.00	£20.00	11.11%
Rehome stray dog to new owner	£32.00	£35.00	9.38%
Performing Animals Licence	£50.00	£50.00	0.00%

2012/2013		2013/2014	2014/2015
Actual Outturn	Service	Revised Budget	Proposed Budget
£		£	£
	HRA Expenditure		
281,070	Provision for Bad Debts	250,000	250,000
14,382,179	Capital Financing Costs	13,986,000	13,986,000
4,155,832	Repairs and Maintenance	5,842,970	5,559,470
392,090	Supervision & Management Special	422,830	422,830
3,607,703	Supervision & Management General	3,066,928	3,281,928
22,818,874		23,568,728	23,500,228
	Housing Income		
(140,880)	Interest	(140,000)	(140,000)
(23,074,940)	Rents	(24,060,000)	(24,682,600)
(23,215,820)		(24,200,000)	(24,822,600)
(396,946)	Total Housing Revenue Account	(631,272)	(1,322,372)

Reserves – Section 11 and Appendix 3

	31 st March			
	2013 £ million	2014 £ million	2015 £ million	2016 £ million
Opening General Fund Reserve	14.1	12.6	7.8	11.2
Contribution to / (from) general fund reserves	1.5	0.0	3.4	2.5
Contribution (to) / from earmarked reserves from General Fund	(0)	(4.8)	0.0	1.0
Closing General Fund Reserve	12.6	7.8	11.2	14.7

	31 st March			
	2013 £ million	2014 £ million	2015 £ million	2016 £ million
General Fund Reserve risk assessment	10.0	9.1	9.1	14.3
Current Projections (see para 11.6)	12.6	7.8	11.2	14.7
Reserves sufficient	✓	See paragraph 11.2 for more detail	✓	✓

Key risks in reserve assessment:

- Corporate savings
- Children's Safeguarding
- Future years Better Care Fund

Appendix 3

Appendix 3

General Fund Reserve Risk Assessment					Reserve Requirement				
No.	Year	Risk Event	Risk %		Potential Net Financial Impact £000	2014-15	2014-15	2015-16	2016-17
			Low = 0% - 25%	Medium = 26% - 50%		£000	£000	£000	£000
1	2013-14	Potential use of reserves in previous year based on this risk assessment	Low	0%	-	-	-	-	-
	2014-15		Low	0%	-	-	-	-	-
	2015-16		Low	5%	2,000	-	-	100	-
	2016-17		Low	5%	2,000	-	-	-	100

Council Tax setting – Section 10

	<u>£m</u>	<u>£m</u>
2012/13 Revised Base Budget		340.518
Plus		
<i>Investment built into initial medium term financial plan</i>		
- Gross demand and inflation (paras 7.1)	18.085	
Additional spending requirements		<u>358.603</u>
Less		
<i>Savings & Income (as set out at Section 9):</i>		
		<u>(25.540)</u>
Net budget requirement		333.063
Financed by		
• SFA (paragraphs 6.3 to 6.6) and 2014/15 Council Tax Freeze Grant		(67.674)
• Business Rates Retention (paragraphs 6.3 to 6.6)		(51.557)
• Other Central Grants (e.g. ESG)		(6.311)
• Collection Fund		(2.966)
Amount to be found from the Collection fund through Council Tax		(204.555)

10.8 The Council has agreed that the average Band D tax base of 167,344.47 for 2014/15 ([Link](#)). Given the calculated draw on the Collection Fund, as identified in section 10.1 of this report, to deliver a balanced budget, after assuming a £2.966 million contribution from the Collection Fund surplus is a net £204.555 million, The Band D Council Tax proposed for 2014/15 is thus frozen and is again £1,222.43 (£204.555 million divided by 167,344.47 tax base).

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
£	£	£	£	£	£	£	£
814.95	950.78	1,086.60	1,222.43	1,494.08	1,765.73	2,037.38	2,444.86

Next Steps

- Cabinet 11th February 2014
- Final Settlement Announced ?Today?
- Precepts from Fire, Police and Parishes announced in between now & Council
- Council 25th February 2014

Wiltshire Council

**Cabinet
11 February 2014**

**Council
25 February 2014**

Special Meeting of the Overview and Scrutiny Management Committee

Report on the Draft 2014-15 Budget

Purpose of report

To feed back to Cabinet and Full Council a summary of the main issues discussed at the special meeting of the Overview & Scrutiny Management Committee held on 5 February 2014.

Background

1. This special meeting of the Overview and Scrutiny Management Committee provided an opportunity for non-executive councillors to question the Cabinet Member for Finance and the Associate Director for Finance on the draft 2014/15 budget before it is considered at Cabinet on 11 February 2014 and Full Council on 25 February 2014.
2. The Associate Director of Finance and the Cabinet member for Finance gave a presentation covering the key components and influences on setting this year's budget, under the themes below:
 1. Introduction to appendices flow & Key messages
 2. 2013/14 Budget position
 3. Government Funding
 4. Investment
 5. Savings
 6. Other budgets – fees, HRA & Capital
 7. Reserves
 8. Impact on Council Tax

The key messages were as follows:

- CT Frozen again (4th year) and 2014/15 despite 7.6% reduction in Government Revenue grant (32% overall in 5 years)

- Protection of delivery in vulnerable adults and children
- Investment in highways and waste continues
- On top of ongoing investment already agreed on campuses, housing, economy and broadband
- £142m in capital, campuses progressing and hubs in place
- 1% Pay inflation, incremental freeze lifted and pensions funded
- Savings from reducing non-essential spend and efficiency
- Less posts than planned as not filling vacancies
- Despite taking out over £90m in last 4 years with minimised impact on performance

Main issues raised during questioning and debate

1. The Committee acknowledged that 2014/15 was a particularly challenging budget demonstrated by the level of the savings required as detailed in the budget book, with the main concern being that there was little room for flexibility.
2. It was noted that it was projected that the 2013/14 budget would balance at year end despite current continuing overspends in some services. This would be down to the success of recovery plans and underspending in other areas.
3. It was highlighted that there was a lack of focus on risk in the presentation but the Committee was assured that risks have been properly accounted for by the appropriate professionals and adequately catered for in the budget.
4. It was noted that transport was one of the Council's largest expenditures hence the focus of the strategic savings being on this area.
5. It was confirmed that as a Council we do get value from recyclables and that this is reviewed to maximise savings. The Environment Select Committee was aware of this issue and would be looking to investigate it further to incorporate a reward principle into the new waste contract from 2016.
6. The involvement of Area Boards in promoting more effective public consultation on setting the budget should be better utilised, potentially with a dedicated session. It was reported that last year turnout was disappointing at the consultative road shows. This year events have been directed at particular demographic groups. The Committee recognised that by whichever means chosen, that relaying the key messages of the budget to the public required refinement, although doing something meaningful within the timescales set was challenging. It was confirmed that Communications would be producing a summary document for public consumption following Council.
7. The potential influence that campus development could exert within the local economy was felt to be significant and should be fully exploited under Action 2. However it was recognised that contract regulations required fair competition but the nature of the work involved would naturally benefit local suppliers and employment. It was reported that improved controls and challenge are to be put into place within the procurement process to help in such matters.

8. It was confirmed that the pressure points identified in the Report are predominantly due to an increase in demand on the services involved due to the change in demographic, these being Adult Social Care and Children's Services. The Committee accepted the premise of the investments outlined in these areas and that priorities are being set in line with the Business Plan.
9. Clarification was sought in relation to the monies in Action 3 and the role that Area Boards would have to influence other spend beyond the continuing grant. For town and parish councils, despite the grant to offset the consequences of the Council Tax Reductions (CTR which has had the effect of reducing the Council Tax Base) not being ring-fenced by Government, would still be passported to town and parish councils as agreed by Cabinet on 21st November 2013.
10. Action 5 - The Better Care Plan had been drafted and will be ready for release shortly following approval by the Health and Well-Being Board. The funding for which will be drawn from the acute hospitals in the form of top slicing 3% from their budgets to streamline services and form a centralised system aimed at providing more community care. The Health Scrutiny Select Committee would be involved in monitoring delivery.
11. Item 4 of the strategic savings was confirmed to be aimed at subsidised transport and did not constitute a decision to withdraw funding but rather to seek joint funding via the Further Education establishments, with no loss to the service. It was noted that no impact assessment has been completed on this as yet and that Scrutiny should be a part of this process.
12. The detail of Item 13 should be considered by the Highways and Street Scene (BBLP) Task Group.
13. The Voluntary Redundancy scheme yielded more volunteers than anticipated and therefore resulted in higher initial costs to the Council. The shortfall was funded by monies borrowed from reserves and replaced by the additional savings that were accumulated after the one-off payments were made. This resulted in the 'technical' draw down best described as a cash flow issue. Certain costs have also been capitalised under a scheme offered by Government.
14. The work of the Committee's Financial Planning Task Group included early discussion on aligning budget, performance, risk and service planning which would continue through 2014/15. It was anticipated this would enhance its monitoring role and make an overall contribution to reviewing the strategic delivery of the Council's 4-year Business Plan.

Conclusion

1. To thank all those who attended the meeting and contributed to discussion and, in doing so, to acknowledge the work done by the officer team in drawing the budget documents together and the challenges faced by the Executive in difficult financial circumstances.

2. Cabinet and Full Council are asked to take this summary of the issues raised at the special scrutiny meeting into account when finalising the budget and council tax for 2014/15.

Cllr Simon Killane
Chairman –Overview & Scrutiny Management Committee

Report Author: Emma Dove, Scrutiny Officer, 01225 718071 or emma.dove@wiltshire.gov.uk.

Wiltshire Council

Overview and Scrutiny Management Committee

4 March 2014

Final Report of the Review of Area Boards Task Group

Purpose

1. To present the conclusions and recommendations of the Review of Area Boards Task Group for endorsement.

Background

2. The Task Group was established by the Overview and Scrutiny Management Committee on 8 October to review the function and role of Area Boards. The Cabinet Member for Campuses, Area Boards, Libraries, Leisure and Flooding explained that Area Boards had been evolving since their inception in 2009 and he considered it time for a scrutiny exercise to be carried out. The following terms of reference and topics for focus, which had been drawn up in consultation with the Cabinet Member, were noted:
 1. The current role and remit of the Area Boards
 2. Area Board budgets and grants
 3. Local service devolution and management
 4. Joint Strategic Assessments (JSA) and community planning/community priorities
 5. Contract and commissioning decisions affecting the community area
 6. The consultative role of Area Boards in local development
 7. The role of the Area Boards in future campus governance
 8. Community area partnership arrangements
 9. Area Board meeting management
 10. Area Board support, promotion and publicity
 11. Area Board staffing and management
 12. Future service delivery through Area Boards
3. The Task Group agreed to focus on particular areas of concern or interest. 8 of the 12 themes listed above were chosen as priorities and these are expanded upon in the report below.

Methodology

4. The Task Group comprised the following membership:

Cllr Ernie Clark
Cllr Stewart Dobson

Cllr Mary Douglas (Chairman)
Cllr Jose Green
Cllr Simon Jacobs
Cllr David Jenkins
Cllr Magnus Macdonald
Cllr Linda Packard

5. The Task Group met on three occasions, receiving evidence from the following witnesses:

Cllr Jonathon Seed	Cabinet Member for Area Boards, Libraries, Leisure and Flooding
Cllr Chris Williams	Portfolio Holder for Area Boards and Libraries
Laurie Bell	Associate Director, Communications and Communities
Steve Milton	Head of Community Governance

6. The following written evidence was considered:

- A brief summary of the responses provided by other stakeholders as part of the Cabinet Member's review of Area Boards. It was reported that the following groups had been consulted:
 - Area board chairs
 - Community Operation Board chairs
 - Key partners; police, health, fire and rescue
 - Voluntary and community groups
 - Community Area Managers
 - Corporate and Associate Directors
 - All managers at Wiltshire Council
 - Cabinet members
- The Task Group wish to express their concern that town and parish councillors were not consulted as part of the Cabinet Member's review and have expressed this in writing to the Cabinet Member.
- Documents outlining Area Boards' current roles and responsibilities, including the briefing documents located on the Council intranet.
- Written answers provided by the Cabinet Member to the Task Group's questions (see Appendix 1).

Preamble

7. The Committee should be aware that the Task Group's review is one element of a wider review of Area Boards being undertaken by the executive and leading officers (a list of other consultees is listed under paragraph 6). The Cabinet Member has reported that any changes to Area Boards resulting from the review are unlikely to be the subject of a formal Cabinet decision, but will instead comprise a series of smaller operational and budgetary changes.

8. Indeed, it should be noted that the Task Group has not had the opportunity to consider and comment on specific, detailed proposals regarding the future of Area Boards. The exercise has consisted of eight Area Board members with individual experiences attempting to highlight the possible risks and opportunities of the review themes put forward by the Cabinet Member (see paragraph 2). The Committee may wish to request further clarity on how and when any decisions regarding changes to Area Boards will be taken and, once specific and detailed proposals are developed, what opportunity there will be for them to be scrutinised (Recommendation 1).
9. The Cabinet Member has emphasised how reduced local government funding requires a major shift in the relationship between the Council and local communities if current services are to be maintained. Reducing funding means that the Council will be decreasingly able to provide non-statutory services directly and communities will increasingly need to do more for themselves, initially with the Council's support. To some extent, the Council's role will move from being a provider of services to an enabler of communities to meet their own needs through greater harnessing of social capital (e.g. volunteers and community-based organisations) and better coordination of resources at a local level. The review of Area Boards has been undertaken in this light.
10. The Task Group agrees that the Cabinet Member's proposed approach of increasing local responsibility, accountability and autonomy as the best way to maintain or improve current service levels in the context of significantly reduced funding. The Task Group also supports the Cabinet Member's view that every community is different and therefore every Area Board must act innovatively and flexibly to meet local needs.

Findings

Theme 1: The current role and remit of the Area Boards

Theme 3: Local service devolution and management

Theme 12: Future service delivery through Area Boards

11. As described above, the Cabinet Member has indicated that the role and remit of Area Boards is likely to expand, with increasing responsibilities for taking decisions and managing or delivering services being devolved to Area Boards. Wiltshire libraries, now run primarily by volunteers with professional support was discussed as an example of how to successfully retain a service despite reduced funding, and CAT-Gs have been discussed as an existing example of Area Boards taking on new responsibilities for service delivery and budget management.
12. The Task Group was particularly interested in the concept of stronger, more resilient communities – one of the four overarching priorities in the Council's Business Plan – and what role Area Boards can play in helping to create them. In the financial context described above, resilient communities are those that actively do more for themselves, with the council acting as an

enabler when necessary, rather than being reliant on council-delivered services. Area boards can provide an opportunity to influence these services and initiate action around issues of local concern. Put simply, the Task Group concluded that Area Boards should function as a means to communities' ends and a forum that helps communities to 'think' and act for themselves (Recommendation 2). An example provided by the Cabinet member of an initiative that demonstrates community resilience was a new flood response scheme: Communities are provided with equipment such as sandbags and warning signage to be deployed by communities as and when required.

13. The Task Group was initially concerned that expanding the role and remit of Area Boards would require an increased number of Area Board meetings. It was reported that consultation feedback suggests there are already too many formal Area Board meetings, however, a greater number of smaller and less-formal meetings, such as CAT-G meetings, may be required as their remit expands. The Task Group concludes that this will increase the need for:
 - a) A focus on maintaining clear and transparent lines of accountability and influence. The Task Group have specific concerns that specific interest groups can have a disproportionate voice, particularly in comparison with town and parish councils who are the only democratically accountable bodies the Area Boards deal with. This will need to be considered further. (Recommendation 3);
 - b) Appropriate officer structures to support an increased number of these meetings (see paragraph 17 below).
14. Devolving services to Area Boards will give them greater flexibility to shape services and take decisions based on the evidence and needs of their communities. However, it also exposes the strengths or weaknesses of the decision makers and leaders in any one locality, which to some extent will determine the effectiveness of the arrangements that result. Local choice and autonomy avoids the weaknesses of a 'one size fits all' approach, but may necessarily also result in a 'postcode lottery' in terms of service quality. The Committee may wish to undertake further work on how performance will be ensured across the county when more services are managed and/or delivered locally (Recommendation 4).
15. The Task Group considered the risk that devolving services to Area Boards meant effectively re-creating the district councils. However, it is noted that under the former two-tier system, strategic direction was shared across five councils which could work against the efficient delivery of shared outcomes and result in duplication and inefficiencies. Wiltshire's new community model is an unitary model with a delineation between local and strategic responsibilities and delivery.
16. The Task Group concludes that there is some confusion amongst both the public and members about the current role and remit of Area Boards. As Area Boards' role and remit expands, the need for public and member clarity on this will only increase. This is discussed further under paragraph 26 below.

Officer support structures

17. The proposed new approach represents a significant culture change in how the Council and communities work together. Any devolvement of decision-making, budget management and service delivery requires a comprehensive review of the support structures in place to ensure that the new arrangements are workable and people in all parts of the county continue to receive good standards of service (Recommendation 5).
18. It is likely that changes to the role of Area Boards will require changes to the role of Community Area Manager (CAM). The Task Group notes that CAMs currently have both administrative and community networking responsibilities. Whatever changes are made to the CAM role, it must be ensured that both of these aspects of their current role continue to be delivered.
19. Expanding Area Board responsibilities makes the role of Area Board members, particularly chairmen, increasingly important. There are undoubtedly more unelected resources in every community to be harnessed and doing so will be critical to success. However, elected member resource at Area Board level is finite, and they will need appropriate training and support to undertake a changing and growing local leadership role effectively (Recommendation 6).
20. As less resource is available for Council-delivery, more resources will need to be directed toward putting in place structures that attract, train, support and coordinate volunteers. The Council will need to focus on this if service quality is to be maintained and risk mitigated as fewer services are delivered by professionals employed directly by the Council. It is already evident that the success of community-led initiatives is particularly dependent on the availability, skills and enthusiasm of community leaders in the locality. As further powers and responsibilities are devolved to Area Boards, it will become increasingly important that potential community leaders are encouraged to step forward and supported to fulfil their potential for the benefit of their community. Young people in particular need to be encouraged and supported to become the community leaders of the future and play an active role in strengthening their communities' resilience (Recommendation 7).
21. The Task Group notes that the proposed approach is based on communities 'governing' their Area Boards. If resilient communities is indeed the aim, it is crucial that the approach is one of communities telling the Area Boards what they need, rather than Area Boards dictating what the voluntary sector does.

Theme 2: Area Board budgets and grants

22. Local needs can be best met by giving Area Boards maximum autonomy, including greater freedom over how to spend their grant allocations. At the inception of Area Boards a range of rules were put in place prohibiting the use of grants to fund certain things, such as maintaining pavements as opposed to

one-off community projects. There now appears to be inconsistent adherence to these rules and yet no increased autonomy on Area Board spending has been formalised. This has led to some confusion over what is and is not permitted. A formal review of the current rules around how Area Boards can spend their grant allocations, with the results being widely disseminated, would remedy this unhelpful ambiguity (Recommendation 8).

23. If Area Boards are to be given greater responsibilities for service delivery and services budgets are devolved, mechanisms will need to be put in place to allow members to genuinely influence how those budgets are apportioned. This will help avoid any sense of new responsibilities being 'dumped on' Area Boards without the opportunity for dialogue about the resources required to meet them (Recommendation 9).
24. The Task Group discussed the current situation whereby officers determine how developer Section 106 contributions from local developments are spent without the requirement for consultation with members. There were mixed views regarding whether giving Area Boards powers to influence how Section 106 contributions are used would provide a more open, transparent and effective method of using the funds. Similarly, there were also mixed views about whether it would be appropriate to devolve affordable housing contributions to Area Boards.

Theme 6: The consultative role of Area Boards in local development

25. Members concluded that, at present, Area Boards are not always consulted on major planning developments (those at a Strategic Planning level) in their community area. Members considered the benefits of Area Boards becoming planning consultees like parish councils, but acknowledged the potential constitutional issues (member conflicts of interest, the number of members required to be quorate) and the potentially significant drain on Area Board meeting time (Recommendation 10).

Theme 7: The role of the Area Boards in future campus governance

26. The Task Group is concerned that there is considerable confusion around the meaning of the word 'campus' and the relationship between campuses and Area Boards. Many members, and presumably members of the public, view campuses as purely buildings, whereas 'campus' seems to be used by some in a broader sense to mean 'a campus ethos' or a localised approach to decision making and service delivery. The campus programme represents a major shift in the provision of local services and it is essential that we reach greater clarity around its meaning. It will be crucial that members can clearly articulate to the public the role and remit of Area Boards, the purpose and operation of campuses, and the link between them, if the shift in approach is to be successful (Recommendation 11).
27. The details of potential changes to the role of Area Boards, including their role in governing or interacting with campuses, appear to hinge on how governance arrangements for Corsham campus (as the first campus to come

on stream) develop. It is currently unclear how the lessons from the Corsham campus project will be shared with other Area Boards (see Recommendation 11 e)).

28. The Task Group welcomed a confirmation from the Cabinet Member that campus projects will be commenced, and the required funding made available, at a pace dictated purely by the progress of proposals developed by Community Operations Boards (COBs).

Theme 8: Community Area Partnership (CAP) arrangements

29. There appears to be mixed interpretations of what a Community Area Partnership (CAP) is and does. It is also the case that not all areas have a CAP and where they do exist they differ broadly from place to place in how they operate. The Task Group supports the Cabinet Member's view that the continuance and operation of CAPs is a matter for the relevant Area Boards to determine based on local circumstances and needs. It also notes that in some areas where CAPs have ceased Area Boards have stepped in and filled the gap.

Theme 10: Area Board support, promotion and publicity

30. The Task Group believe that Area Boards could be marketed more imaginatively and would like to submit the following ideas for consideration (Recommendation 12):
 - a) Area Boards holding 'themed community meetings' before their formal meetings. This could encourage greater engagement by separating matters of more interest to the public from the more formal elements of business.
 - b) Placing more emphasis on promoting Area Boards success stories to demonstrate that the public can influence decisions and services. Sharing success stories across community areas and Area Boards will be increasingly important as the Council adopts a more localised model of service delivery. The Task Group notes that tool kits for key initiatives and schemes are being developed to enable Area Boards to deliver these in their communities.
 - c) Encouraging Area Boards to invite groups who have received grant funding back to report what impact the funded scheme had on the community.
31. The Task Group notes that Area boards and community working has been merged with the council's communications team creating the opportunity for a more integrated approach to branding, marketing and communications at local and strategic level.

Theme 4: Joint Strategic Assessments (JSA) and community planning / community priorities

32. The Task Group see the Joint Strategic Assessments as an excellent example of the council enabling the community to come together and agree its priorities.

Proposal

33. The Committee is asked to endorse the Task Group's report and recommendations and refer them to the Cabinet Member for response.

Recommendations:

The Cabinet Member to:

- 1. Explain how and when any decisions regarding changes to the role and remit of Area Boards will be taken and, once specific and detailed proposals are developed, what opportunity there will be for them to be scrutinised.**
- 2. Make it clear on every occasion that, as building stronger, more resilient communities is the aim, the proposed approach is one of communities telling Area Boards what they need, rather than Area Boards dictating what the voluntary sector does. Area Boards are to function as a means to communities' ends and a forum that helps communities to 'think' and act for themselves.**
- 3. Ensure that clear and transparent lines of accountability are maintained as the remit of Area Boards expands; to ensure that the public understands who is responsible for which decisions and which services. This is particularly important given the likely increase in business being conducted at smaller and less formal local meetings.**
- 4. Detail how performance across the county will be ensured and the risks of a 'postcode lottery' mitigated as further services and budgets are devolved to be managed at a local level.**
- 5. Put in place appropriate officer support structures to enable Area Boards to undertake their changed role effectively. Consideration should be given to how the following will be provided under a more localised model of decision making and service delivery:**
 - Technical and legal support to ensure that decisions are evidence-based and legal**
 - Administrative support to ensure effective governance and openness and transparency of decision making**
 - Community networking support to ensure effective communication between Area Boards and local partners**

6. Offer appropriate training and support to all Area Board members to enable them to understand and undertake their enhanced local leadership role.
 7. Explain how the Council will attract, train, support and coordinate community leaders and volunteers in sufficient numbers to meet the challenges of requiring communities to do more for themselves, whilst maintaining quality across the county and mitigating the risks of a more arms-length model of delivery.
 8. Review the rules stipulating how Area Boards can spend their grant allocations and communicate the results to all Area Boards. As the bodies with the greatest understanding of local needs, Area Boards should be given maximum freedom over how they can spend their grants and this freedom should be made explicit.
 9. Put in place a mechanism to enable Area Board members to understand and genuinely influence how the budgets for those services delegated to them are determined and apportioned across the 20 community areas.
 10. Ensure that in future Area Boards are consistently consulted on major local developments in their community area at the pre-application stage.
 11. Report what steps will be taken to improve member and public understanding of the campus programme and the relationship between Area Boards and campuses, including;
 - a) Clarity around the meaning of the word 'campus' and how we can ensure that it is used more consistently in future;
 - b) What role campuses will play in the more localised model of governance and service delivery proposed;
 - c) What role Area Boards will play in governing or managing campuses;
 - d) Clarity around whether additional powers and responsibilities will be devolved to Area Boards only when their campuses come on stream or whether this will happen in one tranche across all 18 Area Boards;
 - e) How the lessons from the Corsham campus programme in terms of campus governance will be shared with other Area Boards and Community Operations Boards (COBs).
 12. Detail the steps to be taken to market Area Boards more imaginatively as their role and remit expands, and responds to the Task Group's suggestions in this area.
-

Review of Area Boards Task Group

Report author: Henry Powell – Senior Scrutiny Officer
01225 718052 henry.powell@wiltshire.gov.uk

Appendices

Appendix 1 Responses from the Cabinet Member for Campuses, Area Boards, Libraries, Leisure and Flooding to the Task Group's questions

Background documents

None

Questions from the Review of Area Boards Task Group with responses provided by the Cabinet Member

1. The current role and remit of the Area Boards

- a) *What is your definition of “resilient communities” and how will this be measured?*

Resilient communities are characterised as those that come together and by doing so can resolve local issues and manage challenges that they face. They are communities that actively do more for themselves and use public services as an enabler and support, when necessary.

- b) *Would you agree that communities should see Area Boards as a means to their end?*

Area boards provide a focus for raising awareness of public services business and an opportunity to influence future services and delivery. The boards are also a focus for local action. They provide legitimate local democratic representation for communities and structures that facilitate local action. The boards enable communities to raise, discuss and address their own issues and to agree and take forward local priorities. They can also facilitate and encourage action on issues that can remain largely hidden from public view.

- c) *Do you agree that the Council should only do what communities cannot do for themselves?*

Area boards are proactive in initiating action around issues that are causing concern locally. The focus is always to encourage and support communities to manage local issues. The council will enable action and provide financial support, where this is necessary.

- d) *Would you agree that a) there is confusion amongst both members and the public about the current role of Area Boards, and b) The need for clarification will be even greater as Area Boards’ role increases?*

The awareness and understanding of the role of area boards can always be improved. However, communities are now far more informed about the work of the boards and the opportunities that exist to use the boards as an opportunity to influence local decisions and find out more about what’s happening in a local community. CATG is a good example where local communities influence highways services and priorities.

The delegation of services in the future will be accompanied by a communications plan to ensure that we continue to raise awareness and encourage greater engagement.

Area Boards now have extensive communications networks (such as the community websites) and can provide information and communication to ensure local communities are well informed.

e) *Won't an enhanced role require more Area Board meetings?*

A lot of the work in a local community area takes place outside of the area board. If there is a need for more less formal meetings – like CATG meetings - to enable the community to influence service delivery and actions, these can be considered as a good option to engage people and take action or make recommendations to the area board.

2. Area Board budgets and grants

a. *Would you consider devolving affordable housing contributions to Area Boards?*

Planning gain contributions and CIL can be influenced by local communities through the Area Boards as part of the local consultation of the Core Strategy and major housing sites as they come forward – so to some extent this is already happening. The sites for development; including affordable housing must balance county-wide and locally reflecting the overall core strategy.

b. *Would you consider giving Area Boards greater freedom over how to spend their grant allocations? For example, on maintaining pavements rather than on one-off community projects?*

Local flexibility exists already, although the devolved budget was never expected to supplant or change strategic funding or policy decisions of cabinet. If boards start to supplement service budgets, their funds will soon be fully committed leaving little to enable communities to access funding for local projects and priorities – which was always the purpose of devolved budgets. As we move forward and as the campus programme is implemented area boards will have more control over local service budgets, enabling them to shape service budgets to reflect local priorities.

c. *The Task Group is concerned that Area Board members already have limited capacity, particularly Area Board chairmen. How will Area Boards cope with having more responsibilities?*

The delivery of the campus programme is unlocking resources in the community and engaging a wider range of stakeholders and partner organisations who, with the support of the area board are taking a lead on local priorities, future service provision and actions. The council's role is changing to becoming an enabler and facilitator rather than provider. This means using this growth in social capital and new interest in a more effective way to help local councillors achieve more through collaborating with others.

3. Local service devolution and management

- a. *If further services are devolved to Area Boards, will lines of accountability change? Will the public know who is accountable for the delivery of those devolved services?*

It is important that there is a clear distinction between the strategic role of the cabinet and the local operational role of the area board. As the campuses open for business it will be much clearer which services will be the accountability of the area boards. This will be made explicit as the governance arrangements for the Corsham campus is developed.

- b. *Won't devolving more services to 18 different Area Boards result in a 'postcode lottery' in terms of service quality? Will performance be monitored/ or managed centrally?*

Strategic decisions of the council will determine how local flexibility is operated – this is clear with the CATG process (which serves as a good model). However, it was and remains the intention of the council to give the area board's sufficient flexibility to shape services and decisions based on the evidence and needs of a local community. The local accountability of members is at the heart of this approach, enabling them to respond more effectively to local issues. The 'postcode lottery' argument often bolsters a 'one size fits all approach' that imposes uniformity and leaves little room for genuine local flexibility and choice.

- c. *If services are devolved to Area Boards, will the full budgets for delivering those services be devolved? If not, what role will the Area Board have in this budget setting?*

In early discussions around the creation of the campus in Corsham, the council has signalled a willingness to identify operational service budgets within each community area. This will give the provide area boards with the opportunity to influence and ensure budgets are allocated to reflect local needs and priorities.

- d. *If Area Boards are to have more decision-making powers over local services, what officer support will be provided to support members to do this?*

The campus model, envisages a local team approach. This will see frontline service providers working together responding to the local direction of the area board. This means the at community level it is likely that there will be more officer support than at present as well as clearer lines of accountability.

- e. *If the delivery and management of more services is devolved, what officer infrastructure will be put in place to manager them, including coordinating any volunteers?*

This is currently being developed as part of the Corsham campus project and will involve reviewing governance and operational management arrangements. Volunteers will be an integral part of this community-led new

model.

- f. *Devolving further services to Area Boards and communities will require an increased number of volunteers and effective volunteer coordination:*
- i. *How will we attract volunteers in high enough numbers (this is not felt to be happening at present)?*

It is easier to recruit volunteers at local community level based on the frequent contact around the area boards and the campus. People are motivated by their own personal interests and preferences, so presenting opportunities to the right people will encourage and result in sufficient volunteers. We have seen this work in areas such as local footpath groups and there is every reason to believe we can build on this to deliver increased levels of volunteering in other areas. We have also learnt a lot from the recruitment of library volunteers. The council has effective support and management arrangements for volunteers and we can also look at working with organisations like the Wiltshire Volunteer centre, as required.

- ii. *What professional support will Area Boards be given to manage any devolved services and to coordinate/supervise volunteers?*

Volunteers will be working on behalf of their local community, rather than for the council. The council does support the Wiltshire Volunteer Centre managed by DEVELOP and also supports and promotes the Wiltshire Time Credits scheme. This could be used for the future recruitment, training and support for volunteers.

- iii. *The Council has limited experience of managing volunteers. How will we mitigate the risks associated with this?*

The council does have experience of managing volunteers as currently there are almost 700 volunteers supporting the library service. However, risks will need to be assessed on a service by service basis and safeguarding will need to be a key priority. Areas where volunteers can be deployed with minimal risk can be promoted such as the successful Speedwatch scheme - more than 300 people now monitor speeding across the county.

- g. *As our aim is to develop community resilience, how do we avoid crowding out the voluntary sector?*

The opposite is likely to be the case, as the voluntary sector will have an increased role in the future; particularly as public sector resources continue to reduce.

- h. *Giving Area Boards greater powers and responsibilities requires a significant cultural shift. How will we train members for this and share learning across different Area Boards?*

The campus programme provides a key driver for change and the opportunity creating a direct connection between services and local communities. As each area develops its campus, members will have a more central role and this will be supported with new governance and management arrangements and member training.

- i. *By devolving services to Area Boards, do we run the risk of re-creating the district councils?*

Wiltshire has a unitary council and it is responsible and accountable for the strategic policy and direction of major services. However, local communities will have far more say about the local operation and delivery of services where they live. Under the former two tier system, strategic direction was shared across 5 councils which often worked against the efficient delivery of shared outcomes, resulting in duplication and inefficiencies. Wiltshire's new community model is an integrated unitary model with a clear delineation between local and strategic responsibilities and delivery.

6. The consultative role of Area Boards in local development

- a. *What is your view of giving Area Boards a say in major developments that affect their community area (e.g. developments at a Strategic Planning level)?*
- b. *What is your view of making Area Boards planning consultees (like parish councils)?*

There is no need to involve the Area Boards in the local consultation on planning applications – this should remain quite properly the role of parish and town councils. The only exception is in the case of strategic developments, major schemes and core strategy policies, where the boards already have a legitimate consultative role.

- c. *If Area Boards were given a greater consultative role in local developments, how would the constitutional issues (i.e. member conflicts of interest, number required to be quorate) be resolved?*

As b above. Members would still be required to declare their interests in the same way they do now.

7. The role of the Area Boards in future campus governance

- a. *Do you agree that there are widely varying perspectives on, and understanding of, Area Boards' role in managing campuses. Will Area Boards manage campus operations? Will they be in charge of paying campus staff? Will councillors be legally liable for campus operations?*

The area board will be the accountable body locally. However, the day to day operation of the campus will be managed by local people; made up of council staff and community volunteers. The Board will not be involved in the direct line management of staff or volunteers, but it will be there to support their work and make decisions as and when these are needed. The risks

associated with campus buildings and facilities will be the responsibility of the council.

- b. *How can we improve members' understanding of the link between Area Boards and campuses?*

It is clear there is a need for additional information and discussion on the emerging campus programme and how this impacts on area boards. New governance arrangements are currently being developed in Corsham. These will need to be tested, evaluated and be used as a model for other campuses; recognising that the model may not be a one size fits all.

- c. *What is the staffing structure for coordinating activity within a campus? Who will decide this? Will CAMs be based in campuses?*

The staffing structure and appropriate roles to support and help to make a campus successful are currently being developed in Corsham. The role of the Community Area Managers will be reviewed to ensure that the appropriate skills to act as the central point of coordination in a campus linking with all front line services, the local community and the area board are agreed and implemented.

- d. *How do we ensure that the campus programme doesn't end in the Council doing more?*

The campus programme is about communities and empowering local people to do more. The community-led model is an approach that is being developed; where communities take the lead on what they know is best for them local provision improves. This model allows the council to priorities its resources on the services and people who need it most.

- e. *What is your view of bringing the private sector into campuses e.g. vets, surgeries etc?*

This would be the decision of the local community and there is no reason why commercial operations cannot be brought into the campus; Corsham campus has provision for a catering franchise. However, the Campus will be first and foremost a community facility and how it develops will be shaped around local choice.

8. Community area partnership arrangements

Amongst members there appears to be mixed interpretations of what a Community Area Partnership is and does! Does this need to be remedied?

Not all areas have a Community Area Partnership (CAP) and where CAPs do exist they differ from place to place and their effectiveness is best assessed locally. In some areas, including Bradford on Avon, Salisbury and Corsham the model has evolved. It is a matter for the area boards to determine future arrangements.

10. Area Board support, promotion and publicity

- a. *What is your view of Area Boards holding 'themed community meetings' before their formal meetings (in order to encourage greater public engagement)?*

How area boards manage their local business is largely a matter for them to determine based on their local community needs and preferences. Themed meetings can be very effective, as can activities that are taken out into the community. Meetings are only one way to engage communities – there are many more which can be used and are often very well received by local communities; such as events and activities as well as making full use of all the communication channels

- b. *The Task Group believe that Area Boards could be marketed more imaginatively.*

Area boards and community working has been merged with the council's communications team creating the opportunity for a much more integrated approach to branding, marketing and communications at local and strategic level.

- c. *Do you agree we can be better at promoting Area Board success stories to show that the public can influence decisions and services?*

There is a huge opportunity to communicate the success of area boards and communities working effectively. There is a lot of national interest in the council's model for working locally and within communities there is the opportunity to promote and share best practice and learning. Tool kits for key initiatives and schemes are being collated to enable area boards to deliver these in their communities, as appropriate.

- d. *The Task Group agree that we also need to be honest about the limitations of the public ability to influence.*

There is no reason to deny people the opportunity to influence decisions or future provision, indeed this is at the heart of the democratic process. The council can consider public representations as part of its decision making process. It is important that we are open and honest about the need for feedback and consultation and how this will be used in the decision making process.

12. Future service delivery through Area Boards

[this is covered above]

This page is intentionally left blank

Wiltshire Council

Overview and Scrutiny Management Committee

4 March 2014

Scrutiny of Major Contracts

Purpose

- 1 To respond to the request of the Management Committee to allow consideration of a possible approach to engaging with the future review of major contracts.

Background

- 2 The Management Committee at its last meeting received the report of its rapid scrutiny exercise on the Highways and Streetscene Contract (BBLP). During discussion the issue of how the Environment Select Committee had engaged with development of this contract and its potential role in monitoring deliver and future performance was raised. There was a suggestion that the re-establishment of the major contracts task groups, perhaps in a reworked format, under each select committee could provide a useful forum for the future.
- 3 The Management Committee felt it would be appropriate to discuss the broader issue at its next meeting. This report therefore provides this opportunity by rehearsing some of the past issues but also touching on current thinking on procurement and commissioning in the Council.

Major Contracts

- 4 Previously each of the select committees had their own task group reviewing delivery and performance of all contracts over £1m per annum (or multiple contracts with a single supplier) in their respective areas. This was built into the Corporate Procurement Strategy with contractors made aware of the need to produce an annual report (alongside one by the client-side) and to engage with the scrutiny process. At the time this approach was regarded as best practise and reflected in national publications. The Scrutiny Team responded to many enquiries and the Scrutiny Manager invited to speak nationally on the matter. However thinking moved on within the Council and these were abolished following a review with a revised, streamlined approach adopted in July 2011. The reasoning described in the report at the time was:

“The rationale to change the current scrutiny arrangements in this area is driven by the need for a more focussed and professional approach to future

commissioning and procurement. This is intended to support securing efficiencies and savings in the overall spend for the authority. The agreed approach by the (then) OS Liaison Board presents the opportunity to continue to scrutinise this priority area effectively, recognising the capacity and resources available. With this in mind the Liaison Board resolved that future scrutiny of procurement and commissioning would be dealt with by way of one dedicated Procurement and Commissioning Task Group which would report directly to the Organisation and Resources Select Committee. The focus of work would move away from individual contract reviews to the overall procurement and commissioning programme as a component of the Business Plan.”

- 5 The select committees retained the ability to respond to outsourced and commissioned service issues by exception, although for a period the Children’s Services Select Committee decided to retain a dedicated task group. The process was fully aligned following the comprehensive review of overview and scrutiny arrangements by Council in May 2012.
- 6 Since then the select committees have focused attention on the harmonisation and transformation of services including outsourced and commissioned provision. This has involved councillors in developing more of the strategy and policies associated with future direction rather than monitoring delivery and performance. The latter performed by the professional client-side through comprehensive, specialist processes.

What is needed?

- 7 The questions that now need to be asked (as with any overview and scrutiny activity) are:
 - What evidence is there to support a change?
 - What value is added to the issue including the benefit to service users and communities (outcomes)?
 - Is there sufficient councillor interest and capacity and officer support to deliver an extended approach?
- 8 The idea of operating by exception was demonstrated in the way overview and scrutiny requested consideration of the initial concerns about an aspect of the BBLP contract. Would the existence of a major contact task group under the Environment Select Committee have influenced the contract and prevented these concerns beyond the high-level engagement with the main committee? However members view this, it could be argued that it may at least have provided an established forum for early consideration.
- 9 In order to get a feel for the volume of potential activity, the appendix to this report lists all contracts over £1m per annum (estimated on current year

spend). It may be that the Management Committee would wish to take a view about what should constitute a major contract should it decide to pursue an extended approach?

- 10 The Management Committee will be aware that the Cabinet Member for Finance, Performance, Procurement, Risk and Welfare Reform has invited overview and scrutiny to engage with the development of the Council's approach to the corporate management of procurement and commissioning as part of his review (see current OS work programme). As some members will recall OS has a long-standing interest in procurement and most recently was consulted about revised arrangements to introduce category management in December 2012. Following the recent senior management restructure the Council's Procurement Team is now part of the new Corporate Office and by implication will strengthen the implementation of procurement alongside policy, business planning, performance and democratic services.
- 11 The Management Committee will also be aware that significant corporate procurement savings targets have been allocated to service base budgets in 2014/15 and will require monitoring – initially by the Financial Planning Task Group.

Conclusion

- 12 It is open for the Management Committee to take a view about the direction it may wish to take for future engagement in major contracts. It will wish to be mindful of the value it can bring to existing arrangements and the capacity to deliver it. It will need to demonstrate how any extended approach links to the priorities in the Business Plan and is outcome focused. It will also be aware of the invitation from the Cabinet Member for OS engagement described in paragraph 10 above and how this might ultimately impact on the monitoring of major contracts.
- 13 A first step could be the creation of a single-body under the Management Committee perhaps with representation from each of the select committees to undertake some initial high-level reviews (with criteria and direction set by the Management Committee) and to then scope an approach for the future based on experience. It could also act as the group to respond to the Cabinet Member's invitation on the review of the corporate management of procurement and commissioning.

Recommendation

- 14 To note the issues raised in this report in response to the request of the Management Committee at the last meeting following consideration of the rapid scrutiny report on the BBLP contract.

13 To take a view on how it wishes to proceed based upon the conclusion made in this report.

Paul Kelly

Overview and Scrutiny Manager (and designated Scrutiny Officer)

Corporate Office

Background Papers: None

Appendices: Appendix A - Vendor Summary

VENDOR SUMMARY**APPENDIX**

This is an extract from SAP showing actual spend to date. It is estimated that the Council will have spent at least £1m by year end with each of these vendors. The fourth column represents the % against total spend with individual vendors and the final column the accumulative %.

Vendor No.	Vendor Name	Total	%	% CUM
111132	Hills Waste Solutions Limited	14,525,087	6.6%	6.6%
113860	Balfour Beatty Infrastructure Ltd	9,303,881	4.2%	10.8%
112038	Orders of St John Trust Care Homes	8,614,516	3.9%	14.7%
130253	Comensura Limited	5,126,434	2.3%	17.0%
100952	Ringway Infrastructure Services	4,661,255	2.1%	19.1%
112959	White Horse Education Partnership	3,929,702	1.8%	20.9%
100218	Wilts Dorset Bus Co Ltd	2,724,339	1.2%	22.1%
111569	Medequip Assistive Technology Ltd	2,613,841	1.2%	23.3%
110197	Atkins Ltd	2,460,979	1.1%	24.4%
115903	Focsa Services uk Ltd	2,281,858	1.0%	25.5%
100870	Voyage	2,139,865	1.0%	26.4%
132007	Ridgeway Housing Association	2,028,608	0.9%	27.4%
136006	Turning Point Services Ltd	1,914,701	0.9%	28.2%
132004	Somerset Care At Home Limited	1,910,035	0.9%	29.1%
132006	Leonard Cheshire Disability	1,860,595	0.8%	29.9%
100252	Hatts Travel	1,764,653	0.8%	30.7%
100570	Turning Point	1,710,894	0.8%	31.5%
100837	Alabare Christian Care Centre	1,700,438	0.8%	32.3%
113122	4 Children	1,547,090	0.7%	33.0%
100178	Thamesdown Transport Ltd	1,330,779	0.6%	33.6%
110434	Cambian Autism Services Ltd	1,308,882	0.6%	34.2%
110837	EDF Energy Limited	1,287,956	0.6%	34.7%
113039	Zurich Municipal	1,237,468	0.6%	35.3%
111148	Homes Caring for Autism Ltd	1,200,281	0.5%	35.9%
131775	Great Western Hospitals NHS FT	1,190,978	0.5%	36.4%
110930	Five Rivers Child Care Ltd	1,146,033	0.5%	36.9%
122585	Wiltshire Swindon Fire Authority	1,130,492	0.5%	37.4%
121363	Stagecoach West	1,125,722	0.5%	37.9%
100635	Bath North East Somerset Council	1,112,873	0.5%	38.4%
122639	Wiltshire Medical Services	1,107,922	0.5%	38.9%
132471	Kier Facilities Services Ltd	1,067,028	0.5%	39.4%
100419	Steele Davis (Swindon) Ltd	1,056,777	0.5%	39.9%
100855	Ordinary Life Project Association	1,040,990	0.5%	40.4%
122150	Trustmarque Solutions Ltd	1,026,296	0.5%	40.8%
132005	MiHomecare Limited	1,016,253	0.5%	41.3%
131231	Spurgeons	984,695	0.4%	41.7%
100106	J V Pickford Ta Faresaver Buses	925,743	0.4%	42.2%
126156	Barclays Bank Plc	866,198	0.4%	42.6%
100905	Mrs Bridget O'Connor	826,829	0.4%	42.9%
122493	Wiltshire Citizens Advice	799,363	0.4%	43.3%

VENDOR SUMMARY**APPENDIX**

122950	Watson Petroleum Limited	749,290	0.3%	43.6%
134291	Silbury Housing Ltd	746,240	0.3%	44.0%
101139	MENCAP	737,250	0.3%	44.3%
111141	Holmleigh Care Ltd	736,202	0.3%	44.6%
136916	RAPt	723,175	0.3%	45.0%
110620	Cornerstones UK Ltd	705,481	0.3%	45.3%
100132	Andybus and Coach Ltd	696,992	0.3%	45.6%
136389	MD Building Services Limited	694,635	0.3%	45.9%
135047	Churchill Contract Services Ltd	693,122	0.3%	46.2%
112487	Somerset Care At Home Ltd	691,153	0.3%	46.5%

WILTSHIRE COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

14 MARCH 2014

Overview and Scrutiny - Peer Review Challenge

Purpose

- 1 To report the outcome of the Peer Review Challenge in respect of the Council's Overview and Scrutiny (OS) function, and the subsequent action agreed by Cabinet.

Background

- 2 Following elections in May and the development of the new Business Plan for 2013-17, the Council invited a review team, consisting of six local authority peers to carry out a corporate peer challenge during the last week of September 2013
- 3 Corporate peer challenges are a form of sector-led improvement arranged by the Local Government Association. They are designed to highlight strengths and identify areas for further improvement and learning. Peer challenges are not inspections and do not provide a detailed diagnosis or scored assessment.
- 4 All peer challenges cover five core components: understanding of the local context and priority setting, political and managerial leadership, financial planning and viability, governance and decision making and organisational capacity. In addition, the peer team was asked to focus on how the Council is transforming Wiltshire through innovation. The findings were reported to Cabinet on 21 January.
- 5 The chairs and vice-chairs of the Management Committee and select committees were interviewed by the review team. Comments made about OS are best viewed in the context of the findings about the Council overall. The full letter can be found [here](#)

What was said about OS?

- 6 The following is an extract from the letter under the heading of Governance and Decision-Making:

"The Council's scrutiny function needs reviewing as it is primarily focused on process rather than outcomes. There has been a focus on scrutinising internal plans and strategies, including the recently approved Business Plan, financial management and staff morale. While focused internal scrutiny continues to be an important role, its remit ought to be much wider focusing on outcomes for

citizens, wider policy agendas and the impact they have on local communities and their resilience.

Examples could be the impact of welfare reform, demographic changes or perhaps the impact and future direction of Area Boards, Community Budgets or a specific local issue. This will use the resource of scrutiny in a more proactive, forward looking and developmental way.”

- 7 The following are non-OS specific extracts but may be of interest to the Management Committee in a wider context:

“As a general point and not to underplay the important of face to face discussions and engagement, there was a general sense among the Peer Team that the Council was operating through very many meetings, some of which may not be required to the extent or formality. They are an expensive way to conduct business.”

“The Council could challenge its own practice more. ‘*We are a bit too nice*’ was a quote the Peer Team heard repeatedly and some of our challenge, for example at workshops with managers, was received with a notion of defensiveness as opposed to interest. Openness, curiosity and active pursuit of challenge are essential ingredients in maintaining a culture of innovation.”

Key recommendations by the Review Team

- 8 These are quoted in full below with number 6 being specific to OS:

“Based on the peer challenge teams’ findings we recommend that the Council considers the following actions. The actions we believe will help improve and develop the Council’s effectiveness and capacity to deliver future ambitions and plans.

- (1) Address the budget gap of 15/16 and beyond
- (2) Clarify the outcomes you want Area Boards to achieve and their relationship with the Centre
- (3) Prioritise work with the CCG now to ensure shared vision and plans
- (4) Work with LEP partners to develop a stronger vision and delivery mechanism for the future
- (5) Strengthen performance management arrangements and align to organisational priorities and outcomes
- (6) Realign scrutiny to focus on outcomes for the public
- (7) Continuously review your corporate capacity to deliver major transformation Programmes”

Council’s Action Plan

- 9 This was agreed by the Cabinet at the same time as receiving the Peer Challenge Review letter. The following is the extract relating to OS:

Recommendation	Action	Measure of Success	Timescale	Lead
Realign scrutiny to focus on outcomes for the public	Review scrutiny as part of the transfer of democratic services into corporate services	Scrutiny work is focused on outcomes for citizens, wider policy agendas and the impact they have on resilience of local communities	March 2014	Maggie Rae Robin Townsend

- 10 The Chairman and Vice-Chairman of the Management Committee along with the OS Manager have met with Maggie Ray, Corporate Director and Robin Townsend, Interim Associate Director. Discussion was wide-ranging but all agreed the need to formally draw the Management Committee's attention to the comments made about OS and the resulting action required.

What does this mean for OS?

- 11 First it should be acknowledged that this was a short, week-long review looking across the Council as a whole, and at a given point in time. The views around OS were formulated following discussion with the chairs and vice chairs of the Management Committee and the select committees.
- 12 The timing was important in understanding the findings. There had been elections earlier in the year and a new leadership appointed for OS. In order to design a work programme focused on the Council's priorities it was important to go through a process of consultation including meeting the various Cabinet and portfolioholder members (many of which had also taken up new responsibilities) in order to agree a common understanding about what areas OS could add value in delivering the objectives set by Council in its Business Plan. An increasing emphasis was placed on contributing to policy development (and away from post-decision scrutiny) particularly through the use of single-topic, time-limited task groups which stemmed from an ambition in the last major review of OS in May 2012.
- 13 These discussions understandably took some time in order to achieve a position to report confidently about future topics. By implication, in focusing now on the key objectives in the Business Plan, there is a natural leaning towards outcomes for communities and the public. The Management Committee did not formally agree to its new work programme until 5 November and perhaps this had not had a sufficiently high profile at the time to influence the thinking of the review team.
- 14 Coincidentally many of the areas for action identified by the review team in paragraph 8 above are the subject of scrutiny within the current work programme. See the appropriate item on this agenda for a copy.

- 15 In terms of scrutiny of local issues, the role of the area boards as the focus of the Council's public consultative mechanism needs to be understood. It is right that issues are discussed at the appropriate level and that there is clarity around who is responsible for what with an eye on avoiding duplication. The Council's Constitution contains the following section:

"The overview and scrutiny management committee will consider referrals from area boards on issues which have been the subject of local review or are multi-boundary or have budget, policy or contractual implications for the council which have first been debated at an area board. The overview and scrutiny management committee will have full discretion in how it wishes to respond to such referrals. Further information on local challenge referrals is contained in the area boards' handbook. This does not preclude overview and scrutiny initiating its own review of a local issue."

What now needs to be done?

- 16 It is important that when scoping topics for OS there is a clear emphasis on adding value and focusing on outcomes for communities and the public in all its work. This is likely to have been done to varying degrees anyhow but now needs to be properly defined early in the process. The existing task group protocol will be revised to emphasise this point.
- 17 The select committees have already moved in this direction, and in particular the Chairman of the Children's Services Select Committee has set this as a requirement for all topics irrespective of how the matter will be scrutinised ie. at committee, task group, rapid exercise or single lead member appointment. It would be appropriate for the Management Committee to consider applying this consistently across the whole function perhaps in the form of some written guidance?
- 18 Topic selection will remain key and therefore careful management of the work programme by the Committee will continue to ensure topics remain relevant and outcome focused.
- 19 A new performance regime is being developed for the Council and it will be necessary to demonstrate that OS achieves appropriate targets when set which are likely to measure effectiveness in this area. The Management Committee will be consulted on this when further developed.
- 20 As mentioned in the action plan, the OS officer support team (4 posts) have been transferred to the new Corporate Office. This will better integrate and strengthen the OS function at the centre of the organisation.
- 21 The Committee will have a view about what more could be done but it is unlikely to require a full structural review in the light of what was said during the peer challenge. The Chairman and Vice-Chairman of the Management

Committee, in response to earlier comments from the Group Leaders forum, have indicated that a review would be appropriate post-May in order to better align and improve the Function's ability to respond to the challenges in the 4-year Business Plan (and supporting Financial Plan), with particular emphasis on the 12 key actions. The ability to apply the non-executive councillor asset and dedicated officer support in a more flexible and targeted way will be vital. The Committee will also be mindful in any review of how the Cabinet and senior management team have shaped themselves to meet the current and future challenges and opportunities faced by the Council.

Recommendations

- 22 To note the comments and key recommendations of the Peer Challenge Review relating to OS as set out in paragraphs 6 and 8 of this report
- 23 To note the action agreed by Cabinet in response to the findings as set out in paragraph 9
- 24 To endorse the work identified to deliver the action as highlighted in paragraphs 16 – 21 including any additional work required by the Management Committee

Paul Kelly
Overview and Scrutiny Manager (and designated Scrutiny Officer)
Corporate Office

This page is intentionally left blank

Wiltshire Council

Overview and Scrutiny Management Committee

14 March 2014

Scrutiny of New Housing Allocation Policy

Purpose

- 1 To report on the response of the Executive to the recommendations made by the Committee's rapid scrutiny exercise on the development of the new Housing Allocation Policy.

Background

- 2 The rapid scrutiny exercise was undertaken at the end of October last year by Councillors Killane, While, Lay and Osborn. Its report was endorsed by the Management Committee on 5 November. Cabinet approved the new policy for implementation in April this year.
- 3 Cllr Richard Clewer, Portfolio-holder for Housing and Nicole Smith, Head of Strategic Housing were asked to provide an update to the recommendations made by Scrutiny.

Response

- 4 An initial discussion took place and the following has been provided:

Recommendations from Scrutiny	Actions
To support the benefit of seeking a common allocations policy among all social housing providers in Wiltshire	We continue at every meeting with our providers to seek some commonality with our policies. It has achieved some positive results with the development of a Wiltshire wide pre tenancy check and generic letters.
To change the description of the banding structure to a letter or number classification in order to signify that current arrangements have been extensively revised	The banding descriptions were changed in advance of the Cabinet paper from metals to Band 1 – 4.
To provide a graphical presentation of the changes in the form of a flowchart	This will be developed in preparation for the launch as it is recognised that this will help the public to better understand how allocations will work.
To allow local connection to also mean officially recognised neighbourhoods as defined within an adopted neighbourhood plan encompassing more than one parish.	This has been amended in our policy to include the designated neighbourhood area as defined in an adopted neighbourhood plan.

To rename the new “expression of interest” category to better reflect that it no longer forms part of the revised Policy	Following a discussion with the IT provider a common phrase used for this group is ‘Open Market Register’ we have therefore amended the name from ‘Expression of Interest’ to a more commonly used phrase.
To submit a further appendix to Cabinet and Council highlighting where the changes have been made within the banding structure.	This was included as part of the Cabinet paper
To utilise the Council’s hubs and new campus provision to improve access to housing services	This was recognised as being very important and as these are developed we will ensure that consideration is given to housing to help improve access to services. In the meantime we will continue to maximise all opportunities available to us.
To support an extensive housing newsletter for stakeholders and councillors	We are working with all the providers to ensure they include a section within their tenant magazines on the new allocation policy. We will also create a newsletter that can be circulated to members, parish councils, libraries etc

Next Steps

- 6 During the initial discussion on providing the update it was suggested that 6 months after the new policy is implemented a further meeting is held to go through how the process is working and provide some data analysis back to the Committee.
- 7 There is likely to be other areas in Housing as the service continues transforming that may benefit from engagement with OS. Ongoing positive dialogue with the Portfolioholder will generate future issues for consideration by the Committee.

Recommendation

- 7 To thank the Portfolioholder and the Head of Strategic Housing for the update and to support the idea of further report post implementation of the new Housing Allocation Policy.

Paul Kelly

Overview and Scrutiny Manager (and designated Scrutiny Officer)

Corporate Office

Wiltshire Council

Overview and Scrutiny Management Committee

14 March 2014

Overview and Scrutiny Councillor Remuneration 2013/14

Purpose

- 1 To report the decision of Council on recommendation by the Independent Remuneration Panel (IRP) in respect of the overview and scrutiny (OS) fund within the Councillors' Allowances Scheme.
- 2 To provide an opportunity for the Management Committee to give guidance to the Chairman over the allocation of this fund for 2013/14 in light of the views expressed by the IRP.

Background

- 3 The IRP undertakes periodic review of the Councillors' Allowances Scheme and makes recommendation to Council over changes, developments and rates within certain prescribed limits. Its latest review was undertaken in November 2013.
- 4 Within the Scheme a fund is available for retrospective annual disposal by the Chairman of the OS Management Committee to reward councillor engagement in the OS function. As in the past, the Chairman is keen to gain the views of the Management Committee before finalising a scheme for allocation at the end of the municipal year in May.
- 5 The views expressed by the Committee last year are appended in the form of a minute extract for information. The Committee will note that it felt *"the Scrutiny remuneration fund should be reviewed over the next twelve months so that genuine commitment to Task Groups is rewarded in the most appropriate way."* This report now provides that opportunity.

IRP Report

- 6 The following is an extract from the latest IRP report in respect of the OS fund, the recommendation from which was adopted (as amended) by Council in November last year. The key drivers for change have been underlined for the benefit of the Committee.

"111. The current Scheme provides for a lump sum of £10,000 to be allocated to the Chairman of the Overview and Scrutiny Management Committee for distribution to "those members performing specific scrutiny functions, the aim of which is to widen and increase the engagement of non-executive members in the decision making process" (wording taken from the Panel's original recommendation in 2006). This fund was allocated in response to

representations regarding the difficulty in getting Councillors to serve on scrutiny task groups and perform other scrutiny duties. It was hoped that it would encourage more Councillors to become engaged in challenging the Cabinet (with all the democratic benefits that this would bring) as well as helping to provide some balance in the amount of allowances allocated between the majority and non-majority groups. It would also recognise exceptional work and time commitment carried out in the scrutiny arena.

112. In 2007, the Overview and Scrutiny Management Committee agreed a method of distributing this money whereby service on scrutiny activities was to be reflected as a share of the Chairman's allocation of funds. The allocation was divided by the number of shares and distributed to members who had attended over 50% of available meetings of any scrutiny committee, task group or project board etc. The allocation of the fund in this way had also become bureaucratic and onerous for officers to administer.

113. The Panel were disappointed to learn that the fund had continued to be used in the way described, although the Panel acknowledged that the rationale followed did attempt to reward the work of those councillors contributing greater effort, nevertheless it could be regarded as an attendance allowance for scrutiny committee members. The Leader also expressed dissatisfaction with this practice, which is anomalous within the Scheme as no other committee members are paid merely for their attendance at committee meetings. The Panel had intended the fund to be used to remunerate Councillors performing specific scrutiny functions such as charring task groups and for rewarding exceptional scrutiny performance.

114. On speaking to the new Chairman of the Management Committee, it was clear that he had reservations regarding the way this pot had been used in the past and would prefer it to be linked to performance and outcomes rather than simply allocated by a share system which had become divisive. Having discussed this issue the Panel was satisfied that changes could be made to the system to bring the allocation more in line with its original intention. The Panel does believe that the fund can serve a valuable purpose in remunerating Councillors who play a significant role in scrutiny activities such as task groups, rapid scrutiny exercises and acting as Chairmen of Select Committees. It therefore recommends that the fund is retained within the Scheme and increased to £15k.

115. The Panel reiterates that the fund is intended to reward councillors performing specific scrutiny functions such as charring task groups and rapid scrutiny exercises and acting as Vice Chairmen of Select Committees. Choosing the precise method of allocation remains in the gift of the Chairman of the Overview and Scrutiny Management Committee.

The Panel recommend that:

(a) The scrutiny fund, which is intended to reward Councillors performing specific scrutiny functions such as charring task groups and rapid scrutiny

exercises and acting as Vice Chairman of Select Committees, is retained within the Scheme and is increased to £15,000.

(b) The fund is to be allocated, as appropriate (in accordance with a scheme to be prepared by the Chairman of the Overview and Scrutiny Management Committee; such a scheme to be approved by that committee before it is implemented,) by the Chairman of the Overview and Scrutiny Management Committee.

- 7 The Management Committee needs to also be aware that Special Responsibilities Allowances (SRA) are paid to councillors holding the following positions in OS for 2013/14:

Chairman of Management Committee	£10,753
Vice-Chairman of Management Committee	£6,912
Chairmen of Select Committees (x 3)	£6,912

Conclusion

- 8 Quite clearly the Management Committee itself from last year, the Leader, the current Chairman of the Management Committee, the IRP and Council feel that how the fund is allocated needs changing to better target key positions (not catered for by an SRA). By reducing the number of people qualifying and by increasing the size of the fund then a greater incentive will exist for key councillors to achieve exceptional scrutiny performance.
- 9 The Management Committee armed with the views of the IRP now have an opportunity to give its views on how it may wish to see changes to the current arrangements in the form of guidance to the Chairman.
- 10 Once determined, the Chairman will inform all non-executive councillors of the approach to allocating the £15,000 fund at year end.

Paul Kelly
Overview and Scrutiny Manager (and designated Scrutiny Officer)
Corporate Office

This page is intentionally left blank

Agenda extract from last year

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.

Minute extract from last year

The Chairman reminded the Committee that the remuneration scheme agreed by the Independent Remuneration Panel applied to duties undertaken by councillors in the overview and scrutiny arena. The current amount of £10,000 was allocated at the discretion of the Chairman of the Management Committee.

In noting that the Chairman wished to be transparent in his dealings with the payments, he indicated his intention was to apply the principles detailed in the agenda sheet to the allocation of payments, identical to last year.

Members were informed that the principles were based on the original scheme devised in 2007 and refined over time in the light of experience and representations. It was clarified that bullet point 4 on the agenda sheet referred to the Special Responsibility Allowance for the Scrutiny arena only.

Members in supporting the principles for the allocation of payments made observations about the commitment of some Councillors once they had been appointed to a Task Group and the detailed work commenced.

It was suggested that there was a need to reward genuine commitment and this could be an issue to look at over the next twelve months. However, a number of members were not convinced that the current remuneration scheme made an impact on commitment and that it was more to do with having an interest in the topic and a feeling of making a difference that were the main factors. Other comments made included the length taken to conduct a review, an opportunity for back benchers to become involved in Task Groups, the use of a pro-forma for the setting up of Task Groups and the level of understanding by the membership of the Independent Remuneration Panel.

Resolved:

That the arrangements for the allocation of scrutiny payments for 2012/13 as set out on the agenda sheet be agreed.

That the Scrutiny remuneration scheme be reviewed over the next twelve months so that genuine commitment to Task Groups is rewarded in the most appropriate way.

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/ED	Next meeting 15 Jan		
	Review of Area Boards Task Group	Management 4 March									HP	First meeting 8 Jan		
	Swindon & Wiltshire Local Enterprise Partnership (LEP) Task Group										PK/ED	Joint with Swindon BC. Membership invited first meeting being arranged		
	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	Management 5 Nov	Management 7 Jan									PK	Outcome of rapid exercise being reported to Cabinet 21 Nov	
	Highways and Streetscene Contract - Member Request	Management 5 Nov	Management 7 Jan									PK/MM	Rapid scrutiny completed, reported to MC Jan 2014. Second mtg to report to ESC April 2014	
	Staff Morale - Member Request			Management 7 Jan									PK	Report back from Staffing Policy Committee
	Scrutiny Representation of Project Boards and Focus Groups										PK	Regular updates provided to Committee		
Supermarket Levy to pay for car parking			Management 7 Jan									PK/ED		
Apprenticeships in Wiltshire					Children's March 2013							HP	Covering council facilitation of apprenticeships and the council's use of apprentices as an employer	
Early Help Strategy - update							Children's May 2013						HP	Draft Strategy rec'd Dec 2013. Update on final version and imp' plan requested. CSC to monitor success indicators.
Final Report of the Positive Leisure Activities for Young People Task Group					Children's March 2013							HP	This task group was established to respond to the consultation on a Cabinet review of youth activities.	
Non-maintained schools and the Local Authority (TBC)					Children's March 2013							HP	A brief report on the council's role and responsibilities in terms of non-maintained schools.	
Executive response to the 18 month review of the FE in the Salisbury Area Task Group					Children's March 2013							HP		
Safeguarding Children & Young People Task Group	Review in progress									HP	Currently scheduling 4 x data-focused meetings and 2-4 x themed meetings.			
Education for 16-19s Task Group	Review in progress									HP	First meeting 21 January 2014.			
SEND Task Group	Review in progress									HP	First meeting 23 January 2014.			
Schools and the Local Authority Task Group	Review in progress									HP	First meeting 23 January 2014.			

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					
ENVIRONMENT	Community Infrastructure Levy (CIL) Task Group		Environment Dec 2013	Review in progress							MM	Task Group presented proposed rate of CIL to ESC and Cabinet Dec 13. Work to continue due to changing legislation.			
	Waste Task Group		Environment Dec 2013								MM	Task Group presented final report to ESC and Cabinet member Dec 13. Still to scrutinise comms strategy for rounds remodelling.			
	Adoptable Estates Task Group	Review in progress					Environment April 2014						MM	Task Group reviewing systems and communications around planning processes Report to Committee April 2014	
	Investing in Highways												MM	Task Group to scrutinise involvement of Area Boards and how money to be allocated. Work to begin March/April 2014.	
	Parking Review												MM	Task Group to scrutinise presentation to ABs on parking and 'town profile', incl identifying gaps in information.	
	20 mph Policy		Environment Dec 2013										MM	Policy supported. Task Group to review developing policy Jan 2014, members appointed. First meeting being organised.	
	Speedwatch												MM	Work being undertaken to identify Council's role.	
	Highways and Streetscene Contract BBLP					Environment Feb 2014						MM	RS completed, second meeting to be held 27 March, to report back to ESC in April.		
	Flood Plan Annual Report								Environment June 2014				MM	Annual report - duty to review. Learning from recent floods to be included. Report to ESC in June	
HEALTH	Clinical Commissioning Group (CCG) Task Group												MM	Task Group to be dissolved pending endorsement by O & S Management Committee in March	
	Continence Services Task Group	Review in progress						Health May 2014						MM	Task Group reviewing provision of continence products. Report to HSC May 2014
	Review of AWP/Dementia Services	Review in progress										MM	Task Group reviewing provision of revised dementia services. Awaiting completion on consultation on Dementias Strategy.		
	Help to Live at Home												MM	Task Group to commence in Spring 2014, members appointed	
	Urgent Care/Winter Pressures												MM	Task Group to commence in Spring 2014, members appointed	
	Local Safeguarding Adults Board Annual Report												MM	Annual Report Next due Sept 2014	
	Public Health Annual Report												MM	Annual Report Next due Sept 2014	