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REPORT

Councillor Kevin Wren : Leader of the Cabinet

BOARDS AND WORKING GROUPS TO SUPPORT THE INTEGRATED CHANGE PROGRAMME

1. Purpose of Report

To seek approval for a consistent approach to member/officer working groups that support the Council's Integrated Change Programme.

2. Introduction and Background

- 2.1 The Corporate Plan sets out the Council's Integrated Change Programme. The ten themes of the programme are the six political priorities and the four supporting organisational priorities:

Political priorities

- Improving customer service
- Improving our housing stock
- Delivering more affordable housing
- Improving waste management
- Improving transportation
- Improving community safety

Organisational priorities

- Meeting the financial challenge
- Improving the performance of the Council
- Partnership working and community engagement
- Building the capacity of the organisation

- 2.2 Work on each of these themes is conducted in a variety of ways. Each theme is summarised in a project initiation document, with quarterly monitoring reports prepared for Cabinet.
- 2.3 The success of each of these themes is critical to Salisbury District Council's future success, including our determination to be an "excellent" Council in the eyes of the public and the Audit Commission.
- 2.4 The aim of this report therefore, is to ensure a consistent approach to managing the themes and maximise member and officer capacity to deliver.

3. Current Arrangements

3.1 A summary of how each theme is managed is summarised below.

Integrated Change Theme	Mechanism for Delivering Work Programme	Membership
Improving Customer Service	<ul style="list-style-type: none"> • Wilts and Swindon Customer Services Board • Customer Service Board • Office Design Group • IT Strategy Group • E-Advocates Group • Green Travel Plan Group 	<ul style="list-style-type: none"> • Deputy Leader, Policy Director • Deputy Leader, Policy Director, Head of Customer Services • Portfolio and Deputy Portfolio Holder for Resources, Policy Director, Political Group Reps and various Officers • Policy Director, Head of IT, Corporate E-government Officer and other Senior Officers • Political Group Reps, Deputy Leader, advised by Officers and Policy Director • Head of Forward Planning & Transportation, Head of Development Services, advised by Senior Officers & Marketing Mgr
Maintaining our Housing Stock	<ul style="list-style-type: none"> • Stock Option Appraisal Board 	<ul style="list-style-type: none"> • Leader, Portfolio and Deputy Portfolio Holder for Community & Housing and Tenant Panel Members • Advised by Head of Housing Mgmt, Policy Director, Consultants, Housing & Community Task Force
Delivering More Affordable Housing	<ul style="list-style-type: none"> • No formal body 	
Improving Waste Management	<ul style="list-style-type: none"> • Improving Waste Mgmt Working Group 	<ul style="list-style-type: none"> • Portfolio Holder for Transport & Environment

		<ul style="list-style-type: none"> • Advised by Head of Environmental Services and Senior Officers • Community Reps from South Wilts Local Agenda 21
Improving Transportation	<ul style="list-style-type: none"> • Salisbury Joint Transportation Committee • Transport Working Group 	<ul style="list-style-type: none"> • Portfolio Holder for Transport & Environment for SDC & WCC • Other elected Members from SDC & WCC • Advised by Officers from SDC & WCC • Leader and Deputy Leader • Portfolio & Deputy Portfolio Holder for Transport & Environment • Advised by Policy Director, Head of Forward Planning & Transportation and Senior Officers and Wiltshire County Council Officers
Improving Community Safety	<ul style="list-style-type: none"> • Community Safety Partnership • Community Safety Implementation Team 	<ul style="list-style-type: none"> • Portfolio Holder for Community & Housing • Range of partners including Police • Advised by Officers • Head of Community Initiatives, Community Safety Officer and various Officers from partner organisations
Meeting the Financial Challenge	<ul style="list-style-type: none"> • Board 	<ul style="list-style-type: none"> • Range of Officers, Head of Financial Services, Policy Director
Improving the Performance of the Council	<ul style="list-style-type: none"> • Board 	<ul style="list-style-type: none"> • Range of Officers and Policy Director
Building the Capacity of the Organisation	<ul style="list-style-type: none"> • Building Capacity Working Group 	<ul style="list-style-type: none"> • Policy Director, Head of Forward Planning & Transportation, Head of

		Democratic Services and Head of Personnel, Payroll & Training
Partnership Working and Community Engagement	<ul style="list-style-type: none"> • South Wilts Strategic Alliance Board • South Wilts Strategic Alliance Executive 	<ul style="list-style-type: none"> • Leader of Council and Political Group reps and range of partner organisations • Chief Executive/Policy Director and most Senior Officers of partner organisations

An analysis of the above shows that:

- 4 themes have no member representation.
- 1 theme has a wide range of bodies supporting it.

4. **Proposals for a More Consistent Approach to Managing the Integrated Change Programme**

- 4.1 Given the importance of Delivering More Affordable Housing, it is proposed that a new board is developed to lead this work with Cabinet representation from Community & Housing and Planning & Economic Development.
- 4.2 Given the significance of the Council's work on Customer Services it is proposed that the remit of the Improving Customer Services Board is widened to encompass all aspects of the work programme with 5 Sub groups focusing on office design, customer service, green travel, e-government elements of the IT Strategy Group and the Members e-Advocates Group. It is suggested that with the Board having a wider remit that the Resources Portfolio Holder should join the Board.

5. **Recommendations**

The Cabinet are asked to:

- Agree to the creation of a new board for Delivering More Affordable Housing.
- Confirm member representation on the Delivering More Affordable Housing Board.
- Agree to the Resources Portfolio Holder joining the Improving Customer Services Board.
- Indicate whether Cabinet wishes to join the Meeting the Financial Challenge Board, the Improving Performance Board or Building the Capacity of the Organisation Board.

6. **Implications**

Financial	: None contained within this report
Legal	: None contained within this report
Personnel	: Potentially greater member involvement
Community Safety	: Addressed by the Community Safety Partnership
Environmental	: Addressed by the Improving Waste Management Groups
Core Values	: All
Wards Affected	: All