IMPLEMENTATION EXECUTIVE
23 SEPTEMBER 2008

COMMUNITY LEADERSHIP AND GOVERNANCE WORKSTREAM – PROGRESS REPORT

Executive Summary

This report provides the Implementation Executive with an update on each of the six projects under the Community Leadership and Governance (CLG) workstream.

The report also contains recommendations for the Executive's consideration under several of these projects (see below).

Proposal

The Executive are asked to consider 15 recommendations contained in this report under the following project areas:

1. Area Board development
   - Members on the Board
   - Community Area Budgets
   - Delegation of Planning activities and LDFs
   - Role of Cabinet Members
2. Delegation to Parish Councils
   - List of delegatable services
   - Criteria for delegation
   - Outline Action Plan
3. Wiltshire Assembly
   - Delegation of establishment of one panel of community representatives (under Sustainable Communities Act)

Reason for proposals

To enable the development of Area Boards and delegation of services progress.

Niki Lewis
Workstream Owner

Author: Liz Richardson, Workstream Coordinator

1.   Workstream update

1.1   Governance Arrangements

The workstream board, previously responsible for oversight of the project activities, was dissolved following the final meeting on 19 June. A new Steering Group has since been set up with a stronger focus on the community leadership role and includes greater representation of frontline services, including the PCT and Police. Sue Redmond chairs the group, which has now met twice – with the next meeting on 15 October. Meetings are scheduled subsequent to the monthly meetings of the CLG Reference Group, a predominately Member group, which allows for direct feedback on the contents of the agenda.

1.2   Human Resources

Liz Richardson has been appointed as the Workstream Coordinator, following the departure of Jo Howes in June. Liz will split her time between the workstream and her substantive role as Policy Officer at West Wiltshire District Council. Liz is based at West Wiltshire and can be contacted on **lrichardson@westwiltshire.gov.uk** or (01225) 776655 x576.

2.   Contents of this report

3. Member roles, induction and training

3.1 Unitary Councillor Launch Day - 14 October 2008

3.1.1 A unitary councillor launch day will be held at County Hall on 14 October, 10am-4pm, (during Local Democracy Week) where people can come along to find out what being a unitary councillor will involve. The event is aimed at anyone who is considering standing for election to the new Council.

3.1.2 The programme includes both internal and external speakers plus partners and will feature a market place which will enable delegates to meet, amongst others, support staff and partner agencies.

4. Boundary Review update

4.1 The Boundary Review for Wiltshire is currently in stage four and the Boundary Committee are now reviewing their draft recommendations in light of any representations received during stage three. It is useful to note that 90% of areas remain unaffected by these recommendations (see paragraph 7.2.1). During this stage, they will formulate and publish their final recommendations and submit them to the Electoral Commission. We expect this to happen on 31 October.

4.2 On 2 September 2008, officers from the Council met with representatives of the Boundary Committee and the Electoral Commission at their offices in London to discuss the process during the last stages of the Boundary Review and implementation of the new unitary divisions.

4.3 When the Electoral Commission receive the Boundary Committee's final recommendations, a further consultation period of six weeks will take place to 12 December, but representations from consultees must provide arguments that have not been presented before. The Electoral Commission will also check any changes made in the final recommendations against the draft recommendations and ensure that the Boundary Committee's statutory criteria and processes have been followed.

4.4 It is understood that the implementation order which will formalise the outcome of the boundary review, will not be made until early in the new year.

4.5 A copy of an e-mail circulated by the Cabinet Portfolio Holder describing the process for further consultation on the Boundary Review is attached at Appendix one.

5.   Schemes of delegation, constitution and ceremonial functions

5.1   Working Towards One Council for Wiltshire – Constitution

5.1.1   A significant area of work under the governance workstream is the preparation of a constitution for the new Council. The constitution is an important document which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. We need to ensure that the constitution is lawful and fit for the purposes of the new Council.

5.1.2   This project is being led by Ian Gibbons on behalf of Stephen Gerrard as Monitoring Officer. Yamina Rhouati is the Project Manager assisted by Janine Gassman (both based in Democratic Services).

5.1.3   Details of the project were circulated to all Wiltshire County and District Members by a briefing note in July 2008. Members were also invited to complete a questionnaire seeking their views on a number of key issues. The responses to the questionnaire are now being considered. A few Members have taken up the invitation to serve on a Focus Group to assist in progressing this work on this project.

5.1.4   A full report on the work undertaken on the project will be brought to the IE on 29 October.

5.1.5   We are working to the following timescales:

Report to WCC Standards Committee	24 September 2008
Report to Joint Implementation Team	7 October 2008
Report to Implementation Executive	29 October 2008
Further consultation with Members/Officers	November 2008
Draft Constitution to JIT	15 December 2008
Update to WCC Standards Committee	21 January 2009
Draft Constitution to Implementation Executive	13 January 2009
Draft Constitution to Council	

5.1.6   A separate report on ceremonial functions will be brought to the IE on 29 October, following the issue of draft recommendations.

6.   Parishing of Salisbury City

6.1   Proposal

6.1.1   New project team set up constituted of the relevant officers from WCC and Salisbury DC officers to implement a clearly defined and timed project plan to ensure that the Parishing of Salisbury is delivered on [1] April 2009, along with an agreed package of services and the necessary transfer of staff to deliver these – all of which will have been

considered and endorsed by CLG and JIT, before ultimately being approved by the IE as required within the Regulations.

6.2   Governance

6.2.1   The chair of the CLG Board (Sue Redmond) will ultimately be accountable for the delivery of the project, as part of the over all 1C4W Transition Plan.

6.3   Scope

6.3.1   In scope: The Project Team will be coordinated by the Corporate Programme office and supported by Robin Townsend as the Project Manager. The Team will be responsible for the following activities:

- Developing an appropriate timeline for the above, including IE approval, liaison with DCLG, and appropriate consideration by the new councils of any significant asset or liability transfer that is not linked directly to staffing or service delivery
- Ensuring that all legislative requirements are considered and met in a timely fashion
- Proposing the high level 'package' to be transferred to the new Salisbury Parish including,
    o Services
    o Staff
    o Assets
    o Budgets, including the level of Parish Precept for 2009/2010
- Co-ordinating and developing an appropriate communications strategy (internal and external)
- Meeting the necessary decision making deadlines and ensuring the agreed decision making 'route' is followed

6.4   The final project plan will be brought to the IE on 29 October.

7.   Area Boards development

7.1   Month three Snapshot:

7.1.1   All areas now have steering groups or pilot boards operational. So far, activity has focused on:
- Explaining the principles and process
- Agreeing membership and terms of reference
- Developing communications strategies
- Agreeing activities to test during the pilot phase
- Identifying issues to track through the Area Board process
- Responding to consultation on issues, such as the role of Cabinet member, budget allocation and boundaries

- Discussing the involvement of Parishes, CAPs and Statutory Partners
- Engaging frontline service managers

7.1.2 The Area Board team meets every two weeks to share and capture the learning points emerging from the process. A smaller project team is now working with Southampton University to deliver Issue Books in six of the pilot areas. A timetable for the delivery of this element of the project has been agreed. Participatory Budgeting is being investigated in a further three areas.

7.2   Area Boards Activities:

7.2.1 The list in paragraph 7.3 shows the activities planned in each pilot area. This has been updated since the last meeting and two new activities have been added to the matrix:

- *Area Boundary Consultation:*
  Community Area Managers are sounding out parishes and councillors in areas where changes may be required to area boundaries. As proposed currently by the Boundary Committee only 27 (out of 260) parishes would be affected. Once these soundings have been taken options will be prepared for formal consultation and consideration by IE. There is a need to conclude this work before December, to allow the Police adequate time to complete their area reorganisation before April 2009.

- *Budget Consultation:*
  In order to test the effectiveness of Area Boards at engaging local people, new ways of carrying out budget consultation are being developed in a number of areas. This will target groups that are traditionally under represented at traditional budget consultation events.

	P	TR	T	CM	W	M	WB	C	CH	S	TD	A	MB
1. Testing proxy Area Board	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y
2. Working group established	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	N
3. Developing a new community area partnership	N	N	Y	N	N	N	P	N	N	D	N	Y	N
4. Improving an existing community area partnership	P	Y	N	Y	Y	N	N	Y	Y	Y	Y	N	N
5. Developing and testing an issues book	N	Y	N	C	D	D	N	Y	Y	N	Y	N	Y
6. Holding state of the community area debate	N	Y	Y	Y	Y	N	Y	N	Y	Y	Y	N	Y
7. Holding participatory budgeting event	N	N	N	N	N	N	N	Y	P	Y	Y	N	N
8. Registering interest in Wiltshire charter	D	D	Y	Y	D	N	N	N	?	Y	?	Y	Y
9. Refreshing community area plan	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
10. Developing new community area plan	N	N	N	P	N	N	N	N	N	N	N	N	N
11. Holding a local challenge	N	N	D	Y	N	Y	D	Y	N	Y	?	Y	Y
12. Following through a specific service issue	Y	D	Y	Y	D	Y	Y	Y	D	Y	Y	Y	Y
13. Developing a local area assessment	N	D	?	Y	D	N	N	Y	N	Y	Y	Y	?
14. Budget Consultation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
15. Local Boundary Review	Y	N	Y	N	N	N	N	N	N	N	Y	Y	N
16. Consulting on the Rule Book	D	Y	D	?	Y	N	Y	Y	Y	Y	Y	Y	Y
17. Carrying out community area survey	N	Y	N	Y	Y	Y	Y	Y	Y	W	Y	N	N
18. Carrying out community area profile	N	Y	N	Y	Y	Y	Y	Y	Y	W	Y	N	N
19. Implementing community asset transfer	N	N	Y	N	P	N	N	N	N	N	Y	N	N
20. Defining role of Development Trusts	Y	N	N	N	N	N	N	N	N	N	N	N	N
21. Defining support for community partnerships	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
22. Defining funding for community area partnership	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
23. Involving those often excluded (with WREC)	P	P	Y	P	P	P	Y	Y	P	P	P	P	P
24. Defining support role of Democratic Services	N	N	N	N	N	Y	Y	Y	Y	N	N	Y	N
25. Developing relationship with PCT, Police, Fire	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
26. Holding community engagement/visioning event	P	P	P	N	Y	P	Y	Y	Y	P	P	N	P
27. Developing Community Network	-	-	-	-	-	-	-	-	Y	-	-	Y	Y

Key

A	=	Amesbury
C	=	Calne
CH	=	Chippenham
CM	=	Corsham
M	=	Malmesbury
MB	=	Marlborough
P	=	Pewsey
S	=	Salisbury
T	=	Tisbury
TD	=	Tidworth
TR	=	Trowbridge
W	=	Warminster
WB	=	Wootton Bassett

C	=	Control
D	=	Draft
N	=	No
P	=	Possibly
W	=	Ward level information exists
Y	=	Yes
?	=	Query
-	=	Not indicated yet

7.4   Decisions Required

7.4.1 With little more than six months to the new financial year decisions need to be taken urgently on some key issues. In particular the Council has an obligation under the Wiltshire Compact to give our Community Area Partnerships adequate warning of their likely core funding for 2009/10. Where Partnerships employ staff members these staff need to know their future. Clarity is also needed around the Area Board boundaries to facilitate realignment of the Council's business processes and enable the Police to complete their internal management restructuring.

7.5   Community Area Boundaries

7.5.1 The Boundary Committee has recommended 98 single-member electoral divisions for Wiltshire as proposed by the Council. Insofar as the development of the new Area Boards is concerned, large areas of Wiltshire are largely unaffected by the boundary issues. The Council's proposal to the Boundary Committee took into account the need to achieve close alignment with the 20 community area boundaries and although this has been broadly achieved, it has not been possible in every area.

7.5.2 There is now a pressing need to revisit the Area Board boundaries in light of the Boundary Committee's recommendations. The main reason for this is that in some areas such as Mere, Tisbury, Wilton, Pewsey and Tidworth there would be less than three members sitting on the Area Board. This means that effectively the Chair would have the final say on all decisions through the casting vote. With that in mind, and to achieve a greater degree of public confidence in the conduct of the boards, the Council has indicated to the Boundary Committee that a minimum of four councillors would be needed to create a viable Area Board. This has implications in those areas mentioned.

7.5.3 There are a range of options that might be available - merging community areas, boards covering two or more community areas, inclusion of additional divisions from neighbouring areas, etc. This is a matter for discussion locally and the Area Boards Development Team is taking soundings in those areas most affected to get a feel for the views of the local community. Once this initial consultation has been completed, a more formal options paper will be produced for consideration by the Implementation Executive.

Recommendation 1:
That the Area Boards should have a minimum of four members (excluding the Cabinet representative) and where possible, changes to community area boundaries, to make them coterminous with the new electoral divisions, should be minimised.

7.6   Issues identified by Community Area for Area Board agendas

Area	Issues	Action
Amesbury	Transport provision for young people	
Calne	Christmas Lantern Parade	Resolved
Chippenham	Speeding on the Pewsham estate Parking of continental HGV vehicles at Stanton St Quinton	Local survey and evaluation Round table with stakeholders
Corsham	Anti-social behaviour Basil Hill Development - Traffic calming Public transport Health provision	
Malmesbury	Speeding RTAs Others to be determined	
Marlborough	Not yet agreed	
Pewsey	Not yet agreed	
Salisbury	Market Square – anti-social behaviours & cleanliness Disabled facilities grants – delays in works.	
Tisbury	Railway car parking Speeding and road safety Vulnerable older people	Problem solving seminar Working with Police and CSP to identify actions Developing befriending scheme
Tidworth	Long list prepared for short listing with TCAP Access to services for adults with learning difficulties Youth services Schools provision (implications of super garrison)	Schools and education officers invited to discussions with pilot board.
Trowbridge	Under consideration	
Warminster	Transport Access and facilities for disabled people Road and pavement maintenance Local hospital Activities for teenagers	
Wootton Bassett	Speeding Others to be agreed from list of issues submitted	

7.7   Community Area Budgets

7.7.1   The Area Board budget for Wiltshire in 2009/10 is £1,000,000 which
        represents an average budget per community area of £50,000. There is
        widespread concern that a 'one size fits all' allocation of resources
        would not address the socio-economic diversity of Wiltshire's
        community areas. To address this, a funding model has been

developed using indices of deprivation, population and sparsity. The model gives fixed weightings to population (50%), deprivation (35%) and sparsity (15%) (see paragraph 7.7.2) and variations in levels of core funding, which is different in each example (Appendix two). Using these weightings, Salisbury will receive the highest amount of funding, and Tisbury the lowest. Final allocations will need to be made following the conclusion of the Boundary Review and any once-and-for-all changes to the community area boundaries.

Recommendation 2:
That the principle of an 'equity funding model' be adopted for the allocation of resources to community areas - using indices of deprivation, population and sparsity with weightings for each index.

7.7.2   There are three budget options for community area funding attached at Appendix two. Each of the three budget options have a different level of core funding. The higher level of core funding the smaller differentiation between Community Areas becomes.

- Option 1 - The lowest level of core funding is £10,000. If adopted this would mean a differential which is the greatest of the three options

- Option 2 – Core funding of £15,000.

- Option 3 – Core funding of £25,000.

The larger urban communities with the greater socio-economic need will be allocated a larger budget than the smaller rural communities.

Recommendation 3:
To agree the preferred community area funding model from the options presented.

7.7.3   There is some concern that, in the more sparsely populated parts of the county where a single Area Board is likely to cover multiple community areas, there will be a drive to find cost savings and that the individual community areas will not receive the monies that they have been fairly allocated. These concerns should be recognised.

Recommendation 4:
Where Area Boards cover more than one community area, the budgets for each area are protected and managed discretely through the Area Board.

7.7.4   It is proposed that the Area Board should receive and agree an annual bid for core funding from its Community Area Partnership. A simple application process needs to be established together with guidelines as

to what will be funded. This is likely to include activities such as running theme group meetings, holding consultation events, preparing a community area plan, employing a community agent etc. It will be important that the costs of administration are not disproportionate to the overall activities of the Partnership or the overall Area Board budget. Simple agreements and processes need to be agreed with Partnerships to access these monies.

Recommendation 5:
That core running costs of Community Area Partnerships should be funded locally by the Area Boards. Further consultation to be undertaken and a recommendation to be brought to IE at a later date.

Recommendation 6:
That a simple Service Level Agreement should be established between the Area Boards and Community Area Partnerships to govern how this core funding is used and what activities are deemed to be eligible for funding, and how partnerships draw down and hold the funding.

Recommendation 7:
That additional guidelines be drawn up to guide the use of the Area Board delegated budgets with a presumption that no less than 80% of the budget should be used to fund projects identified in the Community Area Plan, and other priority areas.

7.8   Planning Gain and Section 106 Contributions

7.8.1   The new council is committing £1m per annum to support the work of the Area Boards and provided dedicated officer support in each area. However, it remains likely that demand for local funding will outstrip even this level of investment. In order to increase the influence of Area Boards in a locality it is recommended that they should have influence over the financial and physical contributions received from developers associated with planning applications in the area. This would mean that for major developments the Area Boards (through the community area manager) would be consulted about the use of Section 106 (voluntary) contributions received from developers to ensure that these contributions are aligned as closely as possible to the needs of the community as expressed through the local community plan. It is recognised that this would operate within certain constraints and clear protocols would be required to ensure that this process operated within such constraint.

7.8.2   The other form of contributions received from developers includes sums associated with open space provision. It is recommended that Area Boards have some influence over funding for eligible schemes (usually open space, environmental and recreational schemes) in the locality - normally the parish in which the development takes place.

Again, this will help to ensure that such funding is used to support community priorities as set out in the local community plan. In the longer term it is recommended that the Local Development Framework should include policies to enable developer contributions of this kind to be used to support a wider range of community infrastructure projects.

7.8.3 It is considered that the delegation of these responsibilities to the Area Boards will significantly increase their ability to achieve local priorities set out in the Wiltshire LAA and local community area plans.

Recommendation 8:
Arrangements be set in place to enable Area Boards (through the Community Area Manager) to influence the allocation of Section 106 developer contributions arising from local developments from April 2009.

Recommendation 9:
That Area Boards have influence over the release of other planning contributions received in respect of developments, as outlined above.

Recommendation 10:
That the new Local Development Framework(s) for Wiltshire include greater flexibility to enable developer contributions to be used to support a wider range of community infrastructure projects (along the lines proposed in the emerging South Wiltshire LDF proposals).

7.9 Role of Cabinet Members on Area Boards

7.9.1 A member of the Council's Cabinet will attend Area Boards across the County on a rotating basis. Cabinet members attending the Area Board will not have voting rights. A unitary Councillor who is a member of the Area Board because it covers their local constituency, who also happens to be a Cabinet member, will have a vote as a standing member of the Area Board.

7.9.2 At the beginning of the year, the Cabinet will notify each Area Board of the dates on which the portfolio holders will attend area meetings. This will enable the Area Boards to plan ahead and raise issues relevant to that portfolio at the meeting. There may also be occasions when the portfolio holder needs to attend an Area Board, because an urgent or unforeseen situation has arisen locally and this will have to be negotiated on an ad hoc basis with the individual portfolio holder.

7.9.3 The purpose of the attendance of a Cabinet member and/or a Cabinet portfolio holder at the Area Board is to provide:

- a strong connection between the local executive, which is the Area Board, and the executive of the Council, which is the Cabinet

- a mechanism for referring matters to the Cabinet for review in cases where local action has failed to resolve an issue
- a means for portfolio holders to assess the local impact of the strategic policies for which they are responsible
- an opportunity for non-executive members and local communities to discuss and influence strategic policy

7.9.4 The Cabinet may also want to consult Area Boards on an area of policy development or on decisions which will have an impact on the community area and in this case, a Cabinet member may put a request to an Area Board to attend and discuss the issue. The benefit of a Cabinet member attending all the Area Boards on a rotating basis is that they will develop a good understanding of issues across the whole County.

Recommendation 11:
The agreement of the above terms for members of the Wiltshire Council Executive on Area Boards.

8. Delegation to Parish Councils - interim findings

8.1   The objective of the project is to offer the delegation of local services to town and parish councils (local councils) .

8.2   Update

8.2.1 Communicating with town and parish councils: The project manager has written to all town and parish council clerks in the county with a brief on the project and an offer to visit in order to clarify issues. Councils were invited to submit a return in the form of answers to three questions:
- Which services would they definitely like to take on (this may also include assets)?
- Which services are they not sure about?
- Which services do they definitely not want to take on?

8.2.2 Over 90 town and parish councils have been visited, either individually or in forums. Details on returns to date are shown in paragraph 8.5.3.

8.3   Developing models and criteria

8.3.1 Discussions have been held with individual service departments within WCC and District Councils regarding the development of models and criteria.

8.3.2 A practical workshop was also held in Corsham in July to identify key issues concerning the delegation of a grounds maintenance service, the delegated management of a car park and the transfer of a public convenience. The notes of this workshop were widely distributed to service managers and the following further work was agreed:
- Community Assets Transfer Policy development (underway)
- Conversations between WCC (specifically the Service Director Sustainable Transport) and local councils regarding county-wide parking strategy
- Establishment of the legislative framework for delegations
- Alignment of project work (in particular as it relates to potential asset transfer) to acknowledge the contents of the recent White Paper, *Communities in control: real people, real power*
- Customer Access development staff to be engaged in the negotiation process

8.4   Analysing interim findings: Preliminary discussions have been held with service managers and property staff. With a reasonable number of returns now received (see paragraph 8.5.3), analysis of requests have now begun.

8.5   Returns from Town and Parish Councils

8.5.1. The Town and Parish Councils were invited to submit expressions of interest in services.

8.5.2 Returns are as follows:

Returns	80 (31% of total councils)
Don't want anything	41 (51% of returns)
Do want something	39 (49% of returns)
Face-to-face meetings (either individual councils or in forums)	88

8.5.3 Services: Interest in delegations, by service, is as follows (top three in **bold**):

Service	Interested?
Allotments	11
Control of Markets*	7
Voucher Issue	6
Litter control	7
Maintenance of Open Spaces*	**26**
Noise/Nuisance	4
Parking*	7
Toilets*	8
Recycling	1
Road safety	4
Leisure/Tourism	4
Street Cleaning	**13**
Street Furniture	7
Street Lighting	2
Street Naming	**20**
Licensing	2
Cemeteries*	1

* Often together with associated asset

Recommendation 12:
Agree this list of services for further feasibility studies and business case development.

8.6 Assets: Many services are associated with assets, e.g. maintenance of playing fields, cleaning of public conveniences. Several towns and parishes have indicated that they would like to take over the ownership and/or management of assets in their communities currently owned by either WCC or the district council. These requests have been noted and passed to Corporate Estates for consideration, subject to the Community Assets Transfer Policy (yet to be finalised). If and when the ownership, leasehold and/or management of an asset is transferred, delegation of the associated service(s) will be negotiated.

8.7   Criteria: Outline criteria were drawn up in February. It is anticipated that further criteria are established by both WC and 'receiving' local councils as negotiations are initiated. The list was subsequently revised after a successful workshop in July:

Criteria	Description	Example Measures/Controls
Meeting needs	Can the council show that the proposed standards and method of service delivery meet local needs?	Noted in the Town/Parish Plan Residents' survey
Value for money	Does the delegation demonstrate value for money compared to the existing situation vis-à-vis economies of scale?	Same quality of service at less cost than that anticipated by WC Increased quality of service at given cost
Adequate financial arrangements	Have realistic funding profiles and safeguards against double taxation been put in place?	If appropriate, funding will be granted from WC
Equity	Will the delegation of a service disproportionately skew the balance of services in a Community Area?	Perhaps the Area Board could develop policy for their Community Area?
Capacity and capability	Does the council have, or plan to have, adequate staff capacity, knowledge and skills to deliver or manage the service?	Noted in Town/Parish Plans 'Clustering' plans
Attitude to liability and risk	To what degree is the council prepared to take on liability, e.g. recruitment and employment of staff, insurance, funding of legal challenges?	Risk Management Plan
Sustainability	How will the service be sustained?	Agreements will be of 2-3 year terms initially
Customer Access	How will confusion be avoided in the minds of customers (residents)?	WC's Customer Access Plan will have to take this into consideration

> **Recommendation 13:**
> **Agree criteria for delegation set out in paragraph 8.7.**

8.8   Methodologies

8.8.1   Typical models of delegation are:

Methodology	Remarks
Full asset transfer and service delegation	Reflects highest risk transfer and capacity requirements Attractive to larger councils
Delegation of the service without transfer of the asset	Lower risk transfer
Delegation of the service and/or asset to a third party, e.g. Development Trust (DT), Community Land Trust (CLT)	Only practical currently where a DT or CLT exist Greater opportunity to generate income
Transfer operational tasking of the service, i.e. as in the Parish Steward scheme	Requires no funding grant Proven model
Delegation to a cluster of parishes, either equally or to a 'head' parish or town that would deliver the service to partner parishes	Spread risk and ensures wider commitment Could be developed on a Community Area-wide basis

8.8.2   Once feasibility studies have been carried out across services as a whole, local councils can be invited to submit brief business cases. These would be worked up in partnership with service directorates who would provide details of mandatory standards, legal constraints, etc and current costs The particular method of delegation/transfer will depend on the business case presented and the level of delegation requested or thought most suitable.

8.9   Action Plan: The main activities are outlined below, however an agreement and timetable is yet to be agreed for the Community Assets Transfer Policy, which may impact on timescales in relation to services with assets attached.

Activity	Timescale
Whole-service outline feasibility studies	October/November 08
Subject to feasibility, individual towns/parishes invited to submit outline business cases.	November 08 – January 09
Analysis of business cases across the county against criteria and policies	February – March 09
Negotiation Phase	March 09 – April 09
First delegations	May 09

> **Recommendation 14:**
> **Agree in principle the outline Action Plan, taking into account that timescales may change for delegated services affected by the Community Assets Transfer Policy.**

9. Wiltshire Assembly

9.1 The Sustainable Communities Act 2007 provides local authorities with the opportunity to make practical suggestions to the Secretary of State on how government could change roles, responsibilities, and processes, which are under its control, in order to help in creating more sustainable communities. An Annex to the Act describes the sorts of matters which are relevant to the Act, and these include promoting local food, local public procurement, local jobs, local services such as village shops, local energy production, reduction in road traffic, increasing community health, reducing green house gases, and increasing social inclusion and mutual aid, etc.

9.2 In late October 2008 the Secretary of State will formally invite local authorities to submit ideas to the LGA, who will in turn create a shortlist of proposals to discuss with Government for possible implementation.

9.3 In arriving at their shortlist of ideas, local authorities are required to work with, and if possible seek the agreement of, a local 'Panel' which is representative of the local area, including hard to reach groups.

9.4 It is possible under the Act for all five local authorities in Wiltshire to set up separate Panels and submit ideas independently, although the preferred option is for the Wiltshire Assembly to take the lead on the establishment of one panel.

> **Recommendation 15:**
> **Agree that one Panel is set up for the County, and that the Implementation Executive authorises the Wiltshire Assembly to create and run a panel for Wiltshire with responsibility for submitting ideas to the LGA, as described in paragraph 9.1.**