

AGENDA

Meeting: Overview and Scrutiny Management Committee
Place: Council Chamber, Monkton Park, Chippenham
Date: Tuesday 17 July 2012
Time: 10.30 am

Please direct any enquiries on this Agenda to Sharon Smith, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718378 or email sharonl.smith@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225) 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Trevor Carbin
Cllr Nigel Carter
Cllr Tony Deane
Cllr Peter Doyle
Cllr Mike Hewitt
Cllr Alan Hill
Cllr Jon Hubbard

Cllr Peter Hutton
Cllr Christopher Newbury
Cllr Ricky Rogers
Cllr Judy Rooke
Cllr Jonathon Seed
Cllr Carole Soden

Substitutes:

Cllr Desna Allen
Cllr Chuck Berry
Cllr Richard Britton
Cllr Jane Burton
Cllr Ernie Clark
Cllr Brian Dalton

Cllr Nick Fogg
Cllr Russell Hawker
Cllr Ian McLennan
Cllr Jeffrey Ody
Cllr Mark Packard
Cllr Pip Ridout

PART I

Items to be considered while the meeting is open to the public

1 **Apologies**

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

To approve and sign the minutes of the meeting held on 30 May 2012.

3 **Declarations of Interest**

To receive any declarations of pecuniary and non-pecuniary interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than **5pm on Tuesday 10 July 2012**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Business Plan Annual Update** (*Pages 5 - 42*)

The Management Committee has in its terms of reference agreed by Council to review delivery of the Business Plan on an annual basis.

The Business Plan Annual Update report, as submitted to Cabinet on 19 June 2012, is attached, together with a supplementary report which aims to:

- Provide more information about the council's performance for 2011/12
- Highlight the successes of the 'on target' (green) indicators
- Update the performance results for indicator ID4003 as a result of a recalculation of base figures

The Committee is asked to use the business plan update to inform its future work programme.

7 Legacy and Future Work Programme (Pages 43 - 54)

The Committee resolved at its first meeting held on 30 May 2012 that the Chairman and Vice-Chairman, in consultation with Cabinet and CLT/ELT, would consider key legacy issues remaining from the previous scrutiny arrangements and together develop future work pertinent to the terms of reference of the Committee.

A report by the Scrutiny Manager (and Designated Scrutiny Officer) on actions taken since the previous meeting is circulated.

The Management Committee is asked to endorse the actions taken to date and agree outcomes, and give direction over what further progress needs to be made.

8 Information Systems Update (Pages 55 - 58)

The Committee will note that a view has been taken about the future scrutiny of ICT in considering legacy issues (see previous item). In discussion about future reporting the Chairman and Vice-Chairman were keen that the Committee were aware of the latest position on the implementation of the ICT Strategy and, as such, it is proposed that a report be presented at the Committee's next meeting to be held in September 2012.

An update report on the progress made within Information Systems since the in-source of the team from Steria is attached for consideration. Members of the former ICT Task Group may wish to comment on the latest position and proposals for future scrutiny.

9 Urgent Items

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

10 Date of next meeting

6 September 2012

PART II

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

NONE

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 30 MAY 2012 AT COUNCIL CHAMBER, BROWFORT, DEVIZES.

Present:

Cllr Trevor Carbin, Cllr Tony Deane, Cllr Peter Doyle, Cllr Mike Hewitt, Cllr Alan Hill, Cllr Jon Hubbard, Cllr Peter Hutton, Cllr Ricky Rogers, Cllr Judy Rooke, Cllr Jonathon Seed and Cllr Carole Soden

Also Present:

Cllr Jane Scott OBE, Cllr John Brady, Cllr John Noeken, Cllr Pip Ridout, Carlton Brand, Ian Gibbons, Michael Hudson and Maggie Rae

1 Membership

The membership of the Committee was noted.

2 Apologies

Apologies were received from Cllr Nigel Carter and Cllr Christopher Newbury.

3 Election of Chairman

Cllr Trevor Carbin was elected Chairman for the ensuing year.

4 Election of Vice-Chairman

Cllr Tony Deane was elected Vice Chairman for the ensuing year.

5 Declarations of Interest

There were no declarations of interest received.

6 Chairman's Announcements

The CfPS Annual Conference was to be held on 12-13 June 2012. The Committee members were asked to inform the Chairman should they wish to attend.

7 Public Participation

There was no public participation.

8 Terms of Reference

The Committee discussed the Terms of Reference as agreed by Full Council on 15 May, details of which were provided with the agenda. A revised structure chart and summary of improvements and developments were also circulated.

In highlighting the changes of the revised arrangements, the Vice Chairman clarified that the Overview and Scrutiny Management Committee would have two functions; to undertake scrutiny of corporate issues and to manage the overall overview and scrutiny work programme.

Although the Committee had overall responsibility, it was acknowledged that the select committees were the experts in their individual areas and there was therefore an expectation that each would propose review and policy development topics for final approval by the Management Committee.

It was understood that the subject of work programme responsibility had also been raised at the Remuneration Panel meeting held on 29 May 2012. Clarification was provided that a detailed review on member remuneration would be undertaken in late Autumn.

Ensuing discussion also included stakeholder representation where it was noted that it would rest with the individual committees to make these appointments, other than those required by statute.

The number of task group activities undertaken by each committee was also discussed. In noting that a focus of future activity would be primarily policy development based, it was recognised that a place would always remain for these activities to allow specific and focused scrutiny on key areas where required.

The Leader of the Council addressed the Committee and confirmed her strong belief that good scrutiny was critical for sound decision making. The Leader expressed the need to ensure all councillors were engaged in the process and, particularly, in relation to policy development. To help achieve this members of scrutiny, officers and the Executive would need to work together.

Thanks were given to the Leader and Corporate Director for attending and giving their support for the changes.

Resolved:

To note and endorse the Terms of Reference and developments and improvements for the function as a whole for the Overview and Scrutiny Management Committee as approved by Full Council on 15 May 2012.

9 Establishment of Budget Task Group

The Committee was asked to agree the establishment of a standing Budget Task Group and to appoint membership to it accordingly. Details of the Terms of Reference were included within the agenda.

In deciding the membership of the Group, the Committee was asked to bear in mind that it would need to ensure that meetings were meaningful with areas of key interest identified in advance to ensure appropriate Executive and Officer attendance to aid discussion.

The Cabinet member for Finance, Performance and Risk confirmed that a series of training courses via the Councillor Development Group had been arranged to aid understanding of the budget setting process. An invitation for further training sessions to help steer the programme of work undertaken by the Group was offered should the Committee feel this would be of benefit.

A number of councillors had expressed preliminary interest in becoming members of the Task Group.

It was also noted in discussion that its first meeting should coincide with the availability of the Revenue Outturn report for 2011/12 and first Budget Monitoring report for 2012/13. The first meeting would also focus on scoping future arrangements.

Resolved:

To establish a standing Budget Task Group whose membership would be; Cllrs Nigel Carter, Pip Ridout, Alan Hill, Mark Packard, Trevor Carbin and Mike Hewitt. The Chairman would be elected at its first meeting.

10 Legacy Issues and Future Work Programme

The Committee was asked to discuss and agree on an approach to dealing with priority legacy issues arising from previous working arrangements and the development of a future work programme. A discussion document was circulated with the agenda.

It was proposed that the new select committees should review the work programmes from the previous arrangements to ensure there remained a link to the Council's priorities in its Business Plan and that potential items for inclusion

within the new Overview and Scrutiny single work programme had clear justification as to why they should be included.

The attending Cabinet member for Resources stressed the importance of focusing on the council's priorities with clear timeframes set from the outset to undertake these reviews.

In discussing the proposed approach, it was agreed that each Select Committee would consider key legacy issues and develop future work pertinent to the terms of reference of each Committee in consultation with Cabinet and CLT/ELT. Proposed items would then be considered by the Management Committee for potential inclusion in the overview and scrutiny single work programme.

This work was likely to be undertaken by the chairs and vice-chairs of the select committees when elected in time for initial consideration by the Management Committee at its next meeting on 17 July 2012.

It was also accepted that the chairman and vice-chairman of the Management Committee would need to undertake the same exercise in respect of corporate topics.

Resolved:

To agree the approach discussed above for the consideration of legacy and future work programme topics.

11 Urgent Items

There were no urgent items for discussion.

12 Date of next meeting

The next two meeting dates of the Management Committee will be held on:

17 July 2012

6 September 2012

(Duration of meeting: 2:00pm – 3:25pm)

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

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

Wiltshire Council Cabinet

19 June 2012

Subject: **Business Plan Annual Update**

Cabinet Member: **Councillor John Brady - Finance, Performance and Risk**

Purpose of Report

1. In February 2011 Wiltshire Council published its four year Business Plan, which set out what would be achieved by 2015 and our approach to savings and investments to make that happen. This paper is a progress report on 2011/12, the first year of that plan.
2. It provides:
 - An update on progress against the priorities set out in the Plan;
 - Performance indicators for Community Results and Council Performance for 2011/12 (Annex 1); and
 - The status of the Council's main programmes (Annex 2);
 - An update on the Council's workforce (Annex 3).

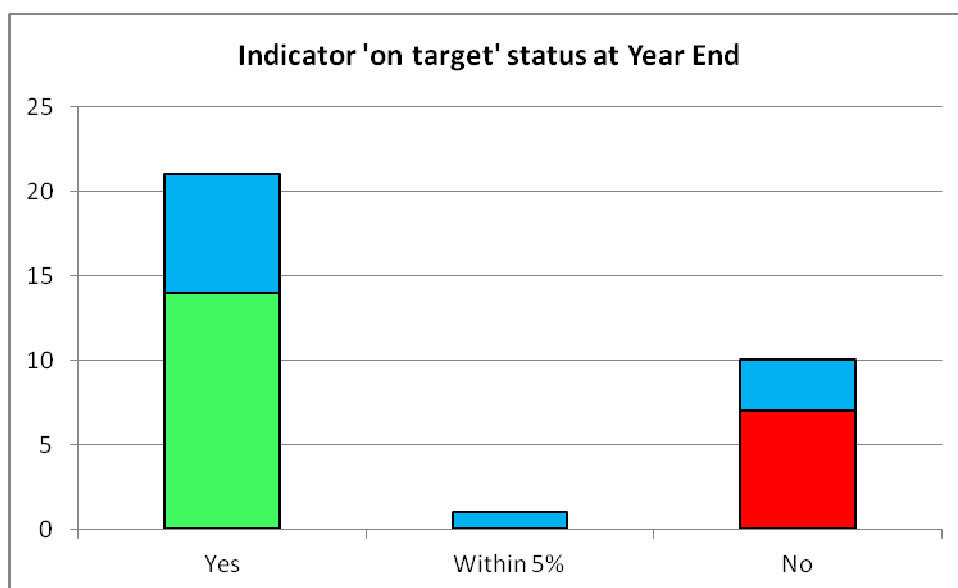
Background

3. Wiltshire Council's vision is **to create stronger and more resilient communities**, where communities can solve problems locally with our support. This vision is supported by our goals:
 - Provide high quality, low cost, customer focussed services
 - Ensure local, open and honest decision making
 - Working with our partners to support Wiltshire's Communities.
4. The Business Plan identified the following priorities and a progress report on each of these is summarised in the main body of this report.
 - **Protect** and safeguard vulnerable adults and children, and mitigate the potential impact of job losses on Wiltshire
 - **Invest** in priority services and helping communities to help themselves
 - **Save** to allow us to protect and invest and meet cuts in government grants, whilst keeping the council tax low.
5. In February 2012 the Council agreed its Financial Plan for 2012/13. The financial plan forms part of the Business Plan, and provided an update on the financial situation and updated the financial plan and budgets for 2012/13. The paper explained that the Business Plan itself would not be changed as it remained focussed on the right priorities. The updated financial plan may be found at:

<http://www.wiltshire.gov.uk/council/howthecouncilworks/budgetsandspending.htm>

Main Considerations for the Council

6. The first year of the Business Plan ended on 31st March 2012 and progress on each of our priorities is shown below. This report also provides an update on the transfer of Public Health to councils.
7. Performance against targets is shown in the **Community and Council Scorecards** at Annex 1. Most indicators have hit their target or are very close to their targets. Ten indicators are flagged as 'red', these are:
 - **2001** 5% increase in children in care receiving high quality local placements
 - **2005** More children in care get A*-C GCSEs (or equivalent)
 - **2007** Care leavers in suitable education, jobs or training
 - **2008** Timely adoptions
 - **4001** Help create 6,000 additional jobs by March 2015 (ave. 450 pa)
 - **4003** Reduce the roads maintenance backlog by 10% by March 2015 (£)
 - **5001** Customer telephone call connection rates
 - **6001** Alcohol related hospital admissions
 - **V2** Reduce health inequalities – males
 - **V2** Reduce health inequalities – females
8. Comments to show the reasons why these have not reached their targets are given in Annex 1 of this report.
9. The graph below shows that of the 21 indicators that have hit their Year End target seven are our priority indicators (coloured blue). One of our priority indicators falls within 5% of its target and so is at an amber category and, of the ten indicators that are not on target, three are our priority indicators.



10. Annex 2 shows the status of the Council's main programmes. All Corporate Programmes are using SharePoint 2010 as the corporate tool to deliver programmes and projects across Wiltshire Council. This means that all documentation is consistent and held in a central place with monthly reports produced showing the status of the programmes and projects.
11. Annex 3 gives information about the Council's workforce and changes over the last year. During the 2011/12 financial year the Full Time Equivalents (FTE) total across Wiltshire Council decreased by 211. Service reviews have also led to the FTE of managers being reduced by 104, increasing the ratio of employees per manager to 1:9, which is an improvement from the target of 1:6

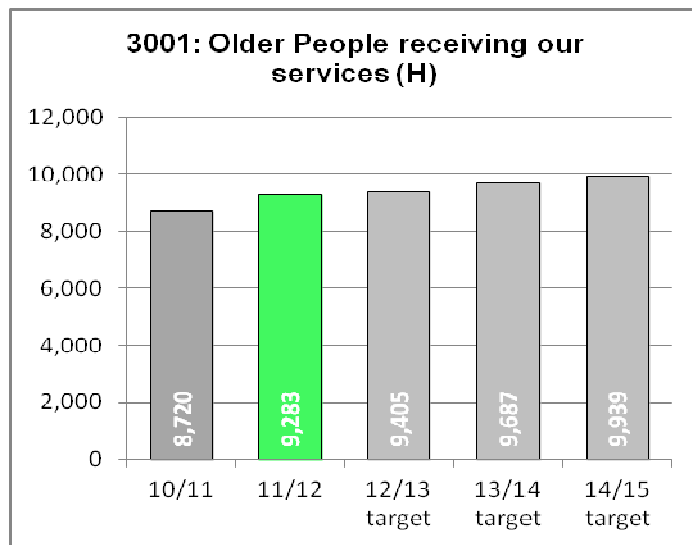
last year. Comparing the 2011/12 year with the 2010/11 year, sickness levels decreased by 0.2 FTE days to 8.7 FTE days, which is also in line with the lowest quartile of sickness rates seen across local government. Voluntary turnover remained in line with that of last year meaning the authority has managed to retain staff at a competitive rate despite making significant changes. Wiltshire Council also made a total saving of £719,956.44 due to employee hour changes during the financial year.

Business Plan update 2011/12 - Progress on benefits and outcomes

12. This section highlights performance and trends for the key benefits and outcomes we set out to achieve over the period of the business plan (2011/12 to 2014/15). These are from the middle pages of the Business Plan summary and page 4 of the full Business Plan. Further information on these and for other indicators used to support the plan are shown in scorecards in Annex 1.

Protect and safeguard vulnerable adults and children, and mitigate the potential impact of job losses on Wiltshire

ID 3001: 14% increase in the number of older people receiving our services - advice and services for the rising number of older people

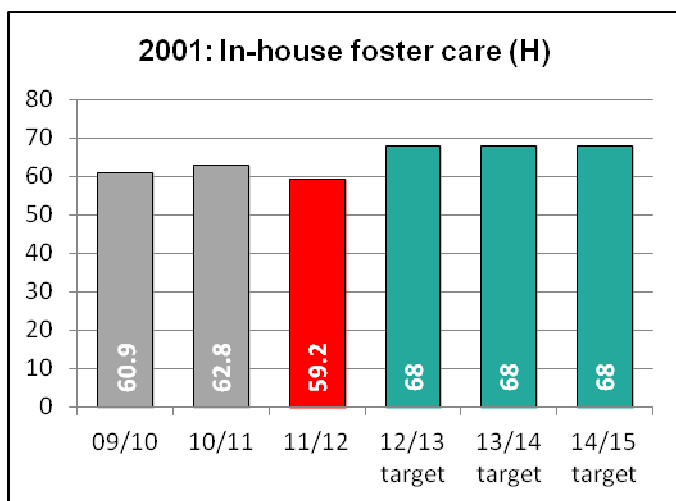


In 2011/12 9,283 people received our services, against a target of 9,069.

2011/12 Target: 9,069

■ On target
 ■ Not on target

ID 2001: 5% increase in children in care receiving high quality local placements - use of in-house foster carers (proportion nights)



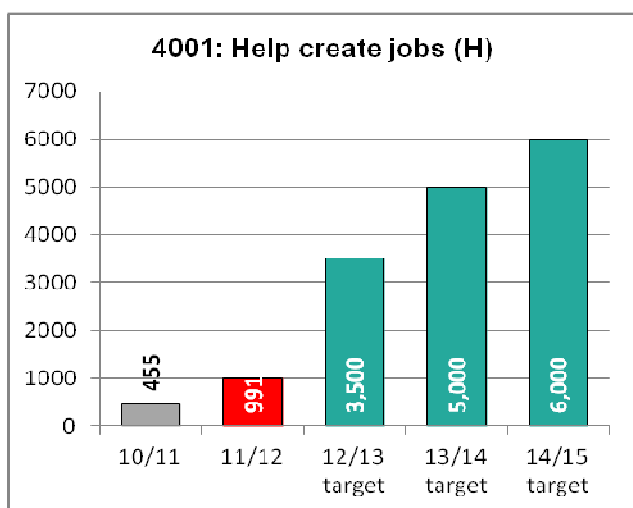
2011/12 Target: 67.4

On target Not on target

Reflective of the national picture Wiltshire has a shortage of foster carers who undertake the invaluable role of caring for Wiltshire's looked after children and young people. We are increasing the number of approved fostering households, overall bed capacity and filled beds, and decreasing the number of vacant and unavailable beds. Formally deregistering non active carers and retirement of some long established carers (carers now in their 70s) has seen a loss of mainstream carers/beds. The % of LAC accommodated in-house is being maintained rather than increased. There continues to be a lack of vacant capacity within in-house provision. The

total number of inquiries from people interested in becoming foster carers over the past 3 months was 54 and 13 fostering households were approved with others still in the process. There is currently a campaign to recruit more foster carers and this is proceeding well. In May, there was a fostering event to promote new fostering recruitment materials and a young person's children in care DVD which is helpful for young people but also shows foster carers talking about their experiences which will inspire those considering becoming foster carers. The event also included the launch of a new Foster Carers' Charter which sets out clear principles on how foster carers should be treated, the roles and responsibilities of foster carers, and emphasised the pivotal role played by foster carers in transforming children's lives and helping them achieve their full potential.

ID 4001: Help create 6,000 additional jobs by Mar 2015



2011/12 Target: 1,500

On target Not on target

Note: This target is "cumulative" so figures are added together year on year from 2011/12 to the end of the business plan period in 2014/15. The result for 2010/11 is outside this period so is not added into the total.

2011/12 has been a successful year in securing new investment for Wiltshire, despite the continued slow nature of the economic recovery and cautiousness on the part of business investors nationally.

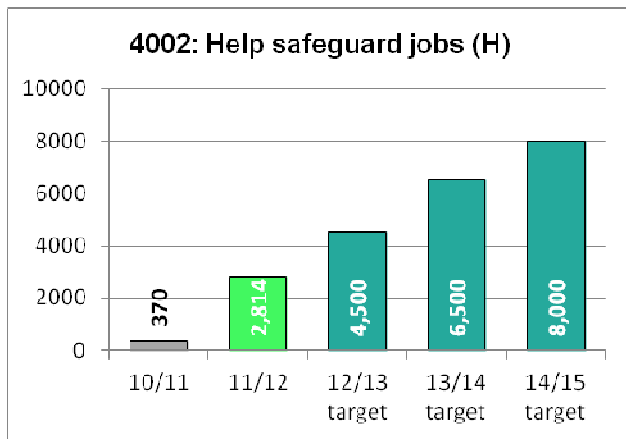
Successes in 2011/12 include the support given to:

- Welton Bibby & Baron (Europe's largest paper bag manufacturer): 300 jobs; plus a further 70 jobs subject to planning permission.
- Wales & West Utilities: 50 jobs
- Korean owned automotive manufacturer, DTRVMS to secure £3.1m in Regional Growth Fund grant
- Secure 189 jobs through the creation of apprenticeships and the Wiltshire Works programme.

Although the target was not met, 2,950 new jobs are in the pipeline from 33 businesses. These, with jobs expected

	through the new Incubation Environments Programme, Rural Growth Network, Business Support Programme and increased inward investment promotion (over 670), mean that we are on track for 2012/13.
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ID 4002: Help safeguard 8,000 existing jobs by Mar 2015



2011/12 Target: 2,000

■ On target ■ Not on target

Note: This target is “cumulative” so figures are added together year on year from 2011/12 to the end of the business plan period in 2014/15. The result for 2010/11 is outside this period so is not added in to the total – it is provided to give a more rounded picture.

2,500 of the jobs safeguarded relate to the success in securing Defence Technical Training jobs for RAF Lyneham. Defence Technical Training will provide training for all three armed services in Aeronautical Engineering, Electro-Mechanical Engineering and Communications & Information Systems and will help secure a sustainable future for the Lyneham site and the surrounding community.

13. Delivery on the following indicator commences April 2012 so does not have data to graph.

ID 1002: 85% premises able to access superfast broadband by Dec 2015

The Wiltshire Online initiative intends to deliver improved infrastructure development, better access to online services and to increase the digital literacy of home and business users. The Council has committed to invest £16 million in the project and has been successful in receiving an additional £4.6 million from Government. The Invitation to Tender for the procurement will be launched once BDUK has finalised the national framework for superfast broadband. The launch of the framework is dependent on the European Commission approving that the framework contract is compatible with State Aid regulations. The target date is to award contract in August. Part of their contract will be the requirement to also invest in the project, which will be negotiated before they begin work in September. Rollout of improved broadband is due to begin at the end of the year.

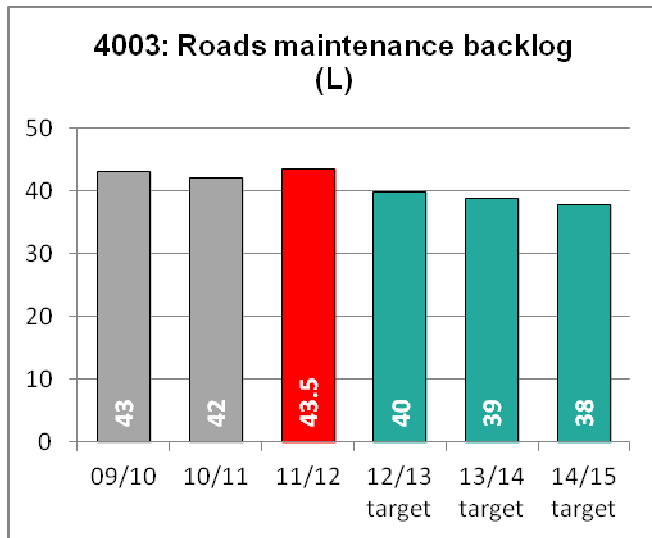
14. The following is a statement on the transition of Public Health.

Update on Public Health

Plans have been developed to transfer Public Health to the Council. Much of this will be done during the year, with the aim to facilitate a smooth transfer of Public Health staff and activities to the Council by April 2013. The new role for Public Health and Wiltshire Council means that we are joining up all our public protection services for the residents of Wiltshire and it will enable us to deliver these services more efficiently and effectively. We believe our integrated model will bring together existing plans to improve the health of the local population.

Invest in priority services and helping communities to help themselves

ID 4003: Reduce the roads maintenance backlog by 10% by Mar 2015 (£)

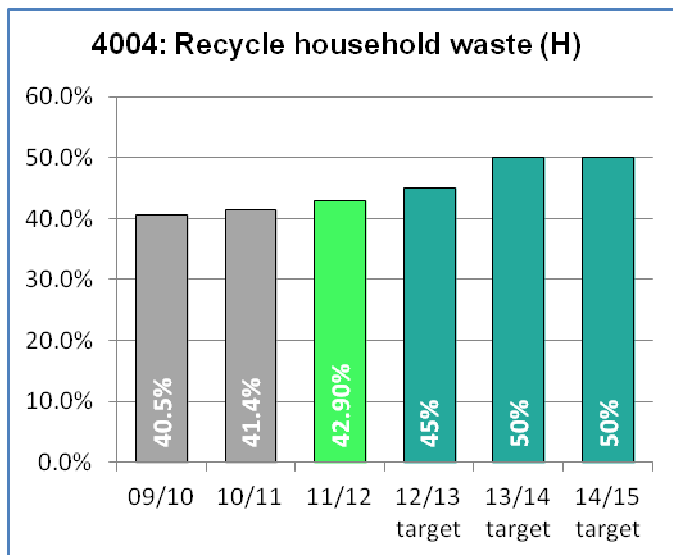


2011/12 target: £40.9m

■ On target
 ■ Not on target

The target to reduce the backlog to £40.9m was not met (actual £43.5m). The increase in the backlog of highway maintenance is mainly because of the effects of recent winters on the unclassified minor road network. Although the winter of 2011/12 has been less severe, the two previous winters caused extensive damage to the roads which is still emerging. There have still been a large number of pothole repairs required this winter, but the number has been considerably less than in the previous two winters. There has been an extensive programme of carriageway repairs and resurfacing, which has continued through the winter, and a large programme of works is planned for 2012/13 to address those sites most in need of treatment.

ID 4004: Recycle 50% of our waste by Mar 2015

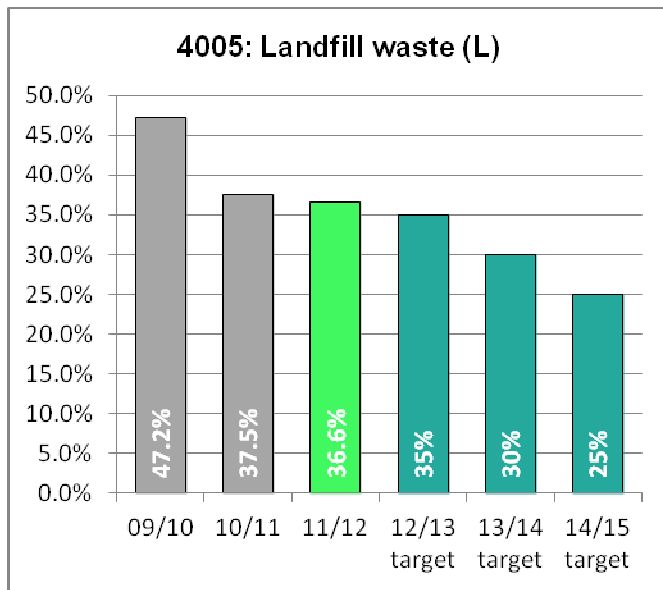


2011/12 target: 41.5%

■ On target
 ■ Not on target

The target of 41.5% was met (actual 42.9%). During the year there were some concerns, but performance was improved by the warmer Autumn weather which helped maintain a healthy composting tonnage, and the success of the new plastic bottle and cardboard collections which started in November. The results are a 1.5% increase on 2010/11.

ID 4005 Reduce waste being landfilled to 25% by Mar 2015

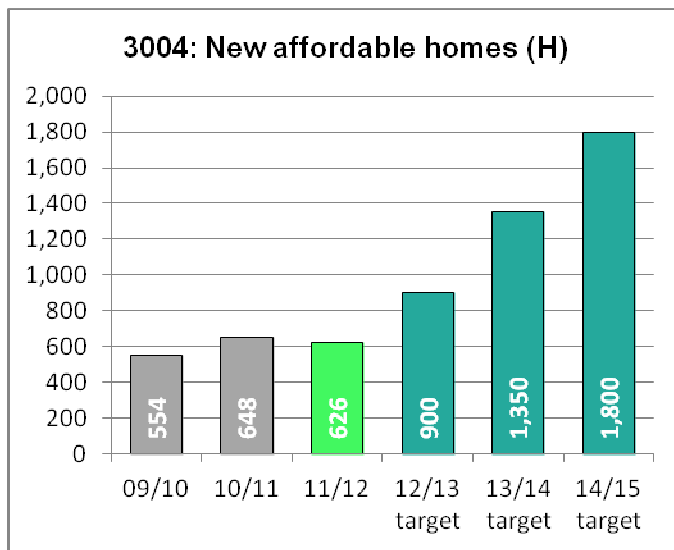


The target of 37% was met (actual 36.6%). Performance reflects the Impact of the Energy from Waste (EfW) plant and the new plastic bottle and cardboard collections.

2011/12 target: 37%

■ On target ■ Not on target

ID 3004: 1,800 new affordable homes by Mar 2015 (ave 450 pa)



The target is based on an average of 450 per year and was exceeded in 2011/12, the first year of the business plan (actual 626).

This target is supplemented by **ID 3005: Affordable homes include 250-350 for rent from PFI.** In 2011/12 the PFI agreement was signed so results will begin from 2012/13.

2011/12 target: 450

■ On target ■ Not on target

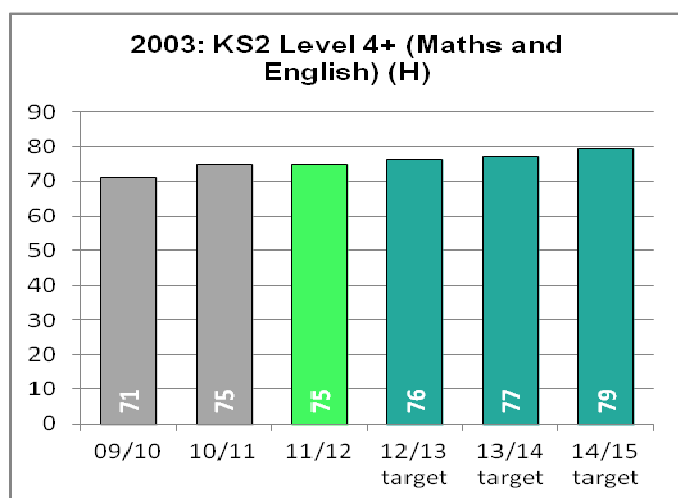
Note: This target is "cumulative" so figures are added together year on year from 2011/12 to the end of the business plan period in 2014/15. The results for 2009/10 and 2010/11 fall outside this period so are for single years only (not added in to the total) – these results are provided to give a more rounded picture.

ID 4006: Lower our carbon emissions from April 2010 to Mar 2015 by 11,823 tCO2

The target is to reduce the council's carbon emissions by 11,823 tCO2 by March 2015, and interim annual targets have not been set so there is no on target/off target assessment for the year. In 2011/12 we achieved a reduction of 1,118 tCO2. Work is underway to identify further projects to enable us to meet our medium term target. A capital investment project was approved in January 2012 relating to convert schools on oil boilers to biomass boilers. This project is underway and is expected to be completed by November 2013.

(As there are no interim targets yet there is not enough data to create a graph here)

ID 2003: 5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)

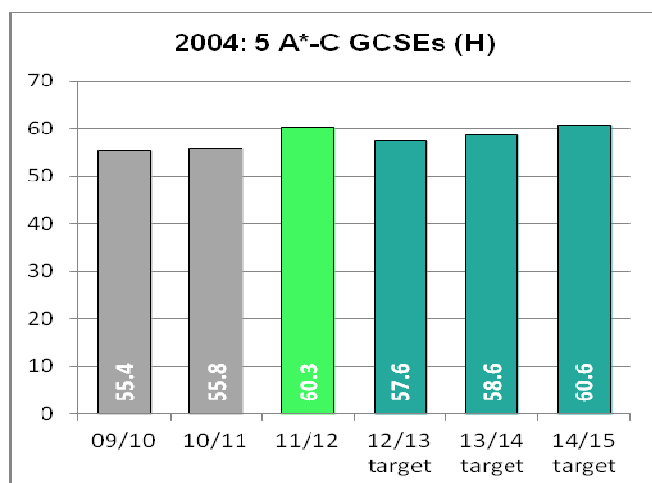


The target for 2011/12 was met.

2011/12 target: 75

■ On target
 ■ Not on target

ID 2004: 5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)



The target of 56.6% was exceeded (actual 60.3%).

Future targets will be reassessed in the light of good progress.

2011/21 target: 56.6

■ On target
 ■ Not on target

Save to allow us to protect and invest and meet cuts in government grants, whilst keeping the council tax low.

15. The financial plan for 2012/13 has been updated and was agreed at full council in February. The full document, including detailed explanations of planned savings and investments and information on progress, may be found at: <http://www.wiltshire.gov.uk/council/howthecouncilworks/budgetsandspending.htm>
16. The council did not increase council tax for people in Wiltshire for 2012/13.

Environmental Impact of the Proposal

17. This is a progress report so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

Equalities Impact of the Proposal

18. As this is a progress report the proposal has no direct impact on equalities.

Risk Assessment

19. The Council's risk management arrangements apply across the Council's services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to CLT and to the Audit Committee. No risks arise as a result of this report, but it does highlight progress on achieving targets and delivering the Council's main programmes.

Financial Implications

20. This is a progress report so has no direct financial implications. The Council's financial plan that forms part of the Business Plan was updated in February 2012 as part of budget setting for 2012/13.

Legal Implications

21. As this is a progress report there are no direct legal implications.

Options Considered

22. As this is a progress report there are no 'options to consider'.

Proposal

23. Cabinet is asked to note progress against the Business Plan.

Paul Mountford

Head of Policy, Performance and Corporate Business Management

Report Authors:

Paul Mountford, Head of Policy, Performance and Corporate Business Management

Claire Small, Policy and Partnership Officer: claire.small@wiltshire.gov.uk

Date of report: 6th June 2012

Background Papers

The following unpublished documents have been relied on in the preparation of this report: detailed performance management information held within services.

Appendices

Annex 1: Business Plan Scorecards

Annex 2: Programme Status

Annex 3: Workforce Report

MEASURES TO YEAR END												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2009/10 Actual	2010/11 Actual	2011/12 Target (year)	2011/12 Actual to Year End	On target?	3 yr trend	2012/13 target	2013/14 target	2014/15 target	Lead officer
Living in Wiltshire												
1001	Percentage of people satisfied with their local area	H	86.4%	no survey	Baseline to be set - new survey	90%	-	I				Maggie Rae
Protect and Safeguard Vulnerable Children												
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	60.9	62.8	67.4	59.2	N	W	68	68	68	Fiona Fitzpatrick
Invest in: Children's Attainment												
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	71	75	75	75	Y	I	76.2	77.2	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	55.4	55.8	56.6	60.3	Y	I	57.6	58.6	60.6	Stephanie Denovan
Protect and Safeguard Vulnerable adults												
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H		8,720	9,069	9,283	Y	-	9,405	9,687	9,939	James Cawley
Invest in: Our Communities												
3003	Level of participation in regular volunteering	H	29.9%	no survey	Baseline to be set - new survey	28%	-	W				Niki Lewis
Invest in: Housing												
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	554	648	450	626	Y	I	450	450	450	James Cawley
Economy and Unemployment												
4001	Help create 6,000 additional jobs by Mar 2015	H		455	1,500	991	N	-	2,000	1,500	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H		370	2,000	2,814	Y	-	2,500	2,000	1,500	Alistair Cunningham

MEASURES TO YEAR END												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2009/10 Actual	2010/11 Actual	2011/12 Target (year)	2011/12 Actual to Year End	On target?	3 yr trend	2012/13 target	2013/14 target	2014/15 target	Lead officer
Invest in: Highways												
4003	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£43m	£42m	£40.9m	£43.5m	N	W	£39.9m	£38.8m	£37.8m	Parvis Khansari
Invest in: Waste Management												
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	41.4%	41.5%	42.9%	Y	I	45%	50%	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	47.2%	37.5%	37%	36.6%	Y	I	35%	30%	25%	Tracy Carter
Invest in: Energy Efficiency												
4006	Lower our carbon emissions from April 2010 to Mar 2015 by 11,823 tCO2	H	baseline	742 reduction	no annual targets	1,118 reduction	A	-			11, 823 tCO2 reduction	Alistair Cunningham
Public Health measures												
V1	Life expectancy – males (yrs)	H	79.3	79.5	79.9	79.6	Y	I	80.2	80.5		Maggie Rae
V1	Life expectancy – females (yrs)	H	83.3	83.5	83.7	83.7	Y	I	84	84.3		Maggie Rae
V2	Reduce health inequalities – males (yrs between most and least deprived)	L	5.1	5.8	4.56	6.6	N	W	4.56	4.52	4.47	Maggie Rae
V2	Reduce health inequalities – female (yrs between most and least deprived)	L	3.4	3.9	2.96	3.8	N	W	2.96	2.92	2.84	Maggie Rae

Comments on Community Results Scorecard

Results that are not on target (No)

Ref 2001 – 5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)

Target: 67.4, Actual: 59.2

Reason not on target and what we are doing:

Reflective of the national picture Wiltshire has a shortage of foster carers who undertake the invaluable role of caring for Wiltshire's looked after children and young people. We are increasing the number of approved fostering households, overall bed capacity and filled beds, and decreasing the number of vacant and unavailable beds. Formally deregistering non active carers and retirement of some long established carers (carers now in their 70s) has seen a loss of mainstream carers/beds. The % of LAC accommodated in-house is being maintained rather than increased. There continues to be a lack of vacant capacity within in-house provision. The total number of inquiries from people interested in becoming foster carers over the past 3 months was 54 and 13 fostering households were approved with others still in the process. There is currently a campaign to recruit more foster carers and this is proceeding well. In May, there was a fostering event to promote new fostering recruitment materials and a young person's children in care DVD which is helpful for young people but also shows foster carers talking about their experiences which will inspire those considering becoming foster carers. The event also included the launch of a new Foster Carers' Charter which sets out clear principles on how foster carers should be treated, the roles and responsibilities of foster carers, and emphasised the pivotal role played by foster carers in transforming children's lives and helping them achieve their full potential.

Ref 4001: Help create 6,000 additional jobs by Mar 2015

2011/12 Target: 1,500, Actual: 991

Reason not on target and what we are doing:

2011/12 has been a successful year in terms of securing new investment for Wiltshire although the fact that the number of jobs created (991) is below target reflects the continued slow nature of the economic recovery and cautiousness on the part of business investors nationally. Notable successes in 2011/12 include the support given to Europe's largest paper bag manufacturer, Welton Bibby & Baron and Wales & West Utilities that have committed to bring 300 and 50 jobs to Westbury respectively. Welton Bibby & Baron expect to create a further 70 jobs subject to the outcome of a current planning application for an extension. New jobs have also been secured following a successful application to the Government for £3.1 million in Regional Growth Fund grant funding (supported by the Council) by Korean owned automotive manufacturer, DTRVMS. The company is to develop a new Research & Development, logistics and manufacturing facility in Wiltshire. In addition, 189 jobs have been secured through the creation of apprenticeships and the Wiltshire Works programme.

The RAG status has been identified as Red. However, there are a number of new jobs that are in the pipeline i.e. 2950 within 33 businesses that the service has been working with and which are expected to commit to new investment over the next 12 months. If these jobs are added to those that the Council will deliver through the new Wiltshire Incubation Environments Programme, Rural Growth Network, Wiltshire Business Support Programme and increased inward investment promotion (in excess of 670), the service will catch up and ultimately achieve the targets set.

Ref 4003: Reduce the roads maintenance backlog by 10% by Mar 2015 (£)**2011/12 Target: £40.9m, Actual: £43.5m****Reason not on target and what we are doing:**

The increase in the backlog of highways maintenance is mainly because of the effects of recent winters on the unclassified minor road network. Although the winter of 2011/12 has been less severe, the two previous winters caused extensive damage to the roads which is still emerging. There have still been a large number of pothole repairs required this winter, but the number has been considerably less than in the previous two winters. There has been an extensive programme of carriageway repairs and resurfacing, which has continued through the winter, and a large programme of works is planned for 2012/13 to address those sites most in need of treatment.

Ref V2 – Reduce Health Inequalities – males, Target: 4.56, Actual: 6.6**Ref V2 – Reduce Health Inequalities – females, Target: 2.96, Actual: 3.8****Reason not on target and what we are doing:**

Although Wiltshire is generally not a deprived area, it has pockets of deprivation including five local areas that lie amongst the 20% most deprived in England. In addition, aspects of rural deprivation are difficult to quantify yet are of particular relevance in this county. Life expectancy is 6 years lower for men and 4 years lower for women in the most deprived areas of Wiltshire than in the least deprived areas. This is low compared to other areas (both within the SW and nationally) but, nevertheless, represents clear inequalities in health outcomes within the local population.

Many major conditions are strongly correlated to deprivation as are the lifestyles that contribute to them. Among the interventions that are evidenced to reduce the life expectancy gap are smoking cessation; statin therapy, use of anti hypertensives and early detection of cancer. The transfer of Public Health responsibilities to Wiltshire Council in April 2013 and ring fenced budgets will keep a focus on health inequalities.

We have recently produced health inequality data at community area level and included this within the new JSAs for community area. This has increased the awareness of health inequalities in communities and each community is in the process of agreeing priorities to improve the health of the local population.

Results with some concern (Amber)**Ref 4006 – Lower our carbon emissions from April 2010 to March 2015 by 11,823 tCO2****Target: no annual target, Actual: 1,118 reduction****Reason for concern and what we are doing:**

As reported last quarter there is currently a recognised shortfall in achieving the target by 2014, and Cross-Directorate work is underway (eg with the ECO Team, Property Services, Transformation Programme, ICT, Streetlighting, Fleet) to identify further projects. A capital investment project was approved in January 2012, which would potentially contribute a further 10% of the corporate target – and reduce the projected performance shortfall – through converting schools on oil boilers to biomass boilers. This project is now underway and is expected to be completed by November 2013.

MEASURES TO YEAR END												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	High/low	2009/10 Actual	2010/11 Actual	2011/12 Target (year)	2011/12 Actual to Year End	On target?		2012/13 target	2013/14 target	2014/15 target	Lead officer
Overall												
1003	Percentage of people satisfied with the council	H	37.9%	No survey	Baseline to be set - new survey	55.9%	-	I				Maggie Rae
Protect and Safeguard Vulnerable Children												
2005	More children in care get 5 A*-C GCSEs (or equivalent)	H	14.3%	16%	20%	4%	N	W	25%	28%	32%	Fiona Fitzpatrick
2006	Care leavers in suitable accommodation	H	76.5%	97.1%	95%	94.7%	Y	I	95%	95%	95%	Fiona Fitzpatrick
2007	Care leavers in suitable education, jobs or training	H	41.2%	65.7%	68%	39.5%	N	W	72%	72%	72%	Fiona Fitzpatrick
2008	Timely adoptions	H	92.9%	100%	90%	68%	N	W	90%	90%	90%	Fiona Fitzpatrick
2009	Safeguarding: initial assessments done in 10 days	H	65.1%	73.0%	70%	88%	Y	I	80%	80%	80%	Fiona Fitzpatrick
2010	Safeguarding: child protection plan reviewed on time	H	97.9%	100%	100%	100%	Y	I	100%	100%	100%	Fiona Fitzpatrick
Invest in: Our Communities												
3007	Number of volunteers in the library service	H	new	new	325	670	Y	-	325	325	325	Niki Lewis
	Opening hours (per week) supported by volunteers at Level 2 libraries	H	new	new	94	135	Y	-	94	94	94	Niki Lewis
	Opening hours (per week) supported by volunteers at Level 3 libraries	H	new	new	34	46	Y	-	34	34	34	Niki Lewis
3008	Satisfaction with area boards	H	n/a	45%	50%	53%	Y	-	55%	60%	65%	Niki Lewis
Economy and Unemployment												
4009	Number of businesses assisted	H			625	750	Y	-	625	625	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	669 (T)	1046 (T) 435 (W)	2073 (T)	2299 (T) 310 (W)	Y	I	tbc	tbc	tbc	Alistair Cunningham
Invest in: Leisure Services												
4012	The number of visits to our leisure centres (000)	H	3,431	3,364	3,040	3,163	Y	W	3,487	3,545	3,585	Mark Smith

MEASURES TO YEAR END												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2009/10 Actual	2010/11 Actual	2011/12 Target (year)	2011/12 Actual to Year End	On target?		2012/13 target	2013/14 target	2014/15 target	Lead officer
Invest in: Highways												
4011	The average days taken to repair a pothole	L	13	5.2	10	8.6	Y	I	10	10	10	Mark Smith
Other												
1004	The percentage of budgeted savings achieved	H			100%	100%	Y	-	100%	100%	100%	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H		92.6%	95%+	88.3%	N		95%+	95%+	95%+	Jacqui White
Public Health measures												
6001	Hospital admissions - alcohol related (/100,000)	L	1,390	1,621	1,400	1,615	N	W	1,350			Maggie Rae
6002a	Proportion 4-5 year olds with healthy weight	H	78.9% (CI +/- 1.2%)	76.8% (CI +/- 1.2%)	Not yet profiled	78.2% (CI +/- 1.2%)	-	-				Maggie Rae
6002b	Proportion 10-11 year olds with healthy weight	H	70.5% (CI +/- 1.4%)	68.9% (CI +/- 1.4%)	Not yet profiled	68.7% (CI +/- 1.4%)	-	-				Maggie Rae

Comments on Council Performance Scorecard

Results that are not on target (No)

Ref 2005 – More children in care get 5 A*-C GCSEs (or equivalent)

Target: 20%, Actual: 4%

Reason not on target and what we are doing:

Of the 5 young people in Summer 2011 with potential to achieve 5 A*-C inc. English & Maths, 1 has achieved. Of the remaining 4, 1 is only in year 10 and will sit exams in 2012; 1 had a personal crisis just prior to exams and avoided permanent exclusion; and the remaining 2 each narrowly missed a grade 'C' in English and Maths respectively. All are currently in Education Employment or Training. The Academic Mentoring programme is to be relaunched in 2011/12 to target Year 11 in the lead up to exams.

Ofsted's recent inspection of Safeguarding and Looked After Children Services reported "The contribution of services to helping looked after children and young people enjoy and achieve is good. Strong collaborative working between the virtual school, social workers and teachers and a shared vision to give all looked after children and young people a positive and successful school experience are common features of the work in Wiltshire. The virtual school has had a positive impact on the improving educational inclusion, attendance, progress and attainment."

Predictions for the 2012 cohort of children in care getting 5 A*-C GCSEs (or equivalent) is 14%.

Ref 2007 – Care leavers in suitable education, jobs or training

Target: 68%, Actual: 39.5%

Reason not on target and what we are doing:

We have increased the frequency of tracking and contacting those disengaged (now monthly). The LAC Education Employment or Training Monitoring Group meets monthly to discuss all cases and highlights issues and actions. A mentoring programme started in January 2012. Apprenticeships and work based training programmes are coming on-line over the next few weeks and opportunities through Care2Work will be available from April. Future plans include the proposed dedicated LAC centre which will be a base for a wide range of activities and training opportunities for young people.

The 2012/13 cohort of care leavers in suitable education, jobs or training is currently at 58%.

Ref 2008 – Timely adoptions

Target: 90%, Actual: 68%

Reason not on target and what we are doing:

This indicator measures the proportion of children and young people who are adopted within 12 months of the decision being made that adoption is definitely the plan for them. Relatively small numbers are involved so each child adopted impacts significantly on the result. There were 19 children adopted and 13 were within 12 months of the decision that they should be adopted. The reason for the delays has been due to highly specific and complex issues which mean that the process is taking longer to complete. Work is underway to improve the timeliness of adoption this includes implementation of permanency policy, creation of a dedicated "home finder" post, strengthening the role of Independent Reviewing Officers and creation of an adopters reference group to inform practice

Ref 5001 – Customer telephone call connection rates of 95%**Target: 95%, Actual: 88.3%****Reason not on target and what we are doing:**

Whilst we have been unable to achieve the agreed target this year, more recently the connection rate has shown a slight upturn. Required savings has meant a considerable reduction in staffing and whilst we have been able to reduce or re-direct some of the demand coming in, the connection rates across last year reflect the impact that the reduction in staff has had. We have also had to deal with some particularly high peaks of customer calls generated from service changes; e.g. the roll out of all the changes in Waste and Recycling. We also still have a large number of unnecessary 'internal' switchboard calls which could be avoided by staff using the contact directory, as well as calls coming through to customer services because customers cannot get through to specific services. We remain focussed on training more staff to deal with specific queues where peaks are affecting the overall % rate.

Ref 6001 - Hospital admissions - alcohol related (/100,000)**Target: 1400, Actual: 1615****Reason not on target and what we are doing:**







Both nationally and locally, alcohol related admissions (which are measured using modelled data applied to actual patient numbers) are rising year on year. Wiltshire has an alcohol strategy currently in its 3rd year which contains a wide range of actions, all of which it is hoped will contribute to changing attitudes to alcohol, preventing some alcohol problems from occurring and ensuring early intervention and treatment is available to those who need it. This includes actions around education, prevention, awareness raising, support and treatment, and managing the night time economy. The Department of Health has identified high impact changes and resources to fund the following:












































































- Increased delivery of brief interventions in the community
- Strengthened community specialist services and referral
- Acute trust based alcohol liaison services

Additional information relating to Economy and Employment**Ref 4010: Number of people helped with skills or placed into work**


No annual targets are set for the number of people helped with skills or placed into work. As projects and contracts develop throughout the year quarterly targets will be set.

Annex 2: Programme Status

Key	
	Red - major issue for escalation
	Amber - major issue, mitigation plan in place
	Green - on time, to quality and budget
	Blue - Project complete
	Grey - Suspended
	White - Project not started

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)					
Local Development Framework (LDF) (Investment)					
Wiltshire Online (Super-fast broadband) (Investment)					
Campus (Transformation)					
Cloud Programme *NEW*					
Development Services Transformation Programme *NEW*					
Hubs and Depots (Transformation)					
Information Services (Transformation)					
Knowledge Management (Transformation)					
Localism (Transformation)					
Procurement (Transformation)					
SAP Development (Transformation)					
Service Reviews and Systems Thinking (Transformation)					
Strategic Partner and Employee Engagement (Transformation)					
Waste Transformation (Transformation)					

Summary of red issues – there are no red issues for this period

	Programme	Project	Issue
			

Dr Carlton Brand
 Corporate Director, Transformation & Resources
 Status: March 2012

ANNUAL WORKFORCE REPORT

Report for Wiltshire Council relating to the 2011 – 2012 financial year.

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated).
- Wiltshire Council figures exclude Fire, Police and Schools
 - **Headcount** = Number of positions that are filled not individual people
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2,930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Agency figures** are based on the spend being put through the agency cost centres on SAP & information available from the Comensura system.
- **Redundancy figures** relate to all redundancies made, not just those as part of service reviews.
- The **sickness measure** given is the average number of FTE working days lost by each FTE over the last 12 months, since April 2011.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

ANNUAL WORKFORCE REPORT

WILTSHIRE COUNCIL (excl. schools) Quarter ended: March 2012

Management Information Team Observations:

- During the 2011-12 financial year, WC's (Wiltshire Council) headcount decreased by 25 to 5376 (-0.46%), and the FTE decreased by 211 to 4072 (-4.92%). The headcount has not dropped as you may expect, compared to the FTE, as we have now given contracts to many employees in areas such as leisure who were previously seen as casual.
- The FTE of managers has reduced by 104 during the financial year the ratio of employees per manager has increased over the year to 1:9 (was 1:6 last year).
- Comparing the 2010-11 year with the 2011-12 year, sickness levels decreased by 0.2 FTE days. The WC sickness estimate was at its lowest at the end of June 2011 at 7.9 FTE days; there was then a seasonal increase to 8.3 FTE days for the end of September and December, and it then rose again to 8.7 FTE days by the end of the financial year.
- The lowest levels of sickness were observed in Policy, Research, Communications and Corporate Programme Office and Policy, Performance and Partnership at 0.9 and 2.2 days lost respectively.
- 'Cold/flu and other infections' continue to be the most commonly occurring sickness reason with absences lasting for 2.0 days on average.
- Absences for 'stress/depression/mental health/fatigue' last 14.8 days on average and accounts for the second longest average absence length after 'Other - cancer/tumours/growth' (25.9 days on average).
- For under 25s, the largest proportion of all sickness days lost for the year are due to the reason of 'stomach' (20.8%). For all employees over the age of 25, the largest proportion of absence days lost are due to 'stress/depression/mental health/fatigue'.
- The voluntary turnover rate at the end of the financial year was 8.3%. This is in line with the level seen last year.
- Disciplinary and grievance cases show that an average of 12.1 and 8.7 cases took place respectively per 1000 employees for the year; 35% of all disciplinary cases took place in Neighbourhood Services.
- The ratio of starters to leavers was 1:1.5 at the end of the financial year. Finance had the greatest ratio of 1 starter for every 13.8 leavers over the year; this is largely due to 14 employees being TUPE transferred out of internal audit and 14 employees leaving due to voluntary redundancy.
- WC made a total saving of £719,956.44 due to employee hour changes (-34.7 FTE) during the financial year.

ANNUAL WORKFORCE REPORT

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure Relating to Quarter (unless stated)	March 2012	Change since April 2011
Headcount (as at end of period)	5376	-25
FTE (as at end of period)	4072	-211
Agency worker use (equivalent number of FTE's used during the year)	862	n/a
FTE change due to TUPE transfers in vs. out (During 2011-2012)		+81.4
FTE change due to employee hour changes (During 2011-12)		-34.7
FTE Ratio of starters to leavers (During 2011-12)		1:1.5

"Full Time Equivalents" which take into account actual working hours to show accurate staffing levels

The number of hour's agency workers were used to cover workload divided by 384 (the number of hours a full time person works in a quarter)

Part of the FTE/HC change above may be explained by these measures

How many leavers we have had for every one starter

The % of leavers who completed an exit interview

Workforce Information		
Measure	March 2012	March 2011
Ratio of managers to employees	1:9	1:6
% Exit questionnaires completed (YTD)	14%	13%
% of total vacancies filled by internal appointment - year to date	46%	40.8%
% management posts filled by internal appointment - year to date	85%	0%
FTE of managers	613	717
Number of redundancies made during 2011-12	235	

The % of posts filled by an internal candidate

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	2011-12	2010-11
Working days lost per FTE	8.7 days	8.9 days
% of total absences over 20 days	47.0%	43.2%

The number of RIDDOR incidents that have occurred.
<http://www.hse.gov.uk/riddor/riddor.htm>

Health and Safety		
Measure	2011-12	2010-11
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	2.4	1.7

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	2011-12	2010-11
% staff turnover	8.3%	8.2%
% <1 year turnover rate	13.5%	24.5%
Average leavers' length of service	9.4 years	9.7 years

Disciplinary and Grievance Cases		
Measure	2011-12	2010-11
New disciplinary cases per 1000 employees	12.1	3.7
New grievance cases per 1000 employees	8.7	1.1

ANNUAL WORKFORCE REPORT

This section gives you Information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	March 2012	April 2011
% of employees paid over £50,000 annual salary	2.01%	2.34%
% of employees paid over £100,000 annual salary	0.07%	0.09%
% of employees paid over £150,000 annual salary	0.00%	0.02%
Headcount paid over £58,200 FTE annual salary	40	45

Why this is important: Under the Code of Recommended Practice for Local Authorities on Data Transparency we are required to publish salary information for employees earning more than £58,200. Under The Accounts and Audit (England) Regulations 2011 section 7.2.b there is a requirement to publish in the statement of accounts the number of employees earning £50,000 or more.

Employee costs		
Measure	2011-12	2010-11
Total paid in salaries to contracted employees 2011-12	£112,103,793.11	
Total paid in salary to casual employees 2011-12	£2,917,684.82	
Total salary pay 2011-12	£115,021,477.93	
Total paid to Agency workers during 2011-12	£8,687,493.81	
Median employee basic salary (as at end of period)	£19,276.08	£18,453.00

Why this is important: Clear budgetary restraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using alternative resourcing options on a more regular basis such as agency workers, consultants or casuals. This information will highlight whether this is happening or not.

The cost or saving made by employee's changing the hours they work →

Additional financial information		
Measure	2011-12	2010-11
Cost of sick pay	£2,778,852.07	£3,108,081.27
Cost/saving of employee hour changes (Financial year)	£719,956.44	£828,176.52

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

ANNUAL WORKFORCE REPORT

BENCHMARK DATA Updated with 2011 benchmark data

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as "large" (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence

Measure	Local Authorities Median	Local Authorities Upper Quartile	Private Sector Median
Working days lost per FTE	9.8	8.7 (lower q.)	5.7
Average length of absence (FTE days)	5.8	7.0	3.5
% of absences over 20 days	54.0%	60.1%	40.5%

Health and Safety

Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	6.0	2.7	8.0

Voluntary Turnover

Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	7.2%	5.9%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases

Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	10.2	7.2	44.8
No. of grievance cases per 1000 employees	3.7	2.2	6.4

Wiltshire Council

Overview and Scrutiny Management Committee

17th July 2012

Subject: Business Plan Annual Update – supplementary report

Cabinet Member: Councillor John Brady - Finance, Performance and Risk

Purpose of report

1. The first year of the Business Plan ended on 31st March. On 19th June, Cabinet were presented with the Business Plan annual update which outlined the progress on each of our priorities during this first year.
2. This supplementary report aims to support the Cabinet report by:
 - Providing more information about the council's performance for 2011/12.
 - Highlighting the successes of the 'on target' (green) indicators.
 - Updating the performance results for indicator ID4003 as a result of a recalculation of base figures.

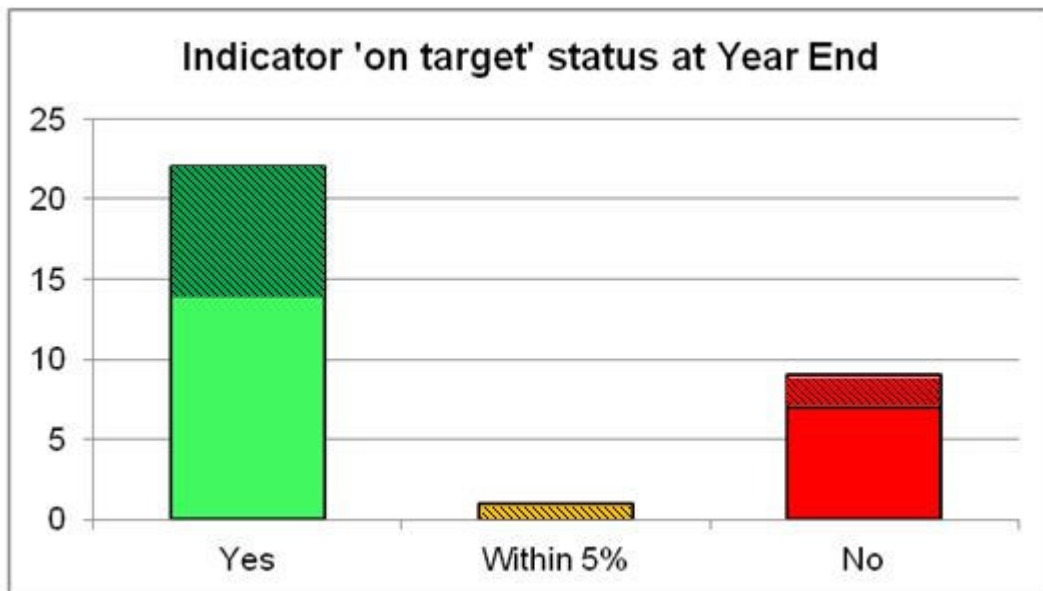
Background and context

3. In February 2011 Wiltshire Council published its four year Business Plan, which set out what would be achieved by 2015 and our approach to savings and investments to make that happen.
4. The Business Plan sets down the direction and priorities for the council. The performance indicators provide one measure of our progress against this plan. The targets set are intentionally challenging and in many cases are long term, looking ahead four years. A range of external factors can influence the achievement of the targets in any one year, including for example severe weather affecting roads, and the current state of the economy impacting on job creation. Given this position it is almost inevitable that not all targets will be met in any one year, but will be brought back on track in subsequent years.

Main considerations for the council

5. There are 32 indicators being measured for 2011/12, of which 11 are priority indicators included as a target in the Business Plan.
6. At year end, 22 indicators were on target, one within 5% and nine not on target. Full details of all these results are included in the Business Plan Scorecards (Cabinet report - Annex one). Since this original report was presented one indicator (ID 4003) has been recalculated and the target now shows green. More information on this is given below in paragraphs 12-16.

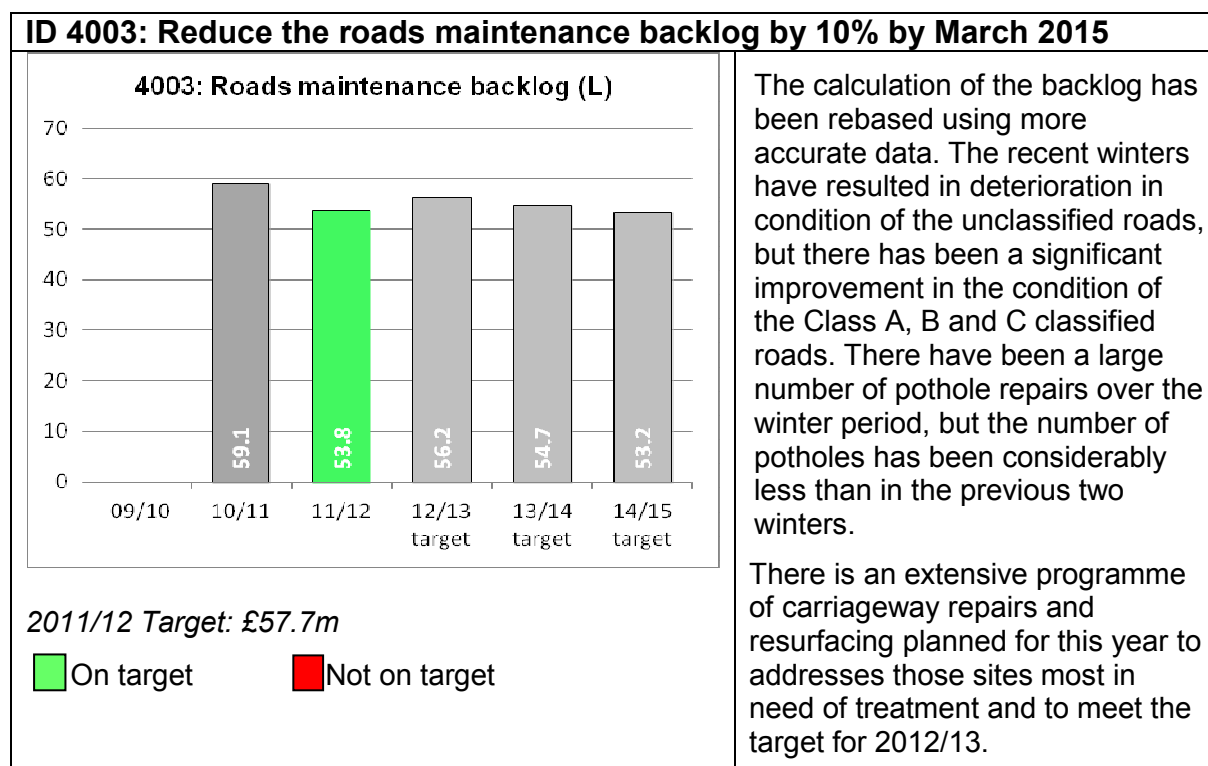
7. Of the 11 priority indicators, eight are on target.
8. The graph below shows the overall comparison between indicators on target, not on target and within 5%. The shaded sections in each of the bars represent the priority indicators in each category.



9. Over two thirds (70%) of the indicators have hit their target or are within 5% of doing so.
10. This report includes further information on a selection of on target 'green' indicators to demonstrate some of the council's achievements during the first year of the Business Plan. These indicators are:
 - **ID 1003:** Percentage of people satisfied with the council
 - **ID 2003:** 5% more 11 year olds will get Key Stage 2 L4* by 2015 (Maths and English)
 - **ID 2004:** 5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)
 - **ID 3001:** 14% increase in the number of older people receiving our services
 - **ID 3004:** 1,800 new affordable homes by March 2015 (ave 450 pa)
 - **ID 3007:** Number of volunteers in the library service
 - **ID 4002:** Help safeguard 8,000 existing jobs by March 2015
 - **ID 4009:** Number of businesses assisted
 - **ID 4003:** Reduce the roads maintenance backlog by 10% by March 2015
 - **ID 4004:** Recycle 50% of our waste by March 2015
 - **ID 4005:** Reduce waste being landfilled to 25% by March 2015
11. Comments that highlight the progress against these indicators are included from paragraph 17.

Update to the Cabinet report: Indicator 4003

12. The corporate target is to reduce the backlog of highway maintenance by 10% by 2015.
13. Initial indications at year end 2011/12 were that the backlog had increased, but the calculation method has now been improved and rebased to more accurately reflect the backlog and costs involved.
14. The latest calculation shows that the backlog has reduced by 9.1% from the 2010/11 level, indicating that the council is on target to meet the 10% reduction.
15. Although good progress was made last year, the road network will continue to deteriorate and significant work will still be required in future years to prevent the backlog increasing. The target of a 10% reduction by 2015 remains unchanged.

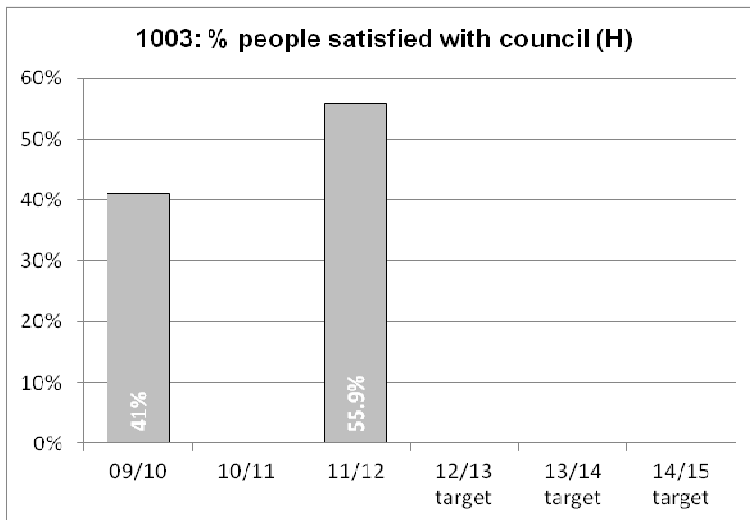


16. Further information on the change in calculation is outlined at Appendix one.

Business Plan update 2011/12 – highlighting progress

17. Public satisfaction with the council improved considerably between 2009/10 and 2011/12. Although there is no established baseline target for this indicator, this improvement is a particularly positive measure of the success of the council's services in meeting customer expectation.

ID 1003: Percentage of people satisfied with the council



2011/12 Target: No baseline target set

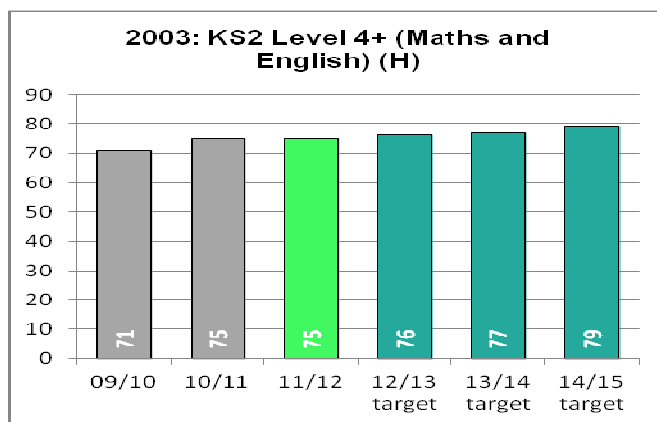
Figures for 2009/10 vary from published figures as they were weighted by the government to take into account various factors – our latest results are un-weighted so a more accurate comparison is with these two figures.

Satisfaction with council services has improved from 37.9% to 55.9% in two years. This comparison has been made between the 2009/10 national place survey and the 2011 council's 'what matters to you' satisfaction survey. The survey had a good response and several reports are currently being prepared on the results.

The most recent survey results also show a high percentage of people enjoy living in their local area and there were also improvements in satisfaction with public services.

18. The council has made good progress on its work towards achieving its business plan priorities. This section highlights the council's performance and trends in a number of areas using a selection of on target 'green' indicators. These are taken from the Business Plan summary and page 4 of the full Business Plan. Further information on these and for other indicators used to support the plan are shown in scorecards in Annex 1 of the Cabinet report.

ID 2003: 5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)

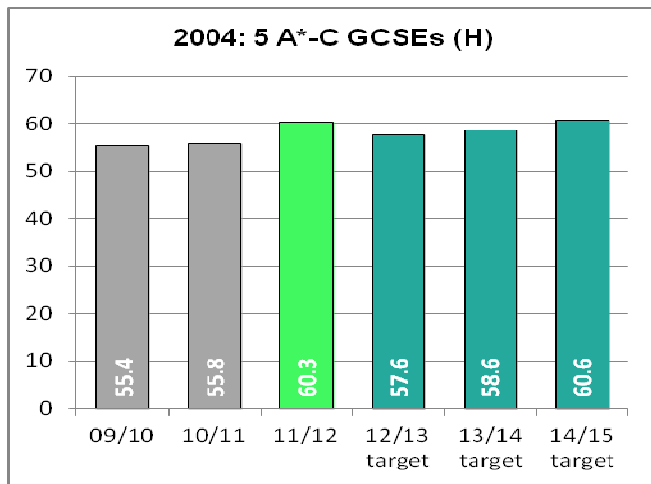


2011/12 target: 75%

■ On target ■ Not on target

2011 Key Stage 2 results maintained the 4% increase good progress of 2010 with 75% of children achieving level 4 in both English and maths.

ID 2004: 5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)



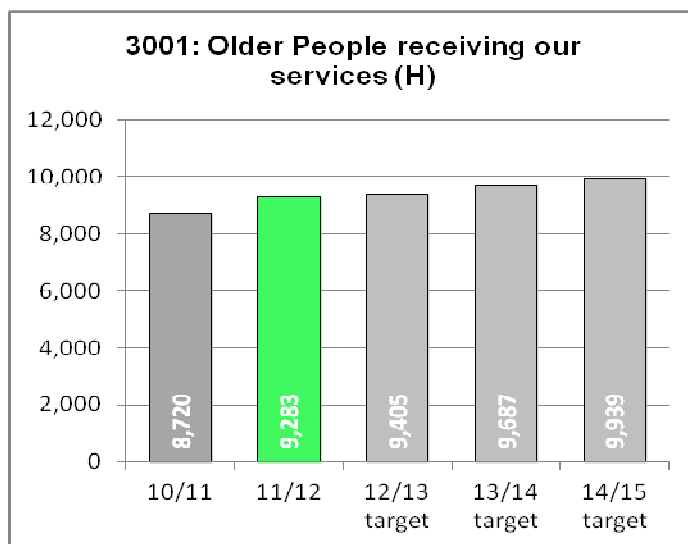
2011/21 target: 56.6%

■ On target
 ■ Not on target

At Key Stage 4 results improved from the 2010 position by 4.5% with a best ever result of 60.3% of young people achieving 5+A*-C GCSEs or equivalent including English and maths in 2011. Improvement is the result of the impact of developing good subject teaching coupled with improved pupil performance tracking and effective early intervention including one- to-one tuition and the Wiltshire 'Every Child' programmes. Support is also targeted to need through innovative projects such as Top Quartile (TQ) 2010/11 and 2012/13 which enable focus to be aimed at those children and young people with specific needs.

Future targets will be reassessed in the light of good progress.

ID 3001: 14% increase in the number of older people receiving our services - advice and services for the rising number of older people



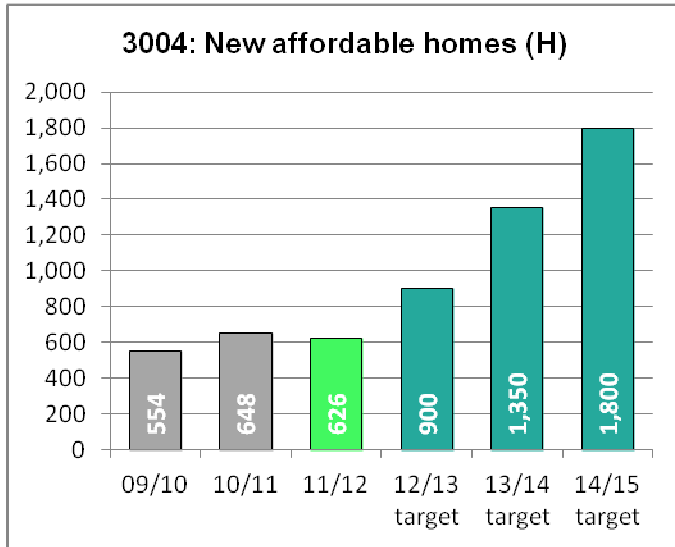
2011/12 Target: 9,069

■ On target
 ■ Not on target

563 more older people received help in 2011/12 than in 2010/11. This was achieved in two ways. The first was to provide advice and information via social service professionals to all of the older people who asked for help. The second was to pay for those most in need (half of all those who asked for help) to receive help in their own home or in a care home.

Wiltshire's residents say they want to stay independent for as long as possible and the council knows that independent people need less care and so budgets go further. The new Help to Live at Home service is designed to help people stay independent and have a good quality of life for as long as possible. The service does this by combining services that keep people safe and confident in their own homes.

ID 3004: 1,800 new affordable homes by Mar 2015 (ave 450 pa)



2011/12 target: 450

■ On target ■ Not on target

Note: This target is “cumulative” so figures are added together year on year from 2011/12 to the end of the business plan period in 2014/15. The results for 2009/10 and 2010/11 fall outside this period so are for single years only (not added in to the total) – these results are provided to give a more rounded picture.

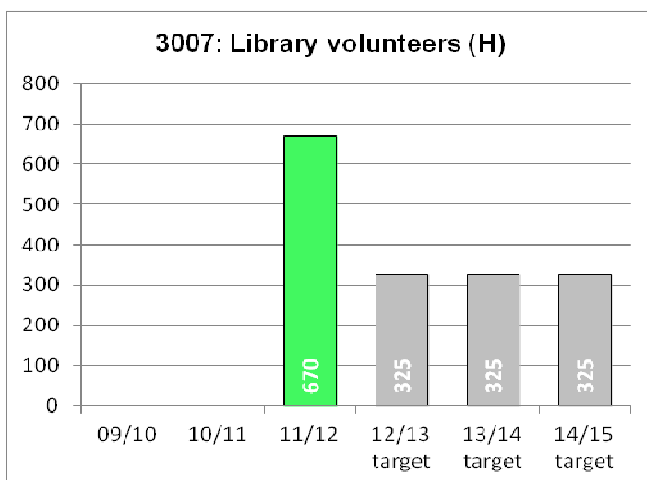
The target is based on an average of 450 per year and was exceeded in 2011/12 (actual 626). This includes the completion of 31 new council homes in Salisbury and Trowbridge.

This success is down to a number of factors, including close working with:

- 16 developing Registered Providers in Wiltshire to enable successful delivery of sites owned
- partnerships to negotiate successfully to deliver affordable housing through planning gain
- spatial planners to develop and interpret robust affordable housing policies to maximise delivery without the need for grant funding
- the strategy team to ensure we have robust understanding of housing need e.g. through rural surveys.

We have also aimed to maximise financial opportunities, such as the firstbuy and homebuy government initiatives and worked closely with the HCA to access significant levels of grant funding through the 2008-11 Affordable Housing Programme. This resulted in significant delivery of sites requiring grant in 2011/12 e.g. Kingston Mills in BOA, Pound Mead in Corsham and supported housing units at Emmaus House in Salisbury.

ID 3007: Number of volunteers in the library service



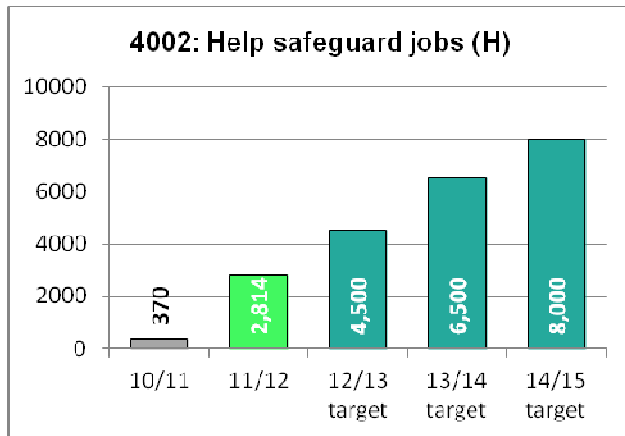
2011/12 Target: 325

■ On target ■ Not on target

In the past year 670 volunteers have given over 17,000 hours of their time to help support the library service. From September 2011 310 Community Library Volunteers helped to provide over 180 library opening hours per week in the 15 smallest libraries in Wiltshire. Another 360 volunteered throughout the year to support the Home Library Service, Summer Reading Challenge, rhyme times and computer sessions in libraries across the county.

Volunteers play a vital role in helping to support the work of the library service. They contribute valuable skills to their community and enjoy being part of the library network.

ID 4002: Help safeguard 8,000 existing jobs by Mar 2015



2011/12 Target: 2,000

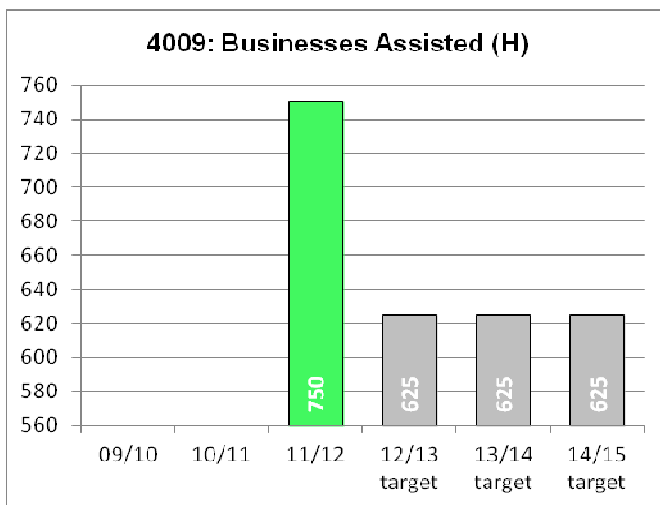
■ On target
 ■ Not on target

Note: This target is “cumulative” so figures are added together year on year from 2011/12 to the end of the business plan period in 2014/15. The result for 2010/11 is outside this period so is not added in to the total – it is provided to give a more rounded picture.

Safeguarding jobs is defined as support to employers or intervention by the economy and regeneration service that results in the retention of jobs which were previously at risk of being lost.

During 2011/12, the service helped to secure 2,814 jobs. Of these, 2,500 related to Defence Technical Training at RAF Lyneham, 1,500 of which will be on site in 2013. The service also supported DTRVMS to secure £3.1m funding to safeguard 200 jobs and invest in research and development.

ID 4009: Number of businesses assisted



2011/12 Target: 625

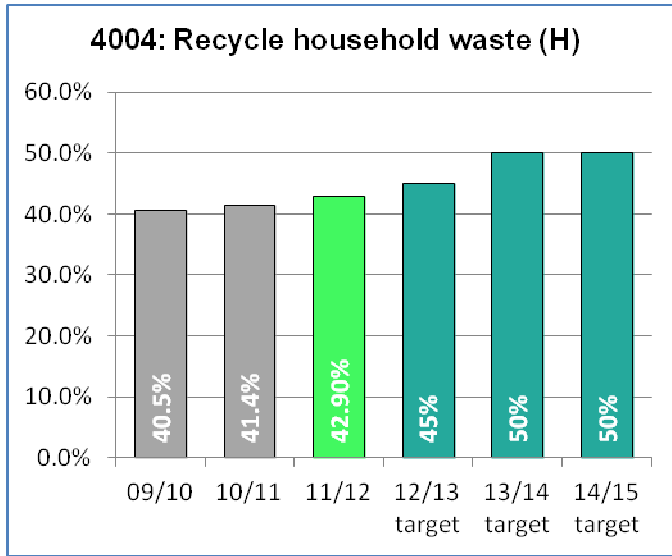
■ On target
 ■ Not on target

Businesses assisted is defined as a business which has received advice or support from the economy and regeneration service, including issue resolution.

The service assists businesses through various schemes, including Business Support Service, which was launched to offset the loss of Business Link, and the Wiltshire 100 programme, which builds stronger partnership links with Wiltshire’s leading employers.

In 2011/12, 270 businesses were assisted and 200 apprenticeships started. Other successes include working with partners at Porton Down on the proposal for a Science Park with the potential to deliver 2,000 new jobs, securing £2m towards the creation of a network of rural incubation centres, and the identification and allocation of new employment land through the Wiltshire Core Strategy.

ID 4004: Recycle 50% of our waste by Mar 2015

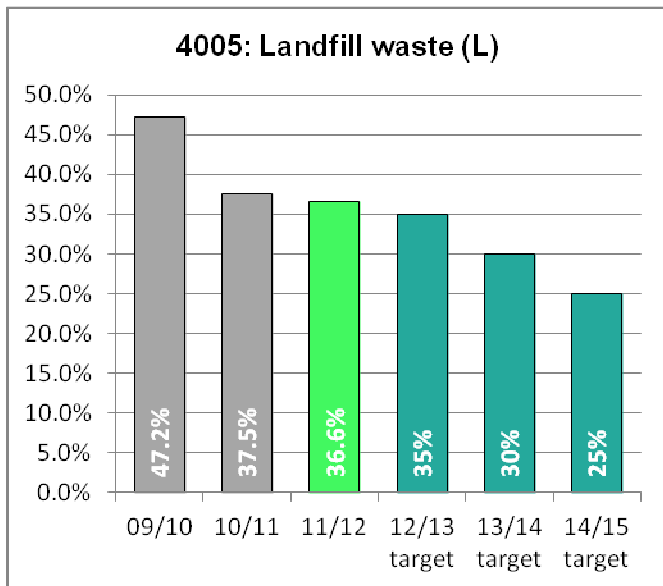


2011/12 target: 41.5%

■ On target
 ■ Not on target

As well as meeting the target of 41.5% (actual 42.9%) the results are a 1.5% increase on 2010/11. There was a definite improvement in the second half of the year, due in large part to the successful introduction of the new Plastic Bottle and Cardboard collections which started in November. We also experienced healthy composting tonnages due to the warmer Autumn weather, helping to achieve a definite increase. These improvements indicate that the recent collection service changes will have an increased effect during 2012/13, taking us towards the 50% target for 2014.

ID 4005 Reduce waste being landfilled to 25% by Mar 2015



2011/12 target: 37%

■ On target
 ■ Not on target

The target of 37% was met (actual 36.6%) despite a 1% increase in municipal waste during 2011/12.

Performance reflects the new plastic bottle and cardboard collections which began in November, diverting recyclable waste from landfill. As the collection service changes completed during March will have an increasing effect during 2012/13, the prospects for reaching the 25% target by 2014 are encouraging.

Paul Mountford
Head of Policy, Performance and Corporate Business Management

Report Authors:

Paul Mountford, Head of Policy, Performance and Corporate Business Management
Claire Small, Policy and Partnership Officer
Liz Richardson, Wiltshire Partnerships Officer

Date of report: 6 July 2012

Background Papers

Cabinet report - Business Plan Annual Update (19 June 2012) and appendices:

- Annex 1: Business Plan Scorecards
- Annex 2: Programme Status
- Annex 3: Workforce Report

Business Plan 2011-2015 and Business Plan summary

The following unpublished documents have been relied on in the preparation of this report: Detailed performance management information held within services.

Appendices

Appendix 1: Indicator ID 4003 - Update to Business Plan scorecard

Appendix 1

Indicator ID 4003 - 10% reduction in the roads maintenance backlog

Update to Business Plan scorecard

Target

The Corporate Target is to reduce the backlog of highway maintenance by 10% over 4 years.

Latest results

The latest calculation of the road maintenance backlog indicates that the Council is on course to meet the 10% reduction target as the calculated backlog has reduced by 9.1% from the 2010/11 level.

Initial indications were that the backlog had increased, but the calculation method has been improved and rebased to more accurately reflect the backlog and costs involved. The target of a 10% reduction over 4 years remains unchanged.

It should be noted that although good progress was made last year the road network will continue to deteriorate, and that significant work will still be required in future years to prevent the backlog increasing, and to reduce the backlog further in order to meet the target.

Measurement methodology

Road condition surveys using vehicle mounted lasers are used to assess the condition of the classified roads (A, B and C Class roads) and visual surveys assess the unclassified roads. The results of the surveys are then used to estimate the amount it would cost to clear the remaining maintenance backlog.

Original calculation of backlog

The 2010/11 base figure for the backlog was initially calculated as £42 million. The current target is for a 10% reduction over 4 years at 2.5% per year. The 2011/12 target was £40.9 million, with targets for subsequent years of £39.9 million, £38.8 million and £37.8 million.

Preliminary calculations of the 2011/12 backlog indicated an increase of £1.5 million to £43.5 million. The surveys showed improvements in the conditions of Class A, B and C roads, but deterioration in the condition of the unclassified roads.

There was concern that the calculation methods used were over estimating the cost implications of the condition of the unclassified roads. The assessment methods for the unclassified roads are much less accurate than those it is possible to use on the classified roads because the road widths and alignments make them generally less suitable for the use of the more accurate vehicle mounted equipment.

The unclassified road sites surveyed in 2011 were reviewed. The review included consideration of the current road conditions, survey results and the estimated repair

costs. The survey company was also asked to audit the results by resurveying some of the roads. The review indicated that although the surveys were accurate, the methodology over estimated the repair and backlog costs on the unclassified roads. This had not been apparent previously because the unclassified road conditions had shown little variation over the years.

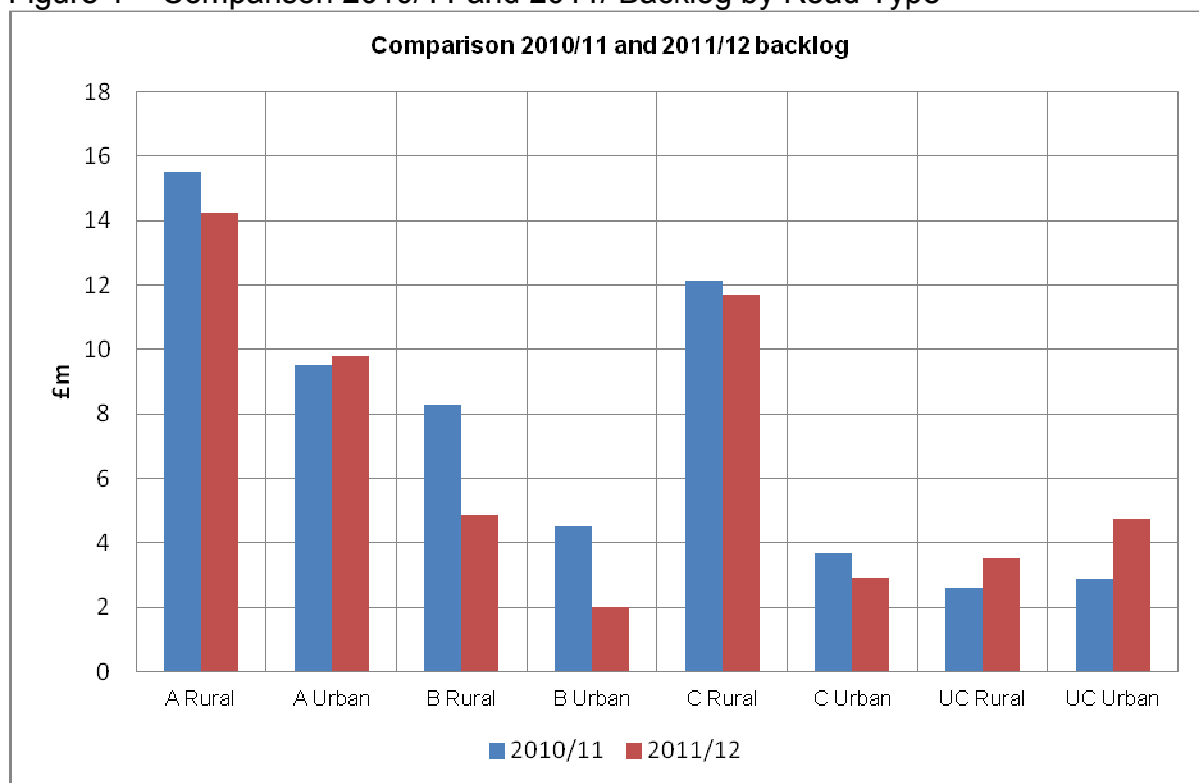
Rebased backlog

In order to improve the accuracy of the estimation of the maintenance backlog a more detailed calculation was carried out for the Council by WDM, the specialist company which carries out the surveys for Wiltshire, and for many of the other highway authorities in the south west.

The new calculation is made using more detailed road condition information than has been available previously, including better costing information, and the inclusion of full design and supervision of construction costs. The 2010/11 base figure has consequently increased from £44 million to £59.141 million.

The calculation of the backlog for 2011/12 on the same basis is £ 53.772 million, which represents a £5.369 million reduction in backlog during the year. The change in condition was particularly noticeable in connection with the improved skid resistance of the main roads. The 2011/12 road condition surveys showed improvements in the conditions of Class A, B and C roads, but deterioration in the condition of the unclassified roads (See below). Despite deterioration the unclassified roads in Wiltshire are still in better condition than those of most other similar highway authorities.

Figure 1 – Comparison 2010/11 and 2011/ Backlog by Road Type



The additional one-off investment from central government of £3.741 million in 2011/12 for treating winter damage made a significant contribution to reducing the backlog this year. It should be noted that this funding is not available for the current

or future years. The remaining £1.628 million of reduced backlog was achieved because of the additional funding from the Council above the level of Local Transport Plan funding provided by the Department for Transport.

Future Year's Targets

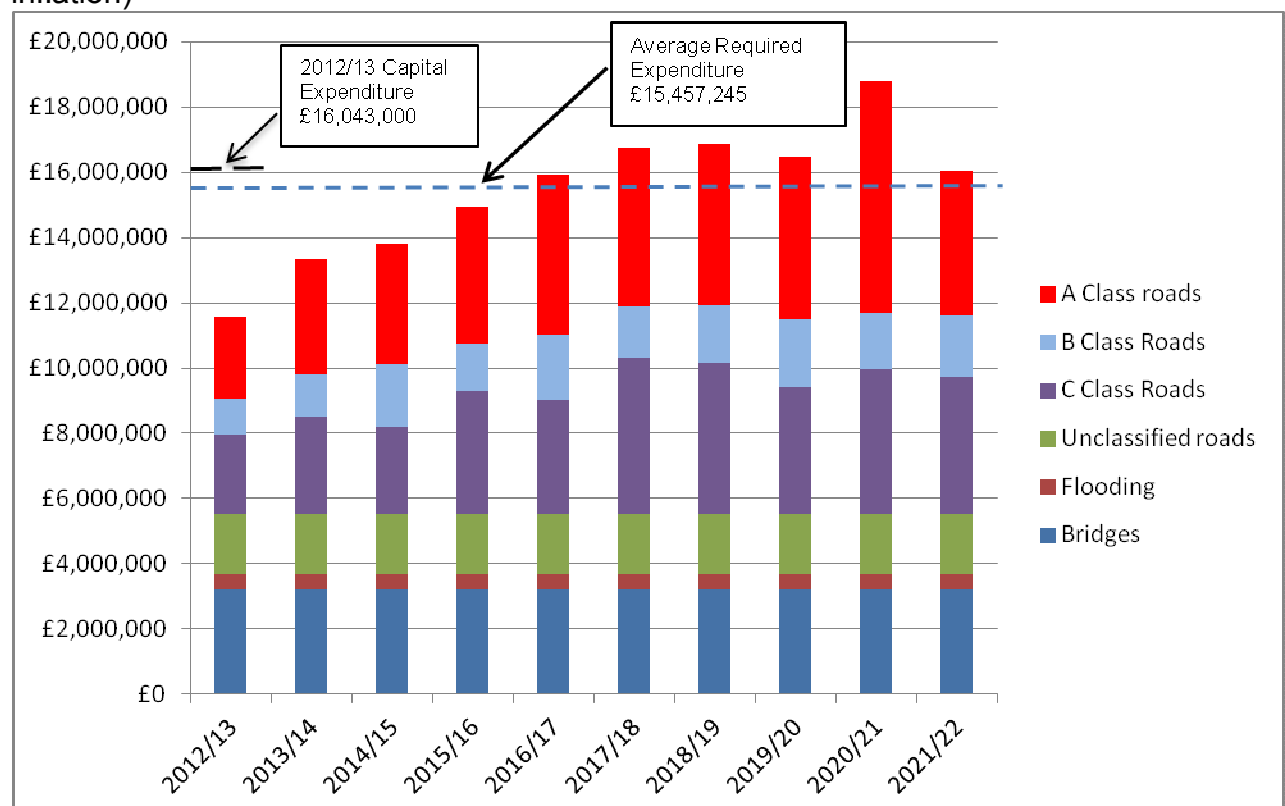
The more accurate methodology will be used to calculate the road maintenance backlog for future years. The target is for a 10% reduction in backlog over 4 years.

Rebased targets:

	2010/11	2011/12	2012/13	2013/14	2014/15
Target Reduction	2.5%	2.5%	2.5%	2.5%	2.5% (10% cum)
Target Backlog	59.141	57.663	56.184	54.701	53.227
Actual Backlog	59.141	53.772 (9.1%)			

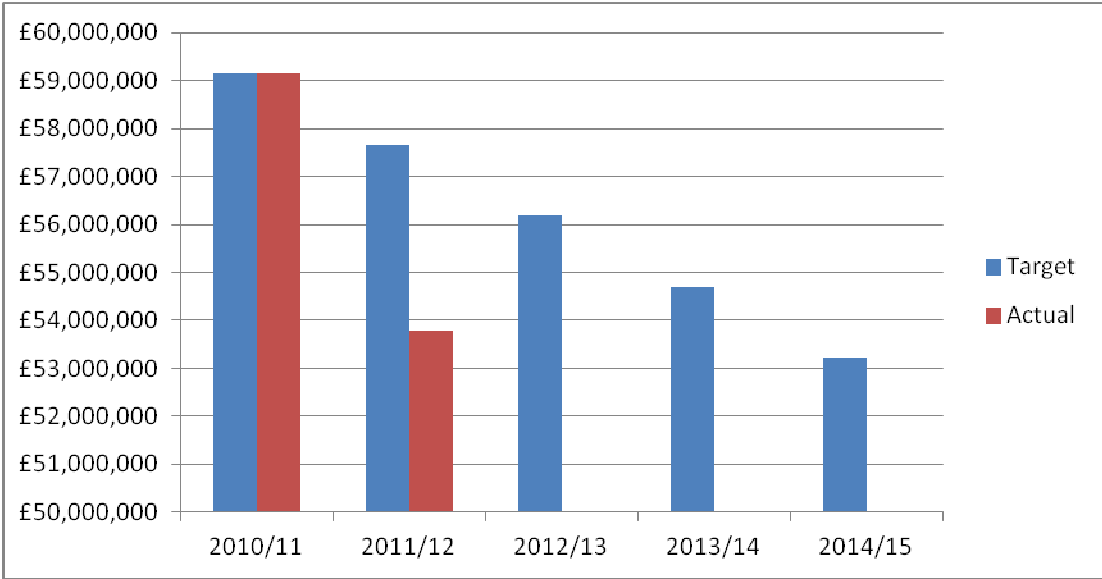
The minimum levels of funding required to maintain the existing road conditions have been calculated for future years (See Below).

Figure 2 - Expenditure required to maintain existing asset condition (Excludes inflation)



The funding levels for this year are above the minimum required as shown by the columns on the graph above, and further reductions in backlog are achievable if these funding levels continue.

Figure 3 – Targets for 10% Reduction in Road Maintenance Backlog



Scorecard amendment

The original row for this indicator from the yearend report read as:

Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2009/10 Actual	2010/11 Actual	2011/12 Target (year)	2011/12 Actual to Year End	On target? 3 yr trend	2012/13 target (draft)	2013/14 target (draft)	2014/15 target	Lead officer
	Invest in: Highways										
4003	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£43m	£42m	£40.9m	£43.5m	N W	£39.9m	£38.8m	£37.8m	Parvis Khansari

Following the rebasing of the data, the row now reads:

Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2009/10 Actual	2010/11 Actual	2011/12 Target (year)	2011/12 Actual to Year End	On target? 3 yr trend	2012/13 target (draft)	2013/14 target (draft)	2014/15 target	Lead officer
	Invest in: Highways										
4003	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L		£59.1m	£57.7m	£53.8m	Y -	£56.2m	£54.7m	£53.2m	Parvis Khansari

Wiltshire Council

Overview and Scrutiny Management Committee

17 July 2012

Overview and Scrutiny Work Programme

Purpose

1. To report on the actions taken since the previous meeting of the Overview and Scrutiny (OS) Management Committee on 30 May and the initial conclusions reached. To also seek the views of the Management Committee on what further progress needs to be made in the development of its work programme.

Background

2. Council agreed revised OS arrangements on 15 May following a lengthy review. These were reported to the first meeting of the new OS Management Committee on 30 May along with a list of core values and specific developments and improvements expected by Council (copy attached for ease of reference - Appendix A). In discussion the following were particularly highlighted:
 - OS should be seen as an integral part of decision-making and the overall good governance of the Council
 - OS should add value by focusing on the big, important matters
 - All should work together to ensure that OS operates effectively
 - Single OS work programme controlled by the Management Committee with less topics to allow for more in-depth policy development linked to priorities the Business Plan (including our partners)
3. A brief report on a proposed approach to the handling of legacy issues from the previous arrangements and the development of a single work programme was also agreed by the Management Committee on 30 May (copy attached for ease of reference - Appendix B).

Action Taken

4. In accordance with the agreed approach, meetings have been arranged to start the process of developing the work programme under each of the select committees in order to report initial views back to this meeting of the Management Committee both on legacy and future priority topics. This should then provide the Management Committee with the information it needs to draw up a single over-arching work programme and co-ordinate activity and resources. The corporate views of CLT and Cabinet Liaison have been sought as well as a meeting of the ELT Working Party supporting implementation of the outcome of the OS review. Meetings held/planned between leading OS

members, Cabinet members and service directors are as follows (attendees in brackets):

Management Committee – 25 June (Cllrs Trevor Carbin, Tony Deane and John Noeken)

Health Select Committee – 13 June (Cllrs Peter Hutton and Jane Burton and Christine Graves – apologies Cllrs John Thomson and Jemima Milton)

Environment Select Committee – 9 July (will be reported)

Children's Services Select Committee – 16 July (will be reported)

5. The outcome of these meetings in terms of recommended topics (predominately from legacy) are shown in Appendix C attached (additional information from the above meetings will be added when known).
6. The ELT Working Party met on 19 June chaired by Ian Gibbons, Service Director with the following key outcomes:
 - WP felt that the members and, in particular the Management Committee, would benefit from training on the new
 - The Leader should be consulted about her views on what areas she feels scrutiny can add value during policy development
 - Conversation was needed at CLT/Cabinet Liaison about being proactive around the new arrangements and being more disciplined about Cabinet forward work plan
 - Agenda management was seen as vital, including the use of other forms of communications for information/progress items
 - A move in the direction of splitting overview from scrutiny in the work programme and on agendas seen as positive step
 - ELT Working Party no longer required in present form but officers to continue to support implementation of the new arrangements on an individual basis
7. CLT/Cabinet Liaison met on 2 July at which the new OS arrangements were raised. Discussion covered the following matters:
 - Core values and improvements agreed by Council
 - Approach to legacy and development of future work programme agreed by the Management Committee
 - Positive work needs to be demonstrated early
 - Tight management of the work programme and hence impact and resources is needed
 - Examples of high-level priorities might be community infrastructure levy, housing allocations, welfare reform, job creation and economic development, shaping the future council, highway repairs and maintenance, transformation and campuses and safeguarding (including Ofsted)

Further Evidence

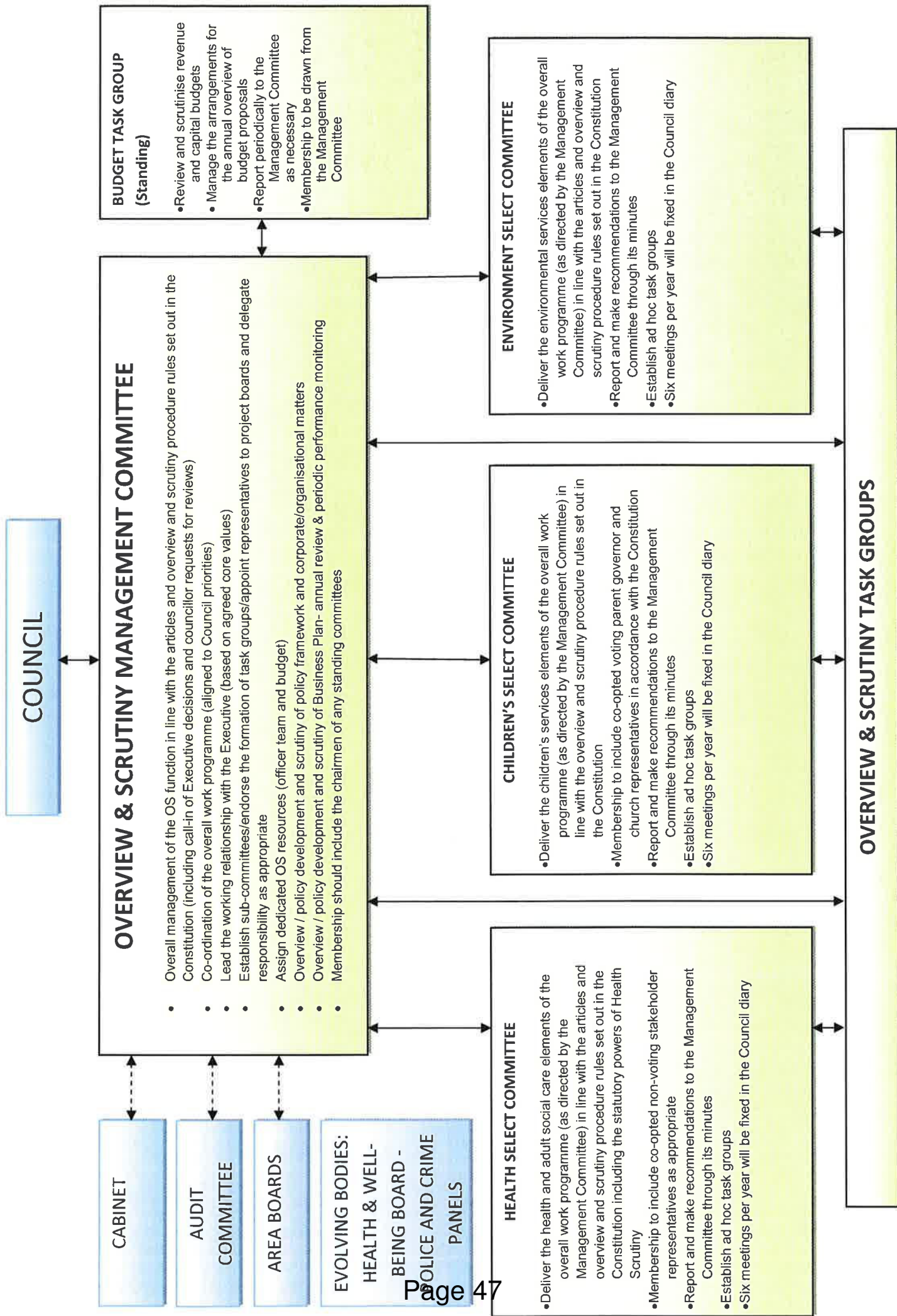
8. A full list of topics from the previous 4 select committees under the old arrangements is available to see using the following [link](#):
9. The current Cabinet Forward Work Plan can also be viewed [here](#):
10. Earlier on today's agenda is the Business Plan annual update report which again provides valuable information on priorities and performance against stated objectives.
11. A number of Cabinet Members and senior officers are likely to be in attendance at today's meeting and therefore can helpfully contribute to discussions on priorities for overview and scrutiny.

Next Steps

12. The Management Committee, armed with the outcome of this initial work as summarised above, is asked to consider the content of Appendix C (and the additional information to be supplied following further meetings) both in terms of legacy and new future topics.
13. In agreeing a preliminary list of topics overall it will be important for the Management Committee to encourage select committees (and task groups) to focus on why the Council (and its partners) does things including does it achieve the outcomes intended, rather than concentrate on how it does things ie. the processes surrounding delivery.
14. The Management Committee might also give direction on how the work programme should be further developed.

Paul Kelly
Scrutiny Manager (and Designated Scrutiny Officer)

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Council's decision on the review of overview and scrutiny arrangements included the following improvements/developments:

Core Values in the working relationship between the Executive and OS functions:

- Mature and harmonious working relationships to provide for open and constructive challenge in the style of a critical friend.
- OS should be an integral part of decision-making in order to minimise delays and frustrations.
- OS should add value to decision-making and focus on the big, important matters to the Council and communities identified in the Business Plan.
- A “two-way street” for communication to enable OS to develop a complementary work programme to that of the Executive.
- Responsible behaviour and sound practices with OS reviews based on evidence (not anecdote or political bias) fairness, respect and courtesy.
- All members and officers should work together to ensure the efficient transaction of OS business.

Policy and Budget Framework - OS to be consulted in good time prior to submission for formal adoption in accordance with the Constitution.

OS Work Programme to be relevant, balanced, proportionate, timely and outcome focused. Higher proportion of policy development work including cross-cutting themes linked to the Council's priorities in the Business Plan. Overall responsibility of the Management Committee.

Task Groups recognised as being both effective and rewarding and therefore to feature prominently in the new arrangements.

Added Value to be achieved through concentrating on less topics, more in-depth reviews particularly on matters agreed as priorities with Cabinet.

Budget Scrutiny to be dealt with through a dedicated standing task group of the Management Committee.

Legacy business - the approach to ongoing legacy business from the old arrangements to be determined by the Management Committee.

ELT Working Party to support the implementation of the revised arrangements.

Further review in 18 months of the effectiveness of the revised arrangements.

REVISED OVERVIEW AND SCRUTINY ARRANGEMENTS

Approach to Legacy Issues from the previous arrangements

- New select committees to review individual work programmes from the previous arrangements as soon as possible and recommend legacy topics to the Management Committee - justifying priority linked to the Business Plan
- Review to be undertaken in consultation with relevant Cabinet Member and corporate/service director(s)
- Any priority items that cannot wait for the above review to be dealt with by the select committee at its first meeting

Approach to development of future Work Programme

- Single work programme for the function overall controlled by the Management Committee – style/layout to be determined
- To be developed in consultation with the Cabinet and CLT/ELT linked to the Business Plan (focusing on policy development and outcomes – what's not how's)
- Select committees to recommend content subject to endorsement by the Management Committee
- Relevant Chairman and Vice-Chairman to set agendas for select committees based on agreed work programme (other communication sources to be used for information/progress items)
- Limit to be placed on the number of task groups to be running at any one time matched to resources and councillor capacity
- Use of “evidence” to develop work programme:
 - Business and Financial Plans
 - “Fishbone” Programme list
 - Performance scorecards (to Cabinet)
 - Cabinet Forward Work Plan
 - Operating Model and Cross-Cutting Themes
 - CLT 90 Day Objectives
 - Invitations by Executive
 - Member requests (including CCfA and Call-in)
 - Audit Committee Work Plan

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RECOMMENDED TOPICS

APPENDIX C

Subject	Select Committee	Scrutiny Role (scrutiny/overview)	When to be considered	Review Date	Background	Rationale for inclusion	Cabinet Member/Portfolio Holder/key officer
Dementia	Health	Task Group	September 2012?		<p>The committee established the Dementia/Mental Health Task Group at its meeting held on 8 July 2010 to consider dementia and the wider area of mental health. The first scoping meeting took place on 18 August.</p> <p>From December 2010 the group focused its scrutiny activity on Dementia and several meetings have taken place since this time.</p> <p>A final report was expected by the Committee on 15 March 2012. Although this was not noted at the meeting the Group instead requested that it meet again in September 2012 to receive the outcome of the South Wiltshire pilot of the new Dementia Care Pathway and receive the new Dementia Strategy action plan (the existing plan being out-of-date).</p>		Cllr John Thomson
CQC Monitoring Arrangements	Health		September 2012?		<p>The Committee received a presentation from the CQC in May 2010.</p> <p>The Committee agreed to the formation of Quality Accounts/CQC Task Group in September 2010. However there does not appear to have been any work conducted specifically for CQC.</p> <p>CQC are keen to attend a future meeting of the Committee to provide a presentation on monitoring arrangements for nursing homes.</p>		Kath Taylor (CQC South Region)
Local Safeguarding Adults Board Annual Report	Health				<p>The Health & Adult Social Care Select Committee was expected to receive a copy of the annual report for 2011/12 earlier in the year. The Safeguarding Board were expected to receive a copy for consideration on 7 March 2012.</p>		Cllr John Thomson Christine Graves/ Sue Geary

RECOMMENDED TOPICS

APPENDIX C

Subject	Select Committee	Scrutiny Role (scrutiny/overview)	When to be considered	Review Date	Background	Rationale for inclusion	Cabinet Member/Portfolio Holder/key officer
Update on new arrangements post 1 April 2013	Health				To help identify future priorities following new working arrangements with effect from April 2013 as part of the Health & Social Care Act.		Cllr John Thomson/ Cllr Jemima Milton Ed Mcalister-Smith/ Sarah McLennan (NHSW) Maggie Rae (Public Health) Christine Graves/ James Cawley/ Sue Geary (Adult Care)
Campus & Operational Delivery Programme	Management	Task Group			The Workplace Transformation Programme Board (previous name) discussed the role scrutiny could play in supporting and reviewing project implementation. Following discussion of the options it was agreed that scrutiny involvement would come via a dedicated Task Group which was supported by the O&R Committee in July 2009. The Group should continue its work at least until the business cases for the second tranche have been agreed by Cabinet.		Cllr Stuart Wheeler/ Cllr John Brady Mark Stone
Procurement & Commissioning	Management		November 2012?		The Committee to receive a report of the work of the new Procurement Board in implementing the Procurement Strategy (and revised Contract Regulations) in approximately 3 to 4 months.		Cllr John Noeken Julian Ingram
Traded Services	Management	Task Group			On 5 April the Committee established a Task Group to review the role of the Council as a provider and/or commissioner of service. Membership includes representatives from the Children's Select Committee.		Cllr John Brady Jackie White

RECOMMENDED TOPICS

APPENDIX C

Subject	Select Committee	Scrutiny Role (scrutiny/overview)	When to be considered	Review Date	Background	Rationale for inclusion	Cabinet Member/Portfolio Holder/key officer
CLT/Cabinet Liaison examples of high-level priorities					Community Infrastructure Levy (CIL) Housing allocations Welfare reform Job creation and economic development Shaping the future council Highway repairs and maintenance Transformation and campuses Safeguarding (inc. Ofsted)		

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Wiltshire Council

Overview and Scrutiny Management Committee

17 July 2012

Subject: Update on Information Systems

Cabinet member: Councillor John Noeken – Resources

Purpose of Report

1. To update the committee on the progress made within Information Systems since the in-source of the team from Steria.

Background

2. The IT Technology Plan was created in 2011 but is currently undergoing its annual review and update. It was created to support and underpin the Corporate Business Plan 2011 – 2015. It seeks to define the business drivers of the Information Services team and lists the main themes of approach as :-

- Cost saving
- Changing organisational structure
- Campus and Operational Delivery Programme
- Environmental factors – Greening IT
- Opendata
- ICT in-sourcing exploitation and restructure
- New technology
- Applications development
- Enabling secure partnership working

Progress to date

3. Within each of these streams the IT Technology Plan provides an outline of what will be achieved and also details how the team will deliver the stream.
4. Cost saving – In the original report the team were committed to a budget reduction plan of £2.46m for 2011/12 with a further £1m for 2012/13, £0.75m for 2013/14 and £0.25m for 2014/15. Information Services achieved the planned savings of £2.46m for their first year and have committed to an increased figure of £1.3m for 2012/13 with a further £1.3m for 2013/14.
5. Changing organisational structure – The original ICT team which previously incorporated six service units underwent a restructure, reducing posts by 25 (including three Heads of Service) and then splitting off the former ICT Programme team to form the Corporate Programme team in the

Transformation group. Information Services now comprises of two distinct sections, Service Delivery and Business Solutions.

6. Campus and Operational Delivery Programme – The rollout of Windows 7 Standard Operating Environment (SOE) has enabled a greater level of flexible working across the council. Staff can now work securely from any main hub location and in fact anywhere that a corporate internet connection is available. Combined with this we have provided Instant Messaging and the ability to make video and voice calls via Lync.
7. Environmental factors (Greening IT) – As part of the Windows 7 SOE rollout we have moved staff from desktops to more energy efficient laptops with much better power management facilities. Also the additional facilities of Lync reduce the need for staff to travel for meetings. We have also switched 65% of our server estate from physical devices to virtual machines. This technology allows us to provide multiple virtual servers from a significantly reduced number of physical servers.
8. Opendata – We have increased transparency of the organisation's spending by publishing non confidential extracts from SAP to our internet pages providing information of our invoice payments. We have also provided details of key officer's salaries and expenses.
9. ICT in-sourcing exploitation and restructure – We have removed the contractors from Information Systems and have replaced them with permanent team members who are continuing to be developed to meet the demands of the organisation. Some roles have been difficult to recruit to, however we continue to work with our HR colleagues to fill roles and progress some workstreams that have been slowed as a result.
10. New technology – We continue to utilise new technology where it will provide a cost effective benefit to the organisation. For example we have upgraded our infrastructure (internet connections) to better cope with the demands of an ever more internet based business culture which will allow staff to access social media, streaming media content and ensure that staff can work from home when the weather is inclement.
11. Applications development – We have reduced the number of major applications in the council from over 500 to 396 so far. For example we have implemented a new Revenues and Benefits system which has allowed us to remove four previously diverse applications. A new planning system is due to be implemented later in the year.
12. Enabling secure partnership working – So far we have encrypted all the Windows 7 SOE laptops and introduced a Protective Marking scheme that allows better control and understanding of data impact levels when exchanging information with other partner organisations. We have also helped partners such as the Police to develop laptop builds that enable them to securely access their systems from council offices.

Conclusions

13. The Information Services team will continue to work very closely with our Corporate Programme colleagues to support the council's fast paced transformation plans. We will be expanding on the following streams as we progress through 2012/13 financial year.

- Further cost savings
- Continue to move to Cloud computing
- Public Services Network (PSN)
- Improve Information Management
- Document Management for Core Services
- Bring your own Device (BYOD)
- Reducing the cost of shared support service with Partners
- Greater interaction from the general public

Proposal

14. To note the progress made and the savings achieved since the in-source of the IT service provision from Steria.

Jacqui White
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Date of report: 02 July 2012

Background Papers: None

Appendices: None

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