

## AGENDA

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**Meeting:** Overview & Scrutiny Organisation and Resources Select Committee  
**Place:** Council Chamber, Monkton Park, Chippenham  
**Date:** Thursday 26 May 2011  
**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Sharon Smith, of Democratic and Members' Services, County Hall, Trowbridge, direct line (01225) 718378 or email [sharonl.smith@wiltshire.gov.uk](mailto:sharonl.smith@wiltshire.gov.uk)

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### Membership:

Cllr Nigel Carter  
Cllr Tony Deane  
Cllr Christopher Devine  
Cllr Peter Doyle  
Cllr Nick Fogg  
Cllr Charles Howard  
Cllr Jacqui Lay

Cllr Jeff Osborn  
Cllr Mark Packard  
Cllr Bill Roberts  
Cllr Ricky Rogers  
Cllr Judy Rooke  
Cllr Jonathon Seed

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### Substitutes:

Cllr Desna Allen  
Cllr Chuck Berry  
Cllr Jane Burton  
Cllr Ernie Clark  
Cllr Peter Colmer  
Cllr Mary Douglas

Cllr Russell Hawker  
Cllr Jon Hubbard  
Cllr Christopher Newbury  
Cllr Jeffrey Ody  
Cllr Pip Ridout

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## **PART I**

### **Items to be considered whilst the meeting is open to the public**

1. **Election of Chairman**

To elect a Chairman of the Select Committee for 2011/2012.

Nominations will be sought orally from those present at the meeting. Voting will be by way of a show of hands.

2. **Election of Vice-Chairman**

To elect a Vice-Chairman of the Select Committee for 2011/2012.

Nominations will be sought orally from those present at the meeting. Voting will be by way of a show of hands.

3. **Apologies and Substitutions**

Apologies have been received from Cllr Nigel Carter.

4. **Minutes of the Previous Meeting** *(Pages 1 - 12)*

To approve as a correct record and sign the minutes of the last meeting of the Overview and Scrutiny Organisation and Resources Select Committee held on 24 March 2011.

5. **Declarations of Interest**

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

6. **Chairman's Announcement**

7. **Public Participation and Councillors Questions**

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 (acting on behalf of the Director of Resources) no later than **5pm on Thursday 19 May 2011**. 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.

### 8. **Library Services Review**

The Committee will recall that at its meeting of 20 January 2011 it endorsed the findings to emerge from the rapid scrutiny exercise (held on 18 January) on the Library Services Review. Two of the recommendations to result from this scrutiny activity related to the communications/consultation plan i.e.:-

- i) Overview & Scrutiny is invited to review this document before it is actioned, and
- ii) the plan includes consultation with Area Boards, Town/Parish Councils and GROW and clearly demonstrates how the authority will ensure recruitment of sufficient and suitable volunteer numbers;

In response a copy of the Library Review Communications Plan has been forwarded to the Chairman and Vice-Chairman of the Committee which illustrates how the Project Team has successfully responded to the scrutiny recommendations. The Chairman is now minded to invite an update report in 12 months to monitor whether the Library Service Review aims have been successfully implemented.

### 9. **SAP Post Implementation Review** *(Pages 13 - 14)*

The Select Committee considered the SAP Post Implementation Review report commissioned by the Audit Committee and prepared by KPMG at its meeting last November. It resolved to make a number of comments which were reported to the Audit Committee (copy attached for ease of reference). The Audit Committee resolved to hold a seminar and receive periodic updates on the 13 point action plan.

As part of its consideration the Select Committee noted for possible future scrutiny that the SAP Strategy scheduled for March 2011 would form an integral part of the overall ICT Strategy which was being developed to align with the Council's Business Plan (page 32 of the report referred).

A report was submitted to the Audit Committee on 13 May on SAP Development PID. The report set out in 3 sections outstanding implementation improvements, essential business developments and future projects. The Committee welcomed the document and the intention to further improve and develop SAP. However in order to provide effective monitoring of its delivery it was recognised that additional information in respect of timescale and resources were required regarding future projects.

The Select Committee received the draft Technology Plan at the last meeting and referred it to its ICT Task Group for more detailed consideration. The roadmap which accompanies the Plan incorporates SAP developments. The Task Group also met on 13 May and its update is reported elsewhere on the agenda.

The Select Committee is asked to note:

- (i) the actions of the Audit Committee on this matter; and
- (ii) the work of the ICT Task Group on the overall Technology Plan which incorporates SAP developments.

10. **Scrutiny of Procurement and Commissioning** *(Pages 15 - 18)*

The Committee at its meeting held in November 2010 considered a report on the challenges faced by the Council in driving a more focused and professional approach into the Council's procurement and commissioning activities and outlined options on how best to scrutinise this area of work in the future.

Following the decision taken by the Committee the Liaison Board considered a report which provided details of the proposed approach to future scrutiny of procurement and commissioning.

The Board resolved that future scrutiny would be dealt with by way of a dedicated Procurement and Commissioning Task Group which would report directly to the Organisation and Resources Select Committee and replace the Major Contract Task Groups.

The Committee is now asked to consider and approve the recommendations provided within the attached report.

11. **Response to Partnership Task Group Final Report** *(Pages 19 - 20)*

The Committee at its previous meeting held in March 2011 received an interim report on the work of the Partnerships Task Group. It endorsed the findings and recommendations which were sent to both the Community Safety Partnership's Chairman and Cabinet Member for consideration.

A response from the Cabinet Member is now provided and the Committee is asked to note that the findings and recommendations were accepted.

The Chairman requested at the last meeting to ask the members to confirm their interest and commitment to further work on the Partnership Task Group. As a consequence there has been one membership change; Cllr Chris Caswill has been replaced by Cllr Helen Osborn.

The Task Group will meet again on 1 June where it will begin a short review looking at the work of the Housing Partnership Board.

12. **S106 Task Group**

The Section 106 Task Group met on 18 May to receive a 6 month update on progress made in relation to the introduction of a corporate database for S106 agreements following recommendations made at the last meeting.

A report will follow providing details of the key issues arising and resulting recommendations for consideration.

13. **Task Group Update** *(Pages 21 - 22)*

An update on Committee Task Group activity is attached.

14. **Scrutiny Representation on Project Boards**

As the Committee has scrutiny representation on several Project Boards this item has been included to allow members to provide an update where appropriate.

Project Boards with scrutiny presentation include:

Staffing Management Executive Board – Cllr Ricky Rogers  
Revenue and Benefits Project Board – Cllr Pip Ridout

15. **Business Plan - Implementation Programme** *(Pages 23 - 24)*

At the last meeting a report was considered highlighting the themes and individual projects from the 4 year Business Plan relevant to the work of the Select Committee (see attached list). The intention was that discussion would then be held with the appropriate Cabinet member/portfolio-holder(s) and corporate director/ service director(s) to develop a complimentary future scrutiny work programme focused on the Council's priorities and matched to available capacity and resources.

The delivery of the content and commitments given Business Plan is to be supported through an implementation programme co-ordinated through the Council's Programme Office. This requires discussion and approval by CLT and Cabinet Liaison. This process has not yet been fully completed (partly due to the review of the senior management structure) and therefore is not yet

available for use by scrutiny.

The Committee is asked to note the current position and that work to progress a revised scrutiny work programme will continue once CLT and Cabinet Liaison have agreed the implementation programme. Some projects in the Resources arena are already well underway such as Procurement and Commissioning, ICT and Campus and Operational delivery and scrutiny has responded to these with appropriate arrangements.

It is hoped that the position will have moved forward including the submission of a draft revised work programme by the next meeting of the Select Committee.

16. **Forward Work Programme** *(Pages 25 - 28)*

A copy of the draft Forward Work Programme is attached for consideration.

This includes a list of relevant items from the Cabinet's published Forward Work Plan.

17. **Date of next Meeting**

14 July 2011

18. **Urgent Items**

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

**PART II**

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

None

## **OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE**

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### **DRAFT MINUTES OF THE OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE MEETING HELD ON 24 MARCH 2011 AT COMMITTEE ROOM III, COUNTY HALL, TROWBRIDGE.**

#### **Present:**

Cllr Nigel Carter, Cllr Tony Deane (Vice Chairman), Cllr Peter Doyle, Cllr Nick Fogg, Cllr Charles Howard, Cllr Jon Hubbard, Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman), Cllr Bill Roberts, Cllr Ricky Rogers, Cllr Judy Rooke and Cllr Jonathon Seed

#### **Also Present:**

Cllr Allison Bucknell, Cllr Christopher Cochrane, Cllr Jeffrey Ody and Cllr John Thomson

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#### **132. Apologies and Substitutions**

Apologies were received from Cllr Christopher Devine.

#### **133. Minutes of the Previous Meeting**

The minutes of the previous meeting held on 20 January 2011 were approved and signed as a correct record.

#### **134. Declarations of Interest**

There were no declarations of interest.

#### **135. Chairman's Announcement**

The update on Professional Services Project Board (which was to be considered under Item 12) would be brought forward on the Agenda and considered following the update on HR matters (Item 6) as the Scrutiny representative would need to leave the meeting early due to other commitments.

136. **Public Participation and Councillors Questions**

There was no public participation and no questions were received from Councillors.

137. **HR Update**

The Committee at its previous meeting resolved to receive a further update on HR related matters to include details of those leaving the organisation through redundancy.

The Corporate Director for Resources and Service Director for HR and Organisational Development were in attendance to present the update and to answer any questions arising.

Ensuing discussion included that staff morale had been affected due to the number of employees who had received 'at risk' letters although it was understood that it was a legal requirement for the authority to notify those at risk of redundancy.

Clarification was provided that the total number of posts to be removed through the current 12% saving requirements consisted of 97 redundancies and the removal of 61 vacant posts. 480 'at risk' letters had been circulated. The number of employees within the 'at risk' category moving into new positions within the organisation would be provided following the meeting.

Concern was again raised that members were not always informed of those employees leaving the organisation through redundancy which had also been raised at the Committee's previous meeting. Although Service Directors had been requested to keep members informed the Service Director for HR and Organisational Development would reiterate the concern of the Committee. Councillors themselves were also encouraged to contact relevant Service Directors where it was felt necessary.

**Resolved:**

- 1) **To thank officers for the information provided.**
- 2) **That the Committee would be kept informed of developments in relation to staff Terms and Conditions.**

138. **Professional Services Project Board**

Due to the need of the Scrutiny representative on the Professional Services Project Board to leave the meeting early and, as detailed in the Chairman's Announcements, this item was moved forward on the agenda for discussion.



Clarification was provided that following commencement of the Board approximately one year ago, significant improvements had been made in the centralisation of consultancy and agency employees.

It was noted that a total of 260 undeclared posts had been highlighted as part of a recent amnesty exercise but that disciplinary procedures written with policy guidelines would eliminate the potential of undeclared consultancy/agency staff in the future.

Acknowledgement was made that there would always be a need for the employment of agency staff particularly in frontline service areas, but the Comensura contract, in conjunction with Dorset County Council, was proving highly successful in significantly reduced costs to the Council. It was acknowledged there were risks associated with contractual negotiations with one agency provider but these were limited and being managed.

Confirmation was provided that, should central government initiate a centralised system next year, and should the Council wish to adopt this, the Comensura contract included provision for the Council to adopt this.

As the work of the Project Board was now approaching finalisation, future updates by exception would be provided by the Service Director for HR and Operations.

**Resolved:**

- 1) To thank officers for the update.**
- 2) To thank Cllr Jonathon Seed for his role in this exercise.**
- 3) To receive an annual update on consultancy/agency staff in March 2012.**

**139. Area Board Update**

The Committee resolved at its meeting in March 2010 to receive an update on the implementation of recommendations made following a review of Area Boards to include progress made in relation to the Handbook.

The Cabinet member for Communities, Service Director for Communities and Head of Community Governance were in attendance to present the update and answer questions arising.

Clarification was provided that no further reviews were expected to take place but, once the Localism Bill received royal ascent, this would be taken into consideration.

General discussion took place in relation to consistency across the 18 Area Boards where confirmation was provided that regular meetings were held with the Chairman of the respective Boards to discuss issues. This included consistency, but the nature of the Boards themselves dictated that each would retain an element of individuality as priorities within each community area were set. The Chairman of each Board was responsible for setting the priorities pertinent to the community area itself and for ensuring that the venue of each meeting was set to allow for maximum attendance of residents.

Clarification was also provided that the purpose of the area boards was to have a single local democratic forum for the council to do its business. In line with this, the three key elements to be included within agendas were:

- Details of Council services
- Information on councillor business
- The ability for local communities to request items

As a council, it was also agreed that the area boards would be the main venue for consultations and communication with the community.

In considering the key information provided and with particular reference to '79% of people attending Area Boards rated the meetings as excellent or good', clarification was sought on how this percentage was calculated. The Cabinet member for Communities confirmed that further detail would be provided following the meeting.

Upon further discussion grant allocation was also raised where members felt further guidance was required to ensure transparency and consistency in approach throughout the County. The Head of Community Governance would arrange a meeting with interested councillors to provide further guidance as requested.

In addition, details of the Council's benchmarking in terms of benefits realisation would be tabled and circulated to all members of the Committee.

**Resolved:**

- 1) To thank officers for the information provided.**
- 2) That the Committee would receive a copy of the revised Handbook once completed.**

**140. Council Funding Framework for the Voluntary Community Sector**

The Committee at its meeting held in March 2010 resolved to receive a further update on the Council's Voluntary and Community (VCS) Strategy in March 2011.

The Cabinet member for Communities and Service Director for Communities were in attendance to present the update report and answer questions arising.

The Chairman commenced discussion by welcoming the content of the report before opening up discussion to the floor.

Confirmation was provided that the review had taken into consideration the voluntary groups within Wiltshire and had included the input of the Wiltshire Inequalities Council to ensure the seven strands of inequality were incorporated.

Specific note was made to the withdrawal of grant funding to luncheon clubs from the end of March 2012. However, it was noted that the Community Foundation for Wiltshire and Swindon were working with the lunch clubs to identify funding thereafter.

To provide further clarity, the Service Director for Communities would ensure a joint press release was prepared with the Community Foundation that could be highlighted through the Area Boards. The release would also include guidance for other voluntary sector funding to provide a more joined up approach.

Independent organisations were being encouraged to work together and to consider sharing back-office resources to attain sustainable funding. As streams of funding were being reduced nationally, many of the organisations had expressed thanks to the Council for maintaining some of its funding. Wiltshire Council had also been recognised nationally for the work being done with the voluntary sector.

The Head of Community Strategy was a member of the Procurement Board to ensure a link existed between the Voluntary and Procurement Units. This would provide consistency, including any impact from changes announced as part of the Localism Bill and Big Society.

**Resolved:**

- 1) To thank officers for report.**
- 2) To request that the various comments raised are taken on board to include that a press release be circulated with information on voluntary sector funding and the transfer of luncheon club responsibility.**

**141. Information Services Technology Plan 2011-2015**

The Committee was asked to consider the content of the Information Services Technology Plan which provided details of the strategic and design considerations for how ICT would be delivered across the organisation over the next four years.

The Corporate Director for Resources, Portfolio Holder for ICT and the report author were in attendance to present the report and answer questions arising.

The Committee was reminded that a core element of the Business Plan was the Technology Plan which would underpin the work of the organisation. The Committee was asked to consider its content prior to consideration by CLT and Cabinet Liaison.

Confirmation was provided that there were over 200 projects underpinning the Plan each of which would have its own risk assessment and that the delivery of the Plan was expected to achieve a cost reduction of 25%.

The Chairman proposed that the ICT Task Group consider the Plan at its next meeting and that a copy of the Roadmap referred to within the report should also be provided for the Group's consideration.

**Resolved:**

- 1) To thank officers for the Plan.**
- 2) That the ICT Task Group would consider the content of the Plan at its next meeting in conjunction with the Roadmap and relay its findings to CLT and Cabinet Liaison.**

**142. Revenue and Benefits Service Inspection**

Following a recent inspection of the Revenue and Benefits system by the Audit Committee the Organisation and Resources Select Committee requested that a summary of the key findings was provided for consideration.

The Corporate Director for Resources and Interim Chief Finance Officer were in attendance to present the summary and answer questions arising.

Clarification was provided that the Inspection had taken place in October 2010 with the Audit report received in December 2010 which included reference to the need of more detailed scrutiny involvement. As a result an action plan had been agreed with the Audit Commission. The Interim Finance Officer confirmed that a report on progress made against the action plan could be provided for the Committee's consideration if requested.

**Resolved:**

- 1) To thank officers for the update provided.**
- 2) That an update report on progress made against the Action Plan would be made available to the Scrutiny Manager, Chairman and**

**Vice-Chairman of the Committee for consideration before the next Select Committee.**

- 3) That following consideration of the update report a decision would be made by the Chairman and Vice Chairman on whether further scrutiny activity was required.**

**143. Customer Focus Board**

Following the amalgamation of the Customer Focus Board and Shaping the Future Culture Group, the Committee at its last meeting resolved to receive a report on the proposed new structure to allow the Committee to consider whether further scrutiny representation would be required.

The Portfolio Holder for Customer Care was in attendance to present the update and to answer questions arising.

Clarification was provided that the newly formed Shaping the Future Group drew together the work of the former Groups detailed above and would be the backbone for the authority to deliver services and culture for the future. The Group, chaired by the Chief Executive, had met twice since its formation and was now putting together a combined Action Plan for imbedding within the organisation which would be presented to the Committee for consideration once available.

The Chairman confirmed that following consideration of the Action Plan the Committee would consider whether scrutiny representation on the Board was required. The Portfolio Holder would also request that scrutiny representation is added as an agenda item for consideration by the Board at its next meeting.

**Resolved:**

**That Shaping the Future Group would be added to the Committees Forward Work Programme and that the Action Plan would be submitted for consideration once available.**

**144. Scrutiny Representation on Project Boards**

Updates were provided from the scrutiny representatives on Project Boards for consideration. Members were reminded that information relating to the Professional Services Project Board was discussed under Item 138 above.

**Resolved:**

**To note the updates provided.**

145. **Partnership Task Group**

The Partnership Task Group following a review of the Community Safety Partnership presented an report on its findings for the Committees consideration.

The Chairman of the Task Group and Senior Scrutiny Officer were in attendance to answer questions arising.

Clarification was provided that the representatives of the Task Group had attended a Board meeting of the Community Safety Partnership, chaired by the Joint Director for Public Health, in December 2010 and had been impressed by the Board's commitment to encourage partnership working.

Many changes were taking place in light of the Localism Bill and changes within the Police Authority. As a result, the work undertaken by area boards had increased and it was felt that more involvement of the Community Area Managers within the Partnership Task Group would be of benefit.

Following discussion, it was agreed the Task Group should continue its work but at it's next meeting Councillors should discuss the terms of reference to ensure expected outcomes are clear and the work undertaken fitted within the future work programme of the Committee.

The Committee also acknowledged the Task Group was not always well attended and, as such, agreed that membership itself would be reviewed to encourage further participation.

**Resolved:**

- 1) To thank the Task Group for the report.**
- 2) That the Committee endorsed the following recommendations of the Task Group, the majority of which will then be sent to the Community Safety Partnership's Chairman and Cabinet Member for consideration:**
  - a) To approve the continuation of the Task Group to scrutinise further partnership working;**
  - b) To recommend to the Community Safety Partnership that they produce a tool-kit directed towards elected members, which provides them with important contact information and a summary of the powers available to promote and enforce the ambitions of the Partnership;**

- c) **To ask the Partnership to provide elected members with a regular update on their achievements, to include any legislative reforms such as changes to tool-kits (e.g. anti-dispersal orders) using the Council's members briefing system or Elected Wire;**
  - d) **To recommend that the Cabinet members with responsibility for Community Safety and Area Boards discuss how the Area Boards can be used to empower communities with the Task Group highlighting the potential of single item meetings to tackle Community Safety issues specific to that community; and**
  - e) **To request an update from the Community Safety Partnership in 6 months time.**
- 3) **That the Task Group review its terms of reference to ensure expected outcomes are clear and that the work undertaken fits within the future work programme of the Committee.**

146. **Task Group/Rapid Scrutiny Exercise Updates**

Updates from the various Task Groups and Rapid Scrutiny Exercises were attached to the Agenda for consideration and comment.

In addition to the information provided the following clarifications were made:

a) **ICT**

Taking into consideration the recommendations of the Committee in relation to Item 141 above the Task Group at its next meeting would consider the Information Services Technology Plan.

b) **Major Contracts**

The work undertaken by the Major Contracts Task Groups would be further considered by the Liaison Board at its next meeting, taking into consideration the reduced resources available.

c) **S106**

The Corporate Director for Resources confirmed that an update meeting was to take place with the Chairman of the Task Group on 30 March.

Clarification was provided that the Department was on track to complete the S106 database on historic agreements by the end of May 2011.

d) Campus and Operational Delivery Programme (CaODP)

Clarification was provided that there were now 8 campuses planned across the county. Shadow Boards had been established to monitor decisions made in relation to the campuses although the remit of the Task Group would remain focused on the broader element of the Programme to include communication.

**Resolved:**

**To note the updates provided.**

147. **Business Plan**

Following approval of the Business Plan by Full Council on 22 February 2011, the individual Select Committees were tasked, with the support of the scrutiny officers, to identify key areas pertinent to the work of the individual committees for inclusion within future work programmes.

A report providing areas of interest to the Committee was presented accordingly.

The Service Director for Legal and Democratic Services, Scrutiny Manager and Senior Scrutiny Officer were in attendance to present the report and to answer questions arising.

Clarification was provided that the initial exercise had highlighted key areas for consideration but further reviews would be required once more detail was received on how the Plan was to be implemented throughout the organisation. In addition to the topics identified, the Committee would need to be mindful of the resources available.

**Resolved:**

- 1) **To note that Council on 22 February adopted the 4 year Business Plan on recommendation from Cabinet;**
- 2) **To note the decision of the Liaison Board on 10 February that work is undertaken to identify content from the Business Plan for the individual select committees;**
- 3) **To agree the list of themes identified whilst acknowledging that further refinement will be made when detail emerges; and**
- 4) **Recognise the budget implications and the demands on the leading scrutiny members in determining priorities and workload.**



148. **Forward Work Programme**

The Committee noted the Forward Work Programme provided and understood that much of its content would be dependent on the work being undertaken as part of the Business Plan.

Members would also be reminded that the Chairman and/or Scrutiny Manager could be contacted should members wish to include specific items for consideration.

**Resolved:**

**To note the Forward Work Programme.**

149. **Date of next Meeting**

26 May 2011.

150. **Urgent Items**

There were no urgent items for consideration.

(Duration of meeting: 10.30 am - 1.15 pm)

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

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

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**Resolution arising from  
Organisation & Resources Select Committee meeting held on  
18 November 2010**

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**SAP Post Implementation Review**

Resolved:

- (1) To acknowledge;
  - (i) the overall findings by KPMG that “Ultimately Wiltshire Council achieved a great deal in successfully implementing a major SAP system”;
  - (ii) the decision to go live on 1 April 2009 was bold but appeared to have been the right one; and
  - (iii) that project initiation and planning was well organised and co-ordinated, a good standard of project documentation existed and that the Council’s SAP trainers showed a great deal of dedication.
- (2) However, in acknowledging the above to particularly highlight the following points:
  - (i) that conflicting and competing priorities within the council at the time resulted in limiting capacity and resources for the project;
  - (ii) there were currently no plans to further invest in SAP so as to drive out further efficiencies in other areas of the business;
  - (iii) planned head-count reductions would mean that it was likely future projects would have to consider the use of contractors where internal capacity and/or skills were limited; and
  - (iv) some service areas felt uncomfortable with the pace of the project and struggled to provide sufficient resource to manage the necessary business change activities that were delegated to them.
- (3) To note the following points for further scrutiny at the appropriate time:
  - (i) Procurement and Commissioning Programme which commenced in July would address procurement issues including several new buyers appointed by the end of the year;

- (ii) A plan was being drawn up with a timeline for migrating significantly more financial processes and the associated staff into the Shared Services Team. This also included a development plan for procurement;
  - (iii) The SAP strategy scheduled for March 2011 would form an integral part of the overall ICT strategy which was currently being developed to align with the Council Business Plan; and
  - (iv) The Corporate Programme Office was being reviewed as part of the Council's business planning process and a benefits realisation plan was being developed to underpin the successful delivery of the business plan.
- (4) In addition to note the following general but important points:
- (i) Management should aim to use SAP functionality to the fullest extent possible appropriate to the organisation in order to avoid end-user developed applications;
  - (ii) Areas of the business should be identified that were not taking full advantage of SAP;
  - (iii) KPMG did not audit the financial savings reported;
  - (iv) KPMG identified that a key practice for getting value from a project was that it was driven by the executive (top management culture).
- (5) To formally advise the responsible Cabinet Member and Audit Committee of the Select Committee's consideration and highlighted views on the report, and to receive responses from them in respect of the actions recommended by KPMG and the lessons learnt by the Council (bearing in mind the management responses already in the report).

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## **Wiltshire Council**

### **Organisation and Resources Select Committee**

**26 May 2011**

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#### **Scrutiny of Procurement and Commissioning**

##### **Purpose**

- 1) To agree a revised approach to scrutiny of procurement and commissioning following decision by the Overview and Scrutiny (OS) Liaison Board.

##### **Background**

- 2) The Council is changing its approach to how it procures and commissions goods and services in order to achieve significant efficiencies and savings. This is an important component of the Council's Business Plan. A Corporate Commissioning and Procurement Board has been established under the chairmanship of the Director of Resources which oversees the delivery of a 4 year programme.
- 3) Currently each of the OS select committees has a task group scrutinising performance of major contracts relevant to its service area. A review of the costs and future direction of these major contracts is included within the new programme.
- 4) The Organisation and Resources Select Committee has received presentations on the programme's content. It also considered a report back in November last year providing an opportunity to review the way that OS might best respond to the development of the programme ensuring effective use of councillors time and the scrutiny support resources. Further work was called for in order to take forward the views of the Committee.
- 5) The OS Liaison Board on 10 February considered a report on the further work called for by the Select Committee on how scrutiny might best respond to this changing landscape. The Service Director for Legal and Democratic Services and the Head of Democratic Services were in attendance to report on recent service efficiencies which would have a bearing on the Scrutiny Team's ability to provide comprehensive and effective support in all areas. Councillors were asked to be mindful of this and their intention to focus future work on the priorities outlined in the Business Plan in making a decision.

## **Revised Arrangements**

- 6) The Board agreed the proposals in the report which in summary abolishes the existing major contracts task groups and creates a single task group under this Select Committee to scrutinise the delivery of the overall procurement and commissioning programme on a quarterly basis. Specific reporting on the performance of major contracts would continue by exception. The proposed terms of reference for the Task Group are:
  - i) Implementation of the Corporate Procurement Strategy
  - ii) Implementation of the Procurement and Commissioning Programme
  - iii) Progress on making efficiency savings
  - iv) Development of policies and supporting documents
  - v) Review of performance of individual major contracts by exception
  - vi) Referral of departmental specific procurement and commissioning issues to the relevant select committee where appropriate.
- 7) It was further agreed that in order to provide continuity of knowledge and a link back to the individual select committees, membership of the new task group should consist of one representative from each of the previous major contracts task groups. In addition it was also proposed that Cllr Tony Deane and Cllr Nigel Carter, who have led on a number of related activities including scrutiny of the Corporate Procurement Strategy, should be included in the membership.
- 8) The membership of this Select Committee's current Major Contracts Task Group is Councillors Richard Britton (Chairman), Nigel Carter, Judy Rook, Roy While, Helen Osborn and Ricky Rogers. Membership and current activities of all the existing major contracts task groups is attached for information.
- 9) This decision by the Liaison Board has been reported to each of the other select committees for endorsement and appointment of members, any particularly views raised in discussion will be highlighted at the meeting.

## **Conclusion**

- 10) 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 secure efficiencies and savings in the overall spend for the authority. The agreed approach by the OS Liaison Board presents the opportunity to continue to scrutinise this priority area effectively, recognising the capacity and resources available.
- 11) 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.

Membership is intended to provide for continuity and to retain knowledge gained under the previous arrangements.

**Recommendation:**

- 1) To note the considerations given to this issue by the Overview and Scrutiny Liaison Board;
  - 2) To agree to the disbandment of the Select Committee's current Major Contracts Task Group;
  - 3) To approve the new task group arrangements for scrutinising the procurement and commissioning programme under this Select Committee; and
  - 4) To nominate a member to join the new 'Procurement and Commissioning Scrutiny Task Group' in addition to Councillors Tony Deane and Nigel Carter.
- 

**Paul Kelly**

Overview and Scrutiny Manager (and Designated Scrutiny Officer)

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## Appendix 1

### Current Arrangements for Scrutiny of Contracts and Procurement

Service Area	Process	Membership	Activity
Overview and Scrutiny Organisation and Resources Select Committee	Major Contracts Task Group	Cllr Richard Britton (Chairman) Cllr Nigel Carter Cllr Judy Rook Cllr Roy While Cllr Helen Osborn Cllr Ricky Rogers	Monkton Park Facilities Management Contract
			Energy
			Sodexo (Building Cleaning Services, Grounds Maintenance Services, County Hall Facilities Management)
	Corporate Procurement Strategy Rapid Scrutiny Exercises	Cllr Tony Deane Cllr Nigel Carter	Logica
Health and Adult Social Care Select Committee	Major Contracts Task Group	Cllr Peter Hutton (Chairman) Cllr Tom James Cllr Peter Hutton Cllr Nina Phillips Cllr Peter Davis Dr Peter Biggs (Stakeholder)	Order of St John Care Trust
			Medequip Assistive Technologies
			Tendering of the Equipment for Daily Living and Minor Adaptations contract
Children's Services Select Committee	Major Contracts Task Group	Cllr Bill Moss (Chairman) Cllr Carole Soden Cllr Jon Hubbard Cllr Jacqui Lay Cllr Peter Colmer	Quarriers
			Sodexo (School Catering)
			Sure Start Children's Centres
			White Horse Education Partnership
Environment Select Committee	Major Contracts Task Group	Cllr Peter Doyle (Chairman) Cllr Tom James Cllr Nigel Carter Cllr Peter Colmer Cllr Mark Packard	Mouchel and Ringway
			Hills Waste
			Retendering of the Salisbury and Amesbury Area Bus Contracts
			DC Leisure (although this was cancelled in light of the wider leisure review)



## Organisation and Resources Select Committee

24 March 2011

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### Response to Partnership Task Group Final Report

The Chair of the Wiltshire Community Safety Partnership and the Cabinet Member for Community Safety would both like to thank the Task Group for their hard work in producing the report and for the opportunity to respond to the recommendations contained within it.

In response to the specific recommendations the following responses should be noted:

#### Recommendations:

The Committee is requested to endorse the following Task Group recommendations, the majority of which will then be sent to the Community Safety Partnership's Chairman and Cabinet Member for consideration:

- a) To approve the continuation of the Task Group to scrutinise further partnership working;

*For Committee consideration*

- b) To recommend to the Community Safety Partnership that they produce a tool-kit directed towards elected Members, which provides them with important contact information and a summary of the powers available to promote and enforce the ambitions of the Partnership;

*The Community Safety Partnership is happy to develop such a tool-kit which will build on and consolidate training already provided for Members such as Anti-Social Behaviour (ASB) awareness workshops.*

- c) To ask the Partnership to provide elected Members with a regular update on their achievements, to include any legislative reforms such as changes to tool-kits (e.g anti-dispersal order) using the council's Members' briefing system or Elected Wire;

*The Partnership already produces an e-newsletter in conjunction with the Criminal Justice Board to update Members and partners regarding strategic community safety issues. It is accepted however that Members may require more information regarding operational tools and is happy to explore the possibility of providing regular updates through Members briefing notes or Elected Wire particularly with regard to process and procedure. Indeed this will become critical over the next twelve months as the Government clarifies its new*

*suite of tools to tackle ASB currently subject to consultation. The Partnership welcomes views on how these can be implemented at local level within communities.*

- d) To recommend that the Cabinet Members with responsibility for Community Safety and Area Boards discuss how the Area Boards can be used to empower communities with the Task Group highlighting the potential of single item meetings to tackle Community Safety issues specific to that community;

*The Service Director for Public Protection would be happy to facilitate a meeting between the Cabinet Members for Community Safety and Area Boards and the Task Group so that this can be taken forward. Members of the Committee should be aware that the principle of a single item agenda has already been established with a meeting held for the Wootton Bassett and Cricklade Area Board just prior to Christmas 2010. This event was attended by the Chair of the Partnership and other partners. Staff within the Public Protection Service are always happy to facilitate similar events and have a number of 'packages' that can be adapted to suit the specific needs of any Area Board.*

*The Partnership would also welcome this opportunity to inform the Committee of other initiatives currently being implemented to improve engagement with Community Areas. This includes work around Restorative Justice/Local Resolution; a Partnership task group specifically set up to consider how better to promote local engagement comprising of Members and local community safety partnerships and more targeted use of information through the Joint Strategic Assessment pertaining to community safety issues. The latter will enable better, more targeted use of resources to tackle identified community issues.*

- e) To request an update from the Community Safety Partnership in 6 months time.

*The Partnership will be happy to provide an update on activity following its Executive meeting in September. Please note that Members of the task group are welcome to attend the Partnership executive meetings at any time.*

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**Ceri Williams**

Senior Scrutiny Officer

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## Wiltshire Council

### Organisation and Resources Select Committee

26 May 2011

#### Task Group Update

ICT Task Group			
Membership:	Cllr Carter (Ch) Cllr Hill Cllr Hubbard Cllr Seed Cllr While	Last Meeting	13 March 2011
		Next Meeting:	27 July 2011
<p>The ICT Task Group met on Friday 13 May to consider the Information Services Technology Plan 2011-15 and associated road map. The task group agreed to focus its attention on the following two projects which form part of the ICT programme:</p> <ul style="list-style-type: none"><li>- Smartphones (CR66855)</li><li>- Air Quality Monitoring System (CR61074)</li></ul> <p>The Task Group will scrutinise these projects to ensure the process is robust and deliverable.</p> <p>The Task Group also appointed Cllr Jonathon Seed as observer to the officers monthly Planning Board which would be monitoring the delivery of CR62523 (Consolidate Planning and Regulatory Services) with Cllr Alan Hill appointed as substitute. There is also Councillor representation on the Revenue and Benefits ICT Project Board.</p> <p>Future meeting dates were agreed as follows:</p> <p>3pm - Wednesday 27 July</p> <p>2pm - Thursday 13 October</p>			

Campus and Operational Delivery Programme (CAOD) Task Group			
Membership:	Cllr Jeans Cllr Osborn (Ch) Cllr Carter Cllr Rooke Cllr Seed Cllr Howard Cllr Deane	Last Meeting	4 April 2011
		Next Meeting:	21 May 2011
<p>At the meeting held on 4 April the Task Group considered the revised governance structure for the CAOD programme (which now includes a member advisory board) and the terms of reference for Shadow Community Operations Boards.</p> <p>Councillors explored a number of areas including the relationship between Area Boards and the shadow community operations boards, campus project</p>			

co-ordination and reporting lines and the role of Wiltshire council in the development of campuses. The Task Group was informed that 3 more campuses would be brought within the preliminary Management Project and an indicative timeline for their development will be shared with the group at the next meeting.

The next meeting will also focus on the disposals work stream and update reports on the revenue and capital financials of the programme and 'service engagement' will be considered.

## Business Plan – Themes

Theme	Plan References	£ Budget	Comments and Scrutiny approach
Customers  (Customer Access Strategy (2008))	Page 26		Scrutiny had a representative on the Customer Focus Board (Councillor Peggy Dow). Revised governance arrangements are now proposed – see separate item on agenda.
Systems Thinking  (Service transformation and efficiencies)	Page 27  Page 75	Savings of £21.3m over 4 years	Already applied to 20 services Single corporate transformation team 4 main service areas subject to initial phase of scoping
Technology	Page 30	£17.46m 2011/12  £0.75m £0.35m in capital programme 2011/12	Existing Scrutiny Task Group  (includes £1.464m 2011/12 + £2m to 2015 of savings due to new ICT Strategy and £1m on contracts)  Revenue and Benefits IT System Planning IT System
Asset Management	Page 32	£53.987m in 4 year capital programme	Existing Scrutiny task group

(Workplace Transformation)  (Work from home solutions)	Page 79	including £17m of sales + £4.5m of net cashable savings per year by 2014  Campus £30m capital  £3.2m over 4 years	Renamed Campus and Operational Delivery Programme
Communications	Page 34	£2.586m 2011/12	
Culture	Page 40		
Human Resources  (People Strategy 2008-12)	Page 43		Regular item to the Select Committee including management review, service reviews, pay harmonisation and local terms and conditions  (to be reviewed and updated)
Procurement and Commissioning Programme	Page 72	Savings of £36m over 4 years	Existing Scrutiny task groups on major contracts, rapid scrutiny on the Corporate Procurement Strategy and presentations on the Programme to the Select Committee

## Overview & Scrutiny Organisation and Resources Select Committee

### Rolling Work Plan from May 2011

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Campus and Operational Development (previously known as Workplace Transformation) Programme	Task Group	Ongoing	To consider updates on progress  Four year programme	Mark Stone	Cllr John Noeken
S106 Agreements	Task Group	Ongoing	To receive an update on progress.	Ceri Williams/ Sharon Smith	Cllr John Brady/ Cllr Richard Beattie
Partnerships (Standing)	Task Group	Ongoing	To receive an update on progress.	Ceri Williams	Cllr John Noeken
Scrutiny Representation on Project Boards	Committee	Ongoing	Scrutiny representatives to provide written updates where applicable	Cllr Ricky Rogers Cllr Peggy Dow Cllr Pip Ridout	
People Strategy – Implementation Review (to include Leader Development)	Committee	July 2011	To receive an update on the action plan and workplace framework in	Barry Pirie	Cllr John Noeken
Member Support in the Locality	Task Group	September 2011	To undertake a review on member support in September 2011	Henry Powell	Cllr Laura Mayes

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Budget and Performance	Committee	September 2011	To review budget and performance monitoring arrangements	Paul Kelly	Cllr Fleur de Rhe- Philipe
Consultancy/Agency Staff Update	Committee	March 2012	To receive an annual update on consultancy/agency staff	Barry Pirrie	Cllr John Noeken
Shaping the Future Group	Committee	tbc	To receive the Action Plan for consideration once available	Barry Pirrie?	Cllr Allison Bucknell
SAP Post Implementation Review	Committee	tbc	To receive responses from the Cabinet member and Audit Committee on the Select Committee's considerations.	Jacqui White?	Cllr John Noeken/ Cllr Chris Cochrane
Service Transformation (HR)	Committee	tbc	To receive an update on service transformation	Barry Pirie	Cllr Laura Mayes



**Cabinet Forward Work Plan**  
**May 2011 – August 2011**

**Items that may be of interest to the**  
**Organisation and Resources Select Committee**

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Wiltshire Council Charitable Trusts	24 May 2011	To seek Cabinet's approval to obtain 'in principle' agreement from the Charity Commission for the transfer of a number of Trusts from the Council to the Community Foundation for Wiltshire & Swindon.	Cllr John Thomson	Sandie Lewis
Provision of Internal Audit	24 May 2011	To explore options for the future delivery of Internal Audit and determine next steps.	Cllr Jane Scott OBE	Michael Hudson
PART II Item – Current Facilities Management Services; Extension to Contract	24 May 2011	To consider proposals to extend the existing facilities management contract.	Cllr John Noeken	Mike Swabey
Contract Award for Term Property Maintenance Contracts	24 May 2011	To approve the award of contracts for Term Property Maintenance contractors.	Cllr John Noeken	Neil Ward
Budget Monitoring	14 June 26 July 2011	To receive an update on the Councils capital and revenue budget.	Cllr Fleur de Rhe-Philipe	Michael Hudson
Update on Performance	14 June 2011	To inform Cabinet about progress against the Council's priorities, including those in the Local Agreement for Wiltshire.	Cllr Fleur de Rhe-Philipe	Sharon Britton

<b>SUBJECTS</b>	<b>DATE TO CABINET</b>	<b>SPECIFIC ISSUES FOR DISCUSSION</b>	<b>RESPONSIBLE CABINET MEMBER</b>	<b>OFFICER CONTACT</b>
Revenue Outturn 2010/11	14 June 2011	To inform Cabinet of the 2010-11 outturn.	Cllr Fleur de Rhe-Philipe	Michael Hudson
Quarterly Progress Update – Campus Operation Development (previously Workplace Transformation) Programme	26 July 2011	Regular update on progress of Programme	Cllr John Noeken	Mark Stone