

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER
Date: Tuesday 6 November 2012
Time: 11.00 am

Membership:

Cllr John Brady	Cabinet Member for Finance Performance and Risk
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Public Health and Protection Services
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development and Strategic Planning
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Transformation, Culture, Leisure and Libraries


Please direct any enquiries on this Agenda to Pam Denton, of Democratic Services, County Hall, Trowbridge, direct line 01225 718371 or email pam.denton@wiltshire.gov.uk

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

All public reports referred to on this agenda are available on the Council's website at www.wiltshire.gov.uk

Part I

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

Key Decisions Matters defined as 'Key' Decisions and included in the Council's Forward Work Plan are shown as 

1 Apologies

2 Minutes of the previous meeting (Pages 1 - 12)

To confirm and sign the minutes of the Cabinet meeting held on 23 October 2012.

3 Declarations of Interest

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

4 Leader's announcements

5 Public participation

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to the officer named on the front of the agenda by 12.00 noon on 2 November 2012. . Anyone wishing to ask a question or make a statement should contact the officer named above.

6 Future Delivery of the Waste Management Service (Pages 13 - 58)

 Report by the Service Director Waste Management Services

7 Integration of Public Health

This item is to follow

8 Public Health Transition Update (Pages 59 - 68)

Report by the Corporate Director of Public Health and Public Protection NHS Wiltshire and Wiltshire Council.

9 Controlled Waste Regulations 2012 and Proposed Changes to the Council's Charging Policies (Pages 69 - 88)

Report by the Service Director Waste Management Services

10 **Council Tax Support and Technical Changes** *(Pages 89 - 122)*

🔑 Report by the Service Director, Finance

11 **Volunteering in Wiltshire** *(Pages 123 - 208)*

Report by the Service Director Communities

12 **Interim Report on Treasury Management Strategy 2012-13** *(Pages 209 - 226)*

Report by the Service Director Finance

13 **Housing Management Repairs and Maintenance Contract** *(Pages 227 - 236)*

🔑 Report by the Service Director Communities

14 **Budget Monitoring Period 5 August 2012** *(Pages 237 - 260)*

Report by the Service Director Finance

15 **Urgent Items**

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

16 **Exclusion of the Press and Public**

This is to give further notice in accordance with paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item in private.

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 17 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

Paragraph 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information).

Part II

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

17 Agency and Temporary Staff Contract Award *(Pages 261 - 282)*

- Confidential report of the Service Director Finance and the Service Director of HR and Organisational Development


The items on this agenda reflect the key goals of Wiltshire Council, namely 'Work together to support Wiltshire's Communities', 'Deliver high quality, low cost, customer focused services and 'Ensure local, open, honest decision making'.

CABINET

MINUTES of a MEETING held in ALAMEIN SUITE - CITY HALL, MALTHOUSE LANE, SALISBURY, SP2 7TU on Tuesday, 23 October 2012.

Cllr John Brady	Cabinet Member for Finance Performance and Risk
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Public Health and Protection Services
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development and Strategic Planning
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Transformation, Culture, Leisure and Libraries

Also in Attendance:	Cllr Trevor Carbin
	Cllr Christopher Cochrane
	Cllr Peter Colmer
	Cllr Christine Crisp
	Cllr Tony Deane
	Cllr Peter Doyle
	Cllr Richard Gamble
	Cllr Alan Hill
	Cllr David Jenkins
	Cllr Jerry Kunkler
	Cllr Bill Moss
	Cllr Jonathon Seed
	Cllr Bridget Wayman
	Cllr Fred Westmoreland

Key Decisions Matters defined as 'Key' Decisions and included in the Council's Forward Work Plan are shown as 

104 Apologies

An apology for absence was received from Cllr Jane Scott, Leader of the Council.

In the absence of the Leader, this meeting was chaired by Cllr John Thomson, Deputy Leader and Cabinet member for Adult Care, Communities and Housing

105 **Minutes of the previous meeting**

The minutes of the meeting held on 10 September 2012 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 10 September 2012.

106 **Minutes - Capital Assets Committee**

The Minutes of the meeting of the Capital Assets Committee, held on 10 September 2012 were presented.

Resolved:

To receive and note the minutes of the last meeting of the Capital Assets Committee held on 10 September 2012.

107 **Declarations of Interest**

There were no declarations of interest.

108 **Deputy Leader's announcements**

(a) Provision of Superfast Broadband

The Deputy Leader updated Cabinet on the progress towards appointing a Preferred Bidder for the GWB Superfast Broadband Project and that a bidder had been selected subject to final discussions and agreement with partners.

(b) Science Park, Porton Down

At the Deputy Leader's request, Cllr Fleur de Rhe Philipe, Cabinet member for Economic Development and Strategic Planning was delighted to announce that the Government had agreed a £10m bid for a new state of the art science park to be built at Porton. This would create thousands of jobs, create opportunities for inward investment and would put Wiltshire at the forefront of the science and technology industries.

109 **Public participation**

The Deputy Leader referred to written statements received and circulated on the item 'Second Tranche Campus Proposals' minute no. refers which would be considered at that item. He explained that anyone else wishing to comment on items on the agenda were welcome to do so under each item.

110 **Wiltshire's Annual Public Health Report 2011/12**

Councillor Keith Humphries, Cabinet member for Public Health and Public Protection presented the Annual Report for Public Health for the financial year 2011 – 2012.

The report was in two parts. As part of the formal transfer of Public Health responsibilities to the Council in April 2013, the report included a history of Public Health. The second part of the report detailed a number of key Public Health projects which were delivered in 2011-12.

Maggie Rae, Corporate Director of Public Health and Public Protection gave an overview of the Report and emphasised that public health duties would revert to local authority control. She thanked the Council and the NHS for all their support. She explained that notwithstanding there being only 35 full time equivalent staff, all targets had been delivered and outcomes improved. The emphasis would continue to be achieving healthy resilient communities.

Resolved:

That Cabinet noted the Annual Public Health Report 2011-12.

Reason for decision

To draw Cabinet's attention to the Annual Report and invite it to make any comments.

111 **Local Healthwatch and NHS Complaints Service**

Public Participation

Mr Phil Matthews, Chairman of Healthwatch addressed Cabinet on this item, supported the proposals and thanked officers particularly Julie Martin and Dot Krona for all their help.

The Health and Social Care Act 2012 required Wiltshire to arrange for Local Healthwatch to start from 1 April 2013. The Council was also required to commission an NHS complaints advocacy service to also start from 1 April 2013.

The Deputy Leader, presented a report which outlined proposals for Healthwatch Wiltshire, building on the work undertaken so far. The report also sought agreement for the next steps in commissioning both Local Healthwatch and an NHS complaints advocacy service. The report set out the proposed governance and funding for Healthwatch and the advocacy service to make sure they were ready to start on 1 April 2013.

Healthwatch was a new organisation concerned with strengthening the collective voice of local people and their influence on both health and social care. Local Healthwatch would inform the Joint Strategic Needs Assessment and joint health and wellbeing strategies on which local commissioning decisions would be based through its seat on the Health and Wellbeing Board.

Local Healthwatch will have more statutory responsibilities than the Local Involvement Networks (LINK's). In Wiltshire the current Local Involvement Network was known as WIN (Wiltshire Involvement Network) Healthwatch in Wiltshire (to be known as Healthwatch Wiltshire) would assume responsibility for existing Local Involvement Network (WIN) functions and assume new responsibilities. It would be independent from the Council and would be a social enterprise. The Council could decide what form of Healthwatch would best suit Wiltshire, based on local requirements. It would be accountable to the people of Wiltshire, Healthwatch England and also to the Council.

The Deputy Leader moved the proposals with a minor amendment to the first and fifth bullet point of the report as reflected in the resolutions below.

Resolved:

That Cabinet approve the following:

- 1. That approval is granted for officers to proceed with the preferred approach to procurement of securing an exemption from competitive tender for the outlined model for Healthwatch Wiltshire (paragraph 41 of the report refers).**
- 2. The interim NHS complaints advocacy service be commissioned separately from Healthwatch for one year from April 2013 (paragraph 62).**
- 3. The proposed funding levels as detailed in the report be agreed (paragraph 54, 55 and 62).**
- 4. A Wiltshire specific Healthwatch be developed using a consortium approach with community and voluntary stakeholders (paragraph 16).**
- 5. An independent shadow Chairman and four executive members of the Board are appointed by the Leader of the Council acting under**

her delegated powers working with the shadow Health & Wellbeing Board to set up the Healthwatch Wiltshire organisation (paragraph 28).

- 6. A shadow Healthwatch Wiltshire is set up using the start up funding (paragraph 52).**
- 7. An agreement is put in place with Wiltshire Involvement Network (WIN) about the transfer of any reserves to Healthwatch Wiltshire (paragraph 58).**

Reason for Decision

There is a statutory requirement under the Health and Social Care Act (2012) for the Council to commission Healthwatch Wiltshire by April 2013

Public Consultation has supported the proposed approach of the Council, working with key stakeholder organisations to design a form of Healthwatch that meets the statutory requirements and which builds on the existing local infrastructure in Wiltshire.

112 School Funding Reform: Arrangements for 2013-14

Public Participation

Mrs Carol Grant, Headteacher of Pewsey Vale School addressed Cabinet on this item expressing concern at the huge implications the proposals would have on schools and on what would happen at the end of the 2 year minimum funding guarantee protection.

Councillor Lionel Grundy, Cabinet member for Children's Services presented a report which outlined the main elements of the Department for Education (DfE) proposals in respect of a new school funding formula. The report explained how they would impact on Wiltshire schools and focussed more specifically on the requirement to simplify local funding arrangements for schools. Cabinet's approval was therefore sought on a new funding formula for Wiltshire schools.

The stated aims of the DfE proposals were to:

- Move towards a national funding formula (from April 2015)
- Simplify local funding arrangements
- Change the way in which local authorities are funded
- Improve funding arrangements for pupils with high needs
- Improve funding arrangements for Early Years provision

The DfE proposals also required a review of the Early Years Single Funding Formula and of the Schools Forum membership and constitution. It was noted in particular that Wiltshire's current formula factor which allocates additional funding to schools with high proportions of pupils from service families would not be allowed under the new funding arrangements. In response to a question on this, Cllr Grundy explained that the Leader of the Council had made strong written representations to the Secretary of State for Education against this particular aspect of the funding proposals. The letter explained the detrimental impact this would have on rural communities and areas with a high ratio of service personnel. At the Leader's invitation, Cllr Jon Hubbard as Leader of the Opposition had co-signed the letter. A number of other authorities had also made similar representation and it was hoped this would be given some reconsideration.

To mitigate the immediate impact on schools, the Minimum Funding Guarantee would be set at -1.5% per pupil in 2013/14 and 2014/15. This would be funded by the capping of gains to schools who would otherwise receive increases in funding through the new formula.

The Head of Finance explained that simplifying the formula would result in a reduced ability to reflect particular circumstances of different types of schools. The formula being proposed to Cabinet as recommended by the Schools Forum would provide the best fit.

Cabinet received revised details of the recommended formula factors for 2013/14 and the recommended approach to delegation or de-delegation of central budgets.

In terms of options considered, the proposed formula was the result of considerable work with schools in Wiltshire. Throughout that process different options in relation to the formula had been considered and the final proposed formula takes in to account that work and the outcomes of consultation with schools.

Resolved:

That Cabinet approve:

- (a) The new funding formula for Wiltshire schools, as recommended by Schools Forum, in order to comply with the government's school funding reform requirements. This will reflect the new requirements and the outcome of the consultation with Wiltshire schools.**
- (b) Protection for schools that would lose funding through the new formula would be included at -1.5% per pupil as required by the DfE. The recommendation from the Schools Forum that the minimum funding guarantee be funded through the limiting of gains to other schools be approved.**

Reasons for Decision

The Council has had to review its local funding formula for schools, in order to be compliant with the DfE requirements on school funding reform.

The proposed formula is compliant with the new requirements and reflects the views of Wiltshire schools on those issues where local flexibility is allowed.

113 **Review of Wiltshire Council Recovery Plan**

Councillor Keith Humphries, Cabinet member for Public Health and Public Protection presented a report on the revision of the Council's Recovery Plan. Cabinet was asked to approve the Plan as presented for onward recommendation for adoption by Council.

Under the Civil Contingencies Act 2004 Wiltshire Council was designated as a Category 1 responder. As such it was required to develop and maintain plans that were appropriate, up to date and kept in readiness for responding to incidents.

The Recovery Plan sat alongside the Major Incident Plan which was approved by Cabinet at its meeting on 24 July 2012. It provided a framework for council services to assist communities to return to a state of normality.

The Recovery Plan was designed around a set of principles which recognised that recovery was an enabling and supportive process which was best approached on a community development perspective.

In order to assist any community in the recovery following an incident it is important for that community to fully engage with the process and to some extent manage its own recovery. To this end training was being arranged for parish and town councils through Area Boards to assist them in emergency planning and community resilience. Both the Recovery Plan if approved and Major Incident Plan as already approved would be presented to Council on 13 November for adoption.

The Recovery Plan complies with the legal requirements, Government guidance and with the Wiltshire and Swindon LRF procedures and as such adoption of the revised Plan was the best option.

Resolved:

That Cabinet:

- a) note the report;**

b) approves the Recovery Plan and recommends its adoption by Council, and

c) agrees that any minor amendments to the Plan are delegated to the Corporate Director for Public Health and Public Protection in consultation with the appropriate Cabinet member.

Reason for Decision

Approval of the Recovery Plan would ensure compliance with the Civil Contingencies Act 2004, and allow subsequent training and exercising on the plan to improve the council's state of readiness and resilience in assisting communities to recover from major incidents and other significant events.

114 **Second Tranche Campus proposals**

Public Participation

The Deputy Leader referred to written statements as circulated from the following:

Calne Campus

Cllr Alan Hill (and others)

Cricklade Campus

Mrs Ruth Szybiak, Chairman of Cricklade Shadow COB

Mr Nick Dye, Chairman of Cricklade and District Community Association

Mr John Coole

Mrs Mary Coole

Mr Clive Wilce

Ms Yvonne Keeble

Pewsey Campus

Mr Bob Woodward, Chairman of Pewsey COB

Mrs Carol Grant, Headteacher, Pewsey Vale School

Mr Bob Woodward, Mrs Carol Grant, Cllr Christine Crisp, Kevin Wells, Mrs Ruth Szybiak, Cllr Doyle, Cllr Jerry Kunkler, Cllr Tony Deane Cllr Bridget Wayman and representatives from Calne Leisure as well as other local members also addressed Cabinet on the campus proposals for their respective areas.

Cllr Stuart Wheeler, Cabinet member for Transformation, Leisure and Culture, reminded the meeting of the Leader's commitment to bring services closer to the people and ensure that communities had the assets they needed to plan for a sustainable and resilient future. The campus programme when introduced, was a pilot; now it was the way the council worked and the way in which other councils were hoping to work.

Cllr Wheeler presented a report detailing the second tranche of campus proposals. The report set out four business cases associated with campus proposals for the communities of Calne, Cricklade, Pewsey and Tisbury, along with the request for funds to deliver an enhanced youth provision in Malmesbury as an initial building block for a future Malmesbury campus.

The specifications and locations of the campus proposals set out in the report had been developed locally and were supported by the Area Boards for Cabinet consideration.

The purpose of the report was therefore the consideration of options that had primarily been developed at a local level. The campus proposals as presented asked Cabinet to consider two key areas. Namely, Cabinet was asked to approve the funds to deliver the baseline proposals that were deliverable within the existing business plan and meet 'essential' needs as identified by the community. Secondly Cabinet was asked to consider whether they wished to approve any, or all, of the enhanced proposals that would require additional investment, but would deliver the aspirational needs identified by the community.

In moving the proposals, Cllr Wheeler supported the provision of enhanced facilities in order to deliver for the benefit of the entire communities.

The Deputy Leader referred to the notes as previously circulated, of the Campus and Operational Delivery Task Group meeting held on 11 October which had considered the campus reports. Cllr Jonathon Seed who had chaired the Task Group was invited to present the Task Group's findings. Cllr Seed explained that the Task Group had received an open appraisal by the Cabinet member and relevant officers, was satisfied with the process that had been followed, including the make-up and method of calculating the financial figures for the proposed campus projects. Cllr Seed added that the Cabinet member and officers were to be congratulated for a job well done.

Details of the various options considered in formulating the proposals were detailed in the report presented.

Cllr Wheeler paid tribute to the hard work, dedication and enthusiasm of the Campus Operational Boards (COBs) and the Shadow COBS, thanking all those who had been involved to date. Cllr Wheeler also paid tribute to the hard work, dedication and commitment of officers, in particular Mark Stone, Andy Brown, Lucy Murray-Brown, Ros Griffiths and Rachel Goff.

The Deputy Leader explained that the second part of the report would be considered in private session as it contained commercially sensitive information. He thanked the members of the public for their attendance and participation on this item.

Resolved:

The Cabinet was minded to approve the following, subject to being satisfied with the business cases which would be considered in Part II of the meeting:

- 1. approve the financial resources required to develop the baseline proposals detailed in appendices A, B, C, D and E (namely campus proposals for the communities of Calne, Cricklade, Pewsey and Tisbury, along with the request for funds to deliver an enhanced youth provision in Malmesbury;**
- 2. approve the award of additional investment to enable the delivery of the enhanced option for that location, as outlined in tables 1, 2, 3, and 4 and appendices A to D;**
- 3. approve and recognise that the rationalisation of assets in scope for the campus programme be used to promote growth initiatives where this is supported by the community and deliverable within the councils capital programme;**
- 4. request that the direction of future local development would be communicated via developing a 'picture' for each community area, which would be created in a way that complements and supports emerging neighbourhood planning approaches;**
- 5. continued to support the concept of delivering for the community of Royal Wootton Bassett and continue negotiations with the MOD regarding this;**
- 6. Confirm its support for the masterplanning exercise for Calne (which would be jointly led by Wiltshire Council and Calne Town Council) which makes available the existing Library building and other central area sites owned by the council to develop asset backed options for delivering a central campus in Calne as part of a wider regeneration package and**
- 7. note and welcome the progress made so far across the county recognising the approach taken in tranche one, and ask that this is continued for future tranches.**

Reason for Decision

In December 2009 Cabinet gave its approval to provide new or improved accommodation for services in each Community Area and in February 2011 Cabinet support was given to developing an innovative approach to local people having the opportunity to directly influence the services available in their community. In December 2011 the first tranche of campus proposals was given

approval and Cabinet asked for further tranches to be brought forward in due course.

The majority of area boards have established Shadow Community Operations Boards (COBs), with a view to enabling local people to develop campus proposals and be part of the development and appraisal of future alternative delivery models. There are now thirteen active COBs and three more are in the process of selecting representation. The proposals in this paper follow on from previous cabinet papers and decisions and outline the business cases for specific campus proposals for the communities of Calne, Cricklade, Pewsey and Tisbury.

115 **Urgent Items**

There were no urgent items.

116 **Exclusion of the Press and Public**

Further notice was given in accordance with paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item in private.

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in minute number 117 below because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

Paragraph 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information).

No representations had been received on the question of taking the item in private.

117 **Second Tranche Campus proposals**

Cllr Stuart Wheeler, Cabinet member for Transformation, Leisure and Culture, presented a confidential report which focused on the detailed financial implications of the second tranche of the campus proposals. The report included the business cases for the campus proposals for the community areas of Calne, Cricklade, Pewsey and Tisbury.

The Service Director, Transformation and Head of Finance guided Cabinet through the financial information in particular and answered questions.

It was noted that Andy Brown, Head of Finance would be leaving the authority to take up a position with Cornwall Council. Councillors thanked Andy for all his hard work, said that he would be greatly missed and wished him well for the future.

Resolved:

That Cabinet, having, satisfied itself with the validity of the business cases as presented therefore approved the recommended actions outlined under minute no. 114 above and specifically approved the delivery of the enhanced option for Calne, Cricklade, Tisbury and Pewsey and the funding for the initial stages of a Malmesbury Campus.

(Duration of meeting: 10.30 am - 12.30 pm)

These decisions were published on the 29 October 2012 and will come into force on 6 November 2012

The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
Press enquiries to Communications, direct line (01225) 713114/713115

Wiltshire Council

Cabinet

6 November 2012

Subject: Future Delivery of the Waste Management Service

Cabinet Member: Councillor Toby Sturgis - Waste, Property, Environment and Development Control Services

Key Decision: Yes

Executive Summary

Considerable progress has been made on delivery of the Wiltshire Joint Municipal Waste Management Strategy. A harmonised service of waste and recycling collection which will enable the Council to achieve 50% recycling by 2014 is operating county-wide. Contracts awarded for the treatment of non-recycled waste at the Lakeside energy from waste plant and the mechanical biological treatment plant under construction in Westbury will enable the Council to reduce the waste sent to landfill to less than 25%.

The contract for collection of non-recycled waste, plastic bottles and cardboard and garden waste for the west Wiltshire area could terminate in 2014 or be extended by up to seven years. The contract for the collection of glass, paper, cans and textiles, the provision of landfill capacity, the provision of material recovery facilities and markets for dry recyclable materials, waste transfer stations, composting facilities, treatment of wood waste and management of the household recycling centres and mini recycling centres will terminate in 2016 with no option to extend.

While there are no proposals to change the collection service or the materials that residents separate for recycling at present, this provides an opportunity to review these services and the way in which they are delivered. To inform the review the strategy should be updated to reflect progress and confirm targets. Approval is sought of the draft Wiltshire Council Waste Management Strategy 2012.

In addition to reviewing existing services, opportunities are being sought to deliver budget savings for 2013-14. One option is to change the working patterns of drivers and loaders to ensure that services are delivered as efficiently as possible but without changing the range of services offered to residents. Approval is sought to work with trade unions' representatives and commence consultation with staff as their views will inform the outcome of this work.

It is proving difficult to obtain robust financial data to inform a decision about whether the collection service would be delivered more cost effectively in-house or by the private sector. Almost every collection service has some unique local issue which it has been designed to address making it difficult to benchmark our costs against those of other councils, regardless of whether the service is delivered in-house or by a contractor.

More work should be done with Finance to decide which overheads should be added to the cost of the service. If costs are included that would not be saved if the service were to be outsourced, then the possible savings would be misrepresented. In any event, if the Council decides capital investment would be needed from the private sector this would be key to informing this decision. Given the cost of borrowing for the private sector compared to the public sector, such a decision would help inform the length of contract periods to make the service as affordable as possible, given the increasing pressure on the revenue budget.

The decision to extend the contract for the west Wiltshire area will depend on whether the Council decides to deliver the service in-house or to outsource it. Bringing the service in-house would be counterproductive if it is demonstrated that the private sector delivers the service more cost-effectively. In this case, the contract would be extended to 2016 to be co-terminus with the Hills contract (which includes the black box kerbside collection service).

Awarding all collection services to one contractor or delivering them all in-house allows for the greatest flexibility and efficiency without artificial boundaries between collection services and geographical areas.

Landfill is now a much smaller and reducing area of the Council's waste management service. The quantity of waste sent to landfill should continue to reduce. This is a specialist area of waste management. The ability to provide landfill capacity might prohibit some potential contractors from tendering for other service areas, thus limiting competition for delivery of wider waste management services.

Given the geography and nature of Wiltshire it may be possible to develop a network of smaller, open windrow composting facilities. The garden waste collected in the south of the county has been successfully managed in this way for several years. There is an opportunity to build on this experience and, should this prove feasible, reduce the distances over which our garden waste is transported.

Provision of a materials recovery facility is difficult to specify at present. The level of sophistication required (and therefore the cost) varies depending on the method used to collect dry recyclable materials. If the recycling is separated at the kerbside, relatively little processing is required before the materials are bulked up and sent to re-processors. If the materials are co-mingled when collected, any materials recovery facility would have to achieve adequate separation of the recycling to ensure the Council could deliver materials of an acceptable quality to the re-processors. DEFRA is currently defending a judicial review brought by seven organisations representing the re-processing industry. It is seeking high quality materials for recycling and propose an end to co-mingled collections. Part of the response is the development of a materials recovery facility code of practice which will set quality standards for the materials produced, but this is not yet available. Further work to inform this decision is therefore required.

The location of transfer stations is key to the efficient delivery of the collection service which will increasingly focus on recyclable materials as well as residual waste. A facility is also required for chipping and bulking up wood waste for onward transportation to ensure we continue to keep this biodegradable waste stream out of landfill.

Servicing the household recycling centres and mini recycling sites also underpins our recycling performance so these elements of the service are working to deliver a common purpose.

In recent years the markets for recyclable materials have been relatively stable. Historically the Council has transferred the risk for such markets to our contractor and taken relatively little income for the sale of recyclables as a consequence (£800k for paper in 2011-12). The benefit has been that as recently as 2007 the Council maintained its recycling performance when some other authorities without secure long term contracts had to landfill recyclable materials. Given the stability of the markets tenders could be invited for providing a service at a gate fee to be paid by the Council with a percentage share of the income generated from the sale of recyclables. This would reflect the approach taken under the contract for the mechanical biological treatment (MBT) plant under construction in Westbury.

In light of the above, approval is sought for the development of business cases for delivery of those elements of the waste and recycling collection service and of the wider waste management service identified above.

Proposals

That Cabinet approves:

- (i) The draft, updated Wiltshire Council Waste Management Strategy 2012.
- (ii) The commencement of formal consultation with staff and relevant trade unions on the adoption of new working patterns for the waste collection service.
- (iii) Development of a business case for the waste collection service for:
 - (a) In-house service delivery
 - (b) An out-sourced service
- (iv) Development of a business case for:
 - (a) Terminating the FCC Environment waste collection contract in 2014
 - (b) Extending the FCC Environment contract to be co-terminus with the Hills contract in 2016
- (v) Use of a single service provider to deliver an integrated collection service from 2016.
- (vi) Development of the detailed business case to tender the provision of the following waste management services as three lots:
 - (a) Landfill capacity
 - (b) Garden waste composting facility
 - (c) Materials recovery facility, transfer stations, wood waste and servicing household recycling centres (rates to be invited for tender and a percentage share of income from sale of recyclable materials).

Reason for Proposals

To ensure that the Council continues to deliver sustainable and affordable statutory waste collection and waste disposal services and wider waste management services that will enable achievement of the targets confirmed in the updated Wiltshire Council Waste Management Strategy.

Tracy Carter**Service Director
Waste Management Services**

Wiltshire Council

Cabinet

6 November 2012

Subject: Future Delivery of the Waste Management Service

Cabinet Member: Councillor Toby Sturgis - Waste, Property, Environment and Development Control Services

Key Decision: Yes

Purpose of Report

1. To seek Cabinet approval for:
 - (i) The draft, updated Wiltshire Council Waste Management Strategy 2012.
 - (ii) The commencement of formal consultation with staff and relevant trade unions on the adoption of new working patterns for the waste collection service.
 - (iii) Development of a business case for the waste collection service for:
 - (a) In-house service delivery
 - (b) An out-sourced service.
 - (iv) Development of a business case for:
 - (a) Terminating the FCC Environment waste collection contract in 2014
 - (b) Extending the FCC Environment contract to be co-terminus with the Hills contract in 2016.
 - (v) Use of a single service provider to deliver an integrated collection service from 2016.
 - (vi) Development of the detailed business case to tender the provision of the following waste management services as three lots:
 - (a) Landfill capacity
 - (b) Garden waste composting facility
 - (c) Materials recovery facility, transfer stations, wood waste and servicing household recycling centres (rates to be invited for tender and a percentage share of income from sale of recyclable materials).

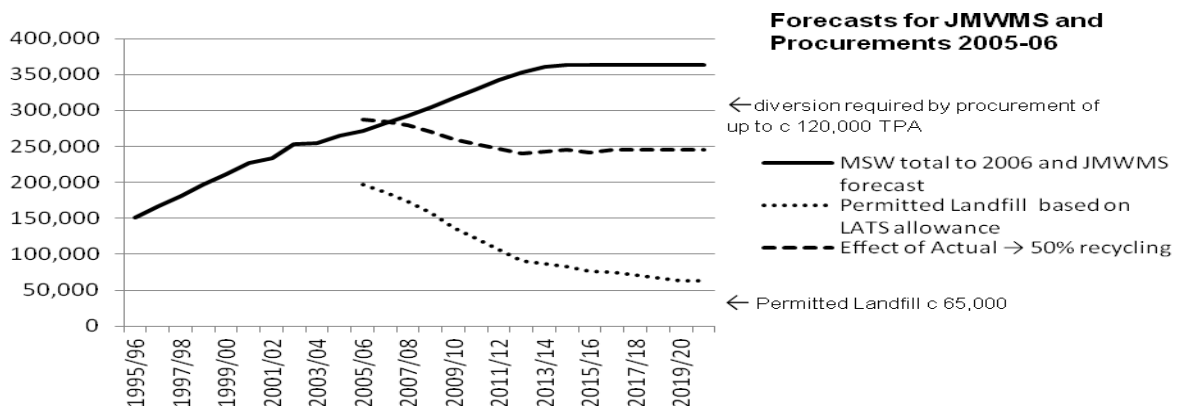
Background

2. In 1996 Wiltshire County Council commenced delivery of waste management services under a contract with Hills Waste Solutions. The contract covers provision of landfill, waste transfer stations, materials recovery facilities, composting facilities and household recycling centre, and bring site operations, together with kerbside collection of dry recycling. This contract terminates in 2016 and there is no option for a contract extension.
3. In 2004 Wiltshire County Council commenced a procurement process for the diversion of residual (non-recycled) waste from landfill. This resulted in the award of two contracts. The first was awarded to Hills Waste Solutions for the delivery of 50,000 tonnes per year of residual waste to the Lakeside Energy from Waste facility at Colnbrook, Slough. The Council delivers residual waste for this contract to waste transfer stations at Thorny Down, Winterslow and Lower Compton. Waste is then bulked up into larger vehicles and hauled to Lakeside by Hills Waste Solutions. The contract commenced on 1 February 2009 and runs for 25 years.
4. A second 25 year diversion contract with Hills Waste Solutions was signed in April 2011 for the treatment of 60,000 tonnes of residual waste per year in Wiltshire's first MBT plant. The facility is currently under construction at Northacre Park, Westbury in preparation for full operations to commence in September 2013. It is expected that the majority of the residual waste to be treated at this plant will be delivered directly by refuse collection vehicles operating in the west Wiltshire area, with any balance coming from waste transfer stations.
5. Wiltshire's joint municipal waste management strategy (JMWMS) was adopted by all the Wiltshire waste authorities during 2006. In 2009 the strategy was inherited by Wiltshire Council. The main drivers for the strategy in 2006 were rapid growth in municipal solid waste, the EU and government policy for a significant reduction in landfill and the Waste and Emissions Trading Act 2003 (WET Act) which introduced the landfill allowance trading scheme (LATS). This included large fines for local authorities who exceeded their landfill allowances. Since 2006, Wiltshire has achieved or experienced the following changes:
 - A significant slowing in the rate of growth of municipal solid waste (MSW), until 2011.
 - Growing public support for household waste minimisation, composting and recycling, supported by the efforts of the local authority and the Wiltshire Wildlife Trust, and the work of voluntary and local groups.
 - Sale of over 5,000 council-subsidised food waste digesters to Wiltshire residents.
 - Implementation of key changes in waste and recycling collections, to achieve harmonised services across the whole of Wiltshire, based on a fortnightly collection cycle and increased kerbside recycling and garden waste collections.
 - Significant increases in the proportion of household waste that is recycled or composted, from about 31.5% to about 43% in 2011-12.

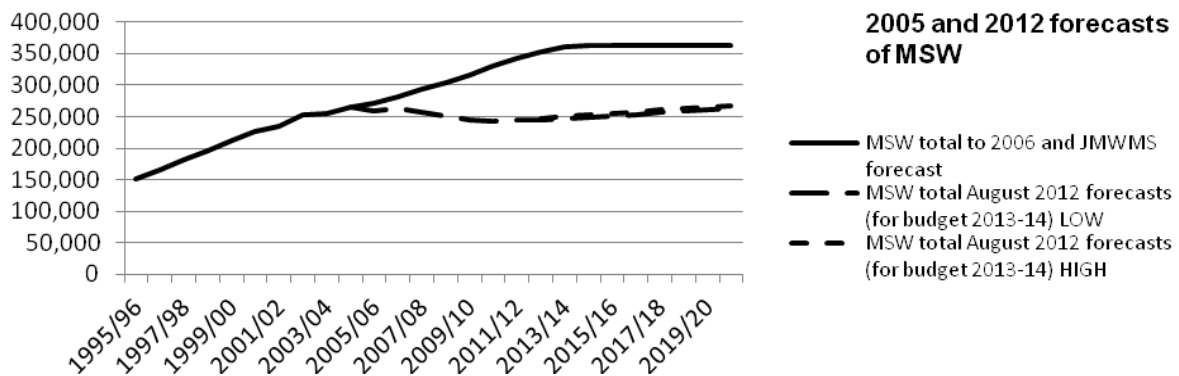
- Commencement of a contract to divert 50,000 tonnes a year of Wiltshire's non-recycled waste from landfill to energy from waste incineration (2009) and the signing of a further contract to treat up to 60,000 tonnes a year to produce refuse derived fuel (to commence during 2013).
- A reduction in the proportion of waste sent to landfill from 60.4% in 2006-07 (and over 80% in 2003-04) to 36.6% in 2011-12.

6. The change in forecast waste growth and its effect on the outcomes of the strategy to date is illustrated by Graphs 1 to 5 below. This has helped the Council to achieve better than expected progress in diverting waste from landfill and to adopt a corporate target of reducing landfill to less than 25% of waste by 2014.

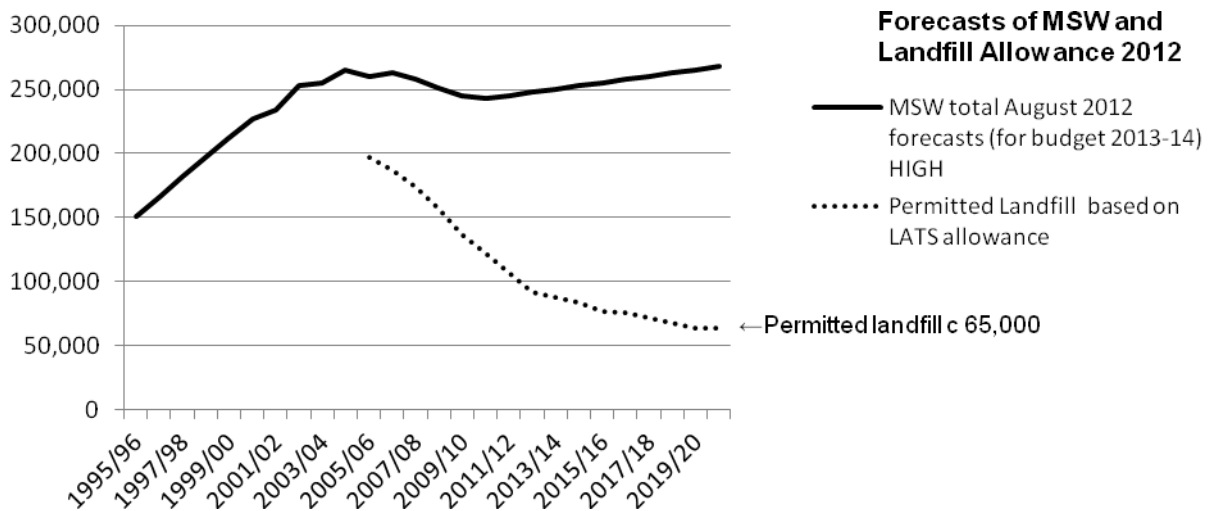
Graph 1 shows that when the JMWMS was prepared, growth in waste tonnage to over 350,000 tonnes per annum (TPA) by 2020 was forecast. The landfill permitted under the EU Landfill Directive targets plus an increase in recycling to 50% was forecast to leave a further requirement of about 120,000 TPA of non-recycled waste to be treated rather than landfilled. The procurement of the Lakeside and MBT contracts followed.



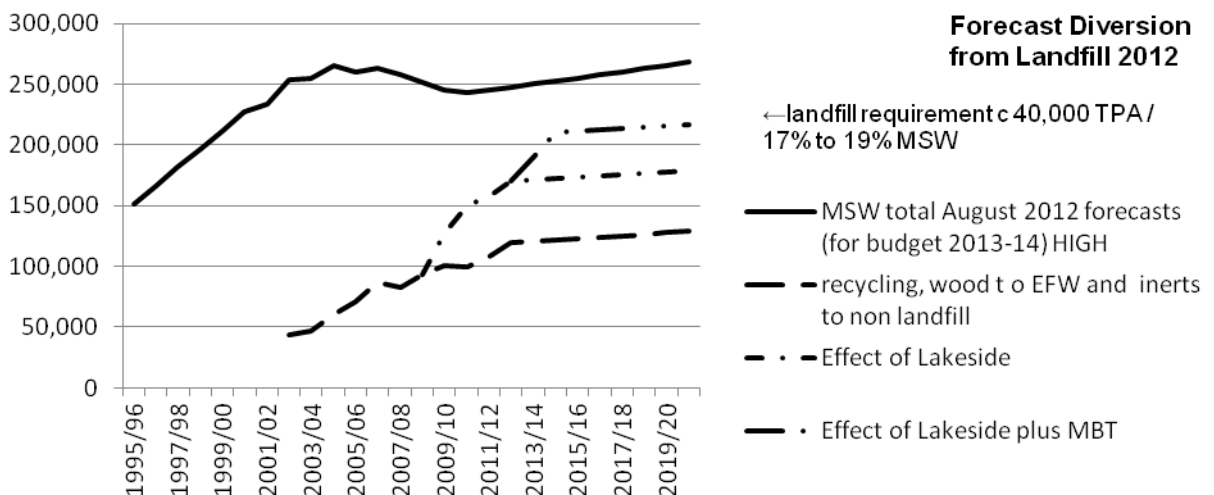
Graph 2 shows how forecasts of waste growth have changed. The JMWMS forecast of over 350,000 TPA by 2020 is compared with current forecasts of about 260,000 to 265,000 TPA by that date.



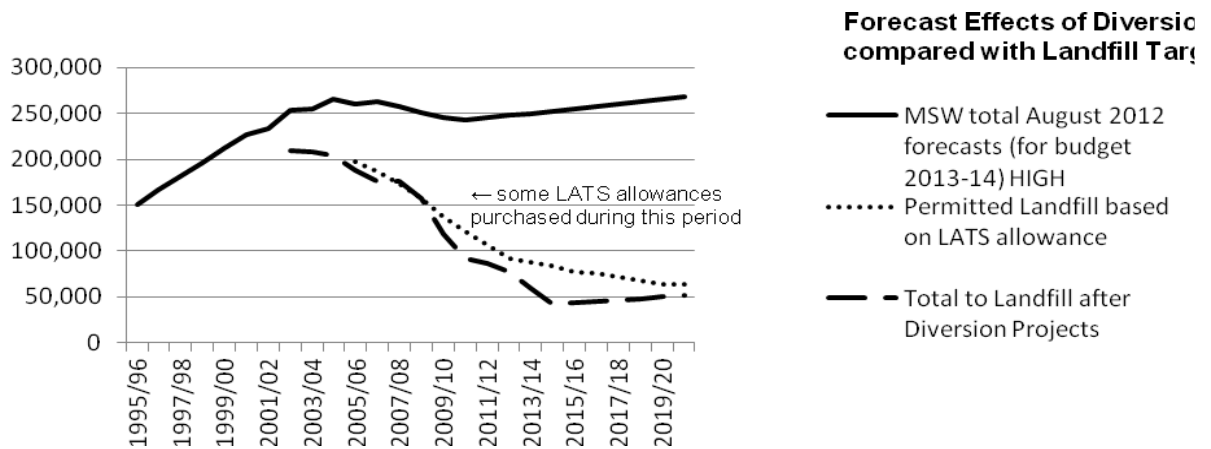
Graph 3 compares the current forecast of waste growth with Wiltshire's permitted landfill, based on the EU Landfill Directive target. Whilst the requirement to divert from landfill is less than previously forecast, it is still considerable.



Graph 4 shows how these requirements will be met. The target for 50% recycling, the Lakeside and the MBT projects will cumulatively reduce the need to landfill. The forecast for 2020 is that landfill may be reduced to less than 20% of Wiltshire's waste.



Graph 5 compares the total effects of diversion from landfill with permitted landfill based on the targets set out in the EU Landfill Directive. This confirms that forecast changes would enable the council to meet these targets.



7. Since 1 April 2012 a harmonised waste collection service has been delivered to residents across the county. This comprises fortnightly collection of:
 - (i) Residual waste
 - (ii) Plastic bottles and cardboard (co-mingled in a wheeled bin)
 - (iii) Paper, glass, cans, foil and textiles (kerbside sort from a black box)
 - (iv) Garden waste (opt-in non-chargeable service in a wheeled bin).

8. Collection services are provided through a combination of in-house and contracted out service delivery. Hills Waste Solutions deliver the black box service county-wide, under the contract described in paragraph 2 above. In the east, north and south of the county the residual waste, plastic bottles and cardboard and garden waste collection services are delivered by the Wiltshire Council in-house service. In the west of the county residual waste, plastic bottles and cardboard and garden waste are collected by FCC Environment (formerly Focsa) under a collection contract which runs until 2014, with the option of extending by up to seven years.

9. The in-house service collects residual waste from commercial waste producers across the county. Over 4,000 customers use the service at the current time. There is an ongoing review of this service which resulted in an increase in fees and charges for the current financial year. This is to ensure that council tax payers are not subsidising delivery of this service. There are limited trials of commercial recycling in parts of the county which are being operated as pilot schemes. The service review will continue throughout the current financial year.

10. The Council also provides the following collection services:
 - (i) A free of charge collection of clinical waste from domestic households, including sharps boxes and sacks of clinical waste.
 - (ii) A charged bulky waste collection of items from domestic households.

11. Wiltshire Council's recycling rate achieved in 2011/12 is 42.83%. Measures to improve this figure are being implemented in 2012/13, including the continuation of the rollout of communal recycling facilities to flats and further phases in our rollout of non-chargeable garden waste bins. The full effects of major changes to waste and recycling collections completed during 2011/12, including the move to fortnightly collections of waste and recycling across Wiltshire, will increase the recycling rate during 2012/13 and the following year.
12. The percentage of MSW sent to landfill in 2011/12 was 36.65%. When the MBT plant in Westbury is operational, and the full effects upon recycling performance of recent changes to collection services are experienced, our performance will improve further with waste to landfill forecast to reduce to about 20% per year. At the very least, by 2014 we expect our MSW to landfill to reduce to 25%, a target the Council is committed to in its corporate plan.
13. The Council's future service must enable us to meet both national and local targets. Any model of service delivery will be evaluated against how it will contribute to achieving the targets set out below:

Target	Source
Reducing waste to landfill to 25% of the total collected by 2014	Wiltshire Council corporate plan
Increase recycling to 50% by 2014	Wiltshire Council business plan (modifying the target in the Waste Framework Directive and JMWMS)
Reduce biodegradable municipal waste to landfill to 35% of 1995 levels by 2020	EU Landfill Directive
Maintain separate collections of at least the following materials from the household waste stream: paper, metal, plastic and glass	Revised Waste Framework Directive and DEFRA draft regulations February 2012 (currently achieved)

14. The Council also has a particular interest in encouraging waste prevention. A history of working closely with the Wiltshire Wildlife Trust (WWT) to promote messages about reducing garden and food waste in particular, to spread waste prevention and recycling messages in schools and to promote council recycling services has evolved into the current joint venture. This enables Council and WWT staff to work closely together to a business plan and annual work programme, funded in part by the Council and partly by grants secured by the WWT.
15. Landfill Tax is paid at two rates. There is a low rate of £2.50 per tonne paid on inert material - rubble and soil - which can be sent to landfills where only such materials can be accepted. There is a much higher Landfill Tax rate paid on most tonnage sent to landfill, because this has an organic content and has to go to landfills that are licensed to accept non- hazardous (i.e. organic rather than inert) wastes. This is the Landfill Tax normally referred to and is subject to a government policy of increases of £8 per tonne per year to a target of £80 per tonne by 2014/15. The £80 per tonne rate is a guaranteed minimum until 2020. This year the tax per tonne is £64. Most waste collected by councils incurs Landfill Tax at this rate.

16. During 2011/12 Wiltshire Council sent 78,000 tonnes of waste with organic content to landfill. In addition, almost 12,000 tonnes of inert waste was landfilled. By comparison during 2001/02 Wiltshire sent almost 192,000 tonnes of waste to landfill. Records for that period did not identify the inert waste tonnage separately, because the Council was in the early stages of working with Landfill Tax and the tax rates were very low. However, for the purpose of calculating the effect of the Council's work to reduce landfill and Landfill Tax, it is reasonable to assume that the inert waste tonnage was the same as in 2011/12, (figures for recent years indicate that this tonnage is fairly consistent.) Therefore, during the past ten years the Council has reduced tonnage liable for the higher rate of Landfill Tax by 102,000 tonnes. If the Council had still landfilled that extra 102,000 tonnes during 2012-13 our Landfill Tax bill would have been £6,528,000 higher. By 2014/15, when Landfill Tax will reach £80 per tonne, the avoided cost on this tonnage would be £8,160,000 during that year.
17. It is important to consider how the Council compares with other similar authorities on key measures of performance. Two related comparisons have been made. The tables at **Appendix 1** show how Wiltshire compares against the CIPFA Nearest Neighbour Audit Group Councils, and also against some geographically neighbouring local councils on the three former National Indicators (NI 191, 192, and 193). The tables also illustrate the service provision behind the performance. It was hoped that waste collection and waste disposal financial data could be added to the analysis, which would give a much more useful comparison. However, to date it has only been possible to obtain this from a small number of councils in the group. Further attempts to obtain financial information will be made in the coming months.
18. Without the financial data only limited conclusions can be drawn from these findings. Wiltshire may be able to benefit from this work in terms of adopting tried and tested ways of delivering the service more effectively. The aim therefore remains to establish which councils appear to deliver upper quartile performance with relatively low cost and to carry out further, more detailed benchmarking with these councils.
19. To gain a better understanding of the views and attitudes of the wider waste management industry a service delivery review was undertaken. The review took the form of a series of one to one meetings with service suppliers and the publishing of an electronic questionnaire that could secure responses from a wider audience. The review collated views on:
- The effectiveness of the current service delivery model and what other models could be considered by the Council
 - Waste management best practice
 - Future industry developments
 - How services could be packaged to achieve the optimum service format for the Council
 - How value for money might be demonstrated
 - Identifying opportunities for savings and efficiencies.

One of the weaknesses of Wiltshire's current delivery model that was identified during the review was the mixture of in-house and contracted-out waste and recycling collection services.

Main Considerations for the Council

Waste Strategy

20. The strategy needs to be updated, to address changes in waste growth, to look ahead over the remaining strategy period to 2020, and to provide some longer term guidance for services after 2016, including possible new contracts. In addition, changes in legislation and government policy need to be addressed. These include a switch from the landfill allowance trading scheme (LATS) to Landfill Tax as the main financial driver for councils. However, a full review is not recommended at this stage, due to a number of factors, as shown in Table 1.

Table 1: Factors influencing the future of the Wiltshire Joint Municipal Waste Management Strategy – 2012

Factors favouring a Formal Review during 2012	Factors Favouring an Update during 2012
The letter advising the Wiltshire Councils of their exemption from the WET Act requirement encourages exempt councils to <u>maintain and update</u> their strategy	The Council has continued to improve <u>recycling rates</u> , reaching an average of about 42.8% during 2011-12. This is considerably higher than the recycling rates required to achieve exemption from the WET Act.
	The Council is now a <u>unitary authority</u> , with all waste services reporting to a single service director.
	The Council now has a <u>Business Plan</u> , which provides strategic guidance on services. For waste management, the current Business Plan has updated and accelerated key targets for landfill diversion and recycling.
	The Council now has a draft <u>Energy Change and Opportunity Strategy</u> 2011-20, which sets out the underlying strategy for dealing with climate change and (with particular reference to waste) reducing the impact of landfill gas.
	The Waste Service's examination of forthcoming issues indicates that <u>many of the changes that need to be made are operational</u> , rather than strategic in nature.
	There has been <u>no change in the fundamental emphasis upon landfill reduction in EU and government waste policy</u> .
There is a need to provide <u>guidance beyond 2020</u> , to enable planning of services after contract terminations in 2014/2016 and the strategy end date of 2020.	On the other hand, the implications of recent changes – for example the government's "Review of Waste Policy in England 2011" which refers to " <u>landfill bans</u> " and the impact of recent changes following the introduction of the <u>Controlled Waste Regulations</u> April 2012 – are not yet fully understood.
	An information note issued by DEFRA in December 2009 advises local authorities required to have a JMWMS to consider carefully the timing of any review.
	The government is to produce a National Waste Management Plan for England by Spring 2013, to implement the revised Waste Framework Directive.
	Formal adoption or review of a waste strategy requires completion of a Strategic Environmental Assessment ¹ or Sustainability Appraisal. This is a relatively lengthy and expensive process, so timing needs to be optimised, to ensure best use of resources.

¹ Under the Environmental Assessment of Plans and Programmes Regulations 2004
CM09438/F

The draft updated Wiltshire Council Waste Management Strategy (WCWMS) 2012 is shown in **Appendix 2**.

21. The waste strategy continues to be based upon key principles, reflecting the Waste Hierarchy, which seeks to optimise the use of the most beneficial methods of landfill reduction. The Waste Hierarchy, as set out in the EU Revised Waste Framework Directive 2010, is:
 - (i) Prevention;
 - (ii) Preparing for reuse;
 - (iii) Recycling;
 - (iv) Other recovery - including energy recovery;
 - (v) Disposal.
22. Due to the emphasis in the revised Waste Framework Directive upon waste prevention and re-use, the completion of major service changes by the Council, and new contracts and developments achieved to date, there is a shift in emphasis in the updated strategy towards the upper levels of the Waste Hierarchy, and towards working with Wiltshire residents to build upon success to date in waste reduction, recycling and composting.
23. However, the need for further major waste treatment needs to be kept under review, given the uncertainties of any forecasts of waste growth, the possibility that further reductions in landfill may be required and opportunities to achieve broader benefits such as more local conversion of waste to resources.
24. The first three principles in the WCWMS 2012 are focused on the Waste Hierarchy. Principles 4 and 5 in the original strategy have been combined, to reflect the need for close integration of planning new capacity with the continuing aim of treating waste as close to source as is practicable. Key extracts from the updated strategy are set out below.

Principle 1 – Waste Prevention and Re-use

The Council will provide advice, education and where possible incentives, to encourage greater waste prevention and re-use by Wiltshire's residents.

The Council will pursue a target of reducing waste after recycling and composting from 606 kilos per household achieved in 2011-12 to 545 kilos per household² by 2015-16.

Principle 2 – Recycling and Composting

The Council will carry out the separate collection of recyclable and compostable waste materials from all accessible households, supported by publicity campaigns to encourage the use of these services by householders, to achieve a recycling rate of 50% of household waste by 2014.

² This improvement is forecast to be achievable as recent service improvements take full effect. Performance will be measured using the established methodology for National Indicator (NI) 191, which is still widely used for performance assessment and comparison
CM09438/F

The Council will carry out recycling and residual waste collections on a fortnightly cycle, to encourage residents to make best use of recycling services.

The Council will continue to promote collection of garden waste to achieve diversion of biodegradable tonnage from landfill. This is well established in Wiltshire and is the most cost effective way of diverting biodegradable waste from landfill.

The Council will not seek to establish separate collections of food waste, but will pursue established measures – waste prevention and energy from waste - to divert more of this material from landfill.

In the longer term, including beyond 2020, the Council will seek to achieve further increases in recycling and composting of household waste, by continuous improvement and adoption of viable step-changes to services.

This policy will be reviewed if required by changes to government legislation or financial factors.

Principle 3 – Further Diversion from Landfill

The Council will recover energy or otherwise divert from landfill sufficient tonnage of MSW, in addition to that diverted by recycling and composting, to achieve:

- A landfill rate of 25% or less of total MSW by 2014.
- A landfill rate equivalent to less than 35% of the biodegradable municipal waste tonnage landfilled at 1995 by 2019-20³.

In the longer term, beyond 2020, the Council will seek further measures to reduce landfill, as set out in Principle 4 below.

Principle 4 – Waste Treatment Capacity

The Council will monitor available capacity for diversion of MSW from landfill and, subject to the requirements of planning policies and procedures, will support any additional proposals required to meet targets and policies for landfill reduction (as set out in Principle 3), and to address the following:

- (i) The scope for developing re-use, recycling, composting and other treatment industries in Wiltshire, to avoid creating waste or convert it to resources, and to encourage treatment of waste at higher levels in the waste hierarchy.
- (ii) The scope for community-based action and/or public and private sector partnership action to convert waste to resources.
- (iii) The scope for local use of resources produced by local waste treatment, such as refuse derived fuel.

³ This is the target required by the EU Waste Framework Directive and by national waste policy.
CM09438/F

- (iv) Opportunities to develop additional landfill diversion capacity in the south and west of Wiltshire.
- (v) Identified gaps in the household recycling centre network.
- (vi) The scope to improve the carbon efficiency of waste collection, handling and treatment facilities.

In the longer term, the Council will pursue the goal of zero untreated waste to landfill and reduction of the environmental impact of waste treatment, by continuous improvement to waste collection and treatment services.

Application of new technology

- 25. Technological improvements have greatly influenced waste services and this can be expected to continue. The Council has now invested widely in technological solutions, via the Lakeside energy from waste and Westbury MBT contracts, which will together treat about 40 per cent of Wiltshire's local authority collected waste. In addition, the sorting of the plastic bottles and cardboard collection at Portemarsh, Calne employs new light based sorting equipment that enables not only cardboard to be sorted from plastic bottles, but for the latter to be sorted into two main types of plastic.
- 26. Currently, the main opportunity for possible further technological innovation is considered to be the sorting of co-mingled dry recyclable materials. This raises issues of compliance with the EU Waste Framework Directive, which are discussed at paragraphs 47 and 48 below.
- 27. Forecasts of waste growth are relatively low, limiting the need to apply other technology based solutions to new tonnage. However, there may be scope for further applications at a smaller scale, as part of continuous improvement.

Options for working patterns and collection rounds

- 28. In order to ensure that regardless of service provider the Council delivers the most efficient collection service, consideration should be given to the working patterns best able to support future service delivery. A project has recently started to look at the potential efficiency savings that could accrue from optimising collection rounds. Implementation is scheduled for 2013-14 which should allow the Council to make efficiency savings and also establish the most cost-effective and high quality collection design in advance of any procurement, thereby reducing future risk to the Council. In addition to optimising rounds, which over time become progressively unbalanced as new housing is served and new waste management facilities become operational, the additional impact of different working patterns will be modelled. Initial indications suggest there are some additional cost efficiencies to be gained, but the detailed evidence must first be gathered and analysed.

29. Currently, drivers and loaders mainly work their 37 hours per week over five days, Monday to Friday. Other patterns could include working 37 hours over four days per week from Tuesday to Friday, with the standard working day increasing from 7.4 hours to 9.25 hours. This would save the payment of overtime for working on at least four bank holiday Mondays each year and would provide time for vehicle maintenance and repair without having to pay overtime for the provision of these services.
30. In a variation on this pattern, some councils have introduced a pattern which has staff working four longer days, but with the service still being delivered over five days as staff work a rota system with different days off during the week. While the staff work for four days, the vehicles work for five days enabling a reduction in the size of the fleet.
31. Another option would be double shifting where (a reduced number of) vehicles would be used for two shifts per day rather than one, subject to ongoing compliance with planning permissions and environmental permits for depots and waste management facilities. Some concerns have been expressed about the health and safety implications of working more hours in darkness and also about the residents' acceptance of services being delivered earlier in the morning and later at night. A greater number of smaller vehicles may be required to enable access to streets where a higher number of cars are parked outside the normal working day.
32. A further option for the garden waste collection service is to introduce a system of annualised hours, where staff work longer days from April to October and shorter days from November to March. This reduces the need for overtime during the busiest period of the year.
33. Each pattern has a different benefit and risk profile and requires further investigation. The views of the staff should be sought on the possible options. Additional work will be done to develop these options prior to a decision on the preferred working pattern being sought. Potential changes to working patterns will require extensive discussions and negotiations with staff and trade unions, whose representatives have recently been advised that a review is underway. Approval is now requested to properly engage with staff by consulting on a short-list of options. It is proposed that this process commences in November with the next scheduled meeting with the trade unions' representatives.

Options for grouping of services

34. A key stage in defining future service delivery will be to decide how elements of the service might be best grouped together. This will in turn affect decisions about what elements of the service might be best delivered in-house or out-sourced. The strongest links exist within the following groupings:
 - Residual, garden waste and plastic bottle and cardboard collections
 - Plastic bottle and cardboard, and black box collections
 - Residual, commercial and other household waste collections for which a charge can be made, including chargeable recycling collections

- HRC operation, collections from HRCs and potential commercial recycling site operations
- Waste transfer, MRF, HRC and sale of recyclable materials and compost
- Landfill of non hazardous, inert and hazardous wastes, plus flytipping disposal and disposal of inert material to exempt sites
- Clinical waste collection and disposal
- Performance monitoring of all services.

35. Information gathered to date suggests that having a single provider of waste and recycling collection services enables the delivery of an efficient and cost-effective service. This removes any artificial geographical boundaries and offers the service provider the greatest flexibility for deployment of fleet and crews. The service could be delivered in-house by Wiltshire Council staff. Alternatively, provision could be procured from a single private sector service provider.

Options for Service Providers

36. An assessment was carried out of which factors were likely to be the main sources of strength or weakness when comparing in-house and contracted-out waste services. For in-house services some of the main strengths were considered to be (in descending order):

Control	For waste collections, transfer stations, waste treatment and landfill in particular
Customer contact and response	For waste collections in particular
Staffing	For waste collections in particular
Skills	In general
Reputational risks	In general

The main weaknesses were considered to be (in descending order):

Skills	For waste treatment and landfill in particular
Regulatory factors	Mainly for bring sites and transfer, treatment and landfill site management
Staffing	In general
Dealing with environmental permits and licensing issues	Sites in general
Reputational risks	For non universal collections in particular

For out-sourcing the main strengths were considered to be (in descending order):

Skills made available	For waste collections, HRCs, transfer stations, waste treatment and landfill in particular
Health and safety	For commercial, "schedule 2" and other non universal collections in particular
Dealing with environmental permits and licensing issues	For waste treatment and landfill in particular
Dealing with planning issues	For landfill in particular
Staffing	For commercial, "schedule 2" and other non universal collections in particular

The main weaknesses were considered to be (in descending order):

Control Customer contact and response Reputational risks	For waste collections in particular For waste collections in particular In general, but mainly waste collections
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37. The overall case for operating services in-house was perceived to be strongest for:

- Environmental work on closed landfill sites
- Monitoring of service performance
- Work to encourage residents to reduce, re-use and recycle

The case was perceived to be less strong, but apparent for:

- Waste collections and bring sites

The overall case for out-sourcing services was perceived to be strongest for:

- Landfill and waste disposal, including clinical waste

The case for out-sourcing was perceived to be less strong, but apparent for:

- Hazardous and inert waste disposal
- Waste treatment
- HRCs
- Waste transfer stations
- Processing of recyclates and compost

The approach to procurement

38. Consideration also has to be given to the procurement route to be used for any such contracts. If the Council is clearly able to specify the services it wants and the way in which it wants those services to be delivered, the restricted procedure is a more cost-effective and shorter process. If, however, the Council is only able to specify the outcomes it wants to achieve (this could be the case if complex financing arrangements are required) then the competitive dialogue process might be more appropriate which is generally a more expensive process and requires a longer time period for completion.

Options for waste and recycling collection

39. If a recommendation to deliver the collection service in-house is made and agreed in a final report to Cabinet in summer 2013 this should allow sufficient time to manage bringing the west Wiltshire service in-house from 2014, including dealing with staff transfers and working with the relevant trade unions. Consideration would be given to timing and programming during the development of the business case. Planning for harmonisation to begin delivering efficiencies in the west area from rounds optimisation and changes to working patterns would be implemented from the earliest possible start date after contract termination. These efficiencies are planned for delivery by the in-house service in north, east, and south Wiltshire during 2013.

40. If a recommendation to outsource waste collection is made the probable date for the award of a new contract would be summer 2014. This would imply an earliest possible start of spring 2015. Further consideration would be given to the procurement programme as part of the development of the business case for this option, particularly if the business case demonstrates that savings could be made from bringing the service in-house. Given that the arrangements for collection are firmly linked and dependent upon suitable disposal infrastructure it is necessary to specify the recycling and treatment operations and facilities prior to deciding the collection system. This will be particularly important if a decision is taken to change the method of collection of dry recyclable materials to a co-mingled system. In this case it may prove to be most cost-effective to commence a new collection contract from July 2016, when new waste management arrangements commence.

Options for management of waste and recyclable materials

41. The situation is potentially more complex when considering the recycling and disposal operations currently undertaken as part of the landfill and recycling contract with Hills. Although the current contract does not end until June 2016 sufficient time would be required by contractors for them to source appropriate sites, obtain the necessary planning consents, and construct and commission the infrastructure to ensure service continuity from July 2016. To plan for this, the aim is to award contracts or a contract as early as possible in 2014 to allow a period in excess of two years for this work to happen. This requires that the Council starts to plan and prepare for a potential procurement now so that an OJEU notice can be placed without delay in the summer of 2013 following Cabinet approval of the proposed business cases. It should be noted that if a final decision is not taken by this time, the Council will be increasingly exposed to the risk of services not being in place when current contracts expire.
42. Regardless of whether the service is delivered in-house or by private sector organisations under one or more contracts, there are a number of options to consider for the approach to management of each of the main waste streams, linked closely to the method of collection.

Kerbside collection of dry recyclable materials

43. Principle 2 of the proposed updated strategy seeks achievement of at least 50% recycling by 2014, and, in the longer term, including beyond 2020, further increases in recycling and composting of household waste, by continuous improvement and adoption of viable step-changes to services. There are no proposals to change the collection service or the materials that residents separate for recycling, at present. However, the procurement of new contracts provides an opportunity to consider whether these materials could be collected more efficiently.
44. Wiltshire Council currently operates two systems for kerbside collection of dry recyclable materials. Paper, glass, cans, foil and textiles are separated by residents and stored in a black box. Upon collection they are sorted at the kerbside and the materials are placed in separate compartments of the collection vehicle before being transported to the materials recovery facility (MRF). This system produces high quality recyclable materials with the reject rate from the MRF being less than 1%.

45. The Council also collects plastic bottles and cardboard, co-mingled, in a wheeled bin. The materials are collected in a standard refuse collection vehicle and taken to a different MRF which has more sophisticated equipment that enables the separation of the materials. The service has not yet been operating for a full year so it is not possible to report a reject rate. However, information to date suggests that the reject rate is relatively low (approximately 7% at present), although higher than for the black box, kerbside sort service.
46. The Council could continue with the existing systems or could consider changing them to collect more materials on a co-mingled basis. For example, cardboard and paper could be collected together from one container, with glass, cans and plastic bottles co-mingled in another container. Alternatively, the wheeled bin currently used for the collection of plastic bottles and cardboard could be used for all the materials currently collected in the black box as well. Such a system would reduce the number of vehicles and rounds, but would also require a far more complex MRF to separate the materials. There is evidence that reject rates from such a MRF would be higher and that the resulting recyclables are not of such a high quality as those collected using a kerbside sort service. However, reject rates for such a MRF have improved in recent years and figures of 5% and less can be achieved. There is evidence that residents recycle more when they do not have to sort the materials themselves and that this translates into increased tonnages of dry recyclables, with increases of up to 25% reported. Analysis of the performance of waste collection authorities reveals that 20 of the 30 top performing councils for recycling employed co-mingled collections. Moreover, 11 of the 15 highest improving authorities, between 2009-10 and 2010-11 achieved this improvement primarily by moving from kerbside sort to co-mingled collections.
47. However, there is a risk that such a co-mingled system would not enable the Council to comply with the requirements of the revised Waste Framework Directive (WFD). The WFD placed an obligation on member EU states to introduce separate collections of a range of dry recyclables, including paper, metal, plastic and glass, by 2015. However, it appeared to leave open the possibility of co-mingled collections (with subsequent separation at a MRF) subject to meeting “the necessary quality standards for the relevant recycling sectors”. This was challenged by the recycling industry when DEFRA attempted to transpose the EU requirements into UK law. DEFRA has now laid amendments before Parliament. These follow EU guidance notes and allow for local determination of the most appropriate collection and treatment systems – subject to achieving broadly equivalent quality standards. However, the claimants have now indicated they are still pursuing a judicial review of this interpretation and it is currently unclear when this will be clarified.
48. DEFRA has expressed confidence in its legal case and is moving ahead to pass this amendment into UK law. This introduces a test which an authority would have to meet in deciding to implement co-mingled collections. These would be acceptable as long as separate collections are not technically, environmentally and economically practicable and as long as the right quality of recyclable materials are achieved. There is a risk that the claimants may single out one or more councils for individual challenge in an attempt to create a precedent to facilitate a widespread challenge to the UK approach to recycling. If successful, this could expose affected councils to substantial sums. This risk may remain for another year or more until this is fully clarified. Part of the response is the development of a MRF code of practice which will set quality standards but this is not yet available.

49. Modelling work has commenced to assess the benefits to the Council of a future move to co-mingled collections. Results of this work will be reported next year, together with an update on the latest legal position and a recommended course of action.
50. In recent years the markets for recyclable materials have been relatively stable. Historically the Council has transferred the risk for such markets to our contractor and taken relatively little income for the sale of recyclables as a consequence (£800k for paper in 2011-12). The benefit has been that as recently as 2007 the Council maintained its recycling performance when some other authorities without secure long term contracts had to landfill recyclable materials. Given the stability of the markets tenders could be invited for providing a service at a gate fee to be paid by the Council with a percentage share of the income generated from the sale of recyclables. This would reflect the approach taken under the contract for the MBT plant under construction in Westbury.

Kerbside collection of garden waste

51. The opt-in free of charge garden waste service has been operating across the county since April 2012. A third roll out of garden waste bins has recently been completed and a fourth phase is being considered. The Council could continue to provide the service in this way. Some authorities (including three of the four Wiltshire ex-district councils historically) charge for the delivery of this service. While there is a risk that some of the garden waste (which is 100% biodegradable) enters the residual waste stream, there is evidence that this could reduce waste tonnages overall as people revert to home composting. Given the financial pressures that the Council is facing, introducing a charge for the service would reduce the costs of service delivery and generate an income. Consideration could also be given to restricting operation of the garden waste service to the busiest months of the year.
52. When Cabinet decided on the pattern of collections for the harmonised waste service in October 2010, options including a charged for garden waste service were considered and rejected⁴. Provision of a garden waste bin to all households who requested one was seen as a key part of the harmonised service, designed to maximise recycling of biodegradable waste that could be treated using the robust, relatively low cost method of open windrow composting. This is well established in Wiltshire and is the most cost-effective way of diverting biodegradable waste from landfill. A decision to charge for garden waste collection would have a significant impact on the strategy and its target for 50% recycling by 2014.
53. Given the geography and nature of Wiltshire it may be possible to develop a network of smaller, open windrow composting facilities. The garden waste collected in the south of the county has been successfully managed in this way for several years. There is an opportunity to build on this experience and, should this prove feasible, reduce the distances over which the collected garden waste is transported.

⁴ Cabinet October 19th 2010, Agenda Item 13. See Appendix 2 listing options and options 3 and 5 in particular.
CM09438/F

Food waste

54. Wiltshire Council's approach to food waste has been to focus on information campaigns about food waste minimisation and to promote home composting using subsidised food waste digesters. This is clearly the most sustainable approach to managing food waste and has wider environmental benefits than residual waste reduction alone. However, an increasing number of councils are introducing food waste collections. To do this would require a waste management facility to treat the food waste but a new contract would provide the opportunity to procure such capacity. In addition, there would be an opportunity to procure new collection vehicles with a separate compartment for the collection of the food waste.
55. When Cabinet decided on the pattern of collections for the harmonised waste service in October 2010, an option including a collection of food waste was considered and rejected⁵. The option was forecast to deliver higher recycling performance but to be more expensive than the harmonised service decided upon by Cabinet.
56. In the light of the 2010 Cabinet decision, the proposed updated strategy includes a policy to not seek to establish separate collections of food waste, but to pursue established measures – waste prevention and energy from waste - to divert more of this material from landfill. However, the strategy also states that this policy will be reviewed if required by changes to government legislation or financial factors.

Mini recycling sites

57. During 2011-12 the mini recycling sites contributed about 5% of the Council's overall recycling performance. Tonnages collected at these sites have been decreasing significantly and further reductions were expected following the expansion of kerbside collections, particularly for plastic bottles and cardboard. A project is currently nearing completion to reduce the number of bring sites (local recycling facilities) across the county, following the introduction of the new kerbside collection services. The changes will result in a smaller, strategic network of about 140 sites with public access and including a standard range of bins for paper, glass and cans.
58. Work has been carried out to compare Wiltshire's performance with that of other councils in the same family audit group on the numbers of mini recycling sites provided per head of population. The group of authorities includes those ranging from highly urbanised areas such as Solihull to very rural areas like Wiltshire and Northumberland. The results indicate that provision of mini recycling sites in Wiltshire is relatively limited, when compared with population and the mean result for the sample of local authorities with Wiltshire ranking ninth out of 15.
59. The proposed updated strategy includes a policy to monitor the performance of mini recycling sites. The intention will be to maintain a consistent local service backing up the expanded kerbside collections. A future option would be to remove more or all of these sites. The new network is at maximum for collection by one contractor vehicle and crew, so savings would only result from complete closure of the network, or reduction to a level where sites could be emptied by kerbside recycling vehicles.

⁵ Cabinet October 19th 2010, Agenda Item 13. See Appendix 2 listing options and option 7 in particular.
CM09438/F

60. The latter approach might be assisted by changing a reduced network to co-mingled bins, if this was co-ordinated with a change to co-mingled kerbside collection of recyclables, which would enable collection using the same vehicles. However, there is a greater risk of contamination at bring sites, where there is no supervision and no ability to identify the waste source as household or commercial. Co-mingled collection might encourage more abuse of these sites.
61. A number of mini recycling sites also have bins serviced by charities, often for collection of textiles and shoes, and this material is traditionally what the public associates with charitable collections. Tonnages from these banks can be considerable and, as historic capture rate analysis work shows, there is still a considerable amount of textiles found in the residual waste stream, despite the collection of this material through the black box recycling collection service. It therefore appears viable to continue offering this service at mini recycling sites and engaging with the voluntary and community sector to improve tonnages collected.
62. Several charitable organisations service and collect from textile banks around the country, including Scope, British Heart Foundation, TRAIID, Oxfam, Salvation Army, Barnados and RTS Textile Recyclers, amongst others. Some local authorities have tendered for the textile bank collection service at their mini recycling sites exclusively to one or more charitable organisations. For example, Poole Borough Council tendered for contract for its textile banks, and TRAIID won the £60,000 per annum value contract through the competitive tendering process. There may, therefore, be scope to work more extensively with the voluntary and community sector or with individual communities to extend the use of remaining sites.

Household Recycling Centres

63. During 2011-12 Wiltshire's household recycling centres (HRCs) contributed about 44% of the Council's performance on wider recycling, when the diversion of wood, soils and rubble from landfill is added to the standard recycling performance figure. Servicing the HRCs underpins our recycling performance.
64. Work has again been carried out to compare Wiltshire Council's performance with that of other councils in the same family audit group on the numbers of HRCs provided per head of population. The results indicate that provision of HRCs in Wiltshire is a little above average, when compared with population and the mean result for the sample of local authorities. The proposed updated waste strategy includes a policy to maintain and seek to expand the network of HRCs subject to sites and funding being made available.
65. The proposed strategy update also includes policies to:
 - increase the range of recyclable materials collected at HRCs, where it is feasible and economic to do so, with a focus upon biodegradable and hazardous wastes and service to residents;
 - extend the scope of community re-use activities based at HRCs, provided these can be achieved safely and legally;
 - promote the development of licensed and permitted recycling centres for business waste, and to prevent illegal use of household recycling centres.

66. The HRCs are currently operated by Hills for use by residents of Wiltshire. The Council does not currently charge for any of the services delivered through HRCs and does not permit trade waste to be delivered to HRCs. Consideration could be given to allowing access for commercial waste on a charged basis, subject to gaining any necessary planning permissions and environmental permits. Alternatively, the Council could seek to reduce its costs by introducing enforcement at HRCs to minimise trade waste abuse.
67. Consideration could also be given to introducing charges for certain waste streams to generate an income from HRC operation. Somerset County Council has commenced charging for items not classified as household waste – namely soil, rubble, tyres and gas bottles. In addition Somerset also charges for entrance to four of its ‘community recycling sites’. The charges were introduced as a means of avoiding closing the sites.
68. If the decision is taken to deliver the complete collection service in-house (for all waste streams including commercial waste) consideration could be given to extending the range of services delivered directly by the Council. This could include management and servicing of the bring sites and the HRCs. In addition, the Council could procure the construction of waste transfer stations, a MRF and a composting pad and operate these through the in-house service. This would enable the Council to take the full benefit of any income raised from the sale of recyclables but would also mean that the Council carries the risks of finding sustainable markets for those materials, the risks of procuring the required facilities, including site purchase, planning and environmental licensing, and operational risks.
69. A further option to consider is for a voluntary or community sector organisation (VCS) to undertake running the HRCs on behalf of the Council or an external contractor. This option is a new idea, currently being spearheaded by Warwickshire County Council who determined via a soft-market testing exercise that Warwickshire Community and Voluntary Action (WCAVA) should operate two entire Household Waste Recycling Centres (plus their Re-use Shops) in the county, starting from April 2012. The risks of such an approach include ensuring consistent service provision, staff recruitment and retention and education and training. They are jointly endeavouring to address some of these matters through apprenticeships, Government-funded NVQs and QCFs, and a stipulation of a minimum level of site staffing of two full time members at each site provided by WCAVA.
70. There may also be opportunities for increasing use of the HRCs by working with the VCS, even though the actual sites are operated in-house or through a private contractor. There are examples of this where high levels of re-use are achieved through diversion of particular items through charity shops and increased recycling levels. This can be achieved by the VCS operating a ‘re-use shop’ at the HRCs, where residents who have items to dispose of which are suitable for re-use, such as white goods, bric-a-brac, bicycles and furniture, are directed to a specific unit at the HRC which is run separately by the VCS, under contract to either the Council or a private contractor. The VCS then refurbish the goods as necessary and sell the refurbished items at the unit back to residents who visit the HRCs. This reduces the cost for the Council of sending these items for disposal and increases the funds generated by the charity.

Commercial Waste

71. A commercial residual waste collection service is currently provided by the in-house service with three of the four operating depots providing the service across the county. Increased charges were introduced recently as a result of the first phase of a service review and these rises may have an impact on the number of customers who continue using our service. Waste officers are still dealing with queries about the new prices, so the data gathering phase is still in effect.
72. The proposed updated strategy includes a policy to review trade waste collection, to ensure that this:
- (a) is based on an approved business case, which takes account of identified demand and all identifiable revenue and capital costs, including those arising from waste disposal;
 - (b) provides accurate tonnage figures, preferably by separate collection, or alternatively by updated and regular test-weighing of bins;
 - (c) if feasible, includes a significant recycling element, that prioritises biodegradable materials such as paper, cardboard, or green waste , subject to the availability of treatment facilities, and the need to give priority to treatment of household waste tonnage;
 - (d) makes a sufficient financial contribution to the Council's disposal, treatment and Landfill Tax costs, to avoid being cross-subsidised by council tax payers.
73. Pilot schemes are in operation for the collection of commercial recycling in the east and south operational hubs. These pilots continue the recycling services offered by the former district councils in those areas. The feasibility of these services is under review and monitoring of how customers respond to newly structured charges for recycling is also taking place.
74. The Council could continue to provide the service in-house. Decisions on delivering commercial recycling services countywide will be based on the outcome of the pilot schemes. Another option would be to outsource this service, either as part of a wider outsourcing of the collection service or on a stand-alone basis.
75. A second phase of the review of the commercial waste service is underway. Analysis of our customer records for north and south Wiltshire⁶ shows that we have retained a loyal customer base over a substantial period: just under a third of customers in these areas have used our services for ten years or more and a further 23% have been with us for between five and ten years. Customers are still joining the service as well, with over 25% of current customers having joined us in the past 18 months. Further data will be gathered and analysed during the coming months as the review draws to a conclusion to help to assess the best means of service delivery in future.

⁶ Data stored in the Whitespace system
CM09438/F

Other paid for collections (former Schedule 2 services)

76. The Council currently makes charged collections for bulky waste and waste collected from a number of categories of non-domestic organisations (e.g. schools) for which a collection charge can be levied. The latter were formerly known as “schedule 2” customers⁷. The proposed updated waste strategy includes a policy to apply a similar approach to provision of services to other paying customers as that which applies to commercial waste customers, recognising that these customers should have access to a multi-material recycling collection. This service is closely related to the commercial waste service discussed above, so the current review of that service will influence how we deal with collections from non-domestic organisations classed as household waste producers who we can charge for collection.
77. The Council is currently in discussion with furniture refurbishment organisations based in Wiltshire to see a business case can be developed for one of them to trial delivery of the bulky household waste collection service. The Council already recommends their use through the website and when residents telephone to request this service. A successful trial would be a step towards a more formal arrangement.

Waste transfer stations and wood waste

78. The location of transfer stations is key to the efficient delivery of the collection service which will increasingly focus on recyclable materials as well as residual waste. They minimise the distance travelled by refuse collection vehicles to tip the waste or recyclables collected and enable the materials to be bulked up for transfer in more appropriately sized vehicles to the relevant waste management facilities or reprocessors. A facility is also required for chipping and bulking up wood waste for onward transportation to ensure the Council continues to keep this biodegradable waste stream out of landfill.

Landfill

79. Given the success of the Council’s strategy landfill is now a much smaller and reducing area of the waste management service. The quantity of waste we send to landfill should continue to reduce. This is a specialist area of waste management. The ability to provide landfill capacity might prohibit some potential contractors from tendering for other service areas, thus limiting competition for delivery of wider waste management services.

Waste Prevention and Education

80. Further consideration could be given to the way in which the waste management service works with the VCS on waste prevention and education. With the new National Waste Prevention Strategy due to be introduced during 2013, this work is likely to be increasingly important. The Council has considerable experience of working with the Wiltshire Wildlife Trust to deliver education on reducing, reusing and recycling waste. The reasons for working in partnership with a voluntary sector body are principally to encourage a wider, community-led approach. Programmes run by VCS which focus on waste prevention and education can attract funding from a wider range of sources.

⁷ This refers to Schedule 2 of the Controlled Waste Regulations. In Spring 2012 these regulations were updated, to provide more detailed guidance on categories from which charges for collection and, in some case disposal, could be levied.

81. A further alternative would be to seek tenders for this work to be carried out by a VCS body, working in partnership with a contractor delivering waste collection or waste management services. Alternatively, many councils carry out waste prevention and education work in-house.

Environmental and Climate Change Considerations

82. The business cases for the options proposed will contain details of environmental and climate change considerations. These will be reported to Cabinet when further decisions are sought.

Equalities Impact of the Proposal

83. There are no equalities impacts arising from the proposals. An equalities impact assessment will be carried out on the proposals to change working patterns within the waste collection service.

Risk Assessment

84. Specific risks are highlighted under main considerations above. A risk assessment for each proposal will be included within the business cases to be developed. There is a risk that if decisions are not taken to progress this work at this time, the Council would not have arrangements in place for service delivery when current contracts expire.

Financial Implications

85. One of the key factors in deciding whether the collection service should be delivered in-house or through outsourcing is the Council's ability to finance any capital investment (e.g. investment in the provision of depots, waste management sites and vehicles for waste collection) through the additional revenue costs of borrowing. If the Council cannot afford the level of capital investment required to invest in these assets, consideration has to be given to procuring services in order that the private sector will finance provision of fleet and sites. This would influence the way in which services are procured and the length of contract or contracts for service delivery. The contract period would have to be sufficient to enable a contractor to recover the investment at a rate which would be affordable for the Council, bearing in mind the additional costs this would put on the revenue budget.
86. It is proving difficult to obtain robust financial data to inform a decision about whether the collection service would be delivered more cost-effectively in-house or by the private sector. Almost every collection service has some unique local issue which it has been designed to address making it difficult to benchmark our costs against those of other councils, regardless of whether the service is delivered in-house or by a contractor.
87. More work should be done to decide which overheads should be added to the cost of the collection service. If the Council include costs that would not be saved if the service were to be outsourced, possible savings could be misrepresented. In any event, if the Council decides it needs capital investment from the private sector this would be key to informing this decision. Given the cost of borrowing for the private sector compared to the public sector, such a decision would help inform the length of contract periods to make the service as affordable as possible, given the increasing pressure on the revenue budget. Further work will be done on this as business cases are developed.

88. The decision to extend the FCC contract should depend on whether the Council decides to deliver the collection service in-house or to outsource it. Bringing the service in-house would be counterproductive if we demonstrate that the private sector delivers more cost effectively. In this case, the contract could be extended to 2016 to be co-terminus with the Hills contract (which includes the black box kerbside collection) enabling a new contract to be procured to commence in 2016.

Legal Implications

89. Procurement processes will be carried out in accordance with EU procurement rules and the Wiltshire Council constitution. A member of the corporate procurement unit will work with the waste management service to ensure that robust processes for managing this are put in place.
90. Advice would be sought from HR on the process for consultation on changes to working patterns within the waste collection service.
91. Regardless of whether the waste collection service is delivered in-house or by an external service provider there is likely to be transfer of staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006. Advice would be sought from HR and Legal Services to ensure that any procurement or transfer of services in-house would be carried out in accordance with the Council's obligations under these regulations.
92. Assessment of waste services by the Health and Safety Executive (HSE) includes an examination of the extent to which health and safety considerations are built into service specifications and the evaluation criteria for contract tenders. Work carried out to improve health and safety procedures and contract monitoring in the waste management service provides a solid basis for inclusion in any procurement processes. HSE advises that this should be done at an early stage.

Options Considered

93. The options considered are set out under main considerations in the body of the report above.

Conclusions

94. Considerable progress has been made on delivery of the Wiltshire Joint Municipal Waste Management Strategy. A harmonised service of waste and recycling collection which will enable the Council to achieve 50% recycling by 2014 is operating county-wide. Contracts awarded for the treatment of non-recycled waste at the Lakeside energy from waste plant and the mechanical biological treatment plant under construction in Westbury will enable the Council to reduce the waste sent to landfill to less than 25%.
95. The contract for collection of non-recycled waste, plastic bottles and cardboard and garden waste for the west Wiltshire area could terminate in 2014 or be extended by up to seven years. The contract for the collection of glass, paper, cans and textiles, the provision of landfill capacity, the provision of material recovery facilities and markets for dry recyclable materials, waste transfer stations, composting facilities, treatment of wood waste and management of the household recycling centres and mini recycling centres will terminate in 2016 with no option to extend.

96. Developing the business cases referred to in paragraph 1 above, considering the issues raised in the main body of the report should ensure that the Council makes informed decisions about the options for future service delivery. This should enable the Council to continue to deliver sustainable and affordable statutory waste collection and waste disposal services and wider waste management services that would enable achievement of the targets confirmed in the updated Wiltshire Council Waste Management Strategy.

Tracy Carter

**Service Director
Waste Management Services**

The following unpublished documents have been relied on in the preparation of this Report:

None

Appendices:

Appendix 1 - Benchmarking comparisons

Appendix 2 - Updated Draft Wiltshire Council Waste Management Strategy 2012

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Benchmarking Data – CIPFA Nearest Neighbour Audit Group Councils

	2010/11 Data						AWC	In or Out	Kerbside Collections Currently Provided									HRCs	Bring Sites
	Pop	Area Km2	Props	NI 191	NI 192	NI 193			Co mingled	Plastic Bottles	Plastic Other	Card	Green	Food	Metal	Glass	Paper		
Wiltshire	460,000	3,255	190,576	621.49	42%	38%	✓	Mix	✗	✓	✗	✓	✓	✗	✓	✓	✓	11	182
Shropshire	293,000	3,197	128,439	548.03	53%	47%	✓	Out	✗	✓	✗	✗	✓	✗	✓	✓	✓	5	110
East Cheshire	364,000	1,166	161,257	566.04	49%	48%	✓	In	✓	✓	✓	✓	✓	✗	✓	✓	✓	9	96
West Cheshire	327,000	917	142,402	590.15	48%	50%	✗	Out	✗	✓	✓	✓	✓	✓	✓	✓	✓	7	79
Central Bedfordshire	255,000	716	104,675	493.86	52%	46%	✓	Out	✓	✓	✓	✓	✓	✓	✓	✓	✓	4	109
Herefordshire	179,000	2,180	79,255	576.13	40%	58%	✗	Out	✓	✓	✓	✓	✗	✗	✓	✓	✓	6	109
Bath & NE Somerset	180,000	346	72,179	529.68	46%	53%	✗	Mix	✗	✓	✓	✓	£	✓	✓	✓	✓	3	3
Solihull	206,000	178	86,719	591.32	44%	12%	✗	Out	✓	✓	✓	✓	✓	✗	✓	✓	✓	1	24
East Riding of Yorkshire	339,000	2,408	146,005	677.43	42%	56%	✗	In	✓	✓	✓	✓	✓	✓	✓	✓	✓	10	145
Cornwall	535,000	3,546	243,066	700.86	36%	62%	✗	Out	✓	✓	✗	✓	£	✗	✓	✓	✓	13	724
North Somerset	212,000	374	88,855	527.99	51%	47%	✓	Out	✗	✓	✓	✓	✓	✓	✓	✓	✓	3	
Bedford	161,000	476	64,539	678.96	39%	55%	✗	In	✓	✓	✗	✓	✓	✗	✓	✓	✓	1	67
Stockport	285,000	126	122,789	422.85	49%	NA	✓	Out	✓	✓	✓	✓	✓	✓	✓	✓	✓	3	47
Northumberland	312,000	5,013	142,208	630.29	39%	11%	✓	In	✓	✓	✗	✓	£	✗	✓	✓	✓	12	152
South Gloucestershire	265,000	497	106,046	623.16	45%	51%	✓	Out	✗	✓	✗	✓	✓	✓	✓	✓	✓	4	74

Note on Audit Commission National Indicators

NI 191 – The number of kilograms of residual household waste collected per household. This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery. A low tonnage indicates good performance.

NI 192 – The percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion.

A high percentage indicates good performance.

NI 193 – The percentage of municipal waste which is sent to landfill. A low percentage indicates good performance.

Benchmarking Data – Geographical Neighbour Councils

	2010/11 Data						AWC	In /Out	Kerbside Collections									HRCs	Bring Sites
	Pop	Area Km2	Props	NI 191	NI 192	NI 193			Comingled	Plastic Bottles	Plastic Other	Card	Green	Food	Metal	Glass	Paper		
Swindon	202,000	230	87,828	473.97	50%	53%	✗	In	✗	✓	✓	✓	✓	✗	✓	✓	✓	1	23

Somerset

Mendip	109,000	739	49,100	442.71	41%	-	✓	Out	✗	✓	✗	✓	£	✓	✓	✓	✓	18	0
Sedgemoor	113,000	564	51,220	439.49	42%	-	✓	Out	✗	✓	✗	✓	£	✓	✓	✓	✓		13
South Somerset	959,000	159	73,380	388.07	42%	-	✓	Out	✗	✓	✗	✓	£	✓	✓	✓	✓		0
Taunton Deane	462,000	109	49,740	379.98	45%	-	✓	Out	✗	✓	✗	✓	£	✓	✓	✓	✓		0
West Somerset	725,000	35	18,310	515.85	28%	-	✓	Out	✗	✓	✗	✓	£	✓	✓	✓	✓		0
Somerset County			230,966	513.33	51%	52%													

Hampshire

Basingstoke & Deane	634,000	165	69,051	655.24	23%	-	✗	Out	✓	✓	✗	✓	£	✗	✓	✗	✓	3	96
East Hampshire	514,000	113	47,122	468.62	37%	-	✓	Out	✓	✓	✗	✓	£	✗	✓	✓	✓	3	30+
Eastleigh	80,000	122	51,110	424.78	43%	-	✓	In	✓	✓	✗	✓	£	✓	✓	✓	✓	4	42+
Fareham	74,000	112	46,065	461.12	38%	-	✓	In	✓	✓	✗	✓	✓	✗	✓	✗	✓	1	37
Gosport	25,000	80	34,240	536.63	24%	-	✓	Out	✓	✓	✗	✓	£	✗	✓	✗	✓	1	44
Hart	215,000	91	35,057	512.77	38%	-	✓	Out	✓	✓	✗	✓	£	✗	✓	✓	✓	1	20+
Havant	55,000	117	51,337	500.58	30%	-	✓	In	✓	✓	✗	✓	£	✗	✓	✗	✓	3	50
New Forest	753,000	177	77,494	514.59	31%	-	✗	In	✓	✓	✗	✓	£	✗	✓	✗	✓	3	101+
Rushmoor	39,000	92	35,189	601.07	27%	-	✗	Out	✓	✓	✗	✓	£	✗	✓	✓	✓	2	54
Test Valley	628,000	113	47,154	513.27	36%	-	✓	In	✓	✓	✗	✓	£	✗	✓	✗	✓	2	80
Winchester	661,000	114	46,775	482.88	37%	-	✓	Out	✓	✓	✗	✓	✓	✗	✓	✗	✓	3	22
Hampshire County				641.94	40%	9%													

Note on Audit Commission National Indicators

NI 191 – The number of kilograms of residual household waste collected per household. This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery. A low tonnage indicates good performance.

NI 192 – The percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion.

A high percentage indicates good performance.

NI 193 – The percentage of municipal waste which is sent to landfill. A low percentage indicates good performance.

Wiltshire Council Waste Management Strategy 2012

(updating the Joint Municipal Waste Management
Strategy 2006)

DRAFT

Foreword

Society now recognises that there is not an infinite supply of raw materials and the environment is not an indestructible sink for emissions, pollution and waste.

EU and government policy, backed by high and increasing taxation levels, seeks a rapid move away from landfill towards more use of waste as a resource.

In Wiltshire very considerable progress has been made in the diversion of local authority collected waste from landfill and in reducing waste arisings. Residents may shortly achieve 50% recycling of household waste and we have the prospect of reducing landfill to less than 25% of all waste collected by the council, compared with 80% about 10 years ago. Total collection tonnage has declined a little in recent years.

Despite this, each household in Wiltshire continues to produce on average more than one tonne of waste annually.

We therefore need to continue our radical rethink of how to reduce the amount of waste we produce, and put more of our waste to productive use (resource efficiency). The more waste we prevent, reduce, reuse and recycle, the fewer waste treatment facilities will be required. Our recent progress shows that together we can make a difference.

The more that we can do to divert non-recycled waste to energy production, the less landfill we will need.

Whilst the advantages of local treatment can only be realised where the waste industry is willing to provide facilities, there are benefits – to the local economy and community as well as the environment – of seeking local re-use and treatment. In the longer term, these industries may become an important source of local employment.

In 2006 Wiltshire's former local authorities recognised these issues and took steps to minimise the negative impact of waste on the county by adopting a Joint Municipal Waste Management Strategy (JMWMS).

Significant progress has been made towards the targets set in the JMWMS. Also, the creation of Wiltshire Council from the five former authorities in April 2009 included the formation of a single waste authority. These major changes, together with changes in EU and government guidance and forecast waste arisings, require the strategy to be updated.

The updated strategy provides guidelines for the commissioning of waste services as existing contracts come to an end and sets targets for waste management until about 2020. Whilst longer term plans cannot be made in detail, it is also necessary for the updated strategy to provide some guidance about priorities beyond 2020, to assist in planning services.

Councillor Toby Sturgis

Cabinet Member for Waste, Property, Environment and Development Control Services

Contents

	Page
Foreword	2
Executive Summary	4
Summary of Progress	5
Wiltshire Council Waste Management Strategy 2012 (updating the Joint Municipal Waste Management Strategy 2006)	6

DRAFT

Executive Summary

1. The Wiltshire Council Waste Management Strategy (WCWMS) 2012 needs to take account of major developments in waste services locally and nationally. Particular drivers include the Landfill Tax, which aims to greatly reduce the landfilling of municipal solid waste (MSW), and the Council's targets to increase recycling to 50% by 2014 and reduce landfilling to less than 25% by the same date¹.
2. The Council will use the updated WCWMS to guide the development of waste collection and disposal services.
3. At the time when the original strategy was prepared Wiltshire was experiencing a rapid growth in solid waste (MSW), rising at a rate above the national average. The updated WCWMS 2012 needs to take account of the recent, widespread reduction in waste tonnages and a forecast of more modest growth. However, the council has set new targets, to encourage continued waste reduction. This is the most beneficial action in both waste management and carbon reduction terms and will encourage further benefits of more efficient resource use.
4. Wiltshire continues to make good progress in providing new recycling and composting services for MSW. At the time when the original strategy was adopted, the recycling rate had doubled over the previous 5 years, to reach 31.5% in 2005/06. Since then, improvements have been made, to reach a recycling rate of 42.9% during 2011-12. Further substantial development of recycling and composting services identified in the original strategy was very largely completed during 2011-12, with results now beginning to show.
5. In addition, the forecast need for substantial secondary recovery capacity has been largely secured, with commencement of the Lakeside energy from waste contract in June 2009 and the signing of a contract in April 2011 for a Mechanical Biological Treatment (MBT) plant at Westbury. The MBT plant is under construction and is expected to start treating waste during 2013.
6. These developments, plus the reduction in waste growth, have enabled the council to work well within its Landfill Allowances and Trading Scheme (LATS) targets and greatly reduce tonnage subject to Landfill Tax in recent years. The council now also expects to meet its Business Plan 2011-15 targets to increase recycling to 50% by 2014 and reduce landfilling to less than 25% by the same date. These targets are more demanding than those set by EU and government policy, and will therefore ensure that Wiltshire meets the underlying Landfill Directive target to reduce biodegradable waste landfilling to 35% of the 1995 total by 2020.
7. The WMWMS 2012 continues to be based upon key principles, reflecting the Waste Hierarchy, which seeks to optimise the use of the most beneficial methods of landfill reduction. The Waste Hierarchy, as set out in the EU Revised Waste Framework Directive 2010, is
 - i. Prevention;
 - ii. Preparing for reuse;
 - iii. Recycling;
 - iv. Other recovery - including energy recovery;
 - v. Disposal.

¹ As currently set out in the Business Plan 2011-15

8. Due to the emphasis in the revised Waste Framework Directive upon waste prevention and re-use and the council's major service changes, including new contracts signed since 2006, there is a shift in emphasis in the updated strategy towards the upper levels of the Waste Hierarchy and working with Wiltshire residents to continue success to date in waste reduction, recycling and composting.
9. However, the need for further major waste treatment needs to be kept under review, given the uncertainties of any forecasts of waste growth, the possibility that further reductions in landfill may be required and opportunities to achieve broader benefits such as more local conversion of waste to resources.
10. The first three principles in the WMWMS 2012 are focused on the Waste Hierarchy. Principles 4 and 5 in the original strategy have been combined, to reflect the need for close integration of planning new capacity with the continuing aim of treating waste as close to source as is practicable.

Summary of Progress

11. Since preparation of the Wiltshire JMWMS during the period 2004 – 06, Wiltshire has achieved or experienced the following :
 - A significant slowing in the rate of growth of municipal solid waste (MSW), until 2011
 - Growing public support for waste minimisation, composting and recycling, supported by the efforts of the local authority and the Wiltshire Wildlife Trust, and the work of voluntary or local groups
 - Sale of over 5,000 council-subsidised food waste digesters to Wiltshire residents
 - Implementation of key changes in waste and recycling collections, to achieve harmonised services across the whole of Wiltshire, based on a fortnightly collection cycle and more kerbside recycling and garden waste collections
 - Significant increases in the proportion of household waste that is recycled or composted, from about 31.5% in 2005-06 to about 43% in 2011-12
 - Commencement of a contract to divert 50,000 tonnes a year of Wiltshire's non-recycled waste from landfill to energy from waste incineration (2009) and the signing of a further contract to treat up to 60,000 tonnes a year to produce refuse derived fuel (2011)
 - A reduction in the proportion of waste sent to landfill from 60.4% in 2006-07 (and over 80% in 2003-04) to 36.6% in 2011-12.

Wiltshire Council Waste Management Strategy (WMWMS 2012)

(updating the Joint Municipal Waste Management Strategy 2006)

Aim

The council will seek further improvement in waste management by pursuing the four principles in the updated WMWMS 2012 and the related policies and targets.

In the longer term, beyond 2020, the council will seek continuous improvement in services and performance, with an emphasis upon waste prevention, recycling and composting.

The council believes that waste management cannot be treated in isolation from other activities, and will promote improved links between waste management responsibilities and :

- Use of waste materials as resources
- Other council objectives, such as those set out in the Energy Change and Opportunity Strategy 2012 and strategies and policies to reduce Wiltshire's carbon footprint
- Working with the local economy to achieve more re-use and re-processing
- Development of resilient communities.

Principle 1 – waste prevention and re-use

The council will provide advice, education and where possible incentives to encourage waste prevention and re-use by Wiltshire's residents.

The council will pursue a target of reducing waste after recycling and composting from 606 kilos per household achieved in 2011-12 to 545 kilos per household ² by 2015-16.

In the longer term, including beyond 2020, the council will seek to achieve further reduction in waste per household after recycling and composting, by continuous improvement to services and co-operative work with residents and partners.

The council will seek to lead by example, extending waste prevention, re-use and recycling to all premises and procurement of supplies, and will provide information and encouragement to local business, to enable the commercial sector to meet its responsibilities for waste treatment.

² Performance will be measured using the established methodology for National Indicator (NI) 191, which is still widely used for performance assessment and comparison

12. Council forecasts indicate that the target reduction in waste per household can be achieved, provided that residents continue to support waste minimisation and make good use of kerbside recycling services, which were much improved during 2011-12.

Policies – Principle 1 – Waste Prevention

P1.1 The council will continue to work with the community and voluntary sector partners to encourage prevention, re-use and reduction of waste, with an emphasis upon:

- i. biodegradable materials such as garden and food waste
- ii. working with “hard to reach” sectors of the community
- iii. a combined approach to waste prevention, re-use, reduction and recycling issues (See also Principle 2)
- iv. working in areas where recycling rates appear to be low
- v. working with any community area boards that wish to prioritise waste prevention and re-use and / or recycling and composting, for example through neighbourhood and community plans.

These principles are set out in the current “Recycle for Wiltshire” Joint Venture Business Plan agreed between Wiltshire Council and the Wiltshire Wildlife Trust, and should be retained in any future arrangements to deliver waste prevention, re-use, reduction and recycling.

P1.2 The council will seek funding for schemes to incentivise waste re-use and reduction by residents, with a particular emphasis upon biodegradable waste.

P1.3 The council will continue to work with schools, to encourage education about waste re-use, reduction and recycling, and the prevention and recycling of schools waste.

P1.4 The council will continue to resist commercial use of household recycling centres (HRCs), which is illegal and increases the cost of waste management to the council tax payer, for example by the current system of trade waste disclaimer forms and follow up action.

P1.5 The council will support action by local business to re-use and reduce commercial waste, principally by providing information.

P1.6 The council will provide leadership by example to local residents and the private sector by extending waste prevention, re-use, reduction and recycling facilities throughout its own premises.

P1.7 The council will work with government to produce a Waste Prevention Plan by December 2013, as required by government to meet the requirements of the EU Revised Waste Framework Directive.

P1.8 The council will continue to ask the Department for Environment, Food and Rural Affairs (DEFRA) to recognise the effects of local action to

reduce the biodegradability of household waste, by encouraging residents to minimise their food and garden waste.

Revised Forecasts of Waste Growth

13. The council's current forecast of local authority collected waste tonnages is set out in Table 1. The council will use this forecast as guidance but will not hesitate to revise forecasts as new information becomes available. For example the recent introduction of a new definition of municipal waste and "local authority collected municipal waste (LACMW)" will require adjustment to tonnage figures. Updates to forecasts are not expected to normally require review of the Strategy.

Table 1: Revised Forecasts of Local Authority Collected Waste, December 2011

	LACW tonnage	
2001/02	233,900	
2005/06	259,700	
2011/12	245,200	
	Forecast at 1% per annum (HIGH)	Forecast effects of AWC (LOW)
2012/13	247,600	244,600
2013/14	250,100	246,100
2014/15	252,600	248,600
2015/16	255,100	251,100
2019/20	265,500	261,200

Source: Waste Service for 2013-14

Notes :Values are rounded.

Budget forecasts are likely to require some amendment, due to the change in definitions made in 2011 and introduction of the term "local authority collected municipal waste" (LACMW) to differentiate this from municipal waste collected by the private sector. In future separately collected construction and demolition waste (as collected at household recycling centres) will be excluded from the definition.

AWC = alternate weekly collection.

Principle 2 – Recycling and Composting

The council will carry out the separate collection of recyclable and compostable waste materials from all accessible households, supported by publicity campaigns to encourage the use of these services by householders, to achieve a recycling rate of 50% of household waste by 2014.

The council will carry out recycling and residual waste collections on a fortnightly cycle, to encourage residents to make best use of recycling services.

In the longer term, including beyond 2020, the council will seek to achieve further increases in recycling and composting of household waste, by continuous improvement and adoption of viable step-changes to services.

14. The target to achieve 50% recycling by 2014 reflects the commitment in the council business plan 2011-2015. Maintenance of this performance will be required, to ensure compliance with the EU revised Waste Framework Directive target of 50% recycling by 2020.
15. Improvements to waste and recycling collections completed by April 2012 are forecast to lead to an increase in recycling rate to about 50% by 2013-14.
16. Provision of kerbside recycling collection services to flats is programmed for summer 2012. At this point the Council will be likely to have met the commitment to provide collections to all accessible households and will have exceeded the original JMWMS target of 95%. Further development will be needed to serve areas of new housing.
17. The council collects the following materials at kerbside :
 - a. Glass (colour separated)
 - b. Metal cans
 - c. Paper
 - d. Aluminium foil
 - e. Textiles and shoes
 - f. Plastic bottles
 - g. Cardboard.
18. The EU revised Waste Framework Directive requires separate collection of at least paper, metal, plastic and glass by 2015. The council is now compliant with this requirement, subject to acceptance that the plastic bottle and cardboard collection can be effectively separated for recycling, and that other plastics cannot be collected economically at kerbside. To date, separation of these materials at the materials recovery facility (MRF) has been effective. Recent guidance issued by WRAP provides strong support for confining kerbside collection of plastics to plastic bottles only. The government is currently finalising guidance based on the EU revised Waste Framework Directive, to clarify conditions in which collection of comingled recyclates may be appropriate.

Policies – Principle 2 – Recycling and Composting

P2.1 The council will continue to use guidelines for National Indicator (NI) 192 to assess recycling performance, to enable this to be compared with previous levels and with performance achieved by other local authorities. This is a measure of recycling and composting performance combined.

P2.2 The council will also continue to monitor recycling (of dry materials) and composting (of garden waste) separately.

P2.3 The council will seek efficiencies in the kerbside collection of dry recyclates, subject to final government guidance on conditions in which comingling will be acceptable and standards to be met in sorting comingled materials, and subject to cost and quality assessments of alternative services.

P2.4 The council will continue to promote collection of garden waste to achieve diversion of biodegradable tonnage from landfill. This is well established in Wiltshire and is the most cost effective way of diverting biodegradable waste from landfill.

P2.5 The council will not seek to establish separate collections of food waste, but will pursue established measures – waste prevention and energy from waste - to divert more of this material from landfill.

This policy will be reviewed if required by changes to government legislation or financial factors.

P2.6 To ensure that best use is made of recycling opportunities by residents, the council will continue to promote local services, in conjunction with work on waste reduction. (See also Principle 1). The council will also promote provision for collections to take place safely and efficiently in the design of areas of new development.

P2.7 The council will maintain and seek to expand the network of household recycling centres (HRCs). There are currently 11 HRCs, located at :

Amesbury, Devizes, Everleigh (near Pewsey), Lower Compton (near Calne), Marlborough, Melksham, Purton, Salisbury, Stanton St Quintin (near Chippenham), Trowbridge and Warminster.

P2.8 The council has identified the following settlements as priority locations for additional HRCs, subject to sites and funding being made available:

Lyneham, Ludgershall / Tidworth, Mere / Tisbury and Westbury.

In the case of Lyneham, the council will take into account the effects on local demand of the proposed changes to use of the airbase.

P2.9 The council will seek to increase the range of recyclates collected at HRCs, where it is feasible and economic to do so, with a focus upon biodegradable and hazardous wastes and service to residents.

P2.10 The council will seek to extend the scope of community re-use activities based at HRCs, provided these can be achieved safely and legally.

P2.11 The council will seek to promote the development of licensed and permitted recycling centres for business waste, and to prevent illegal use of household recycling centres (see also P1.4).

P2.12 The council will monitor the performance of mini recycling (local bring) sites, following a major review of the network during 2012, to respond to reduced use by residents and the major development of kerbside recycling collections. The intention will be to maintain a consistent local service backing up the expanded kerbside collections.

P2.13 The council will review its trade waste collection, to ensure that this :

- a) Is based on an approved business case, which takes account of identified demand and all identifiable revenue and capital costs, including those arising from waste disposal
- b) provides accurate tonnage figures, preferably by separate collection, or alternatively by updated and regular test-weighing of bins
- c) if feasible, includes a significant recycling element, that prioritises biodegradable materials such as paper, card, green waste or food waste, subject to the availability of treatment facilities, and the need to give

- priority to treatment of household waste tonnage
- d) Makes a sufficient financial contribution to the Council's disposal, treatment and Landfill Tax costs, to avoid being cross-subsidised by council tax payers.

P2.14 The council will apply a similar approach to provision of services to other paying customers (formerly identified as "Schedule 2" customers under the now-updated Controlled Waste Regulations), recognising that these customers should have access to a multi-material recycling collection.

Principle 3 – Further Diversion from Landfill

The council will recover energy or otherwise divert from landfill sufficient tonnage of Local Authority Collected Municipal Waste (LACMW), in addition to that diverted by recycling and composting, to achieve

- a landfill rate of 25% or less of total LACMW by 2014
- a landfill rate equivalent to less than 35% of the biodegradable municipal waste tonnage landfilled at 1995 by 2019-20.

In the longer term, beyond 2020, the council will seek further measures to reduce landfill, as set out in principle 4.

Notes

19. To meet its share of the EU Landfill Directive target for 2020, Wiltshire must reduce landfilling of biodegradable MSW to 35% of the tonnage landfilled in 1995. Although LATS allowances are to be abandoned by the government after 2012-13, these are based on the Landfill directive targets and are therefore a useful guide to necessary performance. The allowance for Wiltshire in 2019-20 is equivalent to a total landfill tonnage (including non biodegradable waste)³ of about 64,000 tonnes.
20. The landfill target of 25% or less by 2014 is in the council's business plan 2011-15. On current forecasts of MSW tonnage, a continued achievement of this target will be equivalent to landfilling no more than 65,000 to 66,000 tonnes of MSW at 2019-20 (See Table 2).
21. The council's target and that implied by the landfill directive are therefore forecast to exert very similar requirements at 2019-20, namely a landfill total of less than about 65,000 tonnes. However this will be dependent upon actual MSW tonnages and will need to be monitored. The local target requires action by 2014, but provision has been made to achieve this.

³ UK LATS allowances were based on an assumption that MSW is about 68% biodegradable. Composition surveys have indicated that Wiltshire's waste composition is similar to this average.

Table 2: Wiltshire’s Landfill and Reduction Targets

	MSW Landfill %	Council Target %	MSW Landfill Tonnage	Forecast of Council Target as Tonnage
2006/07	60.4%		158,600	
2007/08	61.5%		158,700	
2008/09	56.4%		141,600	
2009/10	47.21%		115,600	
2010/11	37.47%		91,000	
2011/12	36.6%		89,900	
2012/13				
2013/14		<25%		61,500 to 65,500
2015/16		<25%		62,800 to 63,800
2019/20		<25%		65,300 to 66,400

Notes: The council target % is as set out in the Business Plan 2011-2015 (page 58). The forecast tonnage compliant with this target is based on the forecasts of MSW in Table 1

22. Currently about 37% of MSW is landfilled (2011-12). The council anticipates that increased diversion of waste to recycling and composting, following kerbside collection service improvements during 2011-12 and operation of the Westbury Mechanical Biological Treatment (MBT) plant from 2013 is likely to achieve these targets, as follows:

Need:

Additional landfill tonnage diversion required to achieve and maintain less than 25% MSW to landfill (from Table 2) 24,000 to 28,000 tonnes approx.

Provision:

Forecast MSW reduction and additional recycling and composting tonnage following kerbside collection improvements and 21,000 tonnes
 and
 Forecast tonnage diversion from landfill from MBT project 37,800 tonnes

However, these changes have not yet been achieved and their progress must be monitored.

Policies – Principle 3 – Further Diversion from Landfill

P3.1 The council will continue to monitor performance in landfill diversion and update forecasts of MSW and diversion tonnages regularly, to ensure that the targets set out in Principle 3 are met.

P3.2 The council will support further measures to reduce local authority collected municipal waste sent to landfill, where the proposals comply with the Waste Hierarchy and achieve the Aims of the WCWMS 2012.

P3.3 The council will consider the scope for partnership with local business to achieve landfill reductions for commercial and household waste.

P3.4 The council will promote local use of the solid recovered fuel to be manufactured at the Westbury MBT plant.

Principle 4 – Waste Treatment Capacity

The Council will monitor available capacity for diversion of Local Authority Collected Municipal Waste from landfill and, subject to the requirements of planning policies and procedures, will support any additional proposals required to meet targets and policies for landfill reduction (as set out in Principle 3), and to address the following:

- i. The scope for developing re-use, recycling, composting and other treatment industries in Wiltshire, to avoid creating waste or convert it to resources, and to encourage treatment of waste at higher levels in the waste hierarchy
- ii. The scope for community-based action and/or public and private sector partnership action to convert waste to resources
- iii. The scope for local use of resources produced by local waste treatment, such as refuse derived fuel
- iv. Opportunities to develop additional landfill diversion capacity in the south and west of Wiltshire
- v. identified gaps in the household recycling centre network
- vi. the scope to improve the carbon efficiency of waste collection, handling and treatment facilities.

In the longer term, the council will pursue the goal of zero waste to landfill and reduction of the environmental impact of waste treatment, by continuous improvement to waste collection and treatment services.

23. The concentration of landfill, MRF and composting capacity in the north of the county is being reduced under current contracts by developments at Amesbury (WTS) and Westbury (MBT plant), plus the use of the on-farm composting site at Newbourne Farm, Fordingbridge. However, decisions about provision from 2016 onwards may require new facilities. Also, there is growing interest in reducing the climate change impact of Council services. The development of additional landfill diversion capacity in the south and west of Wiltshire is likely to assist in reduction of waste miles.

Policies

P4.1 The council will ensure that waste management, economic development and land use planning policies are coordinated, to encourage local action to increase resource efficiency and treatment of waste to produce new “raw materials” or energy.

End of Strategy Document

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Wiltshire Council

Cabinet

6 November 2012

Subject: Public Health Transition Update

Cabinet member: Councillor Keith Humphries - Public Health and Public Protection

Key Decision: No

Executive Summary

This report provides an update on the Public Health transition project for the Wiltshire Public Health team. It covers an update from the work-streams including HR, finance, communications and IT.

The transfer is part of wider NHS reforms and timescales are subject to national milestones. A range of factsheets have been published by the Department of Health

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_131897.pdf

Decisions are being taken in line with national guidance on the Public Health transfer and by using the Public Health Transition Project Board chaired by Councillor Keith Humphries, Cabinet Member for Public Health and Public Protection. The PCT and Council are represented on this project board and this feeds into the joint PCT cluster programme board. This report provides an update on the progress of the Public Health Transition, the content of which Cabinet members are asked to note.

Proposal(s)

The Cabinet is requested to note and approve this progress report

Reason for Proposal

Department of Health National Guidance.

Maggie Rae

**Corporate Director of Public Health and Public Protection
NHS Wiltshire and Wiltshire Council**

Subject: Public Health Transition Update

Cabinet member: Councillor Keith Humphries - Public Health and Public Protection

Key Decision: No

1. Purpose of Report

This report provides an update on the Public Health transition project for the Wiltshire Public Health team. It covers an update from relevant project work-stream, including HR, finance, communications and IT.

2. Background

2.1 This transition is part of the Health and Social Care Act , given Royal Assent on 27 March 2012, which provides the statutory basis for the transfer of a number of Public Health functions currently carried out by the NHS to local government on 1 April 2013. This builds on the 'One Council', 'One Wiltshire' approach to public health across the public, voluntary and business sectors, with health as part of a county-wide Joint Strategic Assessment which ranges over numerous quality-of-life issues. People and communities, rather than structures or individual services will be at the heart of the model for public health. The new model will draw on what local government is good at, i.e. engaging with communities. It will try to capture people's imagination about the life they want to lead and will provide not just health services, but healthy lifestyles.

2.2 The new role for Public Health and Wiltshire Council means that public health and protection services will be joined up for the residents of Wiltshire and enabling the delivery of these services more efficiently and effectively. This integrated model will bring together existing plans to improve the health of the local population.

2.3 The transition aims to avoid interruption to the provision of robust public health services which will continue to operate 24 hours a day, seven days a week. The public health team is dedicated to serving the local population and is prepared and available to deal with public health emergencies and incidents.

2.4 The Corporate Director of Public Health and Public Protection provides strategic leadership (together with the support of the senior staff) to deliver additional Council responsibilities in addition to the traditional Director of Public Health duties. These include community safety, environmental health, knowledge management, emergency planning and resilience, licensing, trading standards – over 150 frontline services. These services are all focused on improving the

quality of life and effective delivery systems that can improve and protect population health, particularly for the most vulnerable.

3. Main Considerations for the Council

3.1 Transition Plan

The Wiltshire Public Health transition plan was developed jointly between the PCT and the Council and submitted to the South of England SHA cluster in March 2012. As part of the SHA assurance process, the leader of the Council, along with the Cabinet Member for Public Health and Public Protection and the Corporate Director for Public Health and Public Protection, met with representatives from NHS South of England on 19th April 2012 and in the written feedback, the plan was commended for its comprehensiveness and has been held up as an example of good practice within the region.

Wiltshire's model of integrated Public Health and Public Protection, led by the Corporate Director of Public Health and Public Protection has been published as a case study on the Local Government Association resource "From transition to transformation in public health" http://www.local.gov.uk/web/guest/media-centre/-/journal_content/56/10171/3374673/NEWS-TEMPLATE

Following on from the positive feedback around the Wiltshire model for Emergency Planning, Response and Recovery, the leader of the council wrote to the Department of Health to invite a representative to come and see the arrangements in the county. As a result of this invitation, the Public Health Minister, Anna Soubry is due to visit Wiltshire to observe the model in operation. In addition, Duncan Selbie, Chief Executive Public Health England is scheduled to visit Wiltshire on the 1st February 2013.

The plan builds on the development and implementation of a joint working arrangement (JWA) setting out key elements of the locally agreed joint working initiatives which was approved by the Public Health Transition Project Board on 19 January 2012.

3.2 Project Structure

The project board continues to meet on a monthly basis and leadership of the sub-groups has now been passed from the PCT to the Council to reflect the changing dynamic and the desire for the Council to drive more of the activity as the receiving organisation. The structure of the project board is shown in Appendix A.

There are Public Health senior management team and specialist representatives for all of the sub-groups of the Project Board (see Appendix B). The risk register is reviewed prior to each project board, but any relevant risks are added as they are identified.

3.3 HR

It has recently been agreed by the PCT and Council that the Transfer of Undertakings (Protection of Employment) Regulations 2006 ('TUPE') will apply to the transfer of all staff fully assigned to the public health functions transferring to Wiltshire Council on 1 April 2013 under the Health and Social Care Act 2012.

A letter from the Department of Health and Local Government Association dated 17 May 2012 confirms the Local Government Association's view that staff who have access to the NHS Pension Scheme on 31 March 2013 should retain access to the NHS Pension Scheme on transfer.

There was a formal consultation for Public Health staff on both the transfer of employment to the Council and the physical relocation to County Hall in Trowbridge, this commenced on 1 August 2012. Consultation regarding the TUPE transfer will commence in November 2012.

3.4 Physical Relocation

The Transition Project Board has agreed that the Public Health team will relocate to County Hall in advance of the formal transfer in April 2013. The planned date for relocation is the first week of December 2012 and work is underway to prepare for the move. This early relocation of the Public Health team, complements the best practice guidance, Gateway reference 17711, Transitional Working Arrangements (12 June 2012).

Public Health will be incorporated into the Workplace transformation programme that is underway at the Council, preparing staff for the new ways of working in the flexible office environment.

Public Health staff will be located on the first floor of County Hall. Staff members from Public Health have been to view recently refurbished office space at County Hall and fed back to the broader team.

Care must be taken to ensure that any transitional arrangements made by the Council before that date are within the statutory powers of the Council. The current proposal to co-locate Public Health staff within the Council offices prior to statutory transfer is within the Council's general power of competence under the Localism Act 2011.

3.5 Finance

See financial implications section below.

3.6 Core Offer to CCGs

From April 2013 Clinical Commissioning Groups (CCGs) will have a duty to seek public health advice, and local authorities will have a duty to provide this advice to CCGs. This will be in the form of a "core offer" of specialist public health advice.

Although the provision of public health advice will be mandatory, the detail of the arrangement needs to be planned locally. The Department of Health (DH) published guidance encouraging CCGs and public health teams to explore and develop plans for how the CCG will make best use of public health expertise from local authorities in the new system. CCGs also need to demonstrate the ability to obtain advice from a broad range of professionals, including public health expertise, in order to become authorised.

The Department of Health has set out the following 3 key areas of specialist public health advice that should be provided to CCGs:

1. Strategic planning:
 - a. Assessing needs
 - b. Reviewing service provision
 - c. Deciding priorities
2. Procuring services
 - a. Designing shape and structure of supply
 - b. Planning capacity and managing demand
3. Monitoring and evaluation
 - a. Supporting patient choice, managing performance and seeking public and patient views

A memorandum of understanding covering these issues has been developed in conjunction with the Wiltshire CCG, Council and Public Health.

3.7 Assurance testing

As part of the assurance process for Transition, there is a requirement to demonstrate that continuity of service and resilient arrangements are in place for the following areas during transition:

- Emergency preparedness
- Information management

Wiltshire has a strong track record in all of these areas and is confident that the transition process will not affect the delivery of these services.

In addition, as part of the assurance process, it has recently been agreed that in the coming months, South West Audit Partnership will be completing an internal audit of the Public Health transition programme.

3.8 Communications and Engagement

The communications and engagement activity has been reviewed. Two Councillor seminars on Public Health were held in September and an Extended Leadership Team (ELT) session is planned for November. These sessions are being designed to help Councillors and Officers understand the Public Health function and statutory responsibilities and will include a presentation and question and answer session.

There will be broader engagement activities with articles in the Residents' magazine (October 2012 and January 2013) and a short film for area boards. Before the official 1st April transition date, there will be a Wiltshire-wide transition launch event across various channels.

All public health staff moving across to Wiltshire Council will receive a tailored induction later this year.

The existing Wiltshire Council induction for all new staff has been updated to include a section on Public Health and its integration within the Council. Briefing sessions for staff and managers will include information on the transition and role and functions of Public Health.

3.9 Information Technology

The IT component is crucial to the business continuity of the Public Health transition. The arrangements are complex, in part due to the patient level information used by Public Health but also with the need for continued interfaces with the wider health economy (acute hospitals and GP practices).

A mapping exercise has been completed to identify systems used by Public Health staff and this has been shared with the Council.

IT related risks are noted on the Public Health transition risk register and are reviewed on a monthly basis. The IT project plan is currently being updated to reflect the relocation of Public Health staff to Council offices in December 2012.

4. Environmental and climate change considerations

There are no known environmental and climate change considerations.

5. Equalities Impact of the Proposal

In August 2012, a second Equalities Impact Assessment (EIA) was completed to cover Phase 2 of the transfer - the physical relocation of the Public Health team (in December 2012) and transfer of employment (in April 2013).

6. Risk Assessment

The Public Health transition risk register is reviewed on a monthly basis by the project board and submitted to the PCT cluster transition programme.

The Public Health transition was included in the Council's Annual Governance Statement for 2011-12

The Public Health transition project board meets on a monthly basis to review progress. There is input to the PCT cluster reform tracker against Public Health milestones.

7. Financial Implications

7.1 For the financial year 2013/14, a direct ring fenced budget will be allocated to the Council to correspond with the statutory transfer of Public Health functions. For the current financial year 2012/13, expenditure and budgets remain within the NHS. A number of financial returns are being completed to help inform future budgets.

7.2 Current estimates for national Public Health spend in 2012-13 total £5.2bn, including £2.2bn on services that will be the responsibility of local authorities. The grant will be made under Section 31 of the Local Government Act 2003 and will carry conditions about how it may be used. The intention is for the grant to be spent on activities whose main or primary purpose is to impact positively on the health and wellbeing of local populations, with the aim of reducing health inequalities in local communities.

7.3 The grant conditions will set out the reporting requirements that local authorities will need to adhere to, over and above the standard reporting requirements. The public health grant will be subject to the standard local authority reporting arrangements, meaning Revenue Account Budget Estimates (RA return) will be completed for the forthcoming financial year and data on year

end outturn will be included in the Revenue Outturn return (RO return). In-year spend on public health will be included in the Quarterly Revenue Outturn (QRO) form from 2013/14. The public health annual spend will be broken down into approximately fifteen to twenty areas.

7.4 The amount allocated to local authorities for 2013-14 will not fall below the estimates published in February 2012 (other than in exceptional circumstances); for Wiltshire this is £11.868m. The intention is to publish actual Public Health ring fenced allocations for LAs in December 2012.

7.5 Health premiums are a proposed incentive scheme to improve population health outcomes and reduce health inequalities. Responses to the first consultation raised concerns there could be perverse incentives. This feedback, with the significant data lag for many outcomes means the first payments of health premiums will be delayed until 2015-16, the third year of LA responsibility for public health.

8. Legal Implications

The statutory framework and basis for the transfer of public health functions and public health staff to the Council are covered above.

A representative from the Council's Legal team attends the Public Health transition project board and has been involved in advising on all relevant aspects of the project, including staff transfer decisions.

9. Options Considered

Decisions are being taken in line with national guidance on the Public Health transfer and by using the Public Health Transition Project Board chaired by Councillor Keith Humphries, Cabinet Member for Public Health and Public Protection. The PCT and Council are represented on this project board and this feeds into the joint PCT cluster transition programme board.

10. Conclusions

The Public Health transition project is well advanced in Wiltshire and considered on track.

Maggie Rae

Corporate Director of Public Health and Public Protection

Report Author:

Aimee Stimpson

Associate Director of Public Health – Evidence and Intelligence

September 2012

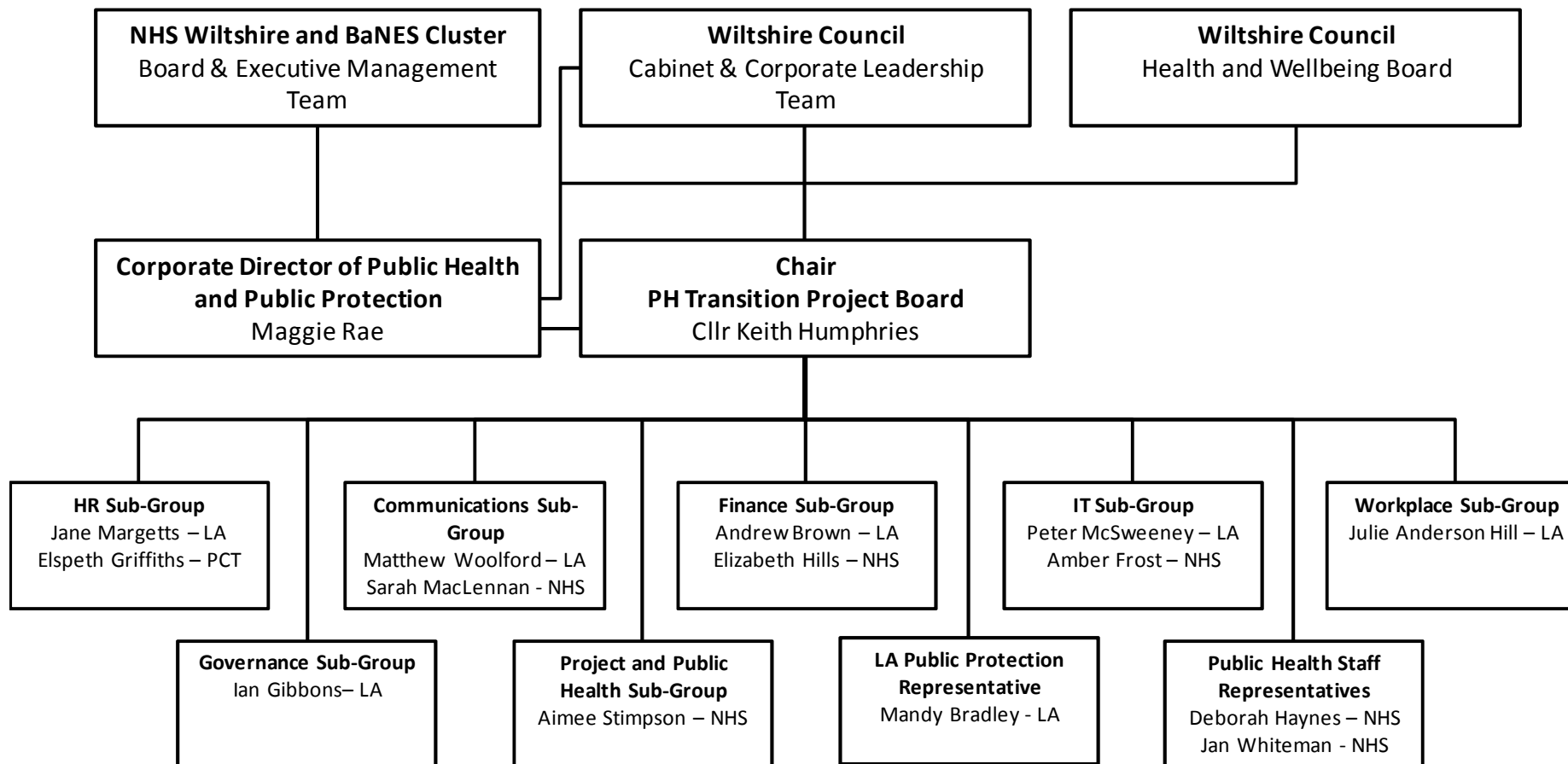
Appendices

Appendix A – Transition Project Board Structure and Responsibilities

Appendix B – Transition sub-group responsibilities

Appendix A – Transition Project Board Structure and Responsibilities

Wiltshire Public Health Transition Project Board

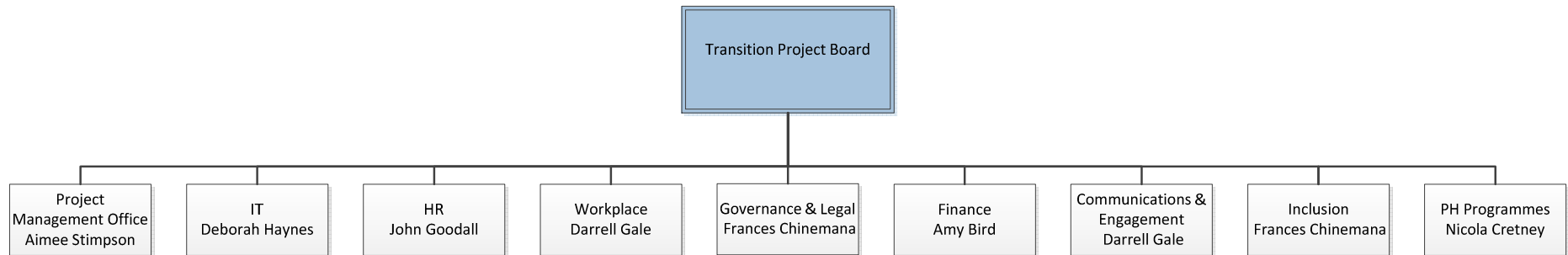


Appendix B – Transition sub-group responsibilities

Public Health - Transition Project Leads

Project Sub-Group	SMT Lead	Specialist Representative	Sub-Group Lead	PCT Lead
Project Management Office	Aimee Stimpson	n/a	n/a	n/a
IT	Deborah Haynes	Tom Frost (Vicky Storey)	Peter McSweeney	Amber Frost
HR	John Goodall	Issie Tucker	Jane Margetts	Elspeth Griffiths
Workplace	Darrell Gale	Margaret Winskill	Julie-Anderson-Hill	n/a
Governance and Legal	Frances Chinemana	Tbc	Ian Gibbons	Tbc
Finance	Amy Bird	Sally Johnson	Andrew Brown	Tbc
Communications & Engagement	Darrell Gale	Giles de Burgh/Mike Jones	Matthew Woolford	Sarah MacLennan
Inclusion	Frances Chinemana	Katie Currie	Dot Kronda/Sue Geary	n/a
PH Programmes	Nicola Cretney	Tracy Daszkiewicz/Kay Selman	n/a	n/a

Page 67



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Wiltshire Council

Cabinet

6 November 2012

Subject: Controlled Waste Regulations 2012 and Proposed Changes to the Council's Charging Policies

Cabinet Member: Councillor Toby Sturgis – Waste, Property, Environment and Development Control Services

Key Decision: No

Executive Summary

The report sets out the changes to the powers that local authorities have in respect of making charges for waste collection and disposal as defined in the Controlled Waste Regulations 2012, which have replaced the Controlled Waste Regulations 1992.

The changes in the legislation do not affect the waste collection service provided to domestic households. Instead, they concern private businesses and voluntary and community sector organisations such as residential homes, nursing homes, hospitals and charities.

The previous regulations were reviewed by the government to clarify how local authorities should classify the waste from various non-domestic premises and to ensure that council tax payers are no longer required to subsidise the waste collection and disposal of non-domestic organisations.

The result of the review, which included a consultation with stakeholders, is that further powers to charge for waste collection and disposal from these non-domestic premises are introduced in the new regulations.

The proposal reflects the government's stance on introducing further powers to charge non-domestic organisations. It ensures that council tax payers do not fund the operating costs of non-domestic properties. Where the new regulations have given the Council the power to introduce charges, the proposal seeks to implement these charges in the 2013/14 financial year.

A further component of the proposal is to address anomalies in current practice across the county to ensure that customers receive a consistent service, regardless of their location.

Proposals

Cabinet is asked to:

- (i) Approve the provision to charge non-domestic organisations for waste collection and disposal in accordance with paragraphs 16 to 32 below and any associated actions required to introduce these charges.
- (ii) Approve the harmonisation actions identified in paragraphs 35 to 65, including the provisions to apply charges where indicated.

Reason for Proposals

To ensure that:

- (i) The Council's waste policies are updated to take account of the new regulations, including harmonisation of anomalies in current practice.
- (ii) The changes to policy prevent council tax payers from funding the costs of waste management for organisations which are responsible for the waste that they produce.

Tracy Carter

**Service Director
Waste Management Services**

Wiltshire Council

Cabinet

6 November 2012

Subject: Controlled Waste Regulations 2012 and Proposed Changes to the Council's Charging Policies

Cabinet Member: Councillor Toby Sturgis – Waste, Property, Environment and Development Control Services

Key Decision: No

Purpose of Report

1. To:
 - (i) Update Cabinet on how the Controlled Waste (England and Wales) Regulations 2012 (CWR 12) have changed some of the powers and duties available to local authorities in respect of managing waste collection and disposal from the previous regulations, The Controlled Waste Regulations 1992 (CWR 92).
 - (ii) Seek agreement to implementation of the proposals set out in this report.

Background

2. The term “household waste” means something different in legislation to its general meaning to the public and when referred to informally by officers. In legislation the term “household waste” includes waste from domestic residences but also waste from a range of non-domestic premises, such as schools, nursing homes and hospitals. Where the term “household waste” is used in this report, it is referring to the legal definition. In cases where a distinction is being made between different types of household waste (e.g. from non-domestic premises), the report makes that distinction. Please note that the new regulations do not affect our duties or powers in relation to domestic households.
3. The interpretation of CWR 92 by local authorities has been problematic, with many identifying the terminology as unclear and that charging mechanisms were difficult to introduce. Schedule 2 of CWR 92 defined the types of premises which were classified as household waste producers whom local authorities could charge for waste collection but not waste disposal. Department for Environment, Food and Rural Affairs (DEFRA) attempted to resolve this confusion by issuing an explanatory letter in October 2007 but admits that this did not succeed in achieving the clarity desired.

4. The government undertook a review of CWR 92, including a consultation of stakeholders, such as local authorities, in winter 2010. DEFRA carried out the review because “large numbers of the non-domestic ‘Schedule 2’ premises sought waste services from local authorities in order to take advantage of taxpayer-funded waste disposal.” Disposal costs have increased substantially since 1992, so the impact of this on waste disposal authorities has been greater each year.
5. The government’s review makes clear that tax payers should not be expected to continue funding the waste collection and disposal of the organisations referenced in the legislation. The proposals intend to ensure that Wiltshire’s tax payers are not funding such organisations’ waste management. These organisations have a direct responsibility to manage the waste they generate and the government has applied the ‘polluter pays’ principle accordingly.
6. In Wiltshire, the services delivered to ‘Schedule 2’ properties have been managed differently by the former district councils. While there have been attempts to harmonise the approach since Wiltshire Council was formed, there are still some anomalies in how services are delivered to these properties.
7. The new regulations give the Council the opportunity to review its approach to the collection and disposal of waste from these producers to ensure that it recovers costs where applicable to avoid tax payers subsidising such collections.
8. The new legislation includes changes to:
 - the definitions of types of waste
 - whether waste producers are categorised as household waste, commercial waste or industrial waste producers,
 - the charges that local authorities can apply to specified producers of household waste.

Main Considerations for the Council

Summary of changes brought into effect by CWR 12

9. CWR 12 continues to define waste using the categories household waste, commercial waste and industrial waste but has separate means of classification:
 - by the place of production
 - by the nature of the waste or the activity producing the waste
10. Where there is a conflict between how waste is classified by its place of production and the nature of the waste or the activity producing the waste, the regulations prescribe that the latter will take precedence. The information in the sections below takes account of this hierarchy.

11. The legislation sets out types of household waste and whether charges for collection and disposal may be made. If there are exceptions which differ from the classification of the waste by either place of production or the nature of the waste or the activity producing the waste, the exceptions stated in the section of the legislation which defines charges for household waste will take precedence. Again, the information in the sections below takes account of this hierarchy.
12. CWR 12 introduces disposal charges to some non-domestic household waste producers. Also, some non-domestic premises formerly classified as producers of household waste are now identified as producers of commercial waste.
13. Where household waste producers can be charged for waste disposal they are to be treated as commercial waste producers for the purpose of Section 45(4) of The Environmental Protection Act 1990 (EPA) (concerning a person's liability to pay a reasonable charge for disposal of commercial waste to the authority which arranged for its collection and the recovery of such a charge). The waste should be treated as household waste for all other purposes.¹

Key changes to local authorities' powers to charge for waste collection and/or disposal in the Controlled Waste Regulations 2012

14. The following sections summarise the changes brought about by the new regulations and explain the types of charges that will be introduced if Cabinet agrees to the proposal.
15. All changes brought about by the proposal would be introduced at the beginning of the 2013/14 financial year, unless otherwise stated below. Where changes affect the voluntary and community sector, the Wiltshire Compact states that we must give at least three months' notice of any increase in charges, so the proposal would allow us to comply with this requirement.

Charities involved in re-use

16. Charities involved in re-use of waste (e.g. charity shops) can now be charged for waste disposal as well as collection. If the proposal is accepted by Cabinet, the Council would reserve the right to apply this disposal charge, subject to paragraphs 17 to 19 below. It currently provide services to 57 customers in this category.
17. The disposal charge can only be applied where the waste has come from non-domestic sources. The onus is on the Council to supply guidance to charities to help them to implement a system to demonstrate where the waste originates from, to allow the Council then to determine whether a charge for disposal should be made.

¹ With one further exception – Section 52(9) of EPA 1990 – which entitles a waste disposal authority to receive the reasonable cost for the disposal of commercial and industrial waste from a waste collection authority.

18. There is no data on how much of the material taken by re-use operations from charities comes from non-domestic sources (although one might expect it to be low), so it is difficult to estimate the cost of designing and implementing such a system and whether the cost would outweigh the income received through disposal charges.
19. For this reason, disposal charges should not be implemented until the waste management team has had the opportunity to investigate the feasibility and cost effectiveness of introducing them.

Other charities

20. All other charities not involved in re-use or selling goods donated from domestic properties are classed as producers of commercial waste in the new regulations.
21. Acceptance of the proposal would introduce commercial waste charges to these charities (i.e. the full collection and disposal charges). The Council currently provides services to 70 customers in this category. As a consequence, it would cease to offer discretionary Household Recycling Centre (HRC) passes because it does not accept commercial waste at HRCs.
22. Where charities have a mix of re-use (e.g. a shop selling donated goods) and non-re-use (e.g. an office/warehouse where the primary activity is not preparing goods for re-use), the proposal seeks to charge for each element accordingly. The re-use operation would only pay disposal charges subject to paragraphs 16 to 19 and the non-re-use element would be subject to disposal charges from the date changes are implemented.

Residential homes

23. CWR 12 introduces the power to charge residential homes for their waste disposal, including for any clinical and offensive waste that Wiltshire Council collects from these premises. The proposal, if accepted, would implement charges to these premises for waste disposal in addition to the collection charges currently applied. The service is used by 75 customers in this category currently.

Nursing homes and hospitals

24. As with residential homes, nursing homes and hospitals are subject to disposal charges under the new regulations in addition to the collection charges that already apply. If the proposal is accepted, these charges would be implemented to Wiltshire Council's 65 customers and any new customers who join the service.
25. Clinical waste and offensive waste from nursing homes fall under the default classification of industrial waste for these waste types. Wiltshire Council does not collect industrial waste, so we will continue to not collect clinical waste from these properties. The Council has a number of contracts with nursing homes for the collection of offensive waste. These contracts will continue under the proposal.

Domestic premises (including caravans) used for self-catering accommodation and commercial camp sites

26. These premises are now defined as producers of commercial waste, having formerly been classified as household waste producers who Wiltshire Council could charge for waste collection only. Disposal charges would be introduced to these premises if the proposal is agreed, except where paragraphs 31 and 32 apply. Three customers in this category currently receive services from the Council.

Waste from premises forming part of a university, school or other educational establishment

27. The power to charge for waste disposal from publicly funded schools has been introduced in the new regulations, although there is a significant exception to this power. Disposal charges can only be applied if the educational establishment paid disposal charges before the 2012 regulations came into effect (6 April 2012). Wiltshire Council's existing educational establishment customers did not pay disposal charges before (only collection charges applied), so it cannot introduce disposal charges to them. The government will review this position in the next spending review in 2015, so these customers will be exempt from disposal charges until that point at least.
28. Any new educational establishment customers can be charged for disposal, so agreement to the proposal would see these charges implemented.
29. The exception referred to in paragraph 27 only applies to publicly funded schools. Non-publicly funded schools would be subject to disposal charges on acceptance of the proposal. This charging would apply to both current and new customers, so Wiltshire Council may have to review its records to identify all such educational establishments.

Penal institutions

30. Penal institutions are subject to disposal charges under the new regulations, in addition to the collection charges already applicable under the previous regulations. The proposal seeks to introduce the disposal charge to the Council's existing two customers and any new customers.

Small and medium enterprises (SMEs)

31. Where CWR 12 give local authorities powers to charge for waste disposal from certain premises, any firms which employ up to 20 people will be exempted from those charges only where they:
- (a) are entitled to Small Business Rate Relief and
 - (b) were eligible for free waste disposal under CWR 92 (i.e. premises covered by Schedule 2, including those premises types which are classed as commercial waste producers under CWR 12²).

² DEFRA has recently amended the new legislation to clarify that these commercial waste producers are included in the scope of the SME exemption, which the instrument in its original did not allow, so that its principles in the consultation response are reflected in legislation.

32. Agreement to the proposal would exempt these businesses (most likely to be self-catering accommodation, camp sites and pre-school childcare organisations) from disposal charges. Further work by waste officers and colleagues in other departments will be required to develop a means of identifying these customers, although businesses which fall into this category are likely to volunteer the information to help us apply the right level of charges.

Harmonisation of approach to premises referenced in the Controlled Waste Regulations 2012

33. The district councils' approaches to interpreting CWR 92 varied and these variations have continued in relation to certain property types since Wiltshire Council was formed. The new regulations provide the opportunity to review existing practice and to harmonise our approach to collections from, and the charges we apply to, certain premises types.
34. All changes brought about by the proposal would be introduced at the beginning of the 2013/14 financial year, unless otherwise stated below.

Premises occupied by a club, society or any association of persons in which activities are conducted for the benefit of members

35. These premises were classed as producers of commercial waste under CWR 92 and this has not changed in the new regulations. However, the Council has 43 customers who have been exempted from disposal charges since they have been customers, many of whom will have taken up the service under the administration of the district councils. There is no documentation to prove that these customers were deliberately exempted from disposal charges, so the situation may have occurred due to a misinterpretation of the legislation or an administrative oversight when coding the charges applicable to the premises type.
36. There are 23 customers paying the correct rate currently (i.e. both collection and disposal costs) so it is not equitable that other similar clubs are paying lower rates for the same service level.
37. If the proposal is accepted, the customers who currently do not pay disposal charges, as referenced in paragraph 35, would be subject to disposal charges, so that the powers available to the Council are applied to all customers in that group.

Premises used wholly or mainly for public meetings

38. The new regulations continue to define these premises as producers of household waste for which a collection charge can be applied. Most of our customers who fall into this category – predominately village halls – are charged in this way.
39. There are known to be at least two customers who are charged incorrectly for disposal as well at present. The proposal would see us cease to apply disposal charges to these customers, subject to a review to ensure that the customers have been coded accurately in our systems, if accepted by Cabinet.

40. Further to this anomaly, a more detailed review of the Council's approach to waste collections from village halls is being conducted by the Head of Waste Collection which will attempt to clarify a method for providing a basic service offer to all village halls, but which will also seek to apply charges for the commercial element of waste generated by halls that are made available for private hire. This review will continue into 2013/14 to enable the Council to analyse the full impact of any changes to service delivery and the charges levied for service provision.
41. In seeking to apply commercial waste charges, as noted in paragraph 40, officers are aware that many village halls are made available for private hire or for gatherings that are not classed as public meetings. The powers in CWR 12 prevent us from applying disposal charges to premises used wholly or mainly for public meetings, but it is clear from the information on a number of village hall websites that facilities are used for purposes other than public meetings.
42. It would not be practical for officers to establish a detailed breakdown of the activities at each village hall, so the review will seek to apply a practical approach to determining the threshold at which waste is deemed to be commercial waste, based on bin size and collection frequency.
43. Initial research suggests that a 180 litre bin (the size used by a domestic household) collected weekly would offer enough capacity for a premises used wholly or mainly for public meetings to manage their waste. A collection charge only would be levied for this service. Any waste generated above this capacity and collection frequency would be treated as commercial waste, and both collection and disposal charges would apply unless the premises concerned can demonstrate that it is used mainly for public meetings and needs a larger capacity bin for this purpose only.
44. The proposal is based on the principles of applying commercial waste charges to village halls not used wholly or mainly for public meetings and of adopting a practical approach to determining whether waste from village halls is commercial waste. The detailed review referred to in paragraph 40 will inform a decision on whether the bin capacity stated in paragraph 43 is suitable for all of the household waste produced at the premises.

Bed and Breakfasts (B&Bs) and other composite hereditaments

45. These premises continue to be defined as commercial waste producers under the new regulations for waste that is generated from commercial operations at the premises. However, there has been inconsistency in how this was applied specifically to B&Bs across Wiltshire.
46. While the majority of customers have been treated as commercial waste producers and charged accordingly, there has been no policy to define this approach and there has been inconsistency in dealing with requests from these properties for larger or extra bins to be collected as part of the domestic residual waste collection service.

47. The Local Government Ombudsman advises that composite hereditaments (a property used for both domestic and non-domestic purposes) should be provided with free collections for the domestic element of the property but that charges can be applied for waste from the commercial part of the premises. It also recommends that councils have a specific policy on this issue, which has been lacking to date.
48. In practice it would be difficult for officers to determine precisely what is and is not commercial waste at the premises, so the issue is only likely to be raised when B&B owners, for example, contact the Council to request a larger bin for their domestic waste.
49. The proposal, if accepted, would set in policy that all composite hereditaments would receive a standard allocation of containers³ for waste collection from the domestic element of the property. However, requests for additional residual waste capacity would be refused unless the proprietor can prove that the waste has come from the domestic element of the property and that they meet the criteria for additional capacity in the Council's existing policy.
50. In most cases, the additional waste is likely to have come from the commercial element of the property. Under the proposal, if approved by Cabinet, the policy would require these requests to be passed to the commercial waste team in instances where the proprietor has been unable to provide the proof detailed in paragraph 49.

Residential hostels

51. Despite being classified as household waste producers whom the Council could charge for waste collection under CWR 92, two residential hostels have been charged full commercial waste rates for their collections to date. The proposal, if accepted, would authorise waste officers to write to the affected customers to advise them that we should have charged for collection only and a refund for disposal costs would be issued also as soon as is practicable, subject to a review to ensure that the premises types have been coded accurately in our systems.

Gypsy and traveller sites

52. Under the new regulations, these sites must be treated in the same way as any other domestic property, with free collections of household waste in the designated containers for residual waste and recycling.
53. Current records show that charges are made for waste collections from two such sites. The Council would cease to apply charges to these customers, subject to a review to ensure that the premises types have been coded accurately in the systems, should the proposal be accepted by Cabinet. A refund for incorrect charges would be issued as soon as practicable.

³ 1 x 180ltr bin for residual waste, 1x 240ltr bin for plastic bottles and cardboard, 2 x 55ltr black boxes for paper, glass, cans and textiles and the opportunity to opt in to receive a 180ltr bin for garden waste.

Places of worship and cemeteries

54. The approach to making collections from cemeteries is not consistent across Wiltshire. Waste legislation does not specifically classify waste from cemeteries and there has been some confusion about whether it is household waste, because the site is treated as a place of worship and therefore eligible for the same service as any domestic residence, or whether it is commercial waste. The Council now has the opportunity to clarify and harmonise its approach.
55. If Cabinet accepts the proposal, cemeteries would be offered the standard collection service of residual waste and recycling received by households only if a place of worship is included in the site boundary. Any cemeteries which do not include a place of worship would be treated as commercial waste producers and would have to pay for waste collection and disposal.

Recycling services for non-domestic producers of household waste

56. A Cabinet Member Decision (WPED-007-12) was approved in July 2012 to authorise the implementation of the charges set out in **Appendix 1** to customers who currently receive recycling services as part of commercial waste and non-domestic household waste recycling pilots in operation. The provision of recycling services has been inconsistent to date with our current, district council legacy policies.
57. Since that decision was made, a review of CWR 12 shows that local authorities have further powers to apply charges to some of these organisations, which are listed in paragraphs 16 to 19, 22 to 25 and 27 to 30 in this report.
58. The Household Waste Recycling Act 2003 imposes a duty on councils to collect at least two materials from household waste producers, albeit with the power to make a charge for collection and disposal for certain non-domestic premises. The current service does not offer a recycling option to all household waste producers, so a change of policy is required.
59. If the proposal in this report is approved by Cabinet, the Council will apply the commercial waste charges (which cover the cost of collection and disposal) set out in **Appendix 1** to non-domestic household waste recycling producers liable to pay disposal charges under the new regulations.
60. The precise details of the way the recycling service will operate are yet to be determined because there are anomalies in the container types and materials collected in the chargeable recycling pilots currently in place. The model of service delivery that appears most feasible from initial investigations is a fortnightly collection of plastic bottles and cardboard from a 240 litre bin as a standard recycling container. If there is a demand for recycling additional materials, there is the potential of extending the domestic black box service to these organisations. Should the proposal be approved, officers would continue to research the best means of delivering recycling services to these organisations.

Recycling services for commercial waste producers

61. The duty to collect recyclable material from household waste producers referenced in paragraph 58 does not apply to commercial waste. The whole commercial waste service is currently under review and the outcome of the review will determine whether a recycling service to commercial waste producers is feasible and, if so, how the service should be delivered. The research referred to in paragraph 60 may inform how a commercial waste recycling service would operate.

Bulky waste for non-domestic producers of household waste

62. The approach to collecting bulky waste from these premises is not harmonised currently. Ad-hoc arrangements are usually put in place where such organisations request a collection of bulky items. In some areas, the job will be charged at the same rate that domestic householders pay but in other areas a quotation for the exact cost of the job will be prepared.
63. The rates that householders pay for bulky waste collections are low and do not cover the cost of collection. This situation is a legacy of former district council charging structures, increased by inflation, with no review of the service having taken place. A separate review of this service to householders is required, but, in the context of the new regulations, a decision on whether non-domestic properties should be allowed to pay such a relatively small amount for this service is needed.
64. Any decision should be considered in the context that local authorities are not the only service providers. The voluntary and community sector provides free collections of items in many cases and the service operators generally look to reuse items, which is the most environmentally sustainable option in this situation.
65. Should Cabinet accept the proposal, the charges for non-domestic producers of bulky household waste would be increased to reflect the true cost of collection and, where the legislation allows, disposal so that the service is not subsidised by council tax payers.

Environmental and Climate Change Considerations

66. The facility to charge organisations in line with the proposal would require these organisations to be more careful about their waste arisings because if they continue to produce as much waste as they do in this financial year, it would cost more for them to have it collected and disposed of in the next financial year. The proposal has the potential to encourage waste minimisation, therefore, for a number of organisations.
67. The proposal seeks to make available recycling services to more customers across the county, which would reduce the amount of waste going to landfill. It is difficult to predict how customers might respond to the increased charges. The Council is still receiving customer contact in relation to the increased commercial waste charges that were introduced earlier this year, so it is not in a position to collate and analyse that data yet. If the Council retains non-domestic household waste customers, it may be able to encourage more of them to take up recycling services.

68. If customers take up the offer of recycling services, the Council may not have to put extra vehicles on the road. The relatively low number of customers affected by the proposal and their broadly even geographical spread across the county would enable the authority to absorb these collections into current recycling rounds. The Council would keep this situation under review to analyse the effect of new customers joining the service on the number of vehicles required to run the service.

Equalities Impact of the Proposal

69. The proposal ensures that council tax payers are not subsidising the waste collection and disposal of non-domestic organisations.
70. Organisations affected by the proposal will be treated in line with legislation. Our application of powers to make charges is consistent, so no particular organisation is being treated differently to others.
71. Equal recycling opportunities will be available to all non-domestic household waste producers referenced in this report should the proposal be accepted.
72. The proposal removes anomalies from current practice where some organisations which are grouped in legislation were subject to different charges, so it ensures that these organisations are treated fairly and consistently.

Risk Assessment

73. Failure to update Wiltshire Council's policies in light of the new regulations would leave the Council open to challenge from council tax payers, particularly in the current climate where there is media attention about public sector spending and the pressure on budgets. If the proposal is not implemented, the Council would have to continue to fund the waste collection and disposal for organisations where the law allows it to make charges.
74. It would also expose the Council to the risk of some businesses challenging it on why they have had to pay more than other similar businesses for the same service if the harmonisation actions are not adopted.
75. If the proposal is accepted, the Council may have to issue refunds to some customers who have been charged incorrectly to date. The amount of any refunds would be the subject of negotiation in each case, to seek to ensure that a fair settlement was achieved, and that the interests of the tax payers were protected.
76. Acceptance of the proposal may lead to the Council losing customers for its non-domestic household waste service, some of whom would become commercial waste customers under the new regulations. However, competitors in the private sector would charge these customers for the same elements of the service (i.e. collection and disposal as permitted in the regulations) as the Council would, so the issue becomes more about the Council's service's running costs in comparison to the private sector rather than about a policy based on the proposal.

77. Any charges to care homes for waste collection may affect the fees that the Council pays to care homes for adult social care service provision. It should be noted that care homes do not have to use the Council's waste collection service, so they could use an alternative provider who may offer more competitive prices.
78. If the proposal is not accepted, the Council would be open to challenge from private sector waste management companies who could argue that tax payers' money is being used to subsidise the Council's chargeable waste services and undercut their rates therefore.

Financial Implications

79. The proposal would allow the Council to recover the full costs, including central support services, of waste services provided to organisations affected by the new regulations – services which are currently subsidised by council tax payers. Accepting the proposal would ensure that the Council's policy applies the government's rationale for changing the legislation.
80. The charges that would apply to the organisations affected by new powers to charge for collection and disposal of waste are shown in **Appendix 1**. These prices would be subject to the relevant inflation applicable for the next financial year.
81. There are a number of variables which make it difficult to project the increased income that the Council might receive from the increased charges set out in the proposal. The service does not know how customers might respond to these increases, so it is difficult to establish whether its customer base will reduce. Officers are analysing the impact of increased charges on the commercial waste customer base currently but it is too early to draw any comparisons about the effect on the organisations affected by the new regulations at this stage.
82. The waste service is carrying out a programme of systems thinking reviews. One outcome will be an improved ability to extract data from its IT systems and to analyse the output. Currently, the service cannot extract data out of the systems to the level of detail required (without recourse to manually checking hundreds of records) to make accurate projections about the income we might receive from increased charges.
83. Noting the limitations referenced in paragraphs 81 and 82, **Appendix 2** projects that if each of the current customers received a weekly collection of a particular size of container most widely used by their organisation type, and if they decided to continue to use the Council's service, the Council could receive an extra £34,000 of income from the introduction of disposal charges in financial year 2013/14. This does not include any future inflationary increases.

Legal Implications

84. The Council has a duty to collect commercial waste and non-domestic household waste when requested to do so. It also has a duty to collect at least two types of recyclable material from producers of household waste. The proposal will allow the Council to comply with these duties.
85. CWR 12 sets out new definitions and categories of waste, which the Council is required to apply. Where there is a power to charge for the collection and disposal of waste, the Council has the discretion to apply such charges. The level of any charges applied must be reasonable and relate to the costs of providing the service concerned. Where the Council is proposing to implement new charges under CWR 12 to existing customers, there would need to be a reasonable period of notice before those charges were applied, in accordance with the existing contractual arrangements.

Options Considered

86. The option of not applying charges to organisations where permitted by the legislation was considered, but pursuing that option would have been counter to the government's reason for reviewing the legislation. Not applying charges would result in council tax payers funding the waste management costs of organisations who have a duty to manage their waste.

Conclusions

87. The proposal will require organisations to take full account of the costs of managing the waste that they generate. The introduction of disposal charges will bring waste management into sharper focus for these organisations, which may prompt them to consider waste minimisation. These organisations generate the waste and, therefore, it is reasonable for them to bear the costs incurred in managing it.
88. Council tax payers will no longer have to fund the disposal costs of these premises, a cost that continues to increase year on year. Given that Wiltshire's residents have no control over the amount of waste that these premises generate, it is reasonable that council tax payers are not required to help fund the waste management costs of these organisations.

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Waste Management Services

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The following unpublished documents have been relied on in the preparation of this report:

Summary of changes in the Controlled Waste Regulations 2012 and the impact in Wiltshire (briefing note for the waste management services strategic management team)

Appendices:

Appendix 1 – Schedule of charges for commercial waste and non-domestic household waste producers

Appendix 2 – Projection of income that may be generated by the proposal

Waste Collection Service - Schedule of charges 2012/13Commercial and Schedule 2 Waste

Size of Bin (litres)	2012/13 Commercial waste (collection, disposal and landfill tax) charge PER LIFT	2012/13 Schedule 2 waste (collection only) charge PER LIFT
1100	£14.62	£8.10
770	£12.13	£7.85
660	£11.30	£7.60
500	£10.10	£7.35
360	£9.04	£7.10
240	£8.14	£6.85
180	£7.68	£6.60
120	£7.23	£6.35
Sack	£2.84	£2.12

Please note that our standard bin sizes are highlighted in bold (other sizes may still remain in circulation but the council can no longer replace these "like for like" if lost or damaged).

PILOT Chargeable Recycling ServiceChargeable Dry Recycling (Black Box) Service - EAST ONLY

Size of Container (litres)	Commercial Recycling Charge (£)	Schedule 2 Recycling Charge (£)
240	7.65	6.85
180	7.23	6.60
55 (black box)	2.45	2.12

Chargeable Cardboard Service - SOUTH ONLY

Size of Container (litres)	Commercial Cardboard Charge (£)	Schedule 2 Cardboard Charge (£)
1100	9.81	8.10
660	8.63	7.60
240	7.23	6.85
120	6.54	6.35
Tied bundle / label	2.21	2.12

N.B. Following a ruling by HM Revenues and Customs, Commercial Waste and "Schedule 2" collections provided by a local authority are no longer in scope of VAT charges, so are to be treated as being zero rated (0% VAT).

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Projected income from increased charges

Premises type	Introduce disposal charge	Number of customers	Disposal cost for a 240 ltr bin per lift	Disposal cost for an 1100 ltr bin per lift	Potential income if all customers continued to use our services with introduction of increased charges (assumed weekly collection of bin)
Other charities not involved in reuse	Yes	70	£1.29		£4,695.60
Residential homes	Yes	65		£6.52	£22,037.60
Nursing homes	Yes	15		£6.52	£5,085.60
Hospitals	Yes	5		£6.52	£1,695.20
Self-catering accommodation	Yes	3	£1.29		£201.24
Penal institutions	Yes	2		£6.52	£678.08

Total	£34,393.32
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Assumptions
The disposal cost per bin lift has been chosen per organisation type based on the type of container that the organisation is most likely to use. Some premises in that organisation type may use a different size container or a combination of containers.
Each customer has been assumed to use one container only; many customers have multiple containers, but the detailed breakdown of containers per customer is not available at the time of writing. (Our systems thinking review will improve our ability to extract data from our IT systems.)
Each customer has been assumed to have a weekly collection. Some of our customers are collected more frequently and some less frequently. The detailed breakdown of frequencies is not available at the time of writing. (Our systems thinking review will improve our ability to extract data from our IT systems.)
The table assumes that we retain all of our customers, but we may lose some as a result of implementing further charges. We are still gathering data about how our commercial waste customers are responding to recently-introduced increased charges, so we cannot carry out a full analysis of the figures and apply it to this scenario. Anecdotal evidence suggests that customers are leaving us due to the increased prices though. Consequently, the projected income quoted in the table may not be met if customers leave the service.

Wiltshire Council

Cabinet

6 November 2012

Subject: Council Tax Support and Technical Changes

Cabinet Member: Councillor John Thomson - Adult Care, Communities and Housing

Key Decision: Yes

Executive Summary:

The Welfare Reform Act 2012 is bringing about huge changes in the way welfare benefits are administered. The Welfare Reform Act 2012 provides for the abolition of council tax benefit with effect from April 2013. The local government finance bill prescribes the way in which a local authority should introduce any replacement for the current scheme, known as the local council tax support scheme.

The way in which council tax benefit is financed has been changed by the Coalition Government. The estimated annual spend in Wiltshire in 2012-13 will be £27 million and the Government in the past have met the full cost of the scheme. In future allocations will be given to the Council, Police and Fire, amounting to between 10% and 14% in total less than the current award.

This report proposes ways in which a local scheme could minimise the impact of the changes and where monies could be found within the discretionary aspect of the council tax scheme to partly fund this reduction.

Legislation states that

Before making a scheme the billing authority must in the following order:

(a) consult any major precepting authority which has power to issue a precept to it

(b) publish a draft scheme in such a manner as it thinks fit, and

(c) consult such persons as it considers are likely to have an interest in the operation of the scheme

The purpose of this report is twofold. Firstly it brings the proposed scheme and discretionary changes to council tax exemptions before the council for ratification and secondly demonstrates that the above obligations have been met and considered as part of the legal decision making process.

Through analysis and discussions with neighbouring authorities as well as national

bodies, the four possible options for consideration were reduced to one and whilst this option appears to be similar to those proposed by neighbouring authorities, it provides greater incentive to work and for non-dependants to live at home.

Our option is to:-

- a) Reduce maximum eligible council tax support to 80% of the Council Tax chargeable for all those of working age except those in receipt of disability premium and war widows/ disablement pension.
- b) No longer apply second adult rebates.
- c) Determine whether those with savings of more than £6,000 or £10,000 should be excluded from the scheme.
- d) Moderate non-dependant deductions to a single rate regardless of their income.
- e) Lower the income deduction taper from 20% to 15%.
- f) Cease backdating claims.
- g) Cease the calculation for underlying entitlement.
- h) Protect those with children and continue to disregard child benefit as income.

Of the options originally considered, this option delivers a local council tax support scheme, for non-pensioners, which supports the principles of simplicity, protects vulnerable people and minimises the impact on incentives to work. The scheme offers the greatest ability to manage the reduction in central government funding, and creates opportunities to give greater incentives for those who work and greater protection for those who are most vulnerable. It is a scheme that is more generous than many of our neighbours, which may make any resulting bill, better targeted and therefore more collectable.

In addition to these changes it is noted that the council tax technical changes provide new legislative powers that will enable authorities to raise additional charges by amending entitlement to discounts and exemptions. Various options have again been considered as set out in detail at Appendix 2 of the attached report. These changes support the council's aims to bring empty homes back into occupation, more quickly.

In addition, in considering the impact of welfare reform and in support of the Council's objective to support the vulnerable, Wiltshire recognise the need to introduce a scheme for those most severely affected and to encourage those who can to return to work and enable transition from the old to the new scheme.

The detailed report therefore sets out:

- The final option which will become the Wiltshire Council's Council Tax Support

scheme that will replace Council Tax Benefit with effect from April 2013, having given due consideration to the results, ideas and suggestion made as part of the consultation process.

- Further options to employ new powers to reduce some council tax discounts and exemptions proposed by new technical reforms to council tax legislation which also come in to effect from April 2013. These are presented at Appendix 2
- A proposal to create a discretionary fund in year one of the scheme to support the transition for those who may be particularly disadvantaged. In the past these people may have qualified for a discretionary housing payment, but with other welfare reforms around under occupation and benefit cap, this fund is likely to be oversubscribed.

In order to meet our obligations it was agreed that the consultation period would last 8 weeks, ending on 31st October. A targeted, multi-media campaign to raise awareness and to gather opinions on the proposed changes has taken place and a summary of Responses are attached at Appendix 3. (Please note that the date to upload this report was 29th October to meet statutory reporting lines, therefore this report will be supported with a verbal presentation and explanation of any significant changes in the consultation in the final two days of consultation after this report is/was uploaded).

Proposals

Cabinet recommend to Council that:

- a) A local council tax support scheme is introduced, as set out at paragraphs 16 to 18 of the report.
- b) Technical changes are made to the way in which council tax discounts for second homes and exemptions for properties in classes A, C and L are applied from 1st April 2013, as set out at Appendix 2 of the report, and paragraph 20.
- c) Council introduce a discretionary fund to be administered in conjunction with the discretionary housing payments (DHP) and ring fence the Social Fund grant allocation to mitigate the impact of transition from the old scheme to the new, in cases where householders may feel the impact of other changes to benefit entitlement, under-occupancy costs, for example. Criteria for awards under this scheme to be approved by Cabinet and Council by January / February 2013 and implemented from 1st April 2013.

Reason for Proposals

For the purpose of setting 2013/14 council tax it is also important that a decision is made now to ensure that having maximised the period for consultation on the draft scheme, the council is able to introduce the scheme within its budgetary timetable and the statutory timetable ending on 31 January 2013.

Michael Hudson Service Director, Finance

The following supporting documents are attached:

**Detailed report on Council Tax Support and Technical Changes
Appendices**

Appendix 1 = Scheme Options
Appendix 2 = Council tax Technical changes.
Appendix 3 = Results of consultation
Appendix 4 = Equality Analysis

The following supporting documents are available from the officer named above:

Report Author: Ian P Brown, Head of Revenues and Benefits
(ianp.brown@wiltshire.gov.uk, 01380734743)

**Background Papers
Financial models analysing impact of Option 1, 3 and 4.**

Cabinet member: Cllr John Thomson, Deputy Leader

Cabinet member contact details: 01225 713000

Date: 31st October 2012

Subject: COUNCIL TAX SUPPORT AND TECHNICAL CHANGES

Cabinet Member: Councillor John Thomson

Key Decision: Yes

Purpose of Report

1. This report provides options in response to the Coalition Government's Welfare Reform changes that see a significant reduction in the Council's funding of Council Tax Benefit. It therefore proposes to bring in a local, means tested, method of calculating a reduction in council tax; as well as a number of technical changes to council tax discounts and exemptions to go in part to meet that imposed funding gap.
2. The council tax support scheme will only be applied to non-pensioners, on a low or fixed income and be introduced by next April. Legislation requires that this is a decision of full council and that decision then enables a series of defined steps the council must take to introduce a robust and lawful scheme approved by DCLG by 31st January in order to set it's 2013/14 Council Tax and budget requirement thereafter.
3. At the same time the report identifies ways in which the Council proposes to help those most affected through further discretionary support schemes in order to meet its objective of protecting the most vulnerable and strengthening and building resilient communities.

Background

4. Currently almost 30,000 households in Wiltshire receive full or partial help with their council tax through the current scheme which is fully funded by Government, amounting to an estimated £27 million for the current financial year.
5. Welfare reform and efforts to reduce the cost of the welfare bill have resulted in the planned abolition of the current council tax benefit scheme with effect from April 2013. Councils are expected to introduce a locally designed scheme, specifically for working age claimants, which must realise a minimum 10% reduction in current funding levels and /or generate further income.

6. The alternative is to adopt the Coalition Government's default scheme, meaning all of the savings would have to be met from cuts to other services rather than the claimants', whose benefit would not change.
7. Currently 48% of households (c14,500 properties) who receive council tax benefit are of pensionable age and are protected from any reduction in their award. The government announced what is now known as the 'default scheme' on 17th July 2012, determining the means and criteria by which these claims should continue to be paid. This default scheme mirrors the existing scheme, and therefore the costs, as well.
8. Analysis of the remaining 52% of caseload (c15,500 properties) suggests that around 3,500 householders are deemed highly vulnerable and are in receipt of multiple benefits which means they currently receive full council tax benefit. This means that any shortfall will have to be met by the remaining 12,000 recipients, who are either working or looking for work.
9. In order to produce a cost neutral local scheme, or as close as possible, a number of choices will have to be made which may result in some families currently on full benefits paying council tax for the first time. Many, previously in receipt of some council tax benefit, will find themselves with more council tax to pay.
10. In addition, provision has been made within the proposed, local council tax support scheme to accommodate and in some ways anticipate the impact the introduction of Universal Credit will have, which will replace a number of means tested benefit, from October 2013 and the replacement of disabled living allowance (DLA) with personal independence payment (PIP).

Main Considerations for the Council

- Council Tax

11. The council has to publish a draft local scheme (if it intends not to use the default scheme) for the purposes of consultation, and having undertaken the consultation process Cabinet must present the final version for agreement before full council and completion by 31 January 2013.
12. In reaching a conclusion on the preferred scheme it has to:
 - Be relatively simple to understand from both the customer's perspective and from an administrator's perspective.
 - Must minimise the impact on vulnerable groups such as the disabled and those entitled to either war disablement or war widow's pensions.
 - Support the aim of making work pay.
 - Share the impact equally across all working age claimants.
 - Be feasible in terms of adapting existing software.

- Be fully operational by January 2013 and embedded for the purposes of tax base setting in autumn, 2012.
 - Consider protecting vulnerable groups in the design of the scheme taking into account existing duties and responsibilities.
13. If the council were to implement the default scheme it is unlikely to simplify the scheme or provide an incentive to make work pay.
14. In order to provide options for consideration the data currently held on the council's revenues and benefits system (Northgate) has been analysed using specially designed software. It is however very difficult to anticipate behaviour or the full impact of other welfare reforms with so much changing and an element of estimation has been deployed. Analysis has provided only a partial 'snap-shot' enabling us to drill down through data held at individual claimant level offering some understanding of the impact planned changes and the cost or saving any proposal will generate.
15. Through analysis and discussions with neighbouring authorities as well as national bodies, the four possible options for consideration were reduced to one and whilst this option appears to be similar to those proposed by neighbouring authorities, it provides greater incentive to work and for non-dependants to live at home.
16. The proposed option is to:-
- a) Reduce maximum eligible council tax support to 80% of the Council Tax chargeable for all those of working age except those in receipt of disability premium and war widows/ disablement pension.
 - b) No longer apply second adult rebates.
 - c) Determine whether those with savings of more than £6,000 or £10,000 should be excluded from the scheme.
 - d) Moderate non-dependant deductions to a single rate regardless of their income.
 - e) Lower the income deduction taper from 20% to 15%.
 - f) Cease backdating claims.
 - g) Cease the calculation for underlying entitlement.
 - h) Protect those with children and continue to disregard child benefit as income.
17. Of the options originally considered, this option delivers a local council tax support scheme, for non-pensioners, which supports the principles of simplicity, protects vulnerable people and minimises the impact on incentives to work. The scheme offers the greatest ability to manage the reduction in central government funding, and creates opportunities to give greater incentives for those who work and greater protection for those who are most vulnerable. It is a scheme that is more generous than many of our neighbours, which may make any resulting bill, better targeted and therefore more collectable.

18. The scheme is set out in detail at Appendix 1. There are a number of options to raise more or less income and these are covered in financial comments below. In order to encourage employment and reduce administration, within this scheme it is proposed that the earning taper for those returning to employment is set at £0.15 deduction for every £1.00 earned, above the needs assessment. This is higher than many of our neighbouring authorities. It is also proposed that Non-Dependent deductions remain at £3.30 per week and thus introduce no new administrative burdens. It is not possible to exactly assess the impact of setting these rates at these levels due to uncertainty of application as it is dependent on several external factors. The complex modelling has thus applied only formulaic assumptions and these will need to be assessed and potentially provided for during early application of the new scheme.

- **Technical changes**

19. In addition to these changes it is noted that the council tax technical changes provide new legislative powers that will enable authorities to raise additional charges by reducing the discounts on second homes and reducing the time exemptions are applied to empty homes. These are set out in detail at Appendix 2. This gives the ability to raise more Council Tax income than is presently collected, all other things being equal, and thus potentially reduce the draw arising from the 2013/14 reduction in government Council Tax Benefit grant.

20. The areas of current discounts and exemptions proposed are:

- a) **Second homes** – currently the Council awards a 10% discount to owners of second homes. We estimate that there are 1,822 such properties. The proposal is to remove this discount and require 100% council tax on such properties. This will raise approximately £0.32m.
- b) **Properties requiring structural repair** – (Class A) currently the Council provides a 12 month 100% exemption council tax. Based on 2012 figures a change proposed to reduce this exemption to three months and 50% thereafter for the remaining 9 months, then reverting to 100% for the period after would raise approximately £0.17m.
- c) **Unoccupied and unfurnished properties** – (Class C) it is proposed to end the 6 month exemption and allow only 3 month 100% exemption, after which a 50% charge will be applied for a further three months and 100% charge thereafter. This is to encourage earlier occupation of empty properties. It is estimated this would bring in a further £0.42m.
- d) **Charge mortgage companies** – (Class L) under current exemptions where a property has been repossessed we do not charge the mortgage company. Under the proposed changes we would stop this exemption. Based on current figures that would raise approximately £0.089m.

21. It was proposed in the consultation that we could look at levying additional charges, up to 150% council tax for properties that had been empty for more than two years. It was thought this would raise around £0.4m from 440 properties charged 150%. However, subsequent guidance issued and out for consultation at present would introduce three exceptions to this, including properties 'genuinely being advertised for sale or rent'; or the main residence of members of the armed forces absent from the property as a result of service. A review of the existing 440 properties would leave only 113 properties subject to the additional charge, however many of these properties that have been left empty, are sheltered flats where until the last resident leaves, the other flats cannot be demolished. Any additional charge would simply have an adverse impact upon the council and other housing providers who are managing the disposal of unsuitable property. Therefore unless the current guidelines are changed the implementation of this additional charge, whilst originally well intended, is not supported. Instead the current discount is proposed to be removed and 100% chargeable. This would raise around £0.062m.
22. Thus in total the proposed changes to the Council's discounts and exemptions are estimated to raise around £1m.

- **Transitional support**

23. The Government have announced that the Social Fund will transfer from DWP administration to local government from 1st April 2013. For Wiltshire this will bring an un-ringfenced grant of £0.614m of which £0.120m is to fund the schemes administration. In addition, the Council will receive a Discretionary Housing Payment to assist with tenants who find themselves in real hardship in paying rents. At this stage it is unclear what the level of DHP will be and no announcement is due until December 2012. It is proposed that officers review the criteria for awarding both these funds, and create a Council Tax Support transition fund to also assist the most vulnerable in society and those assisting the Council in the delivery of its key objectives. These funds are felt necessary due to the number of other changes introduced by the Welfare Reform Act 2012 that are not covered here, in addition to those proposed in this report. They most notably include Housing Benefit cap and Housing Under Occupancy reductions. We estimate as many as 2,000 residents could be affected by all welfare reform changes. Also current or future deliverers of the Council's objectives, such as foster carers could be hit by changes such as under occupancy and council tax.
24. It is proposed that schemes are thus developed around these principles and presented to Cabinet to help protect the most vulnerable in Wiltshire Communities and maintain a drive to build and strengthen resilient communities. These should be reported and agreed by Cabinet no later than February 2013 in order to be delivered by 1st April 2013 and for awareness to have been raised.

- **Financial Impact**

25. The total indicative funding gap is £3.5m based on current data. This will not be confirmed until the funding announcement expected in mid December 2012. The proposals set out below cover the full extent of the imposed Coalition Government changes.
26. However, within the proposed scheme there are a number of options around the support provided to families with children under 5. The scheme currently proposes maintaining support to those families by continuing to disregard child benefit as income. This is not the case in Swindon's proposals for example and has been raised by the Police in their consultation with us. The withdrawal of this support is not favoured as it will have a detrimental effect on child benefit recipients many of whom are women (see equality impact assessment appendix 4). It is proposed that families with children under 5, who meet the criteria, would be subject to the 80% cap on entitlement. To do otherwise would cost the council an additional £530,450 based on current data. Given the scale of the funding short fall this is not supported, from a financial perspective or through initial public consultation, however paragraphs 23 and 24 of this report do recognise ways in which to support the most vulnerable through transition.
27. Another potential option to consider around the calculation of council tax chargeable limit is consideration of the level of capital assets a claimant has in savings/investments. The two options are over £6,000 or £10,000. The impact is estimated to only be a difference of £65,000. As such and to recognise and encourage saving in society a £10,000 level is supported.
28. The overall impact of the proposed local scheme and removal of technical discounts/exemptions is shown in the table below:

Proposal	Total estimated raised – Option A £m	Total estimated raised – Option B £m	Total estimated raised – Option C £m	Total estimated raised – Option D £m
Local Council Tax Support scheme at maximum 80% discount per Appendix A:	2.339	2.339	2.339	2.339
Option A - Retaining allowance for children under 5		(0.530)	-	(0.530)
Option B - Regard child benefit as income			0.900	0.900
Option C - £6,000 capital/assets level			0.065	0.065

Total estimated to be raised from Local Council Tax Support Scheme proposed	2.339	1.809	3.304	2.774
Technical Changes:				
• Second homes	0.320	0.320	0.320	0.320
• Requiring structural repair	0.170	0.170	0.170	0.170
• Unoccupied & unfurnished	0.420	0.420	0.420	0.420
• Charge Mortgage companies	0.089	0.089	0.089	0.089
• Long term empty properties	0.062	0.062	0.062	0.062
Total Technical	1.061	1.061	1.061	1.061
Total savings	3.400	2.870	4.365	3.835

29. Whilst option C would result in the most reduction in benefit expenditure, it is proposed that option A is applied as this protects families with children through continuing to disregard child benefit income.
30. Overall therefore the scheme proposed above as Option A together with technical changes would raise around £3.4m of the current shortfall brought about by the imposed funding reduction.
31. An additional complexity is that the adjustments made through the incorporation of the council tax support scheme is that the council's tax base is reduced to account for those not liable, as new legislation determines them to be receiving a discount. This has an impact on precepting bodies. The reduction for Police and Fire will be funded under their formulae adjustments. For parish councils the shortfall is expected to be transferred to the local authority and add further pressures to be absorbed by the Council, and there will be no impact thus on Wiltshire's Town and Parish Councils. The impact of this could be a further £1.2m. However, given the level of previous collection fund surpluses of between £1m to £2m it is assumed it will be funded from this surplus.
32. One point to note is that on 16th October 2012 the Department for Communities and Local Government Secretary of State (Rt. Hon E. Pickles) issued a new £100m grant to support the Council Tax support scheme. This proposes new centrally imposed requirements that had previously not been known. This proposes councils will be invited to bid for a one off grant to support the transition where:

- Those who would be on 100% support under current council tax benefit arrangements pay between zero and no more than 8.5% of their council tax liability;
 - The taper rate does not increase above 25%; and
 - There is no sharp reduction in support for those entering work - for claimants currently entitled to less than 100% support, the taper will be applied to an amount at least equal to their maximum eligible award.
33. The timing of this announcement given the fact Wiltshire like other councils has been out to consultation; the fact that it is only a one off grant which will require changes next year; and that in reality this will only fund a small proportion of the imposed reduction in grant means this does not give sufficient call to change the scheme.
34. The final points to note are, firstly that this scheme as a means tested benefit will introduce greater administration. As yet no announcement has been made confirming whether a 10% reduction in Council Tax administration grant announced under the 2012 Comprehensive Spending Review will be carried out. Although a one off administration grant has been awarded to cover some of the additional cost of implementation of the new scheme (£0.090m).
35. Secondly, at this stage it is anticipated that there will be considerable risk both in terms of the assumptions applied to the estimations used in this report and to the ability to collect and on recovery rates next year. As such there will need to a clear assessment in the risk assessment of reserves in setting the 2013/14 budget requirement for these factors. At this stage it is thought this could be as high as 25% of the £3.400m. It is not clear if this will require any increase in reserves at this stage without further budget setting due diligence. This will be reported to members as part of the budget and council tax setting process.

Consultation and Communication

36. Government guidance states the process councils should follow in order to deliver their preferred scheme. It states:

Before making a scheme the billing authority must in the following order:

(a) consult any major precepting authority which has power to issue a precept to it

(b) publish a draft scheme in such a manner as it thinks fit, and

(c) consult such persons as it considers are likely to have an interest in the operation of the scheme

It also provides that whilst the Government's code of practice on consultation, states that normally 12 weeks is appropriate, it is for billing authorities to consider the appropriate length of their consultation depending on the impact of their proposals and the ability to complete the consultation exercise within budgetary timetables.

The results so far of the consultation are contained within Appendix 3. The key messages are:

- 68% of responses indicated that where feasible, households should contribute toward their council tax
 - 74% of responses thought it right to protect the most vulnerable.
 - Of the 74%, 35% of responses agreed with protecting the disabled
 - Of the 74%, 16.4% responses agreed with protecting those with children under 5 years old
 - Of the 74%, 24.3% of responses agreed with protecting war widows and widowers
 - And of the 74%, 21.6% agreed with the protection of all families on a low income.
 - 58.7% of all respondents suggested we support those who are in work
 - 61% Agreed that savings of less than £16,000 could exclude people entitlement
 - 59.3% supported a lowered and simplified rate of deduction for non-dependants
 - 64.7% rejected the proposal to allow the backdating of claims
 - 75.7% agreed with the withdrawal of single adult rebate and
 - 83.4% supported the idea of a providing a discretionary fund for exceptional cases.
37. The Council has already sought some views of the major precepting bodies in relation to the preferred option. This has not identified any issues but further, more detailed consultation has taken place between the Fire and Police Authorities once the specific option was agreed.
38. If the recommendations contained in Appendix 2 are accepted then the effect of reducing discounts and exemptions will be to increase the tax base, and will initially help mitigate the impact the change to council tax support will have. As part of the consultation this approach will have to be conveyed, in detail, to the major precepting authorities who will be more exposed to any deficit or shortfall in collection.

Environmental and climate change considerations

39. None

Equalities Impact of the Proposal

40. An Equalities Impact Assessment will be completed in the light of the outcome of the consultation, and this is attached at Appendix 4. In summary the key points are :
- In designing the scheme every attempt has been made to minimize the effect of the reduced funding in delivering the scheme, and to prevent discrimination against people who are disadvantaged, vulnerable or

with protected characteristics

- Disabled people can find it much harder to secure employment than non – disabled people. The new scheme provides additional protection for disabled people from the 20% reduction in support.
- The new scheme is likely to have a negative impact on all working age people who currently receive council tax benefit and do not fall within the protected groups. In mitigation the new scheme does provide incentive for people to gain work by introducing an enhanced earnings taper
All current recipients of council tax benefit will automatically be reassessed for eligibility to the new scheme.
- War pensioners and their widows will also receive protection from the 20% reduction in support

Risk Assessment

41. The introduction of any new scheme, specifically a local scheme, carries with it the inherent risk, in terms of its design, to minimise challenge and dispute whilst offering a simple and cost effective solution.
42. Through consultation, creating media attention, awareness of the impending changes has been raised with residents, however the final outcome will need explaining to those affected, to help them prepare.
43. The change in funding arrangements will mean that the council will inherit a new financial risk due to the uncertainty over estimations of the collectability of income arising from the volatility of processing arising from these changes and other welfare reforms. This risk is all the greater going forward, through the introduction of a new national benefit in the form of universal credit.

Risks that may arise if the proposed decision and related work is not taken

44. Maintaining the default scheme will mean the financial burden will have to be met in full by the council. Changes to exemptions alone, will not be sufficient to meet the anticipated shortfall in funding which means that the shortfall would have to be met from cuts to other services. This falls at the same time as the Council faces reduction in other funds and increasing costs and demands for other services. Further reductions in spending to cover the imposed cut in benefit grant could affect services that support the most vulnerable in society and adversely affect the cost of other services increasing.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

45. The revenues and benefits team have a reputation for delivering change projects. They are suitably equipped and have the skills, knowledge and equipment to introduce a local scheme.

46. The team as a whole manage customers and their debts in a sensitive and understanding way and are establishing relations across the council to mitigate the impact of these changes. They also have robust procedures in place for managing debt in what will no doubt be an increasingly difficult arena in which to collect payment.

	Risk	Action to mitigate the risk
	1.communication	Corporate communications plan and consultation
	2.cost	Analyse all possible options (See supporting papers)
	3. complexity	Ensure understanding of staff & customers who will have to operate and claim for a growing number of benefit schemes

Financial Implications

47. The Council has consulted on a scheme to fund an anticipated gap of £3.5m in its funding. Since the consultation began, provisional allocations from Central Government on funding changes and analysis of the Councils technical and legislative changes to its tax base have resulted in suggestions that the gap for the Council could be considerably higher. All the proposals recommended within this report would raise £3.4m. The remaining £0.1m it is suggested can be funded from the new Council Tax support grant announced recently and previous Collection Fund balances.
48. As such the proposed scheme is supported as this realises a way to partially meet the reduction in funding.
49. Should recommendations around both a new localised Council Tax Support Scheme and changes to exemptions and discounts be adopted it should be noted that these are likely to create new and considerable challenges in terms of collecting the additional sums, which are estimated to be between £200 and £300 per annum, per affected household which in turn will have an impact on administration and collection rates. This has been factored into the financial considerations of the option and will continue to be reviewed alongside the assessment of reserves and income monitoring.
50. Whilst there are implications on both major precepting authorities (Police and Fire Services), the impact upon towns and parish councils as a result of the changes in funding will now be mitigated by Wiltshire Council. It is vital therefore that the full impacts of the proposals are discussed and regularly revisited with major precepting authorities.

Legal Implications

51. The Local Government Finance Bill currently passing through Parliament makes provision for the localisation of council tax support in England by imposing a duty on billing authorities to make a localised council tax reduction scheme by 31 January 2013.
52. Under section 13A (2) of the Local Government Act 1992, substituted by clause 9 of the Bill, a billing authority must make a council tax reduction scheme. Schedule 1A to the 1992 Act, inserted by Schedule 4 to the Bill, makes further provision about council tax reduction schemes wherein it specifies that before adopting a scheme the billing authority must, in the following order:
 - a) consult any major precepting authority which has power to issue a precept to it
 - b) publish a draft scheme in such manner as it thinks fit and
 - c) consult such other persons as it considers are likely to have an interest in the operation of the scheme.

The Bill clearly sets out that Councils must consult in the order set out above and therefore when the public consultation was carried out the major precepting authorities were consulted and were involved in drawing up the initial proposals.

Although Councils have a broad discretion as to how consultation should be carried out, it is commonly accepted that certain fundamental propositions must be adhered to:

- (i) consultation must take place when the proposal is still at a formative stage;
 - (ii) sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response;
 - (iii) adequate time must be given for consideration and response; and
 - (iv) the product of consultation must be conscientiously taken into account.
53. With regard to the options set out in this report and to the preferred option, such consultation has taken place with the major precepting authorities as they have been actively involved in shaping them. Further, more detailed consultation has now taken place on the proposal and the results are analysed in appendix 3.

Options Considered

54. The option for consideration to replace the current Council Tax Benefit scheme with a localised support scheme is set out in Appendix 1.

55. Appendix 2 provides details of the technical changes to council tax exemptions and discounts. Recommendations will be made to incorporate all these changes from April 2013.
56. Appendix 3 provides the results of the consultation including correspondence and notes of meeting held with the major precepting authorities.
57. Appendix 4 contains the Equality Impact Assessment.

Conclusions

58. The changes proposed are part of a huge change in the way our customers are awarded benefits. These changes are being brought about as part of the wider Welfare Reforms that will affect a variety of services we provide and impact upon some of the most disadvantaged members of our community; they are also being enacted at a time when household budgets are under great pressure. Whilst we have undertaken consultation it is expected that with so many changes being proposed, that further communication will need to take place with those affected between now and next March.
59. Through the ratification of this proposal the council has seized the opportunity to design a simplified scheme that offers some degree of protection to all working age claimants, and encourage work. The scheme is also based on ability to pay, rather than ensuring the council covers all additional burdens.
60. The proposals for the council tax support scheme have therefore been designed to limit the impact on those least able to afford council tax. The proposals are made based on the principle that any scheme should be simple and equitable across all groups and offers incentives for those who can work, wherever possible. It will not apply to those of pension age or the most vulnerable in our communities.
61. Full advantage of the Council tax technical changes to exemptions and discounts presents the council with an opportunity to generate further revenue and lessen the impact of the grant reduction on the council's budget. It will also enable the council to support the ambition to bring empty houses back in to occupation as quickly as possible and ensure funding is secure to benefit the wider community.

Recommendations

62. Cabinet recommend to Council that:
 - a) A local council tax support scheme is introduced, as set out at paragraphs 16 to 18 of the report.
 - b) Technical changes are made to the way in which discounts for empty and second homes and exemptions for properties in classes A, C and L are applied from 1st April 2013, as set out at Appendix 2 of the report, and paragraph 20.

- c) Council introduce a discretionary fund to be administered in conjunction with the discretionary housing payments (DHP) and ring fence the Social Fund grant allocation to mitigate the impact of transition from the old scheme to the new, in cases where householders may feel the impact of other changes to benefit entitlement, under-occupancy costs, for example. Criteria for awards under this scheme to be approved by Cabinet and Council by January / February 2013 and implemented from 1st April 2013.

Michael Hudson
Service Director, Finance

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Date of report: 26th October 2012

Background Papers
Financial impact of Options.

Appendices

Appendix 1 = Scheme

Appendix 2 = Council tax Technical changes.

Appendix 3 = Consultation Summary

Appendix 4 = Equality Analysis

Council Tax Support Options Paper

Base data @ 30/04/12	Caseload: Pension Age: 14,411 Non Pension Age 15,440 (broken down into three elements) Working Age Passported: 8,576 Working Age Vulnerable: 1,523 (Disability or WDP/WWP) Working Age Other: 5,341 Estimated expenditure @ 01/04/2013: £26,995,940.67			
Note:	CTB posted @ 30/04/12 = £26,897,600.97 CTB posted @ 31/05/12 = £27,096,774.06 Analysis tool calculates total awards on imported data as £27,030,623.58 (difference < 0.5%)			
Caseload trend:	April 2010	April 2011	April 2012	%age change used for future year caseload
All claims	29068	29725	30388	
Pensioners	12734	12740	12756	0.13%
Vulnerable	1360	1399	1252	1.00%
Passported	10366	10063	10153	0.00%
Other	4608	5523	6227	13.00%
Forecast Caseload stats based on increase	Caseload: Pension Age: 14,585 Working Age Passported: 8,486 Working Age Vulnerable: 1,534 (Disability or WDP/WWP) Working Age Other: 5,966 <u>Estimated benefit expenditure @ 01/04/2013: £27,551,931.07</u>			

<p>Proposed Option</p>	<p>Maximum eligible amount is reduced to 80% of the Council Tax chargeable limit to all those of working age except those in receipt of disability premium or disabled status and war widows/ disablement pension</p> <p>Plus</p> <ul style="list-style-type: none"> • Withdraw entitlement to Second Adult Rebate for all working age claims • Withdraw entitlement to Underlying Entitlement <i>(we cannot estimate at this stage how much this will exactly save us)</i> • Withdraw entitlement to backdates <i>(for cases of hardship with small needs, we could have a contingency arrangement similar to Discretionary Housing Payment, DHP)</i> • Capital/assets of over £6,000 will not be entitled to CTS or (Option A) • Capital/assets of over £10,000 will not be entitled to CTS(B) • Non-Dependant deduction standardised at the current minimum amount = £3.30 per week • Earnings taper £0.15 deduction for every £1.00 earned, above need assessment. <p>NOTE ADJUSTMENTS TO BE CONSIDERED:</p> <p>Approx no. of claims affected: 12,000</p> <p>No. of vulnerable cases will increase as DLA is added to those passported claims where applicable</p> <p>(estimated no. of passported cases where DLA is in payment 25% = 2,122, therefore expenditure will increase by approx 2,122 x 1515.25 x 20% = £643,072</p> <p>Children under 5 – there are 3463 claims with children under 5, estimated annual expenditure = £2,652,249.46 protecting these cases, would cost an additional: £530,450</p>	<p>Estimated benefit expenditure if changes are applied: (A) £24,947,000 (B) £25,012,000</p> <p>Total benefit expenditure = £25,655,000 (Saving £1.9 million)</p> <p>Total benefit expenditure £26,185,000 (Saving £1.4million)</p>
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1. Council Tax Technical Changes (as at April 2012)

These tables highlight the additional income which could be generated if this Council chooses to apply the maximum discretion in relation to technical reforms of Council tax liability.

2. Second Homes

In Wiltshire we have identified 1,822 properties which come in to this category. At present these properties are awarded 10% discount. Under the technical reforms, if we were to remove the 10% discount from April 2013 we would raise additional debit of £320,525.95 based on the average 2012 charge.

Band	No of Properties	Amount raised by charging additional 10%
A	214	£21,617.56
B	219	£25,809.75
C	290	£39,059.77
D	247	£37,426.67
E	269	£49,818.05
F	175	£38,302.15
G	300	£75,762.60
H	108	£32,729.40
Total	1822	£320,525.95

Source – CTB1 return October 2012

Note if we are to charge 100% for second homes and 100% for empty unfurnished properties it will become increasingly difficult to differentiate between the two categories as there is no incentive for owners to report such a change.

3. Properties requiring structural repair to make them habitable - Class A Exemptions

In Wiltshire we have identified 278 properties which come in to this category currently and if we were to stop giving the 12 months exemption of 100%, then based on average 2012 charges, and if we were to charge nothing for three months levying a 50% charge for the following nine months, we would raise an additional debit of £170,050.49. The discount will be applied for a total of 12 months after which a full charge would apply.

Band	No of Properties	Amount raised by charging additional 50%
A	27	£10,237.28
B	40	£17,694.06
C	54	£27,299.41

D	51	£29,005.62
E	49	£34,185.38
F	28	£23,002.28
G	23	£21,801.61
H	6	£6,824.85
Total	278	£170,050.49

Source – CTB1 return October 2012

Again this would support the principle of bringing empty property in to occupation sooner and would have similar impacts to those proposed under long term empty changes.

It may however, lead to some cases of hardship and support in these cases may need to be considered.

A change in behaviour here would not necessarily mean a change in the amount of potential debit to be raised as an occupied property would realise the same level of charge in most cases.

4. Unoccupied, unfurnished properties - Class C Exemptions

In Wiltshire we have identified 3,771 properties that fall in to this category, at some point during the year. Although this category of exemption won't be abolished, the council has the discretion to set a discount at 100% or any lower percentage that seems reasonable (0 % if the council thought this was reasonable) however the duration of any award cannot be less than 6 months. If we were to charge nothing for three months and then 50% for properties empty more than 3 months, then a full charge after 6 months, based on average 2012 charges, we would raise additional debit of around £416,727.

Band	No of Properties	Amount raised by charging additional 10%
A	794	£64,481
B	849	£77,976
C	888	£94,319
D	545	£64,415
E	349	£51,409
F	195	£33,172
G	136	£27,147
H	15	£3,808
Total	3771	£416,727

Source – CTB1 return October 2012

This technical reform has potential for realising the highest level of increase in collectable debit and would again serve to encourage the earlier occupation of empty properties.

Without differentiation between the charge for occupied and unoccupied premises it will make classification more difficult and raising a charge in all cases could cause hardship in some cases.

5. Long Term Empty Properties

In Wiltshire 440 properties were identified as empty for a period longer **than two years** and are currently charged 90% of the full charge. If we were to charge them 150% as proposed by the technical reforms, we would potentially raise an additional debit of £370,225.36 based on the average 2012 charge.

To be prudent, it would be realistic to charge all properties empty for longer than 12 months 100% and generate an additional £61,704.21.

These properties are currently charged at 90% Council Tax liability and it is recommended to increase this to 100%, rather than the 150% set out below.

Band	No of Properties	Amount raised by charging additional 60%
A	128	£77,580.08
B	78	£55,155.10
C	81	£65,458.80
D	63	£57,276.45
E	42	£46,669.70
F	29	£38,083.28
G	15	£22,728.75
H	4	£7,273.20
Total	440	£370,225.36

Bringing long term empty properties back in to occupation is a major challenge for all authorities and this ability to raise the levy in these cases should act as a spur to encourage owners to do so. This will of course subsequently lead to a reduction in the amount of debit collectable from such premises and should be noted.

However since the original proposals were made the Government have issued a consultation paper regarding the exclusion of certain empty homes from any additional charge and at the time of writing the results are not known, however they would if agreed, greatly reduce the number of properties in this table. The proposal includes:

- A dwelling which is genuinely on the market for sale or letting
- A dwelling which is the sole or main residence of a member of the armed forces, who is absent from the property as a result of such service
- An annex deemed unoccupied because it is being treated by the occupier of the main dwelling, as part of that main dwelling)

The estimate of the number of properties that would not be affected by the proposals equate to around 113, however many of these properties are former

sheltered housing units where both the council and our housing providers are managing the gradual vacation of residents, pending demolition of the properties.

6. Exempt Class L's

Our current records only identify 66 properties in this category on our system and if we were to stop giving them an exemption and charge the mortgage company we would raise additional debit of £88,558.06.

Band	No of Properties	Amount raised by charging additional 10%
A	19	£19,193.23
B	16	£18,856.48
C	14	£18,856.46
D	11	£16,667.75
E	1	£1,851.97
F	0	0.00
G	4	£10,101.67
H	1	£3,030.50
Total	66	£88,558.06

Source – CTB1 October 2012

7. Summary

If all of these options as set out in the new Council Tax Technical Reforms are adopted then they would realise an increased debit within the collection fund of around £1million. This increase can be used to meet the Council's very tough spending requirements and support the delivery of services to all Council Tax payers.

There will need to be adjustments to the Council Tax Base to reflect a decision on these options and this should also take account of potential changes in behaviour and variances that are likely in these options.

These additional changes in administration will all attract an additional cost which is yet to be determined and needs to be viewed in light of the final scheme for this and Council tax Support, as well as funding towards administrative costs.

NB. All of these numbers are taken as a snapshot and will be subject to change!

Appendix 3 to be delivered as a separate and verbal report

Equality Analysis

1. What is the name of the service that is being assessed?

From April 2013 Council tax benefit will be abolished and replaced by a new localised scheme of support. The new scheme will be known as the 'Council Tax Support Scheme'.

The Council Tax scheme was abolished by the Welfare Reform Bill 2011. The Local Government Finance Act amended by Section 13A allows for the development of a new localised Council Tax Support scheme.

2. What are the aims of the service, whose needs is it designed to meet, what are the current priorities?

Unlike the current Council Tax Benefit scheme, which is fully funded by central government, the new Council Tax Support scheme will be a cash limited, substantially reduced, pot of money. In funding the new scheme the Government intends to transfer to local authorities their estimate of what would have been spent on Council Tax Benefit in each area (had the old scheme continued) minus 10 per cent. With an estimated spend of £27 million on Council Tax benefit across Wiltshire in 2012/2013 a 10% reduction in funding equates to a shortfall of at least £2.7 million. Within these financial boundaries Wiltshire Council has the discretion to design their own local scheme and decide who to support financially.

The new scheme is just one of a number of measures in a much wider set of reforms to the welfare system. The overall aims of these reforms are to improve incentives to work, reduce worklessness and end a culture of benefit dependency.

Wiltshire council has developed a scheme that seeks to support the government's aims and provides help for those on low income, taking into account the reality of the funding cut. The Council's approach in designing the new scheme has been to continue to deliver a means tested reduction in council tax aimed to support those with the greatest need and to provide work incentives through enhanced income thresholds. Many of the current recipients of the existing Council Tax benefit scheme as well as applicants to the new scheme will be affected by these changes.

2.1 New scheme

Although the new scheme will retain many of the features of the current Council Tax Benefit Scheme the value of the award for many working age people will be reduced. This is because there are some nationally prescribed elements to the new scheme which include protecting people of pension age from any reduction in benefit. Therefore it is inevitable that the burden of the reduced funding will largely fall upon people of working age.

In targeting support to those most in need, the Capital savings limit at the point support can be claimed has been lowered and a discretionary fund established to support anyone who may suffer severe financial hardship as a result of the planned changes. The design of the scheme has been simplified as well as the introduction of work incentives. The key differences under the new scheme include:

- Putting a maximum limit on the amount of council tax benefit that can be paid. This means working age people who claim council tax benefit will have to pay up to 20% of their bill.
- Changing the amount of savings a person can have before benefits are given. In the current scheme, a person is not entitled to council tax benefit when their savings are more than £16,000. Any savings their partner may have are also taken into account. Under the new scheme the savings limit will be £10,000.
- Removing second adult rebate, at the moment, if you can afford to pay your council tax but live with someone on a low income, you may be able to receive help with your council tax. This will change so that a discount will no longer be offered.
- Removing the right to have council tax support backdated if someone fails to claim within the prescribed period. All existing Council Tax Benefit recipients that are eligible will be automatically transferred to the new council tax support scheme.
- Enhanced earnings taper, this means the rate at which council tax benefit is withdrawn where a person has more income than the law says they need to live on will be reduced.
- In order to simplify the scheme a new flat rate non-dependant deduction will be introduced.
- In order to simplify the scheme changes to the treatment of underlying entitlement will be made.

3. In what ways might the policy or service affect some groups of people differently? Might some groups find it harder to access the service? Do some groups have particular needs that are not well met by the service?

In addition to the nationally prescribed rules for people of pension age, the government requires local authorities to consider protecting vulnerable groups in the design of the new scheme, drawing council's attention to existing duties and responsibilities including the Child Poverty Act 2010, the Disabled Person Act 1986 and Housing ACT 1996 as well as the public sector duties in section 139 of the Equality Act 2010.

During the development of the scheme the council has tried hard to balance the reality of a significant cut in funding to protecting the most vulnerable members of our community as far as possible. The scheme acknowledges that recipients will need to contribute more to meet the shortfall but also seeks to support those people with protected characteristics as much as possible. Recognition is also

given to the fact that some people may be more vulnerable to the reductions in financial support under the new scheme particularly where they may have difficulty gaining employment.

3.1 Age

Pension Age people

Older people (those of pension age) are protected from any reduction under the new scheme by the legislation. The government state in their 'Localising Council Tax – EIA' in January 2012 that:-

“The government has considered the situation for low income pensioners who would currently be eligible for support with their council tax bill. Unlike most other groups, pensioners cannot be expected to seek paid employment to increase their income. The Government therefore proposes that as a vulnerable group, low income pensioners should be protected from any reduction in support as a result of this reform”.

Working Age people

The decision to protect people of pension age means that the impact of reduced funding for the scheme falls disproportionately upon those of working age. This is likely to have a negative impact on all working age people who currently receive council tax benefit and are transferred to the new scheme.

The new scheme does provide incentives to working age people to seek employment by introducing an enhanced earnings taper, this means the rate at which council tax benefit is withdrawn where a person has more income than the law says they need to live on will be reduced

3.2 Sexual orientation

The proposed scheme is likely to have a negative impact on all working age people who currently receive council tax benefit and are transferred to the new scheme irrespective of sexuality.

The Council does not currently keep case level data on sexuality as it is not relevant to the calculation of Council Tax Benefit. The merits of collecting information with regard to those with protected characteristics will form part of the wider review of the scheme in 2013.

3.3 Sex

The proposed scheme is likely to have a negative impact on all working age people who currently receive council tax benefit and are transferred to the new scheme irrespective of gender.

In designing the new scheme consideration was given to making changes to income disregards including child benefit which would have had a detrimental effect on child benefit recipients, many of whom are women. These changes were rejected on equality grounds.

Current disregards under the council tax benefit scheme which tend to favour more females than males such as child benefit disregards will continue to be a feature of the new scheme.

3.4 Marriage and civil partnership

The proposed scheme is likely to have a negative impact on all working age people who currently receive council tax benefit.

Married couples and civil partnerships are recognised equally in the current Council Tax Benefit scheme. The equal and fair treatment of couples will continue in the proposed CTS scheme from 1st April 2013.

3.5 Disability

Disabled people can find it much harder to secure employment than non-disabled people. In the first quarter of 2012, DWP national figures show an increasing gap in the employment rate for disabled people compared to that for non-disabled.

The new scheme extends all current favourable treatment of income of disabled people. National benefits such as disability living allowance, attendance allowance will continue to be disregarded in full and recipients will continue to benefit from the enhanced premiums and personal allowances which favour people with disabilities

Furthermore, the new scheme will provide protection for disabled people of working age from the reduction 20% reduction in support.

3.6 Gender Reassignment

The proposed scheme is likely to have a negative impact on all working age people who currently receive council tax benefit and are transferred to the new scheme. The Council does not currently keep case level data on gender reassignment as it is not relevant to the calculation of Council Tax Benefit. The merits of collecting information with regard to those with protected characteristics will form part of the wider review of the scheme in 2013.

3.7 Race

The Council does not keep case level data on race as it is not relevant to the calculation of Council Tax Benefit. Although the Council does regularly take positive action in terms of promoting take up of the benefits it administers amongst minority and hard to reach groups.

Support currently offered in terms of improving accessibility will continue under the new scheme this includes, interpretation services, visiting service, information leaflets in different formats and languages, correspondence in plain English and targeted benefit take up campaigns.

The merits of collecting information with regard to those with protected characteristics will form part of the wider review of the scheme in 2013.

3.8 Religion or Belief

The proposed scheme is likely to have a negative impact on all working age people who currently receive council tax benefit and are transferred to the new scheme irrespective of religion or belief.

The Council does not keep case level data on a person's religion or belief as it would not be relevant to the calculation of Council Tax Benefit. Support currently offered in terms of improving accessibility will continue under the new scheme this includes, interpretation services, visiting service, information leaflets in different formats and languages, correspondence in plain English and targeted benefit take up campaigns.

The merits of collecting information with regard to those with protected characteristics will form part of the wider review of the scheme in 2013.

3.9 Pregnancy and maternity

The proposed scheme is likely to have a negative impact on all working age people who currently receive council tax benefit and are transferred to the new scheme.

Current disregards under the council tax benefit scheme which tend to favour more females than males such as child benefit disregards will continue to be a feature of the new scheme

3.10 Protected groups

Another group that will receive protection from the 20% reduction in support will be War pensioners and their widows in recognition of the sacrifices they or their partners have made.

3.11 Discretionary fund

The new scheme incorporates the creation of a discretionary hardship fund in year one to help mitigate against the negative impact of any changes and support those who may be particularly disadvantaged taking into consideration individual circumstances.

3.12 Migration of existing claims

All current recipients of Council Tax Benefit will be automatically reassessed for eligibility to the new scheme from April 2013 when the scheme begins. See summary of caseload data this includes groups with protected characteristics:

Council Tax Benefit Caseload trend:	April 2010	April 2011	April 2012
All claims	29068	29725	30388
Pensioners	12734	12740	12756
Vulnerable	1360	1399	1252
Passported benefit cases	10366	10063	10153*
Other	4608	5523	6227

As the table illustrates, currently 30,400 people claim Council Tax Benefit in Wiltshire, of these current recipients 12,000 will face a reduction in support; the remaining 3,400 being those classified as vulnerable above, plus an estimate of those who fall within the passported* category, who will qualify for protection.

4. What evidence do you have for your judgement? Is there any evidence of public concern? Is there local or national research to suggest that there could be a problem?

In designing the new scheme the council undertook an in depth analysis of the current council tax processing system. A specially designed software tool facilitated the modelling of various scheme options examining the impact on people, according to their age, disability, family circumstances and level of income.

The modelling of the statistical data enabled the council to produce case studies to illustrate how each of the options considered would affect individuals. Models considered included:

- Restricting benefit according to Council Tax bands
- Eliminating income disregards for child benefit
- Making 20% deduction from passported cases (i.e. people eligible to income support etc)

The above models were later rejected as they disproportionately affected vulnerable groups. A summary of the modelling options and case scenarios can be found at appendix 1 to this document.

5. What other data, research and other evidence was used to write the Equality Impact Assessment.

In addition to the in depth modelling and case analysis to inform the design of the new scheme a range of other local and national data, research and evidence was considered.

5.1. National Data

The Department for Communities and Local Government (DCLG) have completed an Impact assessment for the implementation:-

www.communities.gov.uk/localgovernment/localgovernmentfinance/counciltax/counciltaxsupport

5.2 Funding options considered

Wiltshire council considered the options of allowing the cost of the scheme to fall on the general fund and, ultimately the tax payers or designing a revised scheme that supports incentivises to work. The preferred option approved by cabinet for public consultation was to :-

Develop a new Local Council Tax Support scheme that would continue to be means tested and aimed at helping those with greatest need, this would be along similar lines to the council tax benefit. To avoid passing the cost of the reduction to tax payer's further charges would need to be applied. Changes to current scheme would include;-

- Calculating award based on 80% of maximum eligible council tax
- Removing Second Adult rebate
- Creation of a discretionary hardship fund to help those most in need
- Removing backdating
- Adjusting earnings taper to incentives work
- Removing underlying entitlement
- Introducing a capital limit

5.3 Public consultation

The council has undertaken a full public consultation exercise about the proposal for the new scheme. The consultation period run between 5th September and the 31st October 2012

Customer representative groups such as CAB, Housing advice centres, landlords, disabled groups and Wiltshire assembly have also been invited to actively participate in the public consultation

In addition to the public consultation formal meetings were held with all the major precepting authorities, stakeholders and parishes.

The full analysis of the public consultation can be found at appendix 3 to this document.

6. What practical changes will help reduce any adverse impact on particular groups?

Raising awareness

Writing to all customers affected in plain English

Visiting those most badly affected by welfare reform in general

Ability to share information across the council in order to identify those most affected

Discretionary fund to support anyone experiences exceptional financial hardship

Right of appeal

7. Does the policy meet the Council's responsibilities in relation to equality and human rights?

In designing the scheme every attempt has been made to minimise the effect of reduced funding in delivering the scheme, and to prevent discrimination against people who are disadvantaged, vulnerable or with protected characteristics.

This is a completely new area of work, and responsibility for the council. In future it is likely the councils scheme will by necessity adapt and change to reflect local circumstances.

8. How will you monitor the take-up impact of the service in future?

Take up of the service will be measured via the Northgate I.T. council tax support delivery system and supported by measurement of the demand on the discretionary hardship fund.

The provision of monthly reports with regard to take up and expenditure in relation to the new scheme to the Head of finance will help to understand it's interaction with the full range of planned changes to the welfare system. These changes include the introduction of Universal Credit and new areas of responsibility such as localisation of community grants and crisis loans. Whilst every effort is being made to understand how all these changes can interact positively, it is impossible at this stage to fully understand their combined effect.

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Wiltshire Council

Cabinet

6 November 2012

Subject: Volunteering in Wiltshire

Cabinet member: Councillor John Thomson - Adult Care, Communities and Housing

Key Decision: No

Executive Summary

The purpose of this report is to update councillors on the work to develop volunteering across the county and obtain agreement to the proposals set out below. The update includes volunteering in libraries and other Council services, as well the Spice 'time credits' programme and employee volunteering.

The body of the report details information on Volunteer Centre Wiltshire, the partnership volunteering strategy and action plan and the newly launched "Valuing Volunteering Promise" (Wiltshire's volunteering charter).

The first year review of volunteering in Libraries provides useful learning for development of volunteering in other Council services.

As an example of innovation in volunteering practice, the report details the time credits programme, joint funded by Central Government.

The final section of the report deals with employee volunteering and recommends how the Council can take forward the enthusiasm shown by staff in support of the 2012 celebrations, so that community activities are supported for the future.

Proposal(s)

Cabinet is requested to commit to its community leadership role in relation to employee volunteering so that it can be seen by local businesses to be a key partner to Wiltshire Responsible Employer Network and a role model to local businesses.

Cabinet to agree that the Council will use the learning about volunteering to support the work of the Legacy Board with further opportunities for staff to volunteer to support community activities or events next year.

Cabinet to delegate the fine detail of the employee volunteering scheme to Cllr John Thomson who will work with the Communities and Voluntary Sector Support Team (with links to the HR Policy and L& D teams) to implement it and refer to the Staffing Policy Committee if deemed appropriate.

Reason for Proposal

This is outlined in the proposal above.

Name of Director Niki Lewis

Designation Service Director for Communities

Wiltshire Council

Cabinet

6 November 2012

Subject: Volunteering in Wiltshire

Cabinet member: Councillor John Thomson- Adult Care, Communities and Housing

Key Decision: No

Purpose of Report

1. To update councillors on the work to develop volunteering across the county and to obtain agreement to a number of proposals. The update includes information on volunteering in libraries and other Council services, as well the Spice 'time credits' programme and employee volunteering.

Background

2. Wiltshire Council services are enhanced by volunteers giving time across our communities. Volunteers are essential not only to Council services, but also to community life in Wiltshire and many local activities, such as Community Speedwatch, would cease without their commitment.
3. Recent research by the University of Bath, in collaboration with the Council's Communities and Voluntary Sector Support team, estimated that 109,200 people in Wiltshire regularly volunteer, each contributing an average of 3.6 hours a week. This equates to 327,600 volunteer hours, the equivalent of an estimated £79 million p.a. to Wiltshire's economy, based on valuing their time as though paid at minimum wage.¹ The figure tallies well with the findings of the Council's 2011 'What Matters to You' Survey, which found that 28% of Wiltshire's adult population volunteer regularly.

Volunteer Centre Wiltshire

4. The Council invests in a volunteer centre for Wiltshire, currently funded as an integral part of our partnership agreement with Develop who deliver the GROW voluntary and community sector (VCS) infrastructure support service. This is the service that supports voluntary sector groups, small and large, as well as public sector bodies that involve volunteers in their service delivery.

¹ The VCS Impact Survey 2012, University of Bath

5. The main role of Volunteer Centre Wiltshire is to act as a broker that matches people who want to volunteer with organisations and projects seeking volunteers. They also work with agencies from all sectors to support them in developing good quality volunteering opportunities and managing their volunteers effectively. They have recently been accredited by Volunteering England to fulfil six core functions - brokerage, marketing, good practice development, developing volunteering opportunities, policy response & campaigning, and strategic development of volunteering. (More information can be found at Appendix 1- VCW Annual Report).

Partnership Volunteering Strategy and 'Volunteering Promise'

6. In October 2011, Councillor John Thomson launched Wiltshire's Volunteering Strategy and Action Plan at the Voluntary and Community Awards Ceremony. This was developed in partnership with Volunteer Centre Wiltshire, other key VCS organisations, statutory partners and representatives of the business community.
7. In a nutshell, this aims to:
 - raise public awareness of opportunities to volunteer and make volunteering more available and accessible to everyone who wishes to volunteer
 - ensure that volunteering, wherever it takes place, is well managed and supported
 - try out some innovative approaches to volunteering, such as the 'time credits' model being developed by the Council with a national charity called Spice (and match-funded by central government).
8. Wiltshire was one of the first counties in England to develop a volunteering strategy and has subsequently developed a charter called 'Wiltshire's Valuing Volunteering Promise' that was launched at the VCS Awards Ceremony in October 2012, by Councillor Thomson. This sets out six principles of best practice in managing and supporting volunteering and is aimed at encouraging organisations to look after their volunteers properly, while indicating to volunteers which organisations are good places to offer their time. (The Valuing Volunteering Promise is attached at Appendix 2)

Main Considerations for the Council

Volunteering with the Council

Definition

9. Volunteers are individuals who offer their time, experience, knowledge and skills, without financial gain. People undertake voluntary work for many reasons including:
 - to provide a benefit to their local community
 - to develop new skills and experiences as part of their personal development, or as a pathway to work
 - to gain practical experience as part of a qualification (e.g. social work, counselling)

- to help the Council to enhance services
10. The role of volunteers is different from that of councillors, employees, consultants, secondees (staff doing a different job for a set amount of time) or agency workers. We know that some Council services depend on volunteer support, not for their existence, but for their current levels of delivery. Without volunteer input the extent of some services would undoubtedly reduce. These include: library services (particularly smaller libraries), youth development and youth offending services and the digital literacy project. In addition, some services that volunteers provide are described as giving 'added value'. In other words, they are services that the Council might not ordinarily provide and some examples are given in the Libraries Report at Appendix 3. In addition, there are numerous partnership initiatives which are heavily supported volunteers, including the 60 Community Speedwatch schemes and various Countryside and Rights of Way projects.

Volunteering in Libraries- First year review

11. The Library service has recently completed its review of the first twelve months (September 2011 – August 2012) that volunteers have been involved in helping to run level 2 & 3 libraries in Wiltshire. Nine level 2 libraries opening hours are operated solely by volunteers and volunteers help to extend opening times at six other level 2/3 libraries.
12. Four hundred and forty four prospective volunteers came forward of whom 375 attended briefing sessions and 285 of these volunteers completed basic training and started in September 2011. The number of new Community Library Volunteers is currently 319. Wiltshire libraries has a long tradition of working with volunteers and already had 324 volunteers undertaking 'added value' volunteer roles within the library service, for the summer reading challenge. Altogether 643 volunteers support the library service, which has the largest number of volunteers in the Council working with it outside of schools².
13. Advice was taken from both the Trade Unions and Legal Services about the role of community library volunteers. In response to this care has been taken to ensure that volunteers are not asked to take on the work of paid staff or to work alongside them doing similar duties.
14. The implementation of this project has been successful in a number of ways:
- With the help of Community Library Volunteers we have been able to keep all the smaller libraries in Wiltshire open, in most cases with either the same or slightly increased opening times. Volunteer teams at Box and Ramsbury opted to add an extra weekly opening session in April 2012.
 - Volunteer operated libraries in Wiltshire are professionally led and managed, and they remain part of the Council's library service network.

² Library levels are explained in Appendix 3

- Volunteering opportunities have helped deliver the governments Big Society agenda, promoting community resilience and strengthened the library services links with local communities.
- The new way of working has also offered volunteers opportunities to develop skills; the most common reason for volunteers leaving is to take up paid employment.
- Opening hours at level 3 libraries have been supplemented by volunteer operated sessions with a hybrid of staff and volunteer sessions.
- Volunteers helped to run the Summer Reading Challenge across all libraries this summer. Volunteers at Durrington and Purton operate weekly story times and other volunteer operated libraries are planning to follow suit.
- Community Library Volunteers have provided 18,160 hours of volunteer time in the first twelve months of the project.
- The volunteers have been very reliable, there have only been 34 hours of unplanned closures during this first year.
- Volunteer retention has been excellent, only 19 have left so far.
- All of the above has been achieved whilst reducing the overall Libraries budget by a third.

15. When surveyed, volunteers stated they enjoyed their role because:

- They were making a difference in the community
- Enjoyed being around books and talking about reading
- It provided opportunities to meet new people

Key Learning Points from Volunteering in Libraries

16. The Library review highlights the following:

- When volunteers are responsible for operating a frontline service the importance of recruiting and supporting large numbers of volunteers to provide a big enough pool to draw on to ensure there is always sufficient cover available
- The need to ensure volunteering tasks are not too complex
- The necessity for both initial induction training and also ongoing training so that volunteers can refresh their knowledge and develop new skills
- Volunteering involvement requires adequate staff support for volunteers as well as staff resource to support recruitment, training, record keeping and communications with volunteers.
- Recruitment and training must be ongoing in order to replace the volunteers that leave to take up jobs or for other commitments and changing circumstances

- This model works well in smaller libraries but is not scalable for use in larger libraries due to the greater volume and complexity of work they undertake. This is explained more fully in Appendix 3.
17. In summary, experience during this first year of operating small libraries in partnership with community volunteers has shown this system works well and provides many benefits. Significant amounts of paid staff support are required however to support this way of working and this needs to be factored into any expansion of volunteer operated sessions.

Developing a consistent Council approach to volunteer involvement

18. Officers from the HR Strategy and Policy team are working together with the VCS Development Manager to develop recommendations for a consistent and planned approach to attracting, engaging and managing our voluntary workforce.
19. The People Strategy will address the need to review the way volunteers are recruited and managed to improve consistency and also to investigate the strategic value of volunteers in the future.
20. There are legal and statutory considerations when involving volunteers to provide Council services that differ from those relating to paid staff, and there are subtle but very important differences in the way individuals should be supported and managed depending on whether they are paid or unpaid. It is clear from discussions with managers of volunteers around the Council that they have concerns about how they should 'manage' their volunteers in order to safeguard the interests of the Council and also the volunteers themselves. The Council therefore needs to develop a consistent approach to issues such as recruitment, management, payment of out of pocket expenses, cost of support or access needs, safeguarding or complaints, so that managers are certain about which policies are applicable.
21. A follow up action plan will be presented to CLT, as well as a proposal for the ongoing management of volunteers in the future. This is in order to safeguard the Council's statutory and legal obligations, while providing good support to those who give us their time. Some of the issues identified thus far are set out under the risk assessment at paragraph 52 below.

Time Credits Showcase

22. In May 2011 Wiltshire was selected by the Cabinet Office and the Department of Health to be one of four showcase authorities in the UK to work with Spice and the Young Foundation to introduce a time credits programme. The other authorities are Lancashire, Lewisham and West Norfolk. Each authority has a different focus to develop their scheme. Spice have set up a number of time credits projects that have been highly successful in building communities and encouraging individuals to give their time to local community projects and activities.

23. The time credits scheme is a simple tool that thanks individuals for every hour of time they give with one time note, or credit. These credits can then be used by them, or a friend or relative, to access local events and activities.
24. Wiltshire Council's aspiration in joining this government funded national programme was to learn how we could engage individuals who would normally be considered recipients of services, or at risk of social isolation. Time credits are a tool to 'reconnect' individuals with local community organisations and encourage their active involvement in a service, either shaping or delivering aspects of services. Such groups include disadvantaged families, older people, stroke survivors, those with learning disabilities and people with health conditions, including dementia.
25. In June 2011, Cabinet Liaison and CLT agreed proposals for starting the project in the following areas:
 - Chippenham community area, working closely with the three Children's Centres with a focus on families
 - On the Salisbury Friary and Bemerton Heath estates to help extend tenant participation and provide access to greater mutual aid and support for everyone living in the area
 - Volunteers in Wiltshire's Library Services. This strand of the time credits project is currently on hold following the successful volunteer recruitment campaign by the Library Service and will be reviewed in April 2013.

The Council may wish to issue credits to encourage people to participate in occasional consultation and planning events. However, in order to keep a balanced 'time economy' it is important that we don't begin to issue too many credits too quickly, while we are developing sufficient and widespread opportunities to 'spend' or redeem them. We will keep this under review and we might choose specific service areas to use them as 'an introductory offer' to getting people interested in volunteering.

26. Work in establishing a time credit network in Wiltshire began in September 2011. A locality co-ordinator, employed by Spice, took up post in January 2012. This post is funded until June 2013. The co-ordinator is supported by a core team who are based in London and who work across the four national localities.

What's happening now?

Chippenham Community Area Pilot

27. In the Chippenham community area time credits were first issued in May 2012. To date, in Chippenham 18 community organisations have joined the project, more than 2000 time credits have been issued and 170 volunteers have given at least an hour of their time. 36 percent of participants report themselves to have not been volunteering on a regular basis previously.

28. Individuals have earned time credits in a wide variety of ways including helping run youth sessions for young people, stewarding at community festivals, cutting back vegetation and litter picking along the banks of the River Avon, improving communal areas in a hostel that supports people who have been street homeless and fundraising for people with dementia.
29. People can spend their credits with 16 local organisations. Further information is attached at Appendix 4 Case studies are being developed as part of the project evaluation to measure the impact of time credits for individuals and organisations. Appendix 4 has examples of positive impact in the Rise Children's Centre and Unity House.

Bemerton Heath Pilot

30. In Bemerton Heath, Salisbury, work is underway to deliver a time credit network with organisations that are located on, or work with, residents across the Bemerton Heath estate. This includes Council tenants. The neighbourhood centre will serve as a central 'hub' in this model and will issue credits to participating organisations. Following a successful series of events and workshops with local residents and organisations at the end of September, the first time credits have now been issued.
31. Discussions are now underway with the Children's Centre, local primary and secondary school as well as Bemerton Heath Centre with the aim of starting trading on a regular basis from the beginning of November. Residents can currently spend their credits with Salisbury library and Five Rivers Sports Centre. Work is currently underway to increase the number of spending options, both with external organisations and within the community organisations taking part in the scheme.

'Uplift' focus on more isolated people

32. The 'Uplift' strand of the time credits project is funded by the Department of Health and looks specifically at the ways time credits can facilitate the involvement of people with long term health conditions and those at risk of social isolation. We are working with a number of organisations including Unity House, Keyring, Wiltshire Council Learning Disability Teams, Equal Chances Better Lives (the single equalities service), the Stroke Association, Wiltshire Council Housing Team and SWITCH to look at how time credits can encourage service users to support each other. Time credits are also being used to support the work of Wiltshire Voices to find new ways of reaching out to people who do not, or cannot, attend the Council's meetings.³

³ Wiltshire Voices is a project that aims to find new ways of reaching out to people who do not, or cannot, attend the Council's meetings. Wiltshire Voices aims to do this by talking and listening to local people and recording their stories. See www.wiltshire.gov.uk/wiltshirevoices

Next steps

33. Discussions are currently underway to determine the next steps for the time credit programme in Wiltshire and how the programme might potentially be rolled out across Wiltshire following the end of the pilot in June 2013.

Employee Volunteering

34. This year Wiltshire Council funded a small pilot project to look at how we can develop relationships between local businesses and our communities, with a particular emphasis on 'employer supported volunteering'. This project, which is steered by a reference group known as "Wiltshire Responsible Employers Network" (WREN), reports to the Action for Wiltshire Board through the Help and Advice work stream.
35. It is strategically important that we broker relationships between businesses and communities that begin to extend beyond employee volunteering, so that sponsorship and other kinds of support start to develop. This area of work has the potential to ensure that the voluntary and community sector becomes less reliant on public money and starts to secure funding support from the private sector.
36. Case studies are currently under development and so far include: **Amey**- which has given time and expertise for the redecoration of a village hall and has also encouraged directors to work with the Trowbridge Carnival committee to revitalise its community engagement and marketing; **BT** – whose senior managers shared business development skills with Wiltshire Blind Association and others; **Herman Miller** have recently become involved and specifically aim to target their support to areas of greatest unmet need.

Cabinet is requested to commit to its community leadership role in relation to employee volunteering so that it can be seen by local businesses to be a key partner to Wiltshire Responsible Employer Network and a role model to local businesses.

Evaluation of staff volunteering in the 2012 celebrations

37. This year Council staff were invited to volunteer to support events celebrating the Queen's Diamond Jubilee and the Olympic Torch relay when it visited Wiltshire on two occasions during May and July. The Council took the view that managing large public events safely to ensure their success would require significant numbers of personnel to act as marshals, first aiders and team leaders and so a decision was taken to offer staff the opportunity to volunteer their time to support these celebrations.

38. 493 staff gave their time (some of them more than once) with great willingness and enthusiasm and the events were all highly successful. The staff who were involved in these events have been surveyed and we have valuable feedback about how much they gained from volunteering in different teams, alongside colleagues some of whom they had never met before, while ensuring that our residents and visitors had a wonderful time at the celebrations.
39. 98% of all the staff who volunteered were happy with their experience and enjoyed the team spirit and the feeling of pride at having made a difference to their community. Many also mentioned that it had increased their confidence or they had earned some new skills. And over 90% said they would love to get involved in something like this again. (A detailed evaluation report is attached at Appendix 5)

Cabinet to agree that the Council will use the learning about volunteering to support the work of the Legacy Board with further opportunities for staff to volunteer to support community activities or events next year.

40. RECOMMENDATION – At the discretion of managers, staff will be encouraged to take part in volunteering activities that meet the following principles:
- projects or events which help to deliver Council’s priorities within communities, including those that may face disadvantage
 - there is a team building element (which can be offset against learning and development budgets)
 - volunteering activities which enable specific skills development, such as event planning or team leadership
 - collaborative working across service areas
41. Some examples could be: 1 Supporting conservation and environmental projects led by Countryside and Rights of Way officers: For example, an employee team could work alongside external volunteers to clear a footpath or tow path of invasive weeds, clear litter from one of our country parks, or install a new foot bridge. 2 Supporting our adult care provision: For example, a staff team could work with older or vulnerable adult residents on relevant activities. 3. A team could volunteer alongside young carers on projects to enhance their lives outside of their caring role,
42. The benefits of employee volunteering to the Council include: staff development, leadership skills; staff retention and loyalty, becoming an ‘employer of choice’; supporting staff engagement and the ‘Shaping the Future’ agenda and leading the way in terms of stimulating employee volunteering among our business community. In addition, so many Wiltshire residents give their time to support services, and in turn employee volunteering in communities demonstrates the Council’s commitment to working closely with communities.

Cabinet to delegate the fine detail of the employee volunteering scheme to Cllr John Thomson who will work with the Communities and Voluntary

Sector Support Team (with links to the HR Policy and L& D teams) to implement it and refer to the Staffing Policy Committee if deemed appropriate.

Other Aspects of Volunteering in Wiltshire

43. Development of volunteering in Wiltshire is steered by a partnership Volunteering Reference Group that works to the volunteering strategy and action plan and reports to the Resilient Communities Partnership. The overall vision for volunteering in the county is '*local people helping their communities through volunteering*'. In other words, volunteering is being developed to take place throughout the county as a means of engaging people with their local community, at parish or neighbourhood level. The strategy also aims to make volunteering an inclusive activity that is available and accessible to all.
44. The Volunteering Reference Group monitors developments against a number of actions that are designed to promote more inclusive, widespread volunteering opportunities. For example, a pilot project has been developed (and funded externally), delivered by the volunteer centre, to provide mentors who help people with additional support needs develop the confidence and skills they need to help them find a suitable volunteering placement. This includes, but is not limited to, people with learning disabilities, physical and sensory disabilities or mental health issues.
45. The volunteer centre monitors both the range and diversity of volunteering opportunities developed in the county and the profile and numbers of people seeking to volunteer via the centre. In 2011/2012 the number of enquiries from potential volunteers more than doubled, with almost half coming from people aged below 30. A significant proportion of people seeking volunteering in Wiltshire (23%) are unemployed or recently made redundant and partnership working with the Job Centres has meant that claimants are being encouraged to view volunteering as a meaningful pathway to securing employment.
46. A Volunteer Managers' Network run by the volunteer centre brings together volunteer managers from all sectors to share best practice and learning. Topics covered this year have included: Volunteers and the Law, Involving Ex-Offenders as Volunteers and Recruitment and Retention of Volunteers. Several of the Council's managers who support volunteers regularly attend these network meetings and find them a helpful source of advice and information that supports their work with volunteers. (More information can be found at Appendix 1- VCW Annual Report).

Environmental and climate change considerations

47. Volunteering impacts positively on environmental and climate change issues. Firstly, there are a number of environmental and climate change VCS organisations operating in Wiltshire who involve many hundreds of volunteers in protecting and conserving the environment. The

volunteering action plan sets out ways of increasing volunteering that will benefit environmental groups and organisations and help them to work in communities to reduce the impact of climate change. Secondly, the volunteering strategy concentrates on localities and community areas. As such the Council's work to encourage volunteering is designed so people can participate (wherever possible) in their local area which can reduce the need for travel and its associated environmental impacts.

Equalities Impact of the Proposal

48. The Council has an important role to play in supporting increased participation in Wiltshire, including participation through volunteering. The volunteering strategy considers how to identify which groups of people are under-represented in volunteering and how best to provide targeted support to these groups, including people who may have additional support needs. It also seeks to identify any funding required to foster inclusion.
49. The 'Valuing Volunteering Promise' provides guidance about inclusive volunteering practice and the volunteering reference group is working on ways of getting this information across to volunteer-involving organisations.
50. The Time Credits Programme was originally entitled 'Engaging the Many' Since the model seeks to engage with economically disadvantaged and 'harder to reach' communities to help build resilient communities as well as breaking down cultural barriers to volunteering.
51. The volunteering action plan sets out in more detail which groups of people are specifically being encouraged to take up volunteering and hence improve their wellbeing and quality of life. The strategy also considers the need to treat volunteers as individuals; to find out what they want, what motivates them and to reward them appropriately. Marketing and communications strategies also consider diversity and use a range of media (including social media), languages and formats (on request) to good effect, to extend geographical reach.

Risk Assessment

52. As part of the development and implementation of revised Council volunteering policies and procedures (for the benefit of both volunteers and the managers who engage and supervise them) areas to be covered will include, for example, robust risk assessment in relation to lone working, CRB checks and safeguarding vulnerable adults and children.
53. There is a risk to delivery of services if volunteering does not continue to enhance the Council's service provision and if there is insufficient dedicated staff resource to support volunteering.
54. The risk of not developing employee volunteering is that the Council will not be seen to offer leadership to other employers in the county, while

requesting the business community to develop this aspect of their Corporate Social Responsibility agenda.

Financial Implications

55. The involvement of volunteers by Wiltshire Council is not free and will incur costs, although these costs are likely to be relatively small, for example the provision of uniforms, CRB checks, materials and out of pocket expenses. These costs must be contained within existing and future budget allocations.
56. Volunteers must be covered by the Council's insurance policies, in particular public liability and personal injury. This cover must be in place prior to the commencement of a volunteer role and any resulting additional costs absorbed within current budgets.
57. Wiltshire Council is in the process of centralising its Learning & Development budgets. Therefore any training costs that are likely to be incurred for volunteers will be funded from this central pot, rather than being controlled directly by service managers. So funding arrangements will need to be agreed prior to volunteers commencing any induction training.
58. Currently, expenditure in support of volunteers is not always specifically classified, making it difficult to ascertain the exact costs incurred and the level of savings made by the Council from this service. This is required in order to be reflected in future budgetary provision. Assessing the costs associated with supporting volunteers adequately is part of the remit of the current working group led by the HR Strategy and Policy team. The findings of this project will be presented to CLT in late Spring/Early Summer 2013.
59. Early indications are that the staffing costs involved in supporting volunteers are considerably outweighed by the contribution that they make.
60. In regard to employee volunteering, managers will be encouraged (and supported by the Communities and Voluntary Sector Support Team) to use designated learning and development time and budgets for community volunteering, where this is relevant.

Legal Implications

61. The risk in any volunteering programme is that the Council does not inadvertently create a contract between itself and a volunteer, and specifically a contract which could be considered a contract of employment or a contract which confers worker status on a volunteer.
62. The three elements that would particularly increase that risk are as follows:-

- the Council being obliged to offer work to the volunteer and the volunteer being obliged to accept it
- paying or remunerating the volunteer for the work done
- exercising a degree of control over a volunteer that is the same as the control exercised over an employee

63. It is therefore important that the Council:-

- does not pay volunteers apart from any expenses actually incurred.
- where we involve volunteers to undertake tasks to support service delivery, considers how tasks are broken down and allocated and the levels of responsibility and supervision provided to volunteers.
- keeps a distinction between paid workers and volunteers in terms of policies, procedures, practices and agreements
- does not create volunteer roles that can be deemed to be “job substitutions”. In other words, volunteers should not carry out identical tasks to others who are being paid for the role, or were being paid and have since been made redundant

64. There is an increased risk element in respect of the time credit scheme in that this may be considered to be a form of remuneration if they are awarded regularly to individual volunteers.

65. If a volunteer could establish worker status, or even employee status, then the volunteer, as a minimum, would become entitled to the following:-

- national minimum wage (backdated) and the Council could be liable for a fine
- paid holiday leave
- protection under the Equality Act and other legislation

Conclusions

66. In conclusion, this report demonstrates that Wiltshire has a strong tradition of volunteering that has been boosted over the last year. In order to support and enhance this enthusiasm for volunteering, Wiltshire Council needs to promote best practice in how it involves volunteers and in how it supports staff to volunteer. In this way, it is providing a role model to other public sector bodies as well as to the local business sector.

67. Central Government is watching Wiltshire with interest as it is one of the first counties to launch a volunteering strategy and a volunteering charter

Name of Director Niki Lewis

Designation Service Director, Communities

Report Author: Karen Scott

VCS Development Manager, Communities and Voluntary Support Team
Telephone: 01225 713510

Date of report: October 12th 2012

Background Papers

Volunteering Strategy and Action Plan 2011-2014

Wiltshire Council's 'What Matters to You' Survey report

Bath University's 'Wiltshire VCS Impact Survey 2012'

Appendices

- 1 VCW Annual report 2011-2012 and case studies
 - 2 Valuing Volunteering Promise
 - 3 Libraries End of Year Report
 - 4 Time Credits Time Out Menu and case Study
 - 5 Staff Volunteering Evaluation Report
-

An Awarding Year The VOLUNTEER CENTRE WILTSHIRE REPORT 2011 / 2012

www.volunteercentrewiltshire.org.uk



Volunteer Centre Wiltshire is accredited by Volunteering England



Grow is a service of DEVELOP Enhancing Community Support

Head Office: 3-4 New Road, Chippenham, Wiltshire, SN15 1EJ. Tel: 01249 654089

Develop Enhancing Community Support Limited is a Company Limited By Guarantee registered in England and Wales 01986363. Registered Office is the Chippenham address above. Registered Charity 1096008. Develop Enhancing Community Support is a member of the National Association for Voluntary and Community Action (NAVCA). www.developecs.org.uk

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Volunteer Centre Wiltshire

Volunteer Centre Wiltshire offers help and information to individuals and organisations across Wiltshire.

If you're an individual looking for a suitable volunteering opportunity we'll help to match you to the best placement we can.

If you're an organisation we can help you find volunteers and provide good practice information.

Volunteer Centre Wiltshire is accredited by Volunteering England to fulfil 6 core functions - brokerage, marketing, good practice development, developing volunteering opportunities, policy response & campaigning, and strategic development.

You can contact Volunteer Centre Wiltshire by phone or email or (by appointment) face to face and we will support you to find the information that you need.

If you would like more information, please visit our website:

www.volunteercentrewiltshire.org.uk
volunteer@growwiltshire.org.uk
Volunteer Centre Wiltshire, 3-4 New Road,
Chippenham, Wiltshire, SN15 1EJ

Tel: 0845 034 5250
Textphone: 0845 034 2113

Volunteer Centre Wiltshire is funded by Wiltshire Council through the GROW service. GROW is a service of DEVELOP Enhancing Community Support. DEVELOP is a local development agency providing support for the voluntary and community sector in both Wiltshire and B&NES. We are a registered charity. DEVELOP places its members' needs at the heart of its activities and provides a range of services, which aim to promote and develop the effectiveness of the local voluntary and community sector.

To do this DEVELOP have been commissioned to operate several different services throughout Wiltshire & Bath & North East Somerset.

If you require materials in any other languages or formats, please contact us and we will endeavour to provide them where possible.



Volunteer Centre Wiltshire is accredited by Volunteering England



Grow is a service of DEVELOP Enhancing Community Support

Head Office: 3-4 New Road, Chippenham, Wiltshire, SN15 1EJ. Tel: 01249 654089

Develop Enhancing Community Support Limited is a Company Limited By Guarantee registered in England and Wales 01986363. Registered Office is the Chippenham address above. Registered Charity 1096008. Develop Enhancing Community Support is a member of the National Association for Voluntary and Community Action (NAVCA). www.developecs.org.uk

DEVELOP Gains Two Prestigious National Quality Awards

Demonstrating our quality service to the VCS

The team at DEVELOP are celebrating having received formal, national recognition for its work, by being awarded both the NAVCA Quality Award (National Association for Voluntary and Community Action) and the Volunteer Centre Quality Accreditation (VCQA) by the national volunteering umbrella body: Volunteering England.

This financial year saw the culmination of a lot of hard work from our teams, firstly DEVELOP Enhancing Community Support successfully gained the NAVCA Quality Award.

The NAVCA Quality Award goes to local voluntary sector support and development organisations which meet NAVCA's performance standards. The five standards are outcomes focused and address the difference local support and development organisations make through the delivery of their services:



- Standard 1: Supporting the identification of needs in local communities and facilitating provision to meet those needs.
- Standard 2: Assisting local voluntary organisations and community groups to function more effectively and deliver quality services.
- Standard 3: Facilitating effective communication, networking and collaboration amongst local voluntary organisations and community groups.
- Standard 4: Enabling the diverse views of the local sector to be represented and in supporting structures which promote effective partnership working.
- Standard 5: Ensuring the voluntary and community sector's role as an integral part of local planning and policy making.



The Quality Award is given following a rigorous independent audit process which is subject to moderation. The NAVCA Award sets standards across all of the services which DEVELOP provides now and in the future.

We are also very proud to inform you that Volunteer Centre Wiltshire also recently received national accreditation! We are delighted to demonstrate to our service users, funders, supporters and stakeholders that we are committed to quality and that we have been nationally recognised for the work which we are delivering locally. In 2010 we promised to establish and develop a quality accredited Volunteer Centre for the County of Wiltshire within three years. We are overjoyed to announce that we have achieved the award in 2012!



The VCQA is a quality framework for Volunteer Centres, initially developed by Volunteering England in 2000. This externally assessed standard measures and tests a Volunteer Centre's ability to deliver the six core functions Volunteering England believes are required to create an environment within which volunteering can flourish at a local level. The accreditation is evidence of our commitment to excellence in delivery of our services and the six core functions, which are:

- Brokerage of volunteering opportunities
- Marketing volunteering
- Good practice development
- Developing volunteering opportunities
- Policy response and campaigning
- Strategic development of volunteering

The process of completing both Quality Awards required us to identify and tackle our weaknesses as well as build on our strengths, so we feel that this has helped us to create a stronger organisation. Now we can build on the good work that we have already started and continue to help both the Voluntary & Community Sector and individuals in Wiltshire.

We hope these awards will help us in our pursuit to become a more sustainable structure and to become more attractive to funders, so that we can continue to deliver a range of quality services to our beneficiaries.

Meet the Team

Who's who & what we do



Employee Team

Led by: **Janice Fortune** - Chief Executive Officer

Operations Team

Rachel Nouch - HR Manager
Emily Tsang - Finance Manager
Beth Wilson - Operations Manager
Jo Croston - Operational Support

Delivery Teams

Led by: **Meryl Hecquet** – Strategic Services Manager

GROW & ECBL

Maria Van De Vorst - Senior Development Officer
Carl Davis - Development Officer (ECBL)
Jackie Crowther - Training & Development Worker
Lisa Thornton - Development Worker
Sarah Culbert - Services Support (GROW & ECBL)

Volunteer Centre Wiltshire

Simone Lord - Volunteer Centre Manager (from Apr 12)
Emma Johnson - Volunteer Centre Manager (to Mar 12)
Vanessa Wells - Development Worker
Ruth Ross - Volunteering Information Worker
Grant Hayward - Development Worker (Employer Supported Volunteering) WREN

Develop Bath & North East Somerset

Paula Cannings - Project Manager
Katherine Tanko - Funding & Development Worker
Sue Evans - Administrator

Record Volunteer Enquiries

Volunteer Centre Wiltshire has seen a dramatic increase in the number of people registering to volunteer this year.

The recession has seen a massive increase in the number of people seeking to volunteer in their local communities. New figures released recently show that the amount of citizens who are prepared to give up their time to help others has more than doubled over the past year.

For the first time the numbers of people aged 30 – 50 is increasing whilst

those of young people coming forward to volunteer remain steady. The release of these figures from Volunteer Centre Wiltshire coincides with the statistics from the Volunteering England, which shows that in 2008/09 35 to 49 year olds were by far the most likely age group to formally volunteer at 47%. Younger volunteers were relatively more likely to volunteer informally than formally.

Over 1,300 individuals have registered to volunteer with Volunteer Centre Wiltshire

during 2011, this represents an increase of more than 99% on last year.

There has also been a steady increase in the number of not-for-profit organisations registered with Volunteer Centre looking for volunteers to assist them. This figure now stands at 343 representing an increase of 12% over the past year.



Make your life sweeter by volunteering!

The CEO of DEVELOP, Janice Fortune, says the most striking aspect of the figures is the changing profile of volunteers in Wiltshire and how people are reacting to the recession.

“One positive consequence of our changed economic circumstances has been an explosion in active citizenship as people are seeking to re-engage in their communities and help both others and themselves by volunteering,” said Janice. “It has become

abundantly clear that so many people who have either lost their jobs or, indeed, cannot find work after graduating from second or third level education are being proactive and are seeking out fulfilling opportunities and the chance to learn skills that could lead to full-time employment.

49% of volunteers are 30 years of age or younger. 84% of these are below the age of 25. Redundancy and lack of employment opportunities has also pushed up the number of 30 – 50 year olds volunteering in the county, 35% of our enquiries this year came from that age group.



So why would people want to spend their free time giving to others?

It turns out volunteering is good for your health. A number of studies show that people who volunteer live longer, and function at a higher rate. But that's not all, volunteers say they actually feel much better after serving others and believe they receive much more than what they give. There is another bonus for those who are unemployed, or under-employed, by volunteering you learn new skills, make new friends, network, stay active, plus you experience the joy and satisfaction that comes from serving a larger cause. Janice said "We have witnessed several situations where people who have volunteered have found work directly as a result of that process and who continue to volunteer while working."

Regular volunteer, Jane Milligan, says, "I volunteer one morning a week for Volunteer Centre Wiltshire. I help by entering information onto the database system. I also volunteer for St Andrews church where I have taken on the responsibility of child protection representative, along with helping to run the coffee shop and the admin for weddings and baptisms. I enjoy volunteering as it develops the mind and keeps my working skills updated. I also like the work routine. If I didn't volunteer I would miss the camaraderie of working with others".

Keeping You Informed

The weekly newsletter that's straight to the (bullet) point

Each week we produce weekly newsletters that are sent out by email, during the year we sent out 48 ebulletins.

Wiltshire's Ebulletin covers information regarding and relevant to our services GROW, Volunteer Centre Wiltshire and ECBL. It is circulated to over 1,900 recipients each week. Our customers find it easy to scan and pick out useful information for their organisation from the useful sorting into two sections: "Wiltshire News" and "General Updates".

The Bath & North East Somerset bulletin covers the DEVELOP B&NES service and has a particular focus on Funding Information and Support, highlighting the work of our dedicated funding adviser for that area. The B&NES bulletin is circulated to 387 voluntary groups.

Ebulletin Impact - Overall the ebulletin creates over 91,000 opportunities to share information with the voluntary sector each year.

"I would just like to say the General information you send through in this ebulletin is fantastic, I have found the information invaluable, particularly around the changes in the law. I circulate relevant information out to both colleagues and also to other organisations who are members of SPAN." Lynn Campbell, Single Parent Action Network

"This email is one of the most useful sources of information that receive." Simon Killane, Wiltshire Councillor for Malmesbury



"The ebulletin provides a regular pit stop of information on what's available and what's happening at both a local and national level. Everything from training courses to voluntary sector events and HR guidelines. It is easy to scan for articles of interest, items are short enough to read when time is pressed and the ebulletin is a great resource to just highlight and email to colleagues for further information. Thank you please keep them coming..." Gill Murray, Rural Needs Initiative

Managing Volunteers all year

Volunteer Managers Network proves invaluable for information, networking and good practice

During the last 12 months, Volunteer Centre Wiltshire has been hosting Volunteer Managers' (VMN) Networking events to provide an opportunity to share and develop good practice in volunteer management.

Over the last year we have held 4 meetings and had 88 attendees from a variety of organisations across Wiltshire.

Meetings have sought to provide:

- A general meeting for sharing information relevant to Volunteer Management
- Good Practice workshops
- Networking opportunities.

Lessons Learnt

The VMN meets a need. It delivers on providing good practice, useful information and providing networking opportunities.

Feedback shows it makes a

difference locally because managers feel supported and more able to tackle difficult issues. We were very pleased with the feedback we received and will continue to run these meetings.

The topics covered this year included:

- Volunteers and the Law
- Involving Ex-Offenders as Volunteers
- Recruitment and Retention of Volunteers

However, in the coming year we will also offer more in depth workshops around particular issues outside of the meetings so as to give a more comprehensive good practice development service and reach a wider audience.



Based on an attendee evaluation the topics to be covered in next year's workshops are: Involving volunteers from different backgrounds; Funding for your volunteering project; Volunteer Welcome Packs; Volunteer Contracts; Training for Volunteers.

We will also offer more in depth sessions in the months following to include: Risk assessing volunteering; Volunteer Contract; and Managing volunteer expectations.

We will increase the time of the meetings until 1pm to allow for longer networking opportunities for those organisations who would like more time to meet others and discuss experiences.

Volunteer Managers Network - What was the Impact?

We asked the following questions:

- Attending the VMN event is a great way to share information? 87% Strongly Agree
- The information shared is generally very useful? 82% Strongly Agree
- Attending the VMN event is a great way of Networking? 82% Strongly Agree

“I think the information sharing at these events is essential, well organised and hugely useful for all involved. As a lone worker managing 90+ volunteers it is my only opportunity to hear how others manage a certain situation and what other people do to recruit / help / support their volunteers and it has also been a great outlet for me. If anything I think a little longer could be spent on meetings, but I appreciate everyone is busy and the meetings can't be too long.”

“The meeting on the legality of volunteering was very useful, it made me relook at our action plans which volunteers were signing. As a result of your meeting, we no longer use them.”

“I would like more volunteer managers network meetings as

the contacts I have made had helped us access more opportunities and information for our own clients.”

“Great variety of organisations / sectors represented at the VMN which is great for both professional and personal networking”



“Networking is always a key benefit of meetings of this type. A good start to developing new and effective business / development relationships”

“Contacts with other groups and agencies have made my job easier and opened up more opportunities to get more volunteers, put in place best practice or flag up areas of concern to be addressed”

Good Practice Workshops - What was the Impact?

We asked the following question:

- Attending the VMN event is a great way of accessing a good practice workshop? 78% Strongly Agree

“These have been an essential place to gather Good Practice information that I may not have otherwise come across or spent hours searching the internet for. Again they have opened my eyes to other ways of doing things. The volunteers and the law information was especially helpful as this can be such a minefield”

“These workshops have been very useful, particularly the one on Volunteers and the Law. I rang your office after this session and got even more helpful advice, thank you”



What did you think?

We asked some of our customers to talk about their experiences using our services

“**GROW** have given the project considerable help and support over the years particularly when we were first setting up. GROW is seen as a trusted source of help and advice for any matters concerning the voluntary sector.”

“The team has been hugely supportive since I was first in touch. It has been great to know they are there to bat ideas around with and ask advice from (especially as I work alone in an office so no one else to run things past). They are always full of ideas and great at responding promptly and fully and signposting.”

“Getting together with people who face the same daily challenges saves a lot of time. There is usually someone present at these meetings who can offer positive help, either information needed or good advice. Running a community

hall can be daunting and getting together with others doing the same thing tends to shrink problems down to size and makes one feel supported” Community Centre Network (B&NES).

“The team’s support has been absolutely brilliant in the enhancement of Newlife For Transplantees. There is always someone to speak to when in need of help and advice whether it be by telephone or e-mail.” Terry Sell, Newlife for Transplantees.

“Thank you for your invaluable help. It was a great session with very practical advice and I am sure it will help me gain my confidence whilst presenting in the future” Mary Hardwidge, Community First.

“This service is invaluable to the voluntary sector. It puts us, as a charity, in touch with local funders. Regular news updates regarding funding – who was giving out what to who. Well worth the money.”

Develop B&NES Funding Information Service.

“I would like to thank you and the other staff members from GROW for your time and dedication re Trowbridge Cluster. These groups are now in a position to network with each other and know where to obtain support (ranging from governance to fundraising) through GROW who can also signpost them to other agencies.” Maryrose Mantle, Trowbridge Guild.

“Thanks for all the help support you have given us over the past year – you’ve done an amazing job of creating a support network for voluntary organisations.” Chris Fegan, Barnardo's.

“I found the day very useful in meeting others working at reducing re-offending, and found the speakers in the plenary sessions interesting. It was interesting to see the stalls of other agencies,



and the Clinks guides on working with volunteers are excellent. All in all a well organised and useful day! “ Lena Higginson, Youth Offending Team, B&NES.

"You gave me some fantastic ideas and advice about good practice when working with volunteers. The information was invaluable and has had a very positive influence on my work. I wouldn't hesitate to go back to the Volunteer Centre Wiltshire if I ever needed more help and guidance. You've given me more confidence about working with volunteers." Jenny Wilcockson, Wiltshire Online.

“On contacting GROW and speaking to their very helpful staff, I was very pleased to find that they could help us in all sorts of ways. As a relatively new developing charity we have found it difficult to keep up with all the policies that were needed. GROW had the answer, and were quick to render assistance. GROW also advertised on our behalf for volunteers, and we were surprised how many applications we have had. I would like to thank the staff of GROW for all their help.” Hazel Jackson, Hope Nature Centre.

“As a small charity with no Fundraiser it was really helpful to speak to Katherine and clarify our thinking. We left feeling supported and encouraged.” Develop B&NES Funding Information Service.

What were you looking at? Website Statistics

DEVELOP has several websites that work in tandem. Our company website www.developecs.org.uk highlights the organisation, about us and the different services we offer in general detail.

We then have a website which specifically covers our services working in Wiltshire www.growwiltshire.org.uk and a website that covers our services in Bath & North East Somerset www.developbanes.org.uk. Both have in depth information about the services on offer alongside a wealth of resources and information for groups in the voluntary & community sector to access.

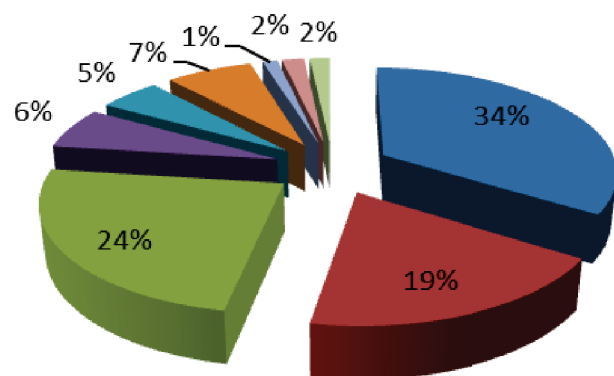
GROW Website - Some Statistics

24,444 page views

11,890 absolute unique visitors

Each user looked at an **average of 4 pages** on the website each time they logged on

Wiltshire Website - Most Popular Sections



- About the Service & Contacting Us
- Volunteer Centre Wiltshire
- Voluntary Sector Vacancies
- Resources Bank & Ebulletins
- ECBL
- Training & Events
- Funding Information
- Voluntary Sector Forum
- Community Development

What did we do?

This year we recorded that 627 groups have been supported by our Wiltshire teams

In year 2 GROW & ECBL have recorded that **627** groups have been supported by us, to do this we have recorded **2,282** different pieces of work.

Some highlights:

232 different organisations attended training courses, represented by **388** different attendees.

The Volunteer Centre team have enabled volunteering development with **143** different organisations, across **256** different pieces of work.

456 separate pieces of work contributed towards our outcome “delivery of a consistent countywide volunteering service”.

138 new organisations signed up to be on the Wiltshire Directory of Voluntary Organisations, **427** groups in total now appear in the Directory.

An average of **1,900** contacts receive our ebulletin each week, that's **91,200** occurrences of people receiving the newsletter this year.

140 items of work recorded towards our outcome “the VCS are provided with increased opportunities to network effectively” these include the setup and development of our new cluster info share groups.

114 pieces of work supporting trustees of voluntary groups with issues such as the governance and management of the organisation.

127 records of supporting groups to network and collaborate with others.

79 instances of practical support for example printing a newsletter for a group or loaning them equipment for an event

Our Community Development team alone worked with **318** different groups providing **763** instances of support.

1,194 new volunteering opportunities promoted with us

2,748 volunteering opportunities have been updated during the year.

1,194 brand new volunteering opportunities promoted with us.

Our ECBL team worked with **127** different groups providing **511** instances of support.

127 new members signed up to take an active part in our website.

39 different pages within our Resource Bank were produced and updated, including ones on ICT, Equalities, Human Resources, Law and Trustees & Governance.

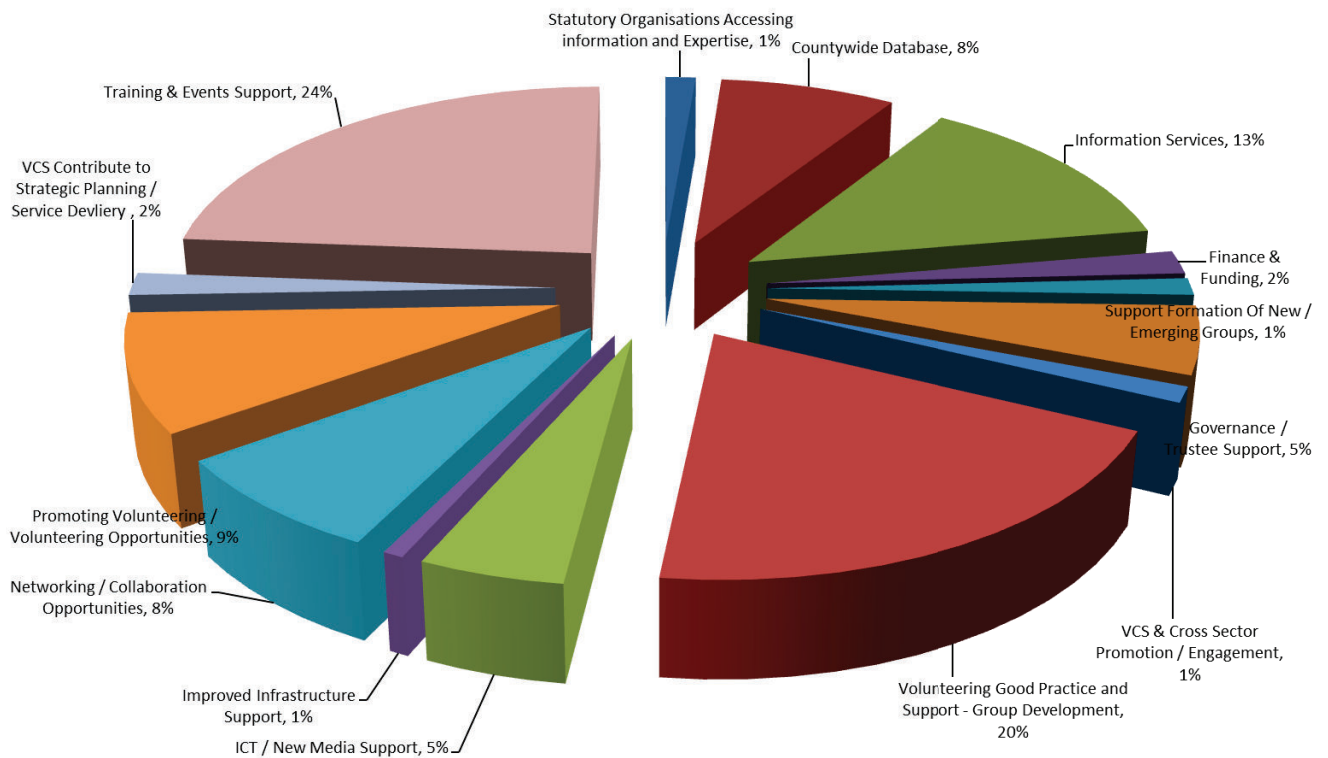
Team members made strategic contributions to meetings, reports or documents, including assisting statutory

organisations with policy a total of **26** times.

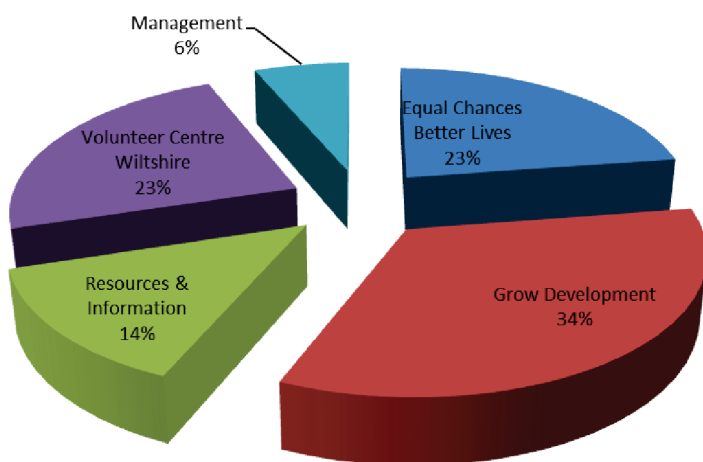
35 courses or events were run by our team including **4** Volunteer Managers Networks, **4** Voluntary Sector Forum events, **5** Wiltshire Equality Networks, and **5** tailored training courses.

423 pieces of work contributed to our outcome of “A well managed VCS with strong governance arrangements and better equipped to function effectively”.

A breakdown of what we did



How our teams are split



We will continue to let groups know what free support is available within the **GROW** service and through our partnership organisations. A range of press releases highlighted the service to the general public.

Ongoing planned promotion of the service includes a mass mailing to groups we have not yet worked with.



Volunteer Centre Wiltshire



0845 034 5250



www.volunteercentrewiltshire.org.uk



volunteer@growwiltshire.org.uk



Textphone: 0845 034 2113

Develop
Enhancing Community Support



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Funded by
Wiltshire Council
Where everybody matters

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Volunteer Centre Wiltshire

Volunteer Case Study – Tim Barron



Tim volunteers with KeyRing Living Support Network as a Community Living Volunteer. KeyRing is a national charity that supports vulnerable adults to live independently in the community. They support Members to maintain their tenancies and achieve their goals in education, employment and volunteering. They also encourage mutual support and friendship between KeyRing Members to reduce social isolation.

Having worked in commerce for many years Tim had been out of the work place for 7 years and wanted to give something back to society as well as start to build up his CV and experience again. Tim knew of the Volunteer Centre and thought it would be a good place to start when he decided to see what voluntary roles were available. He liked the sound of the KeyRing role as, having experienced some difficulties in his own life, he wanted to work with vulnerable adults and people with mental health issues as he felt they quite often have a rough ride in life and he wanted to give some of his experience back to society. Tim feels that he has seen a different side of life and he feels this helps him identify and help the KeyRing members.

KeyRing helps people with many different needs to live independently so Tim takes on a wide variety of tasks to help their members. For example for some members he helps them deal with all the different agencies that provide the help they need to live at home, for others he will help them get, and keep, their finances in order or he may help someone get out and about and socialise with others. The most enjoyable aspect of the role for Tim is when he helps KeyRing members achieve something, such as getting care organised, reorganising someone's debt problems making them manageable or helping them resolve a problem or situation that they couldn't deal with alone. He likes fighting injustices on others behalf as he doesn't like to see people being taken advantage of. Tim says that seeing a smile on a member's face makes him feel good about both himself and the member.

Working with KeyRing has made Tim feel so much better about himself, when he started his confidence and self-esteem were at rock bottom but now he feels so much better about himself and his confidence levels have soared. Put simply Tim feels that in volunteering he takes back far more than he gives.

Tim is already making further changes in his life, later this month he is starting to train as a Volunteer Advocate with Swan Advocacy Network, another role he found through the Volunteer Centre and he is also hoping to become a volunteer mentor for the Volunteer Centre. His volunteer work is helping to rebuild his CV, he already has some new training certificates, and working with KeyRing has helped him decide that he wants to pursue a career working with people with mental health issues. Tim has said that without the Volunteer Centre he would not have come across KeyRing and found the role which he feels has made a real difference to his life, he would still be sitting at home doing nothing everyday but now he's active in his community and is planning a new career.

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Volunteer Centre Wiltshire

Volunteer Case Study – Yetta Anderson

Yetta had been out of work for a few months and was getting more and more demoralised as she applied for job after job and heard nothing back. She decided she needed something to do with her time other than sending her CV out and thought that she'd like to do some volunteering but didn't really know where to find out what was available in her area. Luckily, just as she was wondering how to go about it she saw a post on the Warminster-Web about volunteering with a link to the Do-it website.

Having looked at the various opportunities on Do-it she selected on a few nearby and applied for them but the role that really appealed was Oxygen Therapy Volunteer at The Wessex MS Therapy Centre. Oxygen therapy is believed to help repair tissue injury and can be beneficial to MS sufferers. The patients go into the oxygen therapy chamber in small groups for up to an hour and the centre was looking for volunteers to assist in the operation of their barochamber.

Not long after applying Yetta was at the centre shadowing two of the operators. She picked up the role quickly as, although it is quite technical, she is a scuba diver and therefore has some understanding of pressure and the use of oxygen. This gave her confidence using the equipment and helped her get to grips with the role. On her next session she felt confident enough to be 'hands on' and operate the chamber under supervision. Soon after, she was operating as a number 2 operator at least once a week.



Yetta (left) with Barochamber Manager Sarah

Yetta really enjoys working at the centre and is currently operating two or three sessions a week as well as picking up extra sessions to help out. While she is there she helps out with other jobs too and is really enjoying being part of the community there. She says that volunteering at the centre "has done me a world of good". Having been out of work for a while volunteering has given routine and reason to Yetta's days and she's enjoying getting out, meeting people, feeling useful and being appreciated. Her self-confidence had taken a blow but since starting at the centre her sense of self-worth has soared.

Yetta is still looking for a job but she's enjoying the role so much she hopes to fit it in around any work she finds. She also feels that working at the centre has given her the confidence to sell herself in interviews and she would recommend volunteering to anyone. An added bonus is that when Yetta applies for jobs she is able to put the Centre down as a recent referee.

Since we spoke Yetta is proud to tell us that she has now been certified as a number one operator.

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Wiltshire's Valuing Volunteering Promise

Wiltshire's Volunteering Strategy confirms support from a wide range of organisations across all sectors who involve volunteers. This Promise promotes the desire to ensure that volunteering in Wiltshire is an inclusive activity that is open, accessible and rewarding for anyone who wishes to get involved and supports the principles of The Wiltshire Compact.

Our vision is for all who involve volunteers in their work to adopt good practice in volunteer management and demonstrate an appreciation of volunteers' valuable contributions.

This Promise confirms the commitment of (name of group/project/service) to the principles of: Choice, Inclusion, Support, Safety, Reimbursement and Reward

1. Choice

Volunteering is undertaken as a matter of free choice. Volunteers are not obliged to undertake tasks they are not comfortable with.

2. Inclusion

Volunteering is open and accessible to all with fair, simple and consistent processes. Volunteers have influence in how things are organised.

3. Support

Volunteers are properly introduced to their role and provided with ongoing support and training appropriate to their individual needs, abilities and skills.

4. Safety

The safety and wellbeing of all volunteers has been considered and adequate insurance is in place. Volunteers are aware of how to raise concerns and how they will be handled.

5. Reimbursement

All volunteers are appropriately and promptly reimbursed for their travel and other agreed out of pocket expenses incurred whilst carrying out their role.

6. Reward

Volunteers receive appropriate recognition for their efforts and often hear the words ... THANK YOU!

Signed:

Position and organisation:

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FIRST YEAR REVIEW OF COMMUNITY LIBRARY VOLUNTEERS

Introduction

1. This report gives an overview of the first twelve months (September 2011 – August 2012) volunteers have been involved in helping to run level 2 & 3 libraries in Wiltshire.

Background

2. In January 2011 Cabinet approved plans set out in the Library Service Review. The changes proposed ensured that all Wiltshire libraries would remain open and the council would be in a position to meet the savings required by the governments comprehensive spending review and be able to provide:
 - 21 staffed libraries (accounting for 97% of all physical visits) operating with rationalised opening hours.
 - 9 libraries (accounting for 3% of all physical visits) operated in partnership with local communities – providing opportunities for volunteers, embracing the ‘Big Society’ agenda of community involvement as well as ensuring no library closures.
 - Further opportunities for volunteers to extend the library service to make best use of staff to keep libraries open for core/streamlined hours at six other level 2/3 libraries operating a hybrid system of staffed and volunteer sessions.
3. Other key elements of the review change programme implemented at the same time were:
 - The introduction of RFID/self-service technology to all libraries.
 - A full staffing review with a reduction of 22 FTE front of house staff.
 - New rationalised core opening hours for all libraries with a 6.3% reduction overall.

Project delivery

4. To meet budget deadlines all aspects of the change programme including the introduction of volunteers were in place by 5 September 2011. This entailed working to very tight deadlines. Nine level 2 libraries opening hours are operated solely by volunteers and volunteers help to extend opening times at six other level 2/3 libraries.
 - 444 prospective volunteers came forward of which 375 attended briefing sessions.

- Of these 285 volunteers completed basic training and started in September 2011.
- New 5 hour Library Assistant Volunteer Support posts were created for the nine level 2 libraries to undertake back office tasks and provide support for volunteers, see **Appendix A** for a list of tasks undertaken.
- An 18.5 hour post of Library Service Volunteer Coordinator was created to support the project. **Appendix B** gives the weekly and monthly tasks for this role.

Volunteering in the library service

5. Altogether 643 volunteers support the library service, which has the largest number of volunteers in the council working with it outside of schools.. Wiltshire libraries has a long tradition of working with volunteers and already had 324 volunteers undertaking added value volunteer roles within the library service, for example providing library services to the housebound and supporting the summer reading challenge. The number of Community Library Volunteers is currently 319 See **Appendix C** for a breakdown of numbers and volunteering roles. In total library volunteers supply 24,218 hours of volunteer time per year.

Community Volunteer Roles

6. Legal advice was taken on the role of community library volunteers from the Wiltshire Council Legal team. In response to this care has been taken to ensure that volunteers are not asked to take on the work of paid staff or to work alongside them doing similar duties.
7. There are two volunteer roles in Community Libraries, see **Appendix D** for role descriptions:

Community Library Volunteers:

- Help customers to use the self service machines
- Shelve returned stock
- Assist customers in selecting reading material
- Provide support to log on to public computers
- Refer customers to library staff at other libraries to deal with information enquiries and issues around fines, stock reservations and membership queries

Volunteer Coordinators:

- Draw up monthly rotas
- Act as a point of contact for volunteer issues and communication at each library.

8. Both roles require good people and customer service skills and it is important people with the right set of aptitudes are recruited. The role of the Community Library Volunteer is to help customers with self service and does not

encompass the full range of tasks necessary to operate the library or require access to Galaxy, the library service online management system. To fully train a Library Assistant takes an average 6 months depending on the number of hours worked and the aptitude of the individual.

9. **Appendix E** profiles the Community Library Volunteers. Volunteers were recruited from a wide range of backgrounds with ages ranging from 16 – 75+, volunteers aged between 41 – 75 predominate.

What has been achieved

10. The implementation of the project has been successful in a number of ways:
 - With the help of Community Library Volunteers we have been able to keep all the smaller libraries in Wiltshire open, in most cases with either the same or slightly increased opening times. See **Appendix C**. Volunteer teams at Box and Ramsbury opted to add an extra weekly opening session in April 2012.
 - Volunteer operated libraries in Wiltshire are professionally led and managed, and they remain part of the council's library service network.
 - Volunteering opportunities have helped deliver the governments Big Society agenda, promoting community resilience and strengthened the library services links with local communities.
 - The new way of working has also offered volunteers opportunities to develop skills, the most common reason for volunteers leaving is to take up paid employment.
 - Opening hours at level 3 libraries have been supplemented by volunteer operated sessions with a hybrid of staff and volunteer sessions.
 - Volunteers helped to run the Summer Reading Challenge across all libraries this summer. Volunteers at Durrington and Purton operate weekly story times and other volunteer operated libraries are planning to follow suit.
 - Community Library Volunteers have provided 18,160 hours of volunteer time in the first twelve months of the project.
 - The volunteers have been very reliable, there have only been 34 hours of unplanned closures during this first year.
 - Volunteer retention has been excellent, only 19 have left so far, see **Appendix F** for reasons. When surveyed, volunteers stated they enjoyed their role because:
 - They were making a difference in the community
 - Enjoyed being around books and talking about reading
 - It provided opportunities to meet new people
11. **See Appendix G** for quotes from volunteers about their volunteering experience.

Key learning points

Volunteer numbers

12. Using volunteers to support a frontline service requires large numbers of volunteers to ensure cover is always available. Depending on the flexibility of the volunteers, extra capacity needs to be available to fill gaps due to sickness, family emergencies and holidays for example.
13. At the start of the project volunteers were consulted about their availability and told us they wished to be timetabled on a fortnightly basis for sessions of approximately 2 – 3 hours. Many have regular family, work and other volunteer commitments they need to fit round their library sessions.
14. At the start of the project volunteers were consulted about their availability and told us they wished to be timetabled on a fortnightly basis for sessions of approximately 2 – 3 hours. Many have regular family, work and other volunteer commitments they need to fit round their library sessions.
15. As well as providing company and support for each other, this has had the added advantage that when shortages have occurred some volunteers have been prepared to open the library on their own. This has meant not having to shut some libraries despite low volunteer availability due to sickness, holidays and events such as the Jubilee and Olympics. This system is robust and works well as the level of commitment required from volunteers is manageable. However, it means a large number of volunteers are needed.
16. For a 2 - 3 hour session a minimum of 4 - 5 volunteers is required, assuming each volunteer helps for one session per fortnight. With contingency volunteers added for holiday periods and sickness this means for every 10 hours of opening we need approximately 20 - 25 volunteers depending on their flexibility. These figures assume volunteers operate the library in pairs. This works well in level 2 and 3 libraries, however if volunteers were used at larger libraries a minimum of three volunteers would be needed for each session, increasing the volunteers needed for 2-3 hours of opening to 8 and for 10 hours of opening to approximately 30 depending on how the shifts are split. The total number of volunteers in each service point team is given in **Appendix C**.

Volunteer roles

17. Community library volunteers attend the library on average 2 – 3 hours every two weeks. In some libraries with a three week timetable this will be every 3 weeks. The volunteers find this level of commitment manageable and their attendance is excellent, of 9,596 hours opening during the first year only 34 hours have been lost. However, the short time each volunteer attends the library per fortnight limits the complexity of the work they can be expected to undertake and can result in communication issues.

18. In addition to the constraints of the number of hours volunteers undertake, in line with Legal Services advice they cannot legally be asked to take on the full range of duties of a library assistant or be alongside them in a role previously held by a paid member of staff. Community library volunteers therefore operate without onsite support from experienced staff and do not have access to the full library management system. This issue has been overcome by installing self-service kiosks into volunteer operated libraries and providing phone support from linked libraries but tasks around membership and reservations that require access to the full Galaxy library management system need to be passed on to library staff. This model works well in smaller libraries but is not scalable for use in larger libraries due to the greater volume and complexity of work they undertake.

Staff time to support volunteers

19. Each volunteer operated library has phone support from staff at a link library. This system has worked well and volunteers have praised the quality and helpfulness of the support provided. Staff at the link libraries have responded positively to helping volunteers and enjoy working them. Staffing levels in branches however have been reduced as part of the service review and during busy periods at larger libraries it can be difficult to deal with telephone calls from volunteers whilst continuing to serve customers. See **Appendix H** for example of monthly library call log.
20. In addition to the volunteer calls to larger libraries further support of approximately 90 hours is provided on a monthly basis to volunteer libraries, see **Appendix I**. Senior staff regularly deal with call outs relating to building, equipment and IT problems that the volunteers are unable to action, e.g. building access problems, faulty barcode readers, printers, timers and Galaxy/Fallback issues.
21. Volunteers speak very highly of how much support they are given by staff and how willingly it is provided.

Volunteer training

22. Volunteers need ongoing training and support to ensure:
- They are kept up to date with library service developments.
 - Have an opportunity to refresh their knowledge and develop new skills.
 - Get the chance to meet and discuss with staff how they feel their library is progressing.
23. Training volunteers is time intensive and an important on-going commitment, necessary to ensure the standard of service is maintained. Therefore there is a need to focus resources on appropriate levels of training and development support for all volunteers.
24. Initial volunteer training took place during July – August 2011 and each volunteer received a 3 hour induction session. Further support was provided

during their first two sessions at the library in September, and in March – April 2012 a further 2.5 hour refresher training session was provided.

25. Volunteers remain enthusiastic about being involved in the library service and to maintain this there needs to be the right balance of on-going training and support across the county. A series of coffee mornings/briefing events and refresher training has taken place throughout the year.
26. The table below shows the training for 2012.

March – April	June – July	October	December
Volunteer training	Summer Reading Challenge coffee morning	Volunteer training	Christmas coffee morning

27. All volunteers have signed an agreement, see **Appendix J** to say they will attend appropriate training however, as they are volunteering their time and have other commitments ensuring all volunteers receive training remains a challenge.
28. Our goal was to provide all the volunteers with a refresher training session in the library during March – April. This training required 166.5 hours of staff time to deliver, this does not include the time required to develop the training programme. See **Appendix K** for a breakdown of staff time. However, this system of group training only managed to reach 69% of the volunteers and 47% did not attend the summer coffee morning which included a briefing on how to deliver the Summer Reading Challenge, a national reading scheme for children.
29. Visiting the library outside of their volunteer session can be difficult for some volunteers in terms of an additional time commitment. Some volunteers work full-time so found the dates problematic and some volunteers questioned the value of further training. There is a need to work on convincing them further training is required.

Communications

30. Communicating with such a large number of volunteers has to be carefully managed. A variety of communication techniques are used, including message books, phone contact, face-to-face meetings, emails and newsletters are employed to ensure keys messages are passed on. There have been difficulties around communicating with the volunteers in level 2 libraries who essentially work in isolation. In some level 3 libraries staff and volunteer sessions crossover e.g. staff 10 – 2pm and volunteers 2 – 4pm, here an increased sense of teamwork has developed and communication is much improved where a handover occurs at the start or end of a session. As a result this is a recommended shift pattern for new opening hours in the future.

Volunteer recruitment

31. Large numbers of volunteers came forward in communities where the library was under threat of closure. Where a library retained core staff hours, i.e. level 3 libraries, the numbers who came forward were lower.
32. Recruitment for new volunteers is on-going, during the first year we have recruited 53 new community library volunteers. Recruitment and initial training requires 7 hours of staff time hours per volunteer to deliver, and has taken a total of 371 staff hours over the first year. Recruitment procedures are in place with lead responsibility shared between the Library Service Volunteer Coordinator and Community Librarians. The process involves a short application form, interview with local staff and then a training session prior to being supported for their first library session.
33. The HR department are re-visiting the Council's volunteer policy and recruitment procedure, this could result in additional management time and resources being required.

Reward and development

34. The volunteer roles need to be as interesting and rewarding as possible. Work continues to ensure this is achieved. Every effort is made to ensure that volunteers feel valued and are supported in taking forward ideas and initiatives for their library and where volunteers have expressed interest in developing additional services e.g. story times at Purton and Durrington extra training and support has been given.

Performance

35. The past year has been a challenging time for all Wiltshire libraries and performance figures are down across the county. Work is being undertaken to reverse this trend. In libraries where volunteers are involved the decrease is more marked. See **Appendix L** for issue and visitor figures.
36. It should be noted that the form of service offered at community-led libraries is new so it would be wrong to compare the new service with previous performance statistics. Without volunteer support these libraries would not be able to operate. Any assessment of performance data needs to reflect these points.
37. The CIPFA Plus survey due to be undertaken in late September 2012 will provide valuable customer feedback about the new ways of working in level 3 libraries.

Next Steps

38. Community Library Volunteers have provided valuable support to both their community and to the library service in helping to keep their library open. They have proved enthusiastic advocates for the library service and taken on

large amounts of information in a relatively short space of time. They are valued members of the Library Service. As a service we are delighted with the contribution from volunteers and wish to thank them for their time and effort and also thank the staff who support them.

39. Without adding extra resource for the support and training of additional volunteers the Library Service now has limited capacity for the extension of volunteering. Our goal over the next year is to focus on training and support for our existing volunteers, in particular Community Library Volunteers, to further embed this new way of working.

Name: Rebecca Bolton

Date of report: 18 September 2012

Appendix A

Library Assistant Volunteer Support – 5 hour post

Weekly tasks

- Process delivery
- Answer volunteer queries in message book
- Processing customer reservations
- Enrolling members on library management system
- Check customer comments box
- Empty and discharge items, sending them to other libraries
- Weekly visitor counting
- Shelf checks
- Extend expiry dates for instant cards
- Print off incident/accident, reservation, manual issue etc
- Locate and send on circulating chain stock
- Check printers for paper
- Carry out stock repairs
- Check float for computer printing etc.
- Cash up RFID session
- Check float in coin hopper and till roll

Appendix B

Library Service Volunteer Coordinator – 18.5 hour post

Weekly tasks

- Email & telephone enquiries from:
 - Prospective volunteers
 - Volunteer Coordinators
 - Library Staff
- Training new volunteers
- Overseeing issues with rotas
- Liaising with Community Librarians and Supervisors on operational issues
- Setting up and attending various meetings with:
 - Volunteer Coordinators
 - Prospective volunteers
 - Library staff

Monthly/Bi-monthly tasks

- Updating volunteer handbook
- Collecting and collating volunteer statistics
- Planning, designing and writing training materials for:
 - Volunteers
 - Staff
- Planning and organising venues, invites, attendance for training and coffee mornings
- Liaising with outside organisations regarding volunteering e.g. GROW, SPICE
- Ensuring rotas are delivered on time and distributed correctly
- Visiting libraries to attend coffee mornings/training sessions*

* This can consume up to 75% of the working week whilst the training and events programme is being delivered.

Appendix C

Library	Volunteer opening hours from Sept 2011*	Hours increase/decrease	No. of volunteers
Box	14	2	24
Durrington	26	7	34
Ludgershall	14	-5	22
Lyneham	15	0	19
Market Lavington	12	2	21
Netheravon	10	0	19
Purton	20	4	37
Ramsbury	12	2	31
Tisbury	17	4	32
Hybrid libraries			
Aldbourne	2 (10)	2	6
Cricklade	6 (20)**	0	14
Downton	10 (24)	-2	17
Mere	7.5 (38.5)	-6.5	10
Pewsey	10 (27)	3	19
Wilton	12 (26)	-4	14
Total	187.5	8.5	319

*Aldbourne volunteers started in December 2011, the Parish Council funds the 10 hours of staffed time.

**Total opening hours in brackets

Volunteer Role	Number	Hours of Volunteering Annually
Community Library	319	18,160
Home Library	146	3388
Computer Supporter	18	185
Summer Reading Challenge	152	2465
Rhyme time	8	20
Total	643	24,218

Appendix D

Volunteer Opportunity

Role:

Community Library Volunteer

Place:

Aldbourne, Box, Cricklade, Downton, Durrington, Ludgershall, Lyneham, Market Lavington, Mere, Netheravon, Pewsey, Purton, Ramsbury, Tisbury and Wilton Libraries

Reports to:

Local library staff

Purpose:

- In partnership with local library staff help support the community library to provide a friendly and helpful service to all library users
- To help library users get the most from their local library

Responsibilities:

- Offer a friendly welcome to all members of the community using the library
- Assist customers with using the self service equipment to issue, renew and return items, check their account and make payments
- Shelve stock and keep the library in a safe and tidy condition
- Activate new membership cards
- Refer customers who need further information or support to local library staff or the Link Library
- Help library users to search the catalogue and place requests
- Help customers log on to the public access computers
- Liaise with local Volunteer Co-ordinator and library staff as appropriate
- Ensure the building is open during advertised hours and secure the building at the end of the session
- Attend training sessions relevant to the role

Aptitudes:

- An ability to get on with people, particularly older people and children
- Be reliable to ensure a regular service
- A love of books and reading
- Willingness to help customers to use simple self service equipment

Commitment:

Ideally, in order to keep their skills refreshed, volunteers would be available for a minimum of 2 hours per fortnight. Exact times/days to be arranged locally by mutual consent.

Length of Opportunity:

Ongoing

Training:

Training will be given on library services and Health & Safety guidelines. Further training will be offered from time to time

Volunteer Opportunity

Role:

Community Library Volunteer Co-ordinator

Place:

Aldbourne, Box, Cricklade, Downton, Durrington, Ludgershall, Lyneham, Market Lavington, Mere, Netheravon, Pewsey, Purton, Ramsbury, Tisbury and Wilton Libraries

Reports to:

Local library staff

Purpose:

- In partnership with local library staff help support the community library to provide a friendly and helpful service to all library users
- To coordinate volunteers to provide a library service to agreed standards
- Liaise with Library Service staff to ensure the smooth running of the library

Responsibilities:

- To advise and support the volunteers
- Organise the volunteer rota for agreed opening hours
- Arrange cover for volunteers in the event of holidays or sickness
- Act as main point of communication and contact between volunteers and library staff
- Assist library staff to promote the library in the local community and recruit new volunteers.
- Attend training sessions relevant to the role
- Produce simple monthly statistics

Aptitudes:

- An ability to get on with people, particularly older people and children
- Be reliable to ensure a regular service
- A love of books and reading

Commitment:

To be arranged locally. An individual could be both a Community Library Volunteer and a Volunteer Co-ordinator. Local teams of volunteers could share the co- role for periods of 3 – 6 months at a time.

Length of Opportunity:

Ongoing

Training:

Training will be given on library services and Health & Safety guidelines. Further training will be offered from time to time

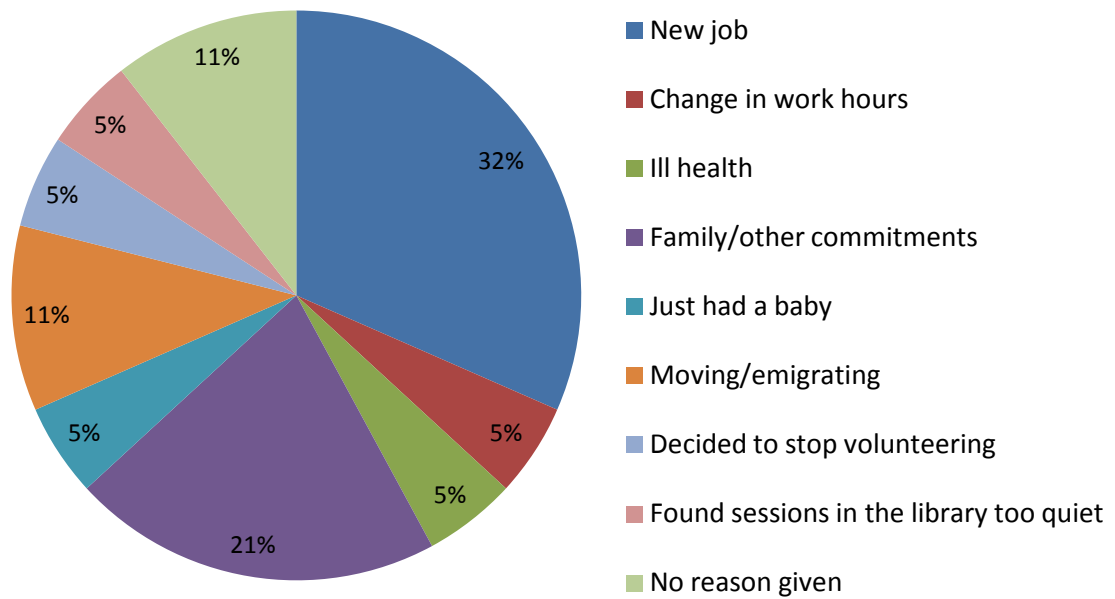
Appendix E

Volunteer characteristics monitoring – 65% completion rate	
<p><u>Gender</u></p> <p>Male: 47 (23%) Female: 156 (77%)</p>	<p><u>Disabled</u></p> <p>Y = 9 (4.4%) N = 188 (92.6%) Prefer not to say: 6 (3%)</p>
<p><u>Age</u></p> <p>0 – 16 = 0 16 – 24 = 3 (1.5%) 25 – 34 = 3 (1.5%) 35 – 40 = 8 (4%) 41 – 59 = 48 (23.6%) 60 – 75 = 122 (60%) 75+ = 19 (9.4%)</p>	<p><u>Ethnic status</u></p> <p>White British = 199 (98%) Asian/Asian British = 2 (1%) Chinese = 0 Mixed = 0 Other = 2 (1%)</p>
<p><u>Travel distance</u></p> <p>Up to 1 mile = 154 (75.8%) 1 – 2 miles = 21 (10.4%) 2 – 5 miles = 24 (11.8%) 5 – 10 miles = 4 (2%) 10+ miles = 0</p>	<p><u>Employment</u></p> <p>Full-time = 4 (3.6%) Part-time = 12 (11%) Home/childcare = 2 (1.8%) Self employed = 2 (1.8%) Unemployed = 1 (0.9%) Student = 1 (0.9%) Retired = 75 (70%) Not stated = 11 (10%)</p>

Appendix F

19 Community Library Volunteers left in the first year

Community Library Volunteers - Reasons for Leaving



Appendix G

When asked what they enjoyed most about volunteering replies included:

“Meeting new people, staff and customers. Knowing that the library can remain open in spite of cutbacks”

“Hearing other volunteers life stories”

“Good to chat about books with people, find new authors”

“Helping to keep the library open”

“Really enjoy meeting members of the local community, particularly the regular visitors each week”

“Feeling part of offering a service to the community, Learning new skills and meeting new people”

“Feeling useful, meeting people, especially the young children”

“Meeting members of the community and helping to maintain an important service”

“Finding new books/new authors when books are returned”

“I really enjoyed talking to the children about the books they read this summer. The children were amazing and I loved the stories, except the one about snakes, I don't like snakes!”

Appendix H

Link library phone log – February 2012							
Computers/PN	Membership	Information/Stock	Fines/charges	Self- service	Building issues	Requests/Renewals/Issue	Misc.
No of enquiries: 47	38	11	17	18	3	29	7
Examples of queries received							
<p>Couldn't log on to WLO, had overdue fine</p> <p>Needing a website or phone number for birth certificate</p> <p>PN gone down</p> <p>Code to log on guest</p> <p>Problems logging on to Yahoo</p>	<p>Library card expired</p> <p>Query over membership card</p> <p>2 expired cards</p> <p>Reader forgot card</p> <p>Lost card</p> <p>Pin number query</p> <p>Change of address</p>	<p>Query over SWC</p> <p>Book query</p> <p>Query about DVD</p> <p>Catalogue enquiry</p> <p>Borrower limits on new cards</p> <p>ILL query</p>	<p>Charges query</p> <p>Who pays reservation fees</p> <p>No cash option on RFID</p>	<p>Unable to renew books</p> <p>Couldn't issue books</p> <p>Screen blank</p> <p>Book not registering on screen</p> <p>DVD not issuing</p> <p>No power to machine</p>	<p>No key to get in</p> <p>Problems with landline</p> <p>Backdoor sticking</p>	<p>Overdue book thought had returned</p> <p>Unable to renew books online</p> <p>Query on outstanding requests</p> <p>Urgent book reservation</p> <p>Cancellation of reservation</p> <p>Phone renewal</p>	<p>Put up poster</p> <p>Volunteer not turned up</p> <p>Phone battery dead</p>

Appendix I

Support time for volunteers in June 2012

This is in addition to the Link Library Support.

Library staff	Time taken	Examples of works
Community Librarians & Supervisors	35 hours 15 minutes	<ul style="list-style-type: none">▪ Interviewing prospective volunteers▪ Helping volunteers with building access problems▪ Supporting new volunteers during their first session
Library Assistant Volunteer Support	14 hours (in addition to 5 hours of support per week)	<ul style="list-style-type: none">▪ Admin tasks/messages from volunteers not dealt with during allotted 5 hours▪ Catch up with manual issues following IT problems▪ Securing building
Level 3 Library staff	43 hours 45 minutes (off desk and during opening hours)	<ul style="list-style-type: none">▪ Messages left by volunteers▪ Stock left by volunteers▪ Adding new members▪ Placing requests
Total	93 hours	

Appendix J

Volunteer agreement – Community Library Volunteer

Volunteers are an important and valued part of the Wiltshire Library Service. We appreciate the contribution of our volunteers and we will do our best to make your volunteer experience enjoyable and rewarding. This agreement tells you what you can expect from us, and what we expect from you. We aim to work in partnership with our volunteers to improve our services to local communities.

We, Wiltshire Library Service, are committed to:

- Introducing you to how the organisation works and your volunteering role
- Providing induction training and ongoing support for all volunteers
- Fostering a friendly and supportive atmosphere for volunteers and making volunteering a positive experience
- Consulting with you and keeping you informed of possible changes
- Ensuring a local Volunteer Coordinator is in place to provide rota information and opportunities to give feedback on your volunteering role
- Providing insurance cover whilst you are engaged in work on our behalf
- Providing a safe workplace
- Applying our equal opportunities policy
- Providing a transparent complaints procedure

I, (insert name) agree to:

- Carry out the role of Community Library Volunteer as outlined in the role description
- Attend appropriate training
- Represent the Council positively at all times
- Follow the Council's policies and procedures, including Health & Safety and Equalities legislation
- Treat all customers, other volunteers and library staff with respect and dignity
- Give the Volunteer Coordinator as much notice as possible if I am unable to attend my volunteering session

Further information is available in the Volunteer Handbook, a copy can be found at the library where you volunteer

Please note: this agreement is in honour only and is not intended to be a legally binding contract of employment.

Print Name:
Date:

Signature:

Appendix K

These figures relate to the refresher training delivered in March – April 2012. All volunteers were invited to a 2.5 hour session based in the library they volunteered at. The figures include the time to deliver the training and staff travelling time but not the time taken to develop and produce the training programme.

Library	No. of training sessions	No. of staff involved	Time taken
Box	2	3	6 hours
Cricklade	2	2	7 hours 30 minutes
Downton	5	1	16 hours
Durrington	5	1	12 hours 30 minutes
Ludgershall	5	1	15 hours
Lyneham	3	2	4 hours 30 minutes
Market Lavington	4	3	12 hours
Mere	2	1	5 hours
Netheravon	4	2	14 hours
Pewsey	6	1	18 hours
Purton	4	2	13 hours
Ramsbury	6	1	18 hours
Tisbury	6	1	21 hours
Wilton	3	1	8 hours
Total	57	22	170 hours 30 minutes

Appendix L

Issues and Renewals	Totals with added proportion		
	for web & callpoint		
	Sep 10-Aug 11	Sep 11-Aug 12	%
Chippenham Mobile*	53,087	49,418	-6.9%
Devizes Mobile*	46,621	49,494	6.2%
Homes Mobile*	41,470	43,960	6.0%
Warminster Mobile*	35,536	33,076	-6.9%
Wilton Mobile*	41,514	42,001	1.2%
Aldbourne	14,539	12,707	-12.6%
Box	11,461	8,647	-24.5%
Durrington	18,428	15,632	-15.2%
Ludgershall	12,118	6,444	-46.8%
Lyneham	11,247	6,962	-38.1%
Market Lavington	11,826	7,316	-38.1%
Netheravon	5,818	3,901	-33.0%
Purton	17,267	13,403	-22.4%
Ramsbury	7,235	6,472	-10.5%
Tisbury	18,067	12,347	-31.7%
Cricklade	25,689	22,084	-14.0%
Downton	33,128	25,165	-24.0%
Mere	31,388	24,947	-20.5%
Pewsey	43,665	45,743	4.8%
Tidworth	39,915	38,568	-3.4%
Wilton	34,748	28,867	-16.9%
Amesbury	78,747	70,427	-10.6%
Corsham	101,139	97,060	-4.0%
Malmesbury	93,597	80,241	-14.3%
Marlborough	90,362	73,240	-18.9%
Westbury	82,723	70,717	-14.5%
Bradford-On-Avon	149,976	130,129	-13.2%
Calne	143,473	123,083	-14.2%
Melksham	125,096	120,881	-3.4%
Wootton Bassett	121,081	116,468	-3.8%
Devizes	207,137	190,930	-7.8%
Warminster	155,339	144,298	-7.1%
Chippenham	226,044	209,599	-7.3%
Salisbury	401,039	377,128	-6.0%
Trowbridge	226,788	218,493	-3.7%
Erlestoke Prison	18,717	22,542	20.4%
Performing Arts	26,392	26,493	0.4%
Inter-Lending	3,351	2,525	-24.6%
Libraries HQ	289	406	40.5%
CallPoint			
Web			
Grand Total	2,806,056	2,571,816	-8.3%

*figures adjusted due to several periods of IT failure

Level 2 & 3 libraries operated with volunteers highlighted in yellow.

Appendix L continued

Visitors			
	Sept 10-Aug 11	Sept 11-Aug 12	%
Chippenham Mobile	17,848	16,787	-5.9%
Devizes Mobile	12,050	12,054	0.0%
Homes Mobile	4,200	3,848	-8.4%
Warminster Mobile	14,371	13,319	-7.3%
Wilton Mobile	14,695	15,707	6.9%
Aldbourne	7,813	5,932	-24.1%
Box	4,438	3,751	-15.5%
Durrington	8,963	10,899	21.6%
Ludgershall	6,338	4,113	-35.1%
Lyneham	5,450	4,467	-18.0%
Market Lavington	4,000	3,711	-7.2%
Netheravon	2,700	1,935	-28.3%
Purton	8,050	7,102	-11.8%
Ramsbury	4,238	3,901	-8.0%
Tisbury	11,088	6,282	-43.3%
Cricklade	9,338	8,752	-6.3%
Downton	17,900	12,108	-32.4%
Mere	31,117	28,956	-6.9%
Pewsey	17,489	25,743	47.2%
Tidworth	35,297	35,422	0.4%
Wilton	15,025	14,705	-2.1%
Amesbury	48,342	40,484	-16.3%
Corsham	72,175	81,198	12.5%
Malmesbury	54,589	45,889	-15.9%
Marlborough	69,708	51,643	-25.9%
Westbury	63,640	54,031	-15.1%
Bradford-On-Avon	101,825	90,989	-10.6%
Calne	98,809	87,899	-11.0%
Melksham	69,101	69,441	0.5%
Wootton Bassett	87,737	92,464	5.4%
Devizes	166,256	150,103	-9.7%
Warminster	136,295	134,874	-1.0%
Chippenham	180,343	160,954	-10.8%
Salisbury	480,425	470,030	-2.2%
Trowbridge	120,442	124,381	3.3%
Grand Total	2,002,093	1,893,876	-5.4%

Level 2 & 3 libraries operated with volunteers highlighted in yellow.



Spending time credits in Wiltshire October 2012

Thank you very much for giving your time to help out your community. For every one hour of your time which you gave, you should have received one Time Credit. You can now start spending your Time Credits on selected activities at any of Wiltshire Time Credits official partners!

Spice are working hard to ensure that there are lots of places where you can spend your Time Credits, but if you have any new ideas about where you would like to spend them please send your suggestions to your local Time Credits Facilitator Elly, by text **07429267686** or email elly@justaddspice.org.

New partners, activities, trips, courses and events will be added to the menu regularly so make sure you make sure you look out for our updates on www.facebook.com/chippenhamtimecredits and www.wiltshire.gov.uk/wiltshiretimecredits

1 Time Credit =



Swimming session at the **Chippenham Olympiad or Five Rivers**

Hire of a **squash court** at the Chippenham Olympiad or Five Rivers

Hire of a **badminton court** at the Chippenham Olympiad or Five Rivers

Gym Session at Chippenham Olympiad

Gym Induction at Curves Gym

Two thirty minute **work outs** (following induction) at Curves Gym

One hour of **LaserQuest** Swindon (Two 20 minute games with a 20 minute break)

Entrance to a lunch time **music recital** at the Corsham Pound

1 Hour **Football, Badminton and Tennis Court Hire** at the Chippenham Sports Club Dome

Entry to **Thursday Morning Bingo** at Chippenham Sports Club

Tour of the Wiltshire and Swindon History Centre, including access to the strong rooms and conservation laboratories.

Entry to a **'learn to Play' session for 4-16 year olds with Swindon Wildcats**

Entry to **sledge hockey sessions with Swindon Wildcats**

2 Time Credits =



Entrance to **theatre and comedy** shows at the Corsham Pound

Hire of a DVD for one week from Chippenham or Salisbury Library

Two hours of **soft play** at Swindon LaserQuest

A place at **Wiltshire and Swindon History Centre's** highly popular **lectures** series.

Entry to a **Chippenham Town Football Match**

Two hours of **badminton** with **Aero Badminton Club**

Entry to a **First World War History Talk at Chippenham Museum**

Entry to a **Swindon Wildcats Ice Hockey Game**

3 Time Credits =



Entry to **Spirthill - mountain biking and walking trails**

A gym induction at Chippenham Olympiad

4 Time Credits =



Entry to the **Bowood Estate** during the months of June, September and October

7 Time Credits =



A place on the Wiltshire and Swindon History Centre's all day **Interpretation Course**.

WHO? Chippenham Town Football Club

WHERE IS IT? Hardenhuish Park
Bristol Road
Chippenham
Wiltshire
SN14 6LR



WHAT IS IT?

CONTACT DETAILS: t: 01249 650400
w: www.pitchero.com/clubs/chippenhamtown

HOW CAN I USE MY CREDITS HERE: **2 Time Credits= a standing place at one of the following games:**

Game	Date
CTFC V Bashley	19:45 18th September
CTFC V Bedford Town	15:00 6 th October
CTFC V Arlesey Town	15:00 13th October
CTFC V A.F.C Totton	15:00 27 th October
CTFC V Bedworth United	15:00 10 th November
CTFC V Kettering Town	15:00 1 st December
CTFC V St Neots Town	15:00 15 th December
CTFCV Hemel Hempstead Town	15:00 22nd December
CTFC V Frome Town	15:00 1 January
CTFC V Gosport Borough	15:00 12 th January
CTFC V Banbury United	15:00 26 th January
CTFC V Bideford	15:00 2nd February
CTFC V Redditch United	15:00 16 th February
CTFC V Barwell	15:00 2nd March
CTFC V Leamington	15:00 16 th March
CTFC V Chesham United	15:00 1st April
CTFC V St Albans	15:00 13 th April
CTFC V Stourbridge	15:00 27th April

OTHER INFORMATION: Time Credits will be accepted for admission into the standing terraces, but don't forget you can switch to the seated stands for a small price should you wish

ABOUT THE PARTNER: Chippenham Town Football Club pride themselves on being a family club, making everyone welcome. The club is known as "The Bluebirds" which relates to the colour of their current playing strip, and also have a mascot who is a Bluebird and responds to the name of "Chippy".

CTFC have had League and Cup success in recent years, the most notable being in 1999/2000, when the team appeared at the "old" Wembley Stadium in the FA Vase Final. They are an FA Charter Standard Club and work with many partners in the provision of opportunities for all.

WHO?

The Bowood Estate

WHERE IS IT?

Bowood Estate, Calne, Wiltshire, SN11 0LZ
Located off the A4 between Calne and
Chippenham

**WHAT IS IT?**

This magnificent Wiltshire stately home stands within one of 'Capability' Brown's most beautiful parks, with gently sloping lawns stretching down to the lake and distant views to the chalk downlands. Bowood is also home to the famous Adventure Playground so offers a fantastic day out for all the family.

CONTACT DETAILS:

t: **01249 812102**

w: www.bowood.org

HOW CAN I USE MY CREDITS?

4 Time Credit = Entry to the Bowood Estate during the months of June, September and October

OTHER INFORMATION:

Parking is available free of charge near the main entrance to the House & Gardens. There is also parking at the Rhododendron Walks.

Bowood welcomes people with disabilities. However, please note that wheelchair access to remote areas of the park can be limited as there are some paths with fairly steep gradients. Designated parking is available and wheelchairs can be borrowed, subject to availability. To book a wheelchair, please call 01249 812102 in advance.

Open Daily from Wednesday 28th March – Sunday 4th November 2012

Grounds 11.00 – 18.00

House 11.00 – 17.30

Last admission: 17.00 (16.00 after autumn clock change)

ABOUT THE PARTNER:

Bowood House & Gardens is the home of the Marquis and Marchioness of Lansdowne, and offers a fantastic day out for all the family.

Famous for one of the UK's best Adventure Playgrounds, children are guaranteed the time of their lives and younger children will find two levels of undercover fun in the Soft Play Palace.

The whole family can relax in 100 acres of parkland, designed by 'Capability' Brown offering a lake, arboretum, pinetum and cascade. Or visit the House itself, which hosts a wealth of unique items from Queen Victoria's wedding chair to Napoleon's death mask and an extensive collection of paintings.

During the spring (late April to early June) visit the stunning Rhododendron Walks offering breathtaking vistas of colour and beauty covering over 60 acres.

WHO? Spirithill Trail

WHERE IS IT? Naish House Farm, Spirithill, Calne, Wiltshire, SN11 9HW

WHAT IS IT? Biking and nature trail

CONTACT DETAILS: t: 0777692615
w: <http://www.spirithilltrail.uk.com/>



HOW CAN I USE MY CREDITS? 3 Time Credits = Entry to Spirithill trail

OTHER INFORMATION:

Open Saturday and Sunday, 9am-6pm.

ABOUT THE PARTNER: Spirithill Trail offers miles of adventure for everyone. If you fancy exploring, the woodland, arable land and grassland by foot, then you'll find yourself jumping across ditches, balancing across bridges, running down and hills and over tree stumps.

Don't forget to bring your wheels! Spirithill boasts a challenging and varied course for all mountain bikers, with way marked 2,4&7 km trails. Situated upon a working farm, with a few man made bridges and jumps, the short and long routes are adjoining and well signed. At points of technical difficulty, alternative routes are available for the less experienced or faint hearted.

The trail commences and finishes by a picturesque pond and small picnic site.

WHO?	Chippenham Olympiad
WHERE IS IT?	Sadlers Mead, Monkton Park, Chippenham, Wiltshire, SN15 3PA
WHAT IS IT?	Sports and Leisure Centre
CONTACT DETAILS:	t: 01249 444144 w: www.dcleisurecentres.co.uk/The+Olympiad+Leisure+Centre
HOW CAN I SPEND MY CREDITS?	1 Time Credit = <ul style="list-style-type: none">• One hour swimming session Available for any public swimming session (subject to availability).• Hire of a squash court for 40 minutes Available Mon – Friday before 5pm and all day Saturday and Sunday. One time credit is required per court booking (for up to two people)• Hire of a badminton court for 1 hour Available Mon – Friday before 5pm and all day Saturday and Sunday. One time credit is required per court booking (for up to four people).• NEW! One gym session Available Mon – Friday before 5pm and all day Saturday and Sunday. Individuals must complete a gym induction before they can use the gym facilities. 3 Time credits = <ul style="list-style-type: none">• NEW! Gym induction Available Mon – Friday before 5pm and all day Saturday and Sunday. Please call 01249 444144 or come into the centre to book your induction session.

OTHER INFORMATION:

Standard admissions policies apply - for further details please contact the centre or visit their website before visiting the venue.

Court bookings are subject to availability and must be booked at least 3 days in advance by calling **01249 444144**.



Pay and display parking is available outside the Olympiad Leisure Centre.

WHO? Corsham Pound Theatre
WHERE IS IT? The Pound, Pound Pill, Corsham, Wiltshire, SN13 9HX
WHAT IS IT? Arts Venue
CONTACT DETAILS: t: 01249 701628
e: box.office@poundarts.org.uk
w: www.poundarts.org.uk



@poundarts



www.facebook.com/pages/The-Pound/76867926640

How can I spend my credits?

1 Time Credit = Entrance to a lunch time recital

Show	Date	Time
Ben Socrates	Wednesday 12 September	12.30pm
Max Welford	Wednesday 3 October	12.30pm
Mario Saiz	Wednesday 21 November	12.30pm
Iain Gibbs	Wednesday 12 December	12.30pm

2 Time Credits = Entrance to the following evening shows

Show	Date	Time
Keneish Dance: Vigour	Saturday 15 September	7.30pm
Georgia Mancio Trio	Saturday 22 September	7.30pm
Riamba	Saturday 29 September	7.30pm
Idle Motion: The Seagull Effect	Friday 5 October	7.30pm
Rua Macmillan Trio	Saturday 6 October	7.30pm
James Hyland: Fagin's Last Hour	Saturday 13 October	7.30pm
Snow Play	Saturday 27 October	3pm
Gonzo Moose: What The Dickens?	Thursday 1, Friday 2 & Saturday 3 Nov	7.30pm
The Watermill Theatre: Othello	Saturday 10 November	7.30pm
Budapest Café Orchestra	Friday 23 November	7.30pm
Pickled Image: Fireside Tales With Granddad	Saturday 24 November	3pm
Proteus Theatre Company: The Secret Garden	Thursday 6 & Friday 7 December	6.30pm
Martin Harley	Saturday 15 December	7.30pm

OTHER INFORMATION:

4 seats are available per performance on a first come first served basis. Please ring the box office on 01249 701628 to book your seat in advance.



There is some free parking onsite (including two disabled places) and two further car parks in the town centre which is a five to ten minute walk away.

All public areas within The Pound are accessible by wheelchair users. A disabled toilet is situated within the main building. The auditorium is fitted with a hearing loop. When booking tickets for events, please let us know if you need any additional assistance.

WHO? Corsham Festival
WHERE IS IT? The Pound, Pound Pill, Corsham, Wiltshire, SN13 9HX
WHAT IS IT? Arts Festival
CONTACT DETAILS: t: 01249 701628
e: box.office@poundarts.org.uk
w: www.poundarts.org.uk



@poundarts



www.facebook.com/pages/The-Pound/76867926640

How can I spend my credits?

1 Time Credit = Entrance to a lunch time recital

Show	Date	Time
Huw Wiggin	Thursday 18 October	12.30pm

2 Time Credits = Entrance to the following shows

Show	Date	Time
Sector7	Thursday 18 October	7.30pm
Euphony Quartet	Friday 19 October	12.30pm
The Hillman Quartet	Friday 19 October	7.30pm
Pickled Image: Late Night Wolf Tales	Friday 19 October	7.30pm
Arun Ghosh: A South Asian Suite	Saturday 20 October	7.30pm
Randolph Matthews: Voce Solo	Saturday 20 October	9.30pm
Teasel Theatre: Grisly Tales From Tumblewater	Sunday 21 October	11am
Rosalind Ventris (Afternoon Recital)	Sunday 21 October	3pm
The Ethometric Museum	Thursday 18 October to Sunday 21 October	
Ceramics Show & Tell with Russell Paige & Claire Baker	Saturday 20 October	3pm – 5pm
The Making Session with Mel Brooke	Sunday 21 October	2pm – 4pm

OTHER INFORMATION:

4 seats are available per performance on a first come first served basis. Please ring the box office on 01249 701628 to book your seat in advance.

WHO? Chippenham Museum

WHERE IS IT? 9-10 Market Place, Chippenham

CONTACT DETAILS: t: 01249 705020
e: heritage@chippenham.gov.uk
w: www.chippenham.gov.uk/museum--heritage-centre



@ChippMuseum



www.facebook.com/ChippenhamMuseum



How can I spend my credits?

- **1 Time Credit = 1 hour room hire**
A fully fitted lecture room offers space for up to 40 people. The room contains audio visual equipment, a hearing loop and tea & coffee making facilities. Room hire is available Mon – Friday from 9am – 5pm and is subject to availability. Please call 01249 705020 to book.
- **1 Time Credit = High quality copy of a photo from the museum archive**
Chippenham Museum has a dedicated research room with access to a collection of local historical maps, photographs, trade directories, town council minutes, burial records, historical electoral records and historic periodicals that can be used for genealogical and local history research. Please call 01249 705020 or come into the museum to find out more about accessing and copying photos.
- **2 Time Credits = Entry to a local history talk at Chippenham Museum**
Three seats per talk are allocated to time credit earners and will be available on a first come, first served basis. Please book your place in advance by calling 01249 705020.

Chippenham and Wiltshire Soldiers – Tuesday 9th October at 7pm

Telling the stories of some of those whose lives were lost in the conflict, some of which can only be described as amazing and unbelievable.

Wiltshire Great War Yatesbury Aviation – Thursday 18th October at 7pm

Tells the story of military aviation in Wiltshire which was the birth place of the Royal Flying Corps and detailing some of the many flying accidents that regularly occurred throughout the country.

Tracing Your Great Ancestors – Thursday 25th October – 7pm

How to trace and find members of your family who served or died during the Great War.

Trench Supper – Thursday 8th November at 7pm

Sample some of the food which was available during the First World War.

OTHER INFORMATION: Chippenham Museum and Heritage Centre is open from 10am – 4pm Monday to Saturday. The Yelde Hall is open from 10.30 – 3.30 Monday to Saturday. Disabled Parking is available behind the museum.

ABOUT THE PARTNER: Chippenham Museum & Heritage Centre is located in a fine 18th century grade II listed building in the Market Place. Our permanent displays tell the story of this historic market town, from prehistoric times up until the present day. You can discover more about the history of the town and local area by investigating our collections and by meeting some of our famous former residents as they guide you through history.

Earn Credits with this partner! The Friends of Chippenham Museum is a group of local people who fundraise to support the work of Chippenham Museum. You can earn time credits with the Friends by supporting the planning and running of their fundraising events. For more information contact Jules on 01249 705020 or by emailing heritage@chippenham.gov.uk

WHO? Chippenham Town Council
WHERE IS IT? The Town Hall, High Street, Chippenham Wiltshire
SN15 3ER
WHAT IS IT? Town Council
CONTACT DETAILS:
t: 01249 446699
e: enquiries@chippenham.gov.uk
w: www.chippenham.gov.uk



How can I spend my credits?

1 Time Credit =

- **1 Hour Tennis Court Hire at John Coles Park – Court 3**
Courts 1 and 2 may also be used subject to availability (if not in use by the Chippenham Tennis Club). Chippenham Town Council does not operate a formal booking system so turn up with your time credit and you will be able to use a court for an hour rather than purchasing a ticket. You will need to be able to hand over your credit to staff when asked.
- **1 Hour Bowls Green Hire at John Coles Park**
The bowling green is open from the beginning of April to the end of September from approximately 2pm each day. Please call 07875 666230 to book.
- **1 Hour 3G Football Pitch Hire at Stanley Park (9am – 5pm Monday to Friday and subject to matches and other advance bookings Saturday and Sunday)**
Football pitch hire is subject to availability and we advise phoning in advance. Please contact Peter Hussey, Stanley Park Sports Ground Manager on 01249 463905 for more information. Up to 6 individuals can play for an hour with 1 time credit.
- **1 Hour Hire of the Grass Pitch at Stanley Park**
Grass Pitch Hire is subject to availability and we advise phoning in advance. Please contact Peter Hussey, Stanley Park Sports Ground Manager on 01249 463905 for more information. Up to 6 individuals can play for an hour with 1 time credit.

OTHER INFORMATION:

John Coles Park is open from dawn to dusk throughout the year. Stanley Park is generally open from 9am each day. Both Stanley Park Sports Ground and John Coles Park are served by public car parks and offer good disabled access and fully accessible disabled toilet and parking facilities

ABOUT THE PARTNER:

Based in the Town Hall, Chippenham Town Council is responsible for the Grade I listed Yelde Hall, Grade II listed Town and Neeld Halls, the Grade II listed Museum and Heritage Centre, Community & Visitors Information Centre, Stanley Park Sports Ground, Chippenham Information Point, CCTV John Coles Park, rivers route, town markets, children's playgrounds, allotment sites, London Road Cemetery, town centre floral arrangements, top-up street cleaning and additional road gritting.

The Town Council oversees a number of traditional Civic and Ceremonial events, including Civic Sunday, Mayor Making and Remembrance Day and organises a number of annual events including the town's Pancake Races and the Christmas Lights switch on ceremony held in November.

The Council is composed of 26 Members (Councillors) representing the wards in the town of Chippenham. All Councillors are elected by the people of the town in a single election held every four years.

Earn Credits with this partner!

Please contact the Manager of Stanley Park Sports Ground on 01249 463905 or the John Coles Park Supervisor on 07875 666230. For general enquiries on the scheme contact Chippenham Town Council on 01249 446699.

WHO? Swindon Wildcats

WHERE IS IT? The Link Centre, Whitehill Way, West Swindon, SN5 7DL

WHAT IS IT? Ice Hockey Club

CONTACT DETAILS:
t: 01793886857
w: www.swindonwildcats.com
Facebook: Swindon Wildcats
Twitter: @swinwildcats



How Can I Use My Time Credits?

One Time Credit = Entry to a 'learn to Play' session for 4-16 year olds. Sessions take place every Friday night from 6:15pm. Basic Equipment included.

One Time Credit = Entry to sledge hockey sessions. Unlike other sports, sledge hockey is fully inclusive where all players are equal once strapped in to a sledge. There no rules governing who can play sledge hockey and this allows both disabled and able bodied participants to play together providing an environment where anyone and everyone is able to meet new friends and play a fun sport. Basic Equipment provided.

Sessions will be taking place on:

- Tuesday 16th October at 3.30pm
- Tuesday 13th November at 3.30pm
- Tuesday 27th November at 3.30pm
- Tuesday 11th December at 3.30pm

Two Time Credits= Entry to any one of the following Ice Hockey Games:

Sheffield Steeldogs	Sat 13 th October	17:45
Telford Tigers	Sat 10 th November	17:45
Peterborough Phantoms	Sat 17 th November	17:45
Milton Keynes Lightning	Sun 2 nd December	18:00
Sheffield Steeldogs	Sat 8 th December	17:45

OTHER INFORMATION: For Wildcats games it's recommended you pre book by calling 01793886857, and state you're using your Time Credits. Then all you need to do on match days is go along and pick up your tickets from the 'Kidzone Table'. For the other activities, you can go along on the day! All Parking at the Link Centre is free and there's suitable disabled parking and access to the building.

ABOUT THE PARTNER: The Swindon Wildcats have been playing Ice Hockey at the Link Centre since 1986 and the upcoming season is their 27th. Ice Hockey is the fastest team sport in the world with the puck moving up to 100 MPH. Ice Hockey is a great sport for the whole family and at the Link Centre it's a very friendly and Family orientated Environment! So come along to see us play it will be an action packed entertaining evening that you wont forget!

WHO?

Curves Gym

The logo for Curves, featuring the word "Curves" in a stylized, purple, cursive font.

"The power to amaze yourself."

WHERE IS IT?3A Union Road,
Chippenham,
SN15 1HW**WHAT IS IT?**

Women Only Health Centre

CONTACT DETAILS:

t: 01249 709123

e: info@chippenhamcurves.co.uk**HOW CAN I SPEND MY CREDITS?****1 Time Credit = Free Gym Induction****1 Time Credit = Two thirty minute work outs (following induction)****OTHER INFORMATION:**

ABOUT THE PARTNER: Curves are the original 30 minute fitness and weight management clubs for women. Our almost 20 years of experience is what will help you to achieve your health, fitness and weight goals, in a supportive and motivating woman-centred environment. We've helped over 4 million women of every age worldwide to meet their health and fitness goals.

Curves provides you with a complete cardio and strength training workout in just 30 minutes. With a system that can burn up to 500 calories and work every major muscle group, you get an efficient and effective workout, every visit.

Please note that Curves Gym can only be used by individuals over the age of 18.

Facilities:

Women Only Health Club - No men and no mirrors! Created specifically for women

Curves offers a complete fitness and weight management solution whatever your age and lifestyle. 30 Minute Fitness - The Curves 30 minute workout exercises every major muscle.

Opening hours: Monday – Friday 9am – 1pm, 4pm – 7pm

Saturday 9am – 12pm

Drop in or call 01249 709123 to book your induction session!

WHO? Chippenham Library



WHERE IS IT? Timber Street,
Chippenham.
SN15 3EJ

WHAT IS IT? Public Library

CONTACT DETAILS: T: 01249 650536

Website: www.wiltshire.gov.uk/librarieshome



www.facebook.com/WiltshireCouncil



@wiltslibrary

HOW CAN I SPEND MY CREDITS?

2 Time Credits = Hire of a DVD for one week (EXCLUDING GOLD DVDS).
Please note hire charges for the next week will apply if DVDs are returned late.

OTHER INFORMATION:

To hire DVDs you need to be a member of the Library. To join please bring in ID showing your name and address when you visit the library. Suitable ID includes driving licence, household bill or bank statement.



Pay and display parking is available in the town centre.

The library has disabled access



WHO?

LaserQuest Swindon

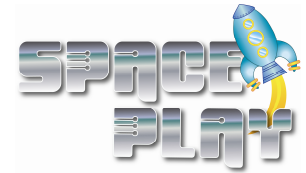
WHERE IS IT?

Shaw Ridge,
Whitehill Way,
Swindon,
SN5 7DN



WHAT IS IT?

Activity centre with LaserQuest, soft play and a refreshment area.



CONTACT DETAILS:

t: 01793758758
w: www.lqswindon.co.uk

How Can I Use My Time Credits?

1 Time Credit = One hour of LaserQuest. This consists of two 20 minute games with a 20 minute break in between.

Two Time Credits= Two hours of soft play

OTHER INFORMATION:

LaserQuest: LaserQuest Games are available on Mondays through to Thursdays, from 5pm onwards. Games need to be booked in advance, so please call 01793758758 to secure your place. Please note that players need to be of 6 years and over, and it is recommended that a minimum number of four people participate in a game.

Soft Play: The Soft Play facility is available on Mondays through to Thursdays, from 10am until late.

ABOUT THE PARTNER: Whether you're 6 or 66 you'll love the adrenaline pumping exhilaration of stalking your opponents and unleashing a volley of Laser Fire in the Battle-Zone of the next Century!

Don't forget that LaserQuest Swindon also provides exclusive arena hire, Youth Group Discount, Kids Club every Sunday AND birthday parties! Check out the website to make sure you don't miss out!



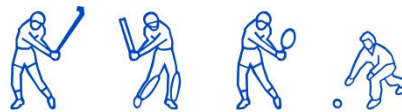
Free parking is available at LaserQuest Swindon

There is disabled access at this venue.

WHO? Chippenham Sports Club

WHERE IS IT? Hardenhuish Park, Bristol Road, Chippenham,
SN15 1NG
Next to Chippenham Town Football Club

Chippenham Sports Club



WHAT IS IT? Multi Section Sports Facility / Club

CONTACT DETAILS:
t: 01249 652867
t: 07950 842365
Andy Thatcher, Clubhouse Manager
w: www.chippenhamsportsclub.net

HOW CAN I SPEND MY CREDITS?

1 Time Credit =

- **1 Hour Football, Badminton and Tennis Court Hire at the Dome (per person).**
Courts available Mon - Fri 9am - 12pm and Sat 12pm - 8pm
Please ring to check availability
- **Entry to Bingo on Thursdays at 11.15 am**
No need to book in advance - just turn up!
- **1 Hour Meeting Room Hire.**
Selection of rooms available with capacity of 12 to 150 (Bar).
Please ring for more information about rooms and for availability.

3 Time Credits =

- **Group hire of Skittle Alley**
Available from the 25th May 2012. Ring for availability and to book.

4 Time Credits =

- **Annual Social Membership to the Club**
Membership gives you access to leisure facilities located in the bar area (Darts, Pool, Skittles, Large Screen TV etc).

OTHER INFORMATION:

ABOUT THE PARTNER: Chippenham Sports Club is a private members club that hosts a number of sports clubs including Bowls, Netball, Tennis, Badminton, Cricket and Hockey. The Sports Club also has a wide variety of sporting facilities including Football, Badminton, Netball and Tennis Courts.

The Club welcomes new members and is also happy to work with **Charities** and **Organisations** looking to run **Fundraising Events**. Please contact **Andy Thatcher** on **07950 842365** for more information.

Individuals can attend three Bingo sessions and use the Skittle Alley three times before they need to become a member of the Sports Club.

Social Membership to the Sports Club is available to over 16s only. Children under the age of 16 can only come to the club with a parent, guardian or coach and do not require membership.



Free parking is available outside the Sports Club.

Chippenham Sports Club has full disabled access.

WHO? Wiltshire and Swindon History Centre

WHERE IS IT? Wiltshire and Swindon History Centre, Cocklebury Road, Chippenham, SN15 3QN

WHAT IS IT? One-stop shop for Wiltshire History

CONTACT DETAILS: t: 01249 705500
e: heritageadmin@wiltshire.gov.uk
w: www.wshc.eu



heritage@wshc

HOW CAN I SPEND MY CREDITS?

1 Time Credit =

- **Tour of the building, including access to the strong rooms and conservation laboratories.** The History Centre is a working environment which receives documents and objects from across the south west on a weekly basis. Guided tours enable visitors to glimpse some of the historic documents too precious and fragile to be brought out for public display. Tours also include a visit to the conservation facilities where visitors can see the staff at work cleaning and conserving historic objects from Wiltshire's museum collections.

2 Time Credits =

- **A place at the History Centre's highly popular lectures series.** The History Centre presents a programme of lectures on a vast range of subjects, from the darker side of local history to the techniques that professional conservators use to preserve valuable objects. Every lecture is delivered by an expert in their field giving you the opportunity to not only learn more about the past but also ask questions and see original objects, texts and manuscripts not available to the general public.

7 Time credits =

- **A place on the History Centres Interpretation Course.** Courses start at 9:30am with a session examining archival and documentary sources held by the History Centre and an introduction to the skills and knowledge necessary to interpret and understand the built and natural environment from an historic perspective. After lunch the course re-locates to the village being studied and the group is guided around the sites of particular interest.

OTHER INFORMATION:

Tours: Tours of the History Centre are for a minimum of five people and need to be booked in advance. Please call 01249 705500 or go to the Help Desk to book your tour.

Lecture Series: A maximum of 2 tickets per talk are available on a first come, first serve basis. Please see www.wshc.eu/events for the latest programme of talks. Tickets can be purchased by telephone on 01249 705500 or at the Help Desk in the History Centre. All talks begin at 2.15 pm.

Interpretation Course: Places on the interpretation course will be offered on a first come, first serve basis. Please see www.wshc.eu/events for the latest course dates. Places can be booked by Telephone 01249 705500 or at the Help Desk in the History Centre.



Free parking is available at the Centre.

The Wiltshire and Swindon History Centre has disabled access.

WHO? Cause Arts Centre

WHERE IS IT? The Cause,
42 The Causeway,
Chippenham,
SN15 3DD



WHAT IS IT? Community Arts and Music Venue

CONTACT DETAILS: t: 01249 446893
e: info@thecausemusicandarts.com
w: www.thecausemusicandarts.com

HOW CAN I SPEND MY CREDITS? 1 Time Credits = 1 hour room hire

OTHER INFORMATION:

ABOUT THE PARTNER: The Cause is privately funded and its aim is to support Music, Art and community activities and at the same time sustain and conserve the historic buildings for the enjoyment of future generations.

The Cause has a range of facilities including a kitchen and fully licensed bar (available at Concerts and some events) and is wheelchair accessible with a toilet for disabled.

The auditorium is a beautifully preserved former chapel with excellent acoustics, popular for music concerts and theatrical productions. It has a concert standard Bechstein grand piano, a pipe organ with a clear, strong tone and a full PA system. The lighting rig includes dimmable spot lights with gels as well as general lighting. There is a green room behind the stage area for the artists.

The Main Hall is a large room with adjoining kitchen/bar facilities and toilets. It is useful for rehearsals, classes, workshops, and other informal events.

If you would like any more information about activities at The Cause or would like any information regarding the booking of the Cause for your theatre group, music concert or activity, please contact Norma on 01249 446893.



Pay and Display Parking is available nearby in the Wood Lane Car Park.

The hall and auditorium at the Cause Arts Centre have disabled access.

WHO? Aero Badminton
WHERE IS IT? Chippenham & Melksham
WHAT IS IT? Badminton Club

CONTACT DETAILS:
t: 07796 987 134 / 01249 464 325
e: enquiries@aerobc.co.uk
w: www.meetup.com/Wiltshire-Badminton-Meetup-Group
 www.facebook.com/groups/aerobc



HOW CAN I SPEND MY CREDITS?

- **2 Time Credits = Entry to a 2 hour badminton session at any of the following venues**

Monday Evenings, 7:30 pm to 9:30 pm
Chippenham Sports Club, Air Dome (past club house and bowling green),
Hardenhuish Park, Bristol Road, Chippenham, SN15 1NH.

Tuesday Evenings, 7:30 pm to 9:30 pm (Opens only during September to May - Exams in hall May-August)
Abbeyfield School,
Stanley Lane, Chippenham, Wiltshire, SN15 3XB.

Wednesday Evenings, 8:00 pm to 10:00 pm
Melksham Oak Community School,
Community Sports Hall, Devizes Road, Melksham, Wiltshire, SN12 6QZ.

Thursday Evenings, 8:00 pm to 10:00 pm (Only from July to May - Exams in hall May-June)
Hardenhuish School Sports Hall,
Hardenhuish Lane, Chippenham, Wiltshire, SN14 6RJ.

OTHER INFORMATION:

Individuals can use their time credits at up to 6 weeks of different badminton sessions before they need to become members of the club due to insurance reasons.

There is no need to book ahead – just turn up with your credits on the night.

ABOUT THE ORGANISATION:

Aero Badminton Club is striving to become Wiltshire's most inclusive and equitable badminton club, whereby all ages, and all abilities are all welcome to join in a friendly and fun environment to learn and play the sport in a social and non elitist setting. All venues have disabled access.

The club doesn't share its venues with other clubs, creating an inclusive environment where everyone is welcome. All venues have 4 courts, free parking and toilets. The club provides coaching for adults and juniors alike, with juniors catered for at our Hardenhuish (Chippenham) session from 7 pm to 8 pm. A junior badminton academy is also being developed with the three secondary schools.

The club is affiliated with Badminton England, and provides feather and plastic shuttles, first aid cover, club tournaments and social events. We also have a league team playing in the Mid Wilts League.

In January 2012, the club was awarded Premier Club / Club Mark status, one of only 5 in Wiltshire, and in 2011 was awarded a flagship Inclusion Club Status award for the provision of disabled players, one of only 10 in England.

You can earn time credits with Aero Badminton and its sister club, Aero Juniors Badminton. The club has a number of voluntary positions available, ranging from coaches, to session manager, first aiders to committee work. For all positions a CRB check is mandatory. For more information, contact enquiries@aerobc.co.uk or see www.meetup.com/Wiltshire-Badminton-Meetup-Group

WHO? Five Rivers Leisure Centre

WHERE IS IT? Five Rivers Leisure Centre, Hulse Road,
Salisbury, Wiltshire, SP1 3NR



WHAT IS IT? Sports and Leisure Centre

CONTACT DETAILS: t: 01722 339966
w: fiveivers@wiltshire.gov.uk
Twitter @5RiversLeisure

HOW CAN I SPEND MY CREDITS?

1 Time Credit =

- **One hour swimming session**
Available for any public swimming session (subject to availability).
- **Hire of a squash court for 45 minutes**
Available Mon – Friday before 5pm and all day Saturday and Sunday.
One time credit is required per court booking (for up to two people)
- **Hire of a badminton court for 55 minutes**
Available Mon – Friday before 5pm and all day Saturday and Sunday.
One time credit is required per court booking (for up to four people).
- **One gym session**
Available Mon – Friday before 5pm and all day Saturday and Sunday.
Individuals must complete a gym induction before they can use the gym facilities.

3 Time credits =

- **Gym induction**
Available Mon – Friday before 5pm and all day Saturday and Sunday.
Please call 01722 339966 or come into the centre to book your induction session.

OTHER INFORMATION:

Standard admissions policies apply - for further details please contact the centre or visit their website before visiting the venue.

Court bookings are subject to availability. To guarantee a place please come into the centre up to a week in advance to book.

Car parking is free for the first three hours.

About the partner:

A visit to Five Rivers Leisure Centre will find the most comprehensive range of sports and leisure facilities in Salisbury, conveniently located on the outskirts of the city.

- Eight lane, 25 metre swimming pool
- Teaching pool and leisure pool
- Modern fully equipped gym
- Large dance/aerobics studio
- Three squash courts
- Eight court sports hall
- Two outdoor, grass, five-a-side football pitches.
- Athletics track and facilities
- Sauna and steam room
- Fully equipped conference suite available for hire
- Function Room
- Creche
- Cafe
- Children's parties
- Yoga and Pilates classes
- A range of fitness classes including Body Pump and Body Combat.
- Personal training

WHO? Salisbury Library

WHERE IS IT? Market Place, Salisbury, SP1 1BL

WHAT IS IT? Public Library

CONTACT DETAILS: T: 01722 324145

Website: www.wiltshire.gov.uk/librarieshome



www.facebook.com/WiltshireCouncil



@wiltslibrary

HOW CAN I SPEND MY CREDITS? **2 Time Credits = Hire of a DVD for one week (EXCLUDING GOLD DVDS).** Please note hire charges for the next week will apply if DVDs are returned late.

OTHER INFORMATION:

To hire DVDs you need to be a member of the Library. To join please bring in ID showing your name and address when you visit the library. Suitable ID includes driving licence, household bill or bank statement.



Pay and display parking is available in the town centre.

The library has disabled access.

Why were you interested in time credits?

As a charity, we have limited resources to thank individuals who support us and we were struggling to engage some of our service users.

The deciding factor was that there were some residents who just wouldn't take up activities or get involved. This is partly because of the client group we work with - they just didn't see the point of getting involved.

Who's involved and how are they earning?

We've got around 15 earners so far, the majority of residents are involved. We started off with the residents cooking for each other. Several of the residents felt they had skills they could share and were eager to do it. This activity worked well because they got a sense of achievement and felt they'd achieved something together. Some of the residents would never have a proper meal so this made a big difference for them. Residents now also get involved with cleaning the communal spaces, preparing art boards for communal areas, gardening communal spaces and some befriending...

Unity House

Unity House is a hostel that supports individuals who have been street homeless for a variety of reasons. Residents usually stay for a period of 6-8 months and receive support while they get back on their feet. There are usually around 15 residents at the hostel, men and women, and a few younger residents aged 16 – 18. They started to use time credits in June 2012.

Time credits have definitely helped get service users more involved in the hostel, they're part of the moving on training programme and now residents help maintain the facility itself as well as support each other a bit more. One resident took another one, who had a physical impairment, to the medical centre the other day. We're planning a Graveyard clean-up with the local church soon and this will mean service users are starting to help the wider community as well.

How have time credit earners spent their time credits?

Gym and swimming have been the most popular activities as health and fitness is a big issue for lots of our residents, especially if they're trying to recover from drug addiction. Time credits have meant that a couple of residents can now take their children swimming and pay for them. Being a worthwhile dad is a massive thing for them and changed how they feel their children perceive them. It's really hard for them to do this sort of thing on benefits.



These have all been new activities so I think time credits have helped create lots of new opportunities for our service users. We're hoping in the long run it will help create a more positive image for the hostel and our residents.

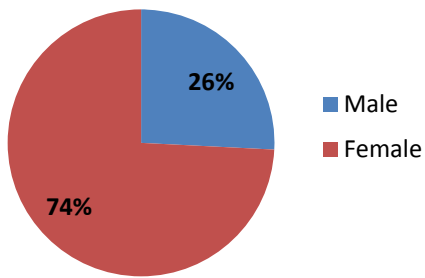
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“To volunteer was a change from the daytime job. The feeling was even better if you were able to think that you had made a difference. Interacting with members of the public gave me that feeling and the look of thanks on their faces said it all”.

Olympic and Jubilee Staff Volunteering Evaluation

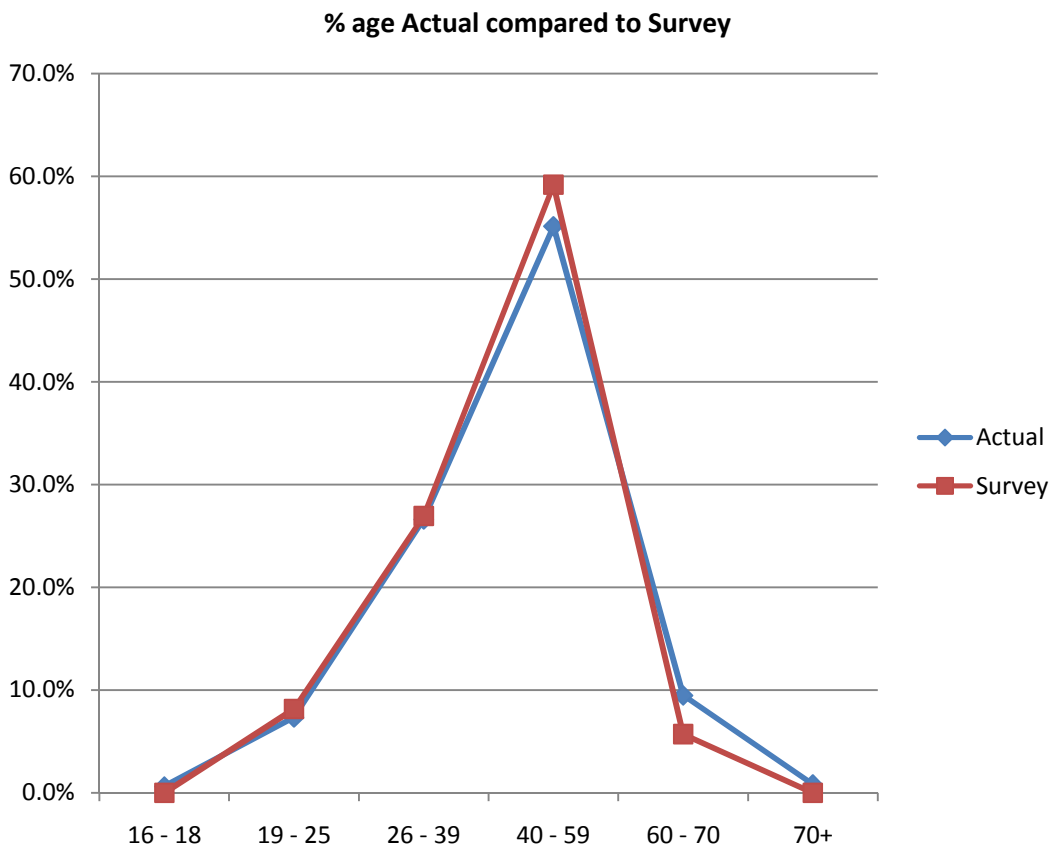
There were 493 Wiltshire Council staff volunteers working at the 2012 Olympic and Jubilee events. Of these, 246 volunteers (49.9%) completed a volunteering staff survey evaluating their experience.

Of these volunteers; 181 were female and 63 were male; see below.

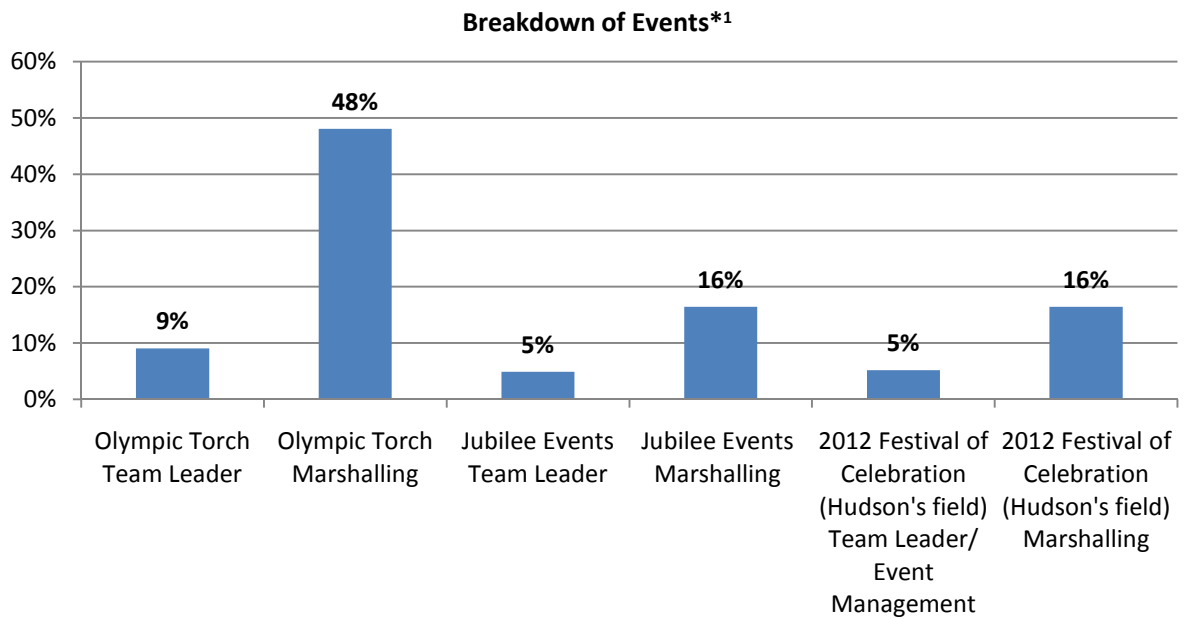


In comparison with the wider council workforce...

Strong correlation in age of volunteers in comparison to age of the wider council staffing profile.



A breakdown of events in which respondents helped out is illustrated below.

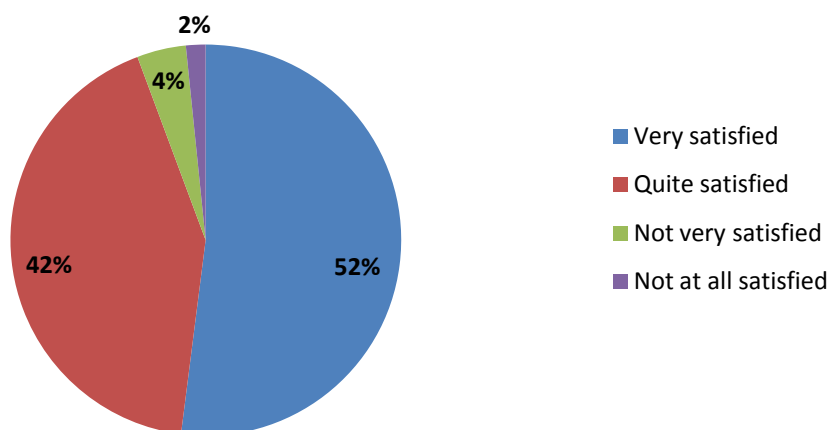


*¹NB. Volunteers were asked to tick each event which they volunteered in and some participated in more than one.

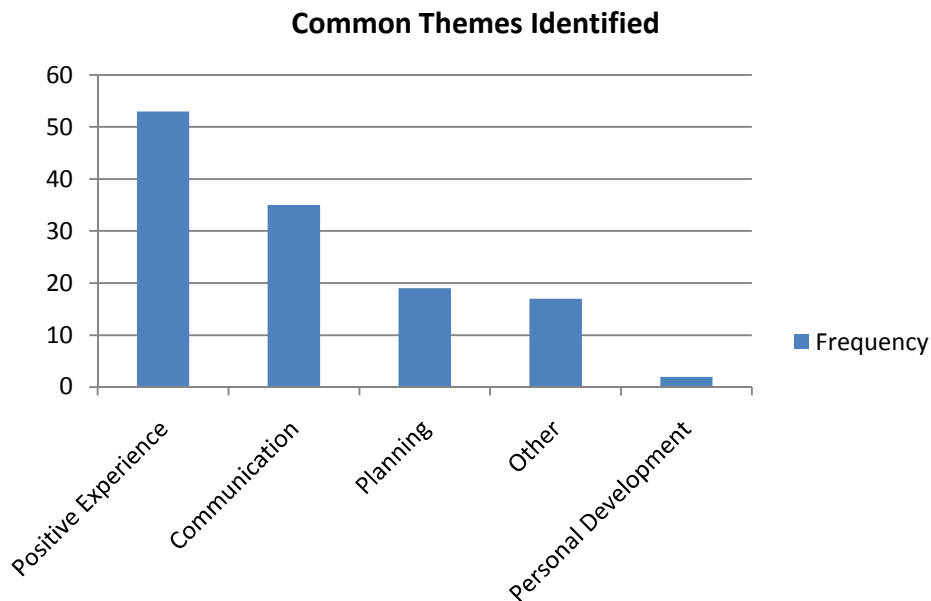
How satisfied staff were with their volunteering

When asked how satisfied overall they were with their volunteering experiences, 98% were quite or very satisfied, with more than half of respondents saying that they were very satisfied with their experience.

Satisfaction Rating with the Recent Volunteering Experiences



The qualitative answers supplied by respondents supported the positive satisfaction ratings of their volunteering at events. Below are the key themes that emerged from their responses, which shows clearly that most volunteers commented that it had been a positive experience.



Examples of responses received include:

“My experience of the event was great. I was happy with my roles and was even happier to muck in.”

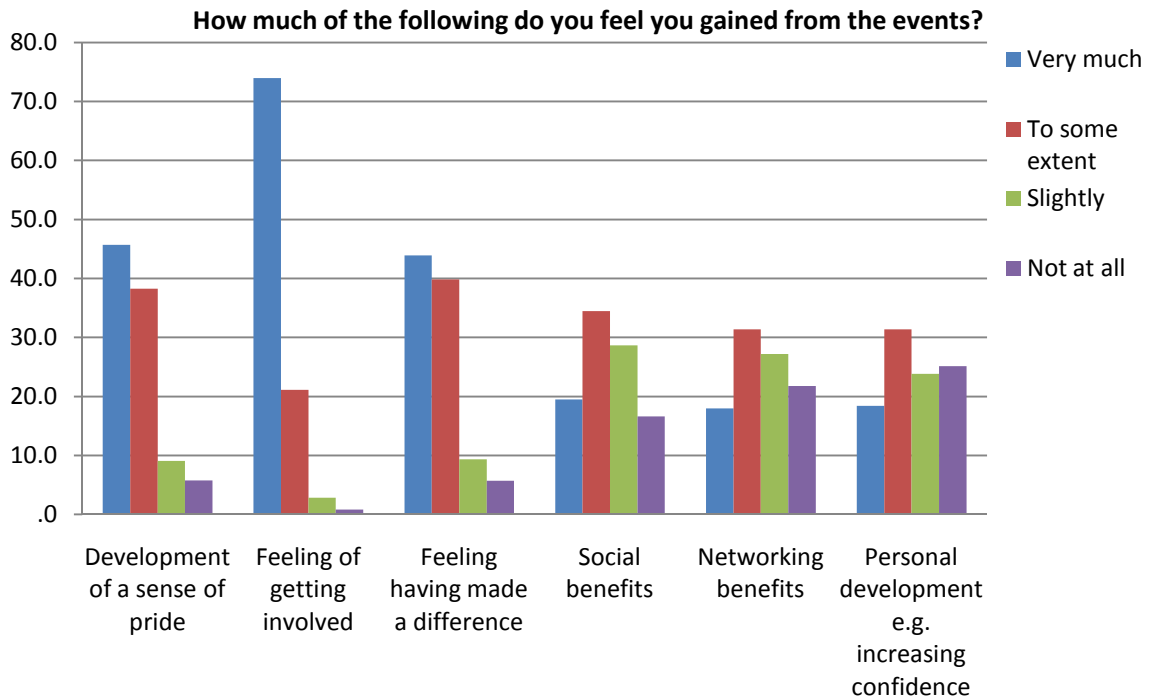
“Everyone pulled together to ensure that the events went off successfully - even though they were outside of most people's experience. There was a good team spirit.”

“It was a very enjoyable event where I never once thought I was working.”

“Some of the most satisfying days I have spent in recent years. Thoroughly enjoyed the experience.”

What volunteers gained from their experience/s

It is clear to see from the graph below that the main benefit gained by volunteers was a ‘Feeling of getting involved’ followed by ‘Developing a sense of pride’ and ‘Feeling having made a difference’.



An overwhelming 95.1% of volunteers felt they had gained from feeling that they were getting involved, with 74% of these volunteers specifying that they ‘very much’ felt this.

In total, 84% of volunteers indicated that they had ‘developed a sense of pride’ and 83.7% of volunteers felt that they had ‘made a difference’.

An important additional benefit was that 49.8% of volunteers also felt they **increased their personal development** through taking part. .

“I enjoyed both events massively. I have gained so much from this, I feel I can take these achievements and use them to help expand my field of knowledge and confidence. Working as a Team Leader, I have managed to gain some expert tips in Leadership Skills and delegation and I will be looking to expand this also.” – Volunteer in team leader role

“I am happy to help as it not only helps the council but also my development”

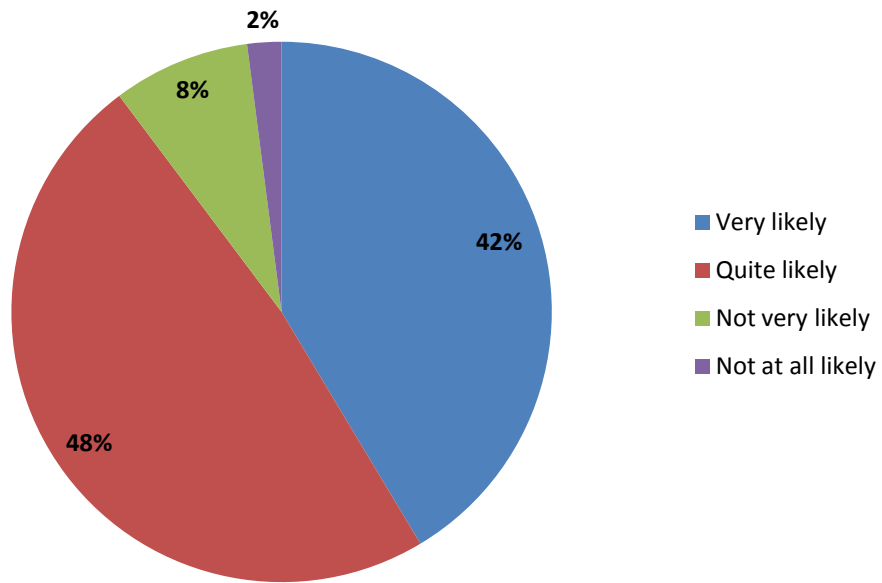
“I enjoyed both events massively and I was involved with helping out where I could. I have gained so much from this I feel I can take these achievements and use them to help expand my field of knowledge and confidence. I really hope I can be involved again in whatever event comes up or maybe work within the section on a full time basis.”

“Good to have the opportunity. Also active volunteering in the community would be nice to learn new skills through volunteering-especially while in admin posts”

Looking to the future

90% of volunteers said they would be likely to get involved with employee volunteering in the future. This reflects the overall positive satisfaction rating of peoples’ volunteering experience with the Council.

How likely are you to take part in internal volunteering at Wiltshire Council in the future?



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Wiltshire Council

Cabinet

6 November 2012

Subject: Interim Report on Treasury Management Strategy 2012-13

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

Key Decision: No

Executive Summary

The Council has adopted a Treasury Management Strategy and an Annual Investment Strategy (AIS) for 2012-13.

In addition to an Annual Report, the policy requires this interim report reviewing the Treasury Management Strategy (TMS), which covers the period 1 April to 30 September 2012. The first quarterly report, to the end of June 2012, was submitted to Cabinet at its meeting on 10th September 2012.

Proposal

The Cabinet is asked to note the contents of this report in line with the Treasury Management Strategy.

Reasons For Proposals

The report is a requirement of the Council's Treasury Management Strategy.

MICHAEL HUDSON
Service Director, Finance

Wiltshire Council

Cabinet

6 November 2012

Subject: Interim Report on Treasury Management Strategy 2012-13

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

Key Decision: No

Background & Purpose of Report

1. The Council adopted a Treasury Management Strategy for 2012-13 at its meeting on 28 February 2012, incorporating Prudential Indicators (Prls), Treasury Management Indicators (Trls) and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
2. The Council agreed that in addition to an Annual Treasury Report reviewing the year as a whole, an interim report and two other (quarterly) reports would be submitted to Cabinet reviewing the Treasury Management Strategy. This is an interim report covering the period from 1 April to 30 September 2012.

Main Considerations for the Cabinet

3. This report reviews management actions in relation to:
 - a) the Prls and Trls originally set for the year and the position at 30 September 2012;
 - b) other treasury management actions during the period; and
 - c) the agreed Annual Investment Strategy.

Review of Prudential and Treasury Management Indicators and Treasury Management Strategy for 2012-13

4. The following is a review of the position on the key prudential and treasury indicators for the six months to 30 September 2012.
5. A full listing of the indicators required by the CIPFA Prudential Code, Treasury Management Code and Treasury Management Guidance Notes are given in Appendix 1.

Key Prudential Indicators

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2011-12 Actual Outturn	2012-13 Original Estimate	2012-13 Revised Estimate
General Fund	6.2%	8.2%	6.5%
Housing Revenue Account	0.6%	19.9%	15.4%

6. The General Fund revised estimate for 2012-13 is marginally lower than the original due to a reduction in financing cost estimates due to lower than anticipated borrowing to fund the capital programme as well as a small increase in the amount to be met from Government grant and local taxation figure. It is higher than the 2011-12 actual, mainly due to the decrease in the level of expected grant income.

Prl 4 – Net Borrowing compared to Capital Financing Requirement (CFR)

	2011-12 Actual Outturn £ million	2012-13 Original Estimate £ million	2012-13 Revised Estimate £ million
CFR – General Fund	342.2	389.3	393.5
CFR – HRA	122.6	122.6	122.6
Net Borrowing – General Fund	195.5	268.2	187.2
Net Borrowing – HRA	118.8	118.8	118.8
CFR not funded by net borrowing – General Fund	146.7	121.1	206.3
CFR not funded by net borrowing – HRA	3.8	3.8	3.8

7. Prl 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
8. The main reasons for the difference in the 2012-13 revised and original estimates are:
- a small increase in the capital financing requirement;
 - a revision of the external borrowing requirement. It is anticipated that no borrowing will be taken in 2012-13, any increase in capital financing requirement being funded (internally) by a reduction in investments. Using ‘internal cash’, where it is available, to fund increases in CFR, through cash flow management, rather than borrowing externally reduces the cost of borrowing (from 4.5%, externally to 0.80%, internally); and
 - the revision of the level of short term investments likely to be held at the end of 2012-13.

Key Treasury Management Indicators within the Prudential Code

9. The Operational Boundary and Authorised Limit detailed below are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	418.5	417.6	426.8
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	541.3	540.4	549.6

10. The External Debt limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	408.5	407.6	416.5
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	531.3	530.4	539.3

11. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £364.0 million).

Trl 3 – External Debt

	31/03/12 Actual £ million	30/09/12 Actual £ million	31/03/13 Expected £ million
Borrowing – General Fund	245.2	245.2	245.2
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	364.0	364.0	364.0
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	364.2	364.2	364.2

12. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. No long term loans were repaid in the first half of 2012-13. The figure for actual borrowing at 31 March 2012 is stated at the amount that reflects actual outstanding external borrowing at the end of 2011-12 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

Key Treasury Management Indicators within the Treasury Management Code

Trl 6 – Principal Sums invested for periods of longer than 364 days

13. This Trl is now covered by the Annual Investment Strategy for 2012-13, which set a limit of £30 million. During the first six months of 2012-13 no cost effective investments have been identified. The Authority however holds a number of on-call deposit accounts and money market funds, which offer both an attractive interest rate, some of which track the bank rate, and instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

14. In addition to the main maturity indicators it was agreed no more than 15% of long term loans should fall due for repayment within any one financial year. The maximum in any one year is currently 6.3% (£23 million) in both 2015-16. A summary maturity profile is shown in Appendix 2.

Other Debt Management Issues

Debt Rescheduling

15. No opportunities to reschedule PWLB debt have been identified during the period, mainly because of the high level of premiums payable for early repayment of debt. This is continually monitored and any opportunities to reschedule cost effectively will be considered, should they arise.

Cash Surpluses and Deficits

Short Term Surpluses and Deficits

16. Any short term cash surpluses or deficits have been managed through temporary deposits or loans, respectively. Temporary deposits outstanding at 30 September 2012 amounted to £87.3 million, including outstanding Icelandic bank deposits, shown at their current estimated recoverable amounts, as detailed in Appendix 3.

24. The credit worthiness service has been progressively enhanced and now uses a sophisticated modelling approach, with credit ratings from all three rating agencies – Fitch, Moody's and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as 'overlays':
- a) credit watches (typically resolved over a relatively short period) and credit outlooks (indicates the direction a rating is likely to move over a one to two-year period) from credit rating agencies;
 - b) CDS spreads to give early warning of likely changes in credit ratings; and
 - c) sovereign ratings to select counterparties from only the most creditworthy countries
25. This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Council to determine the duration for investments and are therefore referred to as durational bands. The Council is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.
26. The selection of counterparties with a high level of creditworthiness will be achieved by selection of institutions down to a minimum durational band within the weekly credit list of worldwide potential counterparties provided by the Council's treasury advisers. The Council, where it is considered appropriate and in line with its whole investment strategy, will therefore use counterparties within the following durational bands:
- a) Yellow – 5 years (a new category introduced by the treasury advisers late in 2010 to cover AAA rated Government debt or its equivalent, including a new investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure);
 - b) Purple – 2 years;
 - c) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries);
 - d) Orange – 1 year;
 - e) Red – 6 months;
 - f) Green – 3 months; and
 - g) No Colour – not to be used.

27. At the present time while markets are volatile, particularly as a consequence of Euro Zone 'sovereign debt worries', Sector have amended all ratings to Green, with a duration limited to three months (**with the exception of those covered by the Blue, one year rating, which only applies to nationalised or semi nationalised UK Banks and their subsidiaries**). All investments are within the suggested maturity period. Members will note some have no fixed maturity date, in these instances we take advantage of the market rate and recall these within the maturity period dictated to by our advisors rating. This allows flexibility as ratings change to be balanced against the opportunity to gain higher rates.
28. Ratings outside this structure include those that apply to local authorities, which are rated as AAA, except where, in a few cases, local authorities have applied for individual ratings, such as when they wish to issue bonds and the rating achieved is, or is subsequently downgraded, below AAA. Money Market Funds the Council may place investments in, are also rated (outside this structure) AAA.
29. The above ratings are incorporated within the approved Investment Strategy as detailed within the Treasury Management Strategy 2012-13 and the current ratings have been shown against the deposits outstanding in Appendix 3.

Environmental and Climate Change Considerations

30. a) to d) None have been identified as arising directly from this report.

Equalities Impact of the Proposal

31. None have been identified as arising directly from this report

Risk Assessment and Financial Implications

32. All investment has been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.712%, which, according to the latest available information, remains one of the lowest rates amongst UK local authorities.

Legal Implications

33. None have been identified as arising directly from this report.

Options Considered

34. Further consideration was given to the option of alternative investments such as UK Government gilts and treasury bills (T Bills), together with certificate of deposits (CDs). CDs are deposits, mainly with banks (some not offering fixed term deposits through the market), which can either be retained until maturity or traded through a secondary market. CDs are, therefore, more liquid than a normal fixed term deposit, which (usually) must be retained until maturity and give access to additional counterparties, leading to increased diversification of investments and, therefore, increased security. These types of investments cannot be placed by the Council directly and, therefore, an account was opened with a custodian (with no set up fees). At the end of June 2012 and the middle of August 2012 the Council deposited funds via the custodian in the form of CDs with two different counterparties. Although both banks were highly rated, the first CD with Standard Chartered was sold on 10 August 2012 (original maturity date 28 September 2012 as the bank was caught up in allegations from the US in respect of its alleged dealings with Iran. The second CD, with ING a Netherlands bank, also had to be sold ahead of the maturity date as an adverse movement in the banks CDS spread meant it no longer satisfied the Investment Strategy credit criteria.
35. Although both banks currently satisfy the Investment Strategy credit criteria, the ability to sell this kind of investment prior to the maturity date contained in the original deposit provides an opportunity to reduce risk.
36. No capital loss was suffered as a result of either premature sale (only a comparatively minor loss in the interest earned). However, capital losses in the event of early settlement are, dependent upon circumstances, possible.
37. Interest rates are expected to remain low for the short to medium term, with current indications that there will not be a rise in the Bank Rate until March 2014 (Source: Sector Treasury Services Limited – U.K. Interest Rate Forecasts June 2012). Consequently, longer term investments are continually assessed and considered, taking account of the ‘SLY principle’ (with security the prime driver for all investment decisions) as an enhancement to the Council’s investment portfolio. This has resulted in the continued placement of funds, at an extremely competitive interest rate, with Lloyds Banking Group and National Westminster Bank.
38. PWLB rates were monitored for opportunities to take out loans in advance of need. However, as there was no immediate necessity to borrow and forward borrowing would incur a ‘cost of carry’ no loans were taken out during this reporting period.

Conclusion

39. The Cabinet is asked to note the contents of this report in line with the Treasury Management Strategy.

Michael Hudson
Service Director, Finance

Report Author:

Keith Stephens, Business Analyst (Cash and Treasury), Tel: 01225 713603, email: keith.stephens@wiltshire.gov.uk

Background Papers

The following unpublished documents have been relied on in the preparation of this Report: NONE

Appendices

- Appendix 1 Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15
Appendix 2 Summary of Long Term Borrowing 1 April 2011 – 30 September 2012
Appendix 3 Summary of Temporary Loans and Deposits 1 April – 30 September 2012

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Prudential Indicators

Prl 1 – Capital Expenditure

1. The table below shows the revised figures for capital expenditure based on the current capital approved budget.

	2011-12 Actual Outturn	2012-13 Original Estimate	2012-13 Revised Estimate	2012-13 Actual To date 30/09/12
	£ million	£ million	£ million	£ million
General Fund	91.8	113.9	118.6	28.4
HRA	4.0	9.4	9.6	1.8

2. The revised estimate for 2012-13 is higher than the original estimate largely because of major reprogramming of schemes from 2011-12 into 2012-13 since the previous estimate was formulated. It is likely that during the monitoring process there will be more reprogramming of expenditure from 2012-13 into 2013-14 as larger schemes are pushed back into later years.
3. The Capital Programme is monitored closely throughout the year and progress on the programme is reported to the Cabinet Capital Asset Committee (CCAC). A report for the six month period to the end of September 2012 will be taken to CCAC on 6 November 2012 and bi monthly reports thereafter.

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2011-12 Actual Outturn	2012-13 Original Estimate	2012-13 Revised Estimate
General Fund	6.2%	8.2%	6.5%
Housing Revenue Account	0.6%	19.9%	15.4%

The General Fund revised estimate for 2012-13 is marginally lower than the original due to a reduction in financing cost estimates, due to lower level of borrowing undertaken in 2011-12 than originally assumed and a small increase in the amount to be met from Government grant and local taxation figure. It is higher than the 2011-12 actual, mainly due to the decrease in the level of expected grant income.

Prl 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

4. This indicator is only relevant at budget setting time and for 2012-13 was calculated as being £3.15.

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Pr1 4 – Net Borrowing compared to Capital Financing Requirement (CFR)

	2011-12 Actual Outturn £ million	2012-13 Original Estimate £ million	2012-13 Revised Estimate £ million
CFR – General Fund	342.2	389.3	393.5
CFR – HRA	122.6	122.6	122.6
Net Borrowing – General Fund	195.5	268.2	187.2
Net Borrowing – HRA	118.8	118.8	118.8
CFR not funded by net borrowing – General Fund	146.7	121.1	206.3
CFR not funded by net borrowing – HRA	3.8	3.8	3.8

5. Pr1 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
6. The main reason for the difference in the 2012-13 revised and original estimates are:
 - a) a small increase in the capital financing requirement;
 - b) a revision of the external borrowing requirement. It is anticipated that no borrowing will be taken in 2012-13, any increase in capital financing requirement being funded (internally) by a reduction in investments. Using ‘internal cash’, where it is available, to fund increases in CFR, through cash flow management, rather than borrowing externally reduces the cost of borrowing (from 4.5%, externally to 0.80%, internally); and
 - c) the revision of the level of short term investments likely to be held at the end of 2012-13.

Pr1 5 – Compliance with the CIPFA Code of Practice for Treasury Management in the Public Services

7. All actions have been compliant with the CIPFA Code of Practice.

Treasury Management Indicators within the Prudential Code

8. The Operational Boundary and Authorised Limit detailed below are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	418.5	417.6	426.8
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	541.3	540.4	549.6

9. The External Debt limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	408.5	407.6	416.5
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	531.3	530.4	539.3

10. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £364.0 million).

Trl 3 – External Debt

	31/03/12 Actual £ million	30/09/12 Actual £ million	31/03/13 Expected £ million
Borrowing – General Fund	245.2	245.2	245.2
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	364.0	364.0	364.0
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	364.2	364.2	364.2

11. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. No long term loans were repaid in the first half of 2012-13. The figure for actual borrowing at 31 March 2012 is stated at the amount that reflects actual outstanding external borrowing at the end of 2011-12 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Treasury Management Indicators within the Treasury Management Code

Trl 4a – Upper Limit on Fixed Interest Rate Exposures

The Council's upper limit for fixed interest rate exposure for the period 2012-13 to 2014-15 is 100% of net outstanding principal sums.

Trl 4b – Upper Limit on Variable Interest Rate Exposures

The Council's upper limit for variable interest rate exposure is 25% for 2012-13, 30% for 2013-14 and 30% for 2014-15 of net outstanding principal sums.

12. Options for borrowing during the period were considered, however, (mainly) due to the premium that would be incurred on the early repayment of debt and the desire to maintain the Council's relatively low average borrowing rate, no new borrowing has yet been taken.

Trl 5 – Upper & Lower Limits on the Maturity Structure of Borrowing

Limits on the Maturity Structure of Borrowing	Upper Limit	Lower Limit	Position at 30/09/12
Maturing Period:			
- under 12 months	15%	0%	7%
- 12 months and within 24 months	15%	0%	4%
- 2 years and within 5 years	45%	0%	16%
- 5 years and within 10 years	75%	0%	10%
- 10 years and above	100%	0%	63%

13. The table above shows that the actual maturity structure is within the agreed limits.
14. No long term borrowing has been taken during the period. If interest rates are favourable and an opportunity exists to take further borrowing this year we will look to match borrowing with this maturity structure.

Trl 6 – Principal Sums invested for periods of longer than 364 days

15. This Prl is now covered by the Annual Investment Strategy for 2012-13, which set a limit of £30 million. During the first six months of 2012-13 no cost effective investments have been identified. The Authority however holds a number of on-call deposit accounts and money market funds, which offer both an attractive interest rate, some of which track the bank rate, and instant access for flexibility of cash management.

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Trl 7 - Local Prudential Indicator

16. In addition to the main maturity indicators it was agreed no more than 15% of long term loans should fall due for repayment within any one financial year. The maximum in any one year is currently 6.3% (£23 million) in both 2015-16. A summary maturity profile is shown in Appendix 2.

SUMMARY OF LONG TERM BORROWING 1 APRIL 2012 – 30 SEPTEMBER 2012

Loans Raised During the Period

Date Raised	Lender	Amount (£m)	Type	Interest rate (%)	Maturity date	No. of years
No Loans were raised during the period						
Total		0.000				

Average period to maturity (years) 0.00

Average interest rate (%) 0.00

* Loans taken to restructure debt

** Loans taken for purchases instead of leasing

Maturity Profile at 30 September 2012

Year	Amount (£m)	%age	Average rate (%)
1 to 5 years	97.057	26.7	3.732
6 to 15 years	84.933	23.3	2.779
16 to 25 years	99.500	27.3	3.812
26 to 50 years	82.500	22.7	4.149
Over 50 years	-	-	-
Totals	363.990	100.0	3.712

Average period to maturity (years) 17.31

LOBO loans are included (as recommended by CIPFAs Guidance Notes on Treasury Management in the Public Services) at the earliest date on which the lender can require payment, deemed to be the next 'call date'. At that date the lender may chose to increase the interest rate and the borrower (the Council) may accept the new rate or repay the loan. Whether or not the lender choses to exercise their right to alter the interest rate will depend on market conditions (interest rates).

SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 APRIL – 30 SEPTEMBER 2012

Deposits Outstanding at 30 September 2012

Borrower	Amount £m	Terms	Interest Rate	Sector Credit rating
HSBC Bank Plc - Treasury	0.800	No fixed maturity date	0.20	Green - 3 Months
National Westminster Bank	8.000	Fixed to 05-Apr-13	2.25	Blue - 12 Months
Barclays Bank	8.000	Fixed to 16-Oct-12	0.76	Green - 3 Months
Lloyds TSB Bank	5.000	Fixed to 09-Aug-13	2.85	Blue - 12 Months
Australia and New Zealand Banking Group	8.000	Fixed to 15-Nov-12	0.50	Green - 3 Months
Lloyds TSB Bank	3.000	Fixed to 14-Feb-13	1.75	Blue - 12 Months
Nationwide Building Society	8.000	Fixed to 16-Oct-12	0.50	Green - 3 Months
Svenska Handelsbanken AB	7.546	No fixed maturity date	0.75	Green - 3 Months
Black Rock	3.205	No fixed maturity date	0.40	AAA
J P Morgan Money Market Funds	0.571	No fixed maturity date	0.38	AAA
Prime Rate Money Market Fund	14.779	No fixed maturity date	0.62	AAA
Goldman Sachs Money Market Fund	5.769	No fixed maturity date	0.46	AAA
Ignis Money Market Fund	14.663	No fixed maturity date	0.66	AAA
Heritable Bank	0.384	Est Recoverable Amount	6.00	N/A
Heritable Bank	0.255	Est Recoverable Amount	6.00	N/A
Heritable Bank	0.384	Est Recoverable Amount	6.00	N/A
Heritable Bank	0.128	Est Recoverable Amount	5.42	N/A
Landsbanki	1.372	Est Recoverable Amount	6.10	N/A
Landsbanki	0.021	Est Recoverable Amount	3.40	N/A
Total	89.877			

Outstanding deposits with Icelandic Banks are shown at the estimated recoverable amount, which takes account of estimated impairments and any repayments received to date. Apart from the final entry, the interest rates are the original rates. The last entry reflects the amount paid out in ISK (Icelandic Krona) which is being held in an interest bearing escrow account in Iceland and, as recommended by CIPFA, accounted for as a 'new' investment.

Transactions During the Period

Type	Balance 1 Apr 12 £m	Raised		Repaid		Balance 30 Sep 12 £m	Interest Variance * High/Low(%)
		Value £m	No.	Value £m	No.		
Temporary loans							
- General	0.000	0.000	0	0.000	0	0.000	
Total	0.000	0.000	0	0.000	0	0.000	
Temporary deposits							
- General	24.507	104.000	15	85.963	10	42.544	2.85/0.50
- HSBC Overnight	0.000	95.470	51	94.670	52	0.800	0.25/0.20
- Call Accounts	0.026	7.520	3	0.000	0	7.546	0.75/0.75
- Money Market Funds	25.132	246.065	67	232.210	71	38.987	0.80/0.38
Total	49.665	453.055	136	412.843	133	89.877	

* Interest variance is the highest/lowest interest rate for transactions during the period.

* In terms of general deposits, the high of 2.85% was obtained on a 12 month deposit.

General deposits include impaired Icelandic investments less any repayments that have been received, to date.

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Wiltshire Council

Cabinet

6 November 2012

Subject: New (Housing) Repairs & Maintenance Contracts

Cabinet member: Councillor John Thomson – Adult Care, Communities and Housing

Key Decision: Yes

Executive Summary

This report is brought to cabinet for their approval to sign off up to five separate contracts for the delivery of repairs, maintenance and improvements to the council's housing stock.

The size and scale of the works has meant the council has had to comply with and advertise all contracts in the Official Journal of the European Union (OJEU). This process has been ongoing over the past few months, and the evaluation of the tenders is currently being carried out.

The value all five contracts combined is £ 61 million over five years, which includes additional funds which have been made available following self financing in March 2012. This level of funding is adequately contained within the Housing Revenue Account (HRA). The HRA budget approved in February 2012 contained the following extract.

'This allows for a capital expenditure well in excess of that currently planned under the subsidy regime, with on average £5-7 million more available a year in the first six years'... extract Housing Revenue Account Budget and Rent-Setting 2012/13

Four of the five contracts are for five years terms, with an option to extend by an additional two and then a further two years based on performance and cabinet approval (i.e. plus 2 years, plus 2 years).

The fifth contract is for the balance of the responsive repairs and void work the council's own direct labour team do not have the capacity to carry out. This contract is for a three year term, which will diminish in work volume over this period as the DLO is developed.

The process (time scales) as set down by OJEU requires the need to get approval to issue notifications to successful and un-successful bidders and send out correspondence to leaseholders by late November. Approval is therefore sought from cabinet to delegate the final awards for each contract to the Service

Director of Communities and the portfolio holder for Housing.

Proposal(s)

We are asking for approval to :-

- 1 Approve the expenditure of up to £ 61 million pounds over the next five years split across five contracts, which has already been assumed with the HRA self financing model
- 2 Approval to the signing of **five** contracts for the repairs, maintenance and improvements to the Councils housing stock, to be delegated to the Service Director of Communities and portfolio holder for housing

Reason for Proposal

The existing contract arrangements covering works detailed in this tender process ends March 2013, therefore the re-tendering was required.

Due to the OJEU process, and the timescales involved it is necessary to get approval at this cabinet meeting, as the evaluation process is not complete, we have asked for the final approval be delegated.

(Name of Director) Niki Lewis
(Designation) Service Director of Communities

Wiltshire Council

Cabinet

6 November 2012

Subject: New (Housing) Repairs & Maintenance Contracts

Cabinet member: Cllr John Thomson - Adult Care, Communities and Housing

Key Decision: Yes

Purpose of Report

This report is to request approval of the signing of five separate (housing) Repairs, Maintenance and Improvement contracts.

Background

Salisbury District Council and latterly Wiltshire Council landlord services have run and procured their repairs contracts on an adhoc basis pending a full retendering process ranging from long term contracts for the replacement of kitchens and bathrooms, cyclical boiler servicing and cyclical painting to smaller one off works contracts, i.e disabled adaptation work, and have been delivered through numerous small to medium sized contractors.

Due to contractual and external statutory requirements these contracts can no longer be extended beyond March 2013.

Over the past 36 months officers have engaged with, tenants and members in the development of the procurement strategy.

During this process the type of contract arrangements were discussed which concluded that a 'partnering' approach would be the most suitable and appropriate for the council because it was felt the joined up working ethos and the greater efficiencies this type of arrangement can offer was the best in the market place. This is the view held by the majority of the housing sector when executing repairs and maintenance contracts.

This process has helped shape the contracts (i.e. what works are included in each contract (Lot) (see appendix 1) and enabled the additional funds which have become available through self financing to be included.

The procurement process laid down through OJEU is very prescribed and we have ran the process within these specific time scales, which includes 'stand still' points in the process where we have to give specific time for bidders, leaseholders to challenge decisions.

Main Considerations for the Council

The approval to sign these contracts will address:-

- Compliance with statutory OJEU requirements and the internal procurement strategy
- Deliver greater financial efficiencies through larger contracts
- Create a more efficient way of working which will align with the new re-structure arrangements, which are part of landlord services transformation programme.

Compliance

The council have previously extended the contracts and works detailed above, however due to internal and external statutory requirements they cannot be extended again.

Failure to renew these contracts as detailed could lead to a direct legal challenge from OJEU which would result in fines to the council, OJEU scrutiny into procedures, and likely media coverage of the non-compliance
Also failure to comply with the councils own procurement strategy.

Greater Efficiencies

The existing delivery arrangements for the repairs and maintenance contracts is not efficient, by packaging up the works into larger and longer term contracts will in its self deliver greater efficiencies.

Through bench marking and value for money analysis we will be able to ensure we are delivering services at market rates comparing against the sector.

The decision to use partnering contracts will significantly enable the client (the council) and contractors to work together to deliver greater efficiencies throughout the term of the agreements.

Effective Working arrangements

The working arrangements for the delivering the councils existing contracts are exhaustive and time consuming, by entering into new arrangements and 'partnering' specifically lends it's self to more effective working, stream lining processes, and the elimination of duplicate roles and work.

This way of working and thinking has been encompassed into the development of the new structure within landlord services

Environmental and climate change considerations

With respect to environmental and climate considerations,, the individual contracts will develop specifications and procedures to meet local and statutory requirements.

One of the contracts includes for specific works around energy saving methods, i.e Photo Voltaic panels, ground source heat pumps etc.

Co-location of the partnering team is being considered and where appropriate will be established which could result in avoiding duplicating office establishments, thus saving energy.

Equalities Impact of the Proposal

The investment in the housing stock directly benefits some of the poorest communities in Wiltshire improving their housing conditions.

The investment includes specific works to reduce fuel poverty, disabled adaptations and improvements to older peoples accommodation.

We have built into the process, as part of the new contracts, and development of the DLO, we shall seek local labour to fill posts wherever possible and have also committed to creating several apprenticeship position.

The form of contract to be used is written to be more inclusive than traditional contracts and hence we have been able to engage with tenants in more depth. Helping in the contractor selection process, specifications, and after contract let, tenants will be included in performance and quality management, being part of monthly review meetings.

Risk Assessment

The key risks associated with this project together with the actions that will be taken to address or mitigate these risks have been identified and under regular review.

The main risks are that of challenge from an un-successful supplier, these risk have been monitored and controlled throughout the process and close working arrangement with both the procurement and legal teams.

Financial Implications

The contracts will be funded through the HRA and account has been taken of previous approval levels of the HRA budget during the budget setting process.

Appendix 3 details the proposed spend per contract (Lot). The estimated mix of revenue and capital spend per year for the first 5 years of the contract for lots 1 – 4 is between £8.450m and £10.550m, which is in line with the estimated annual capital expenditure and the HRA revenue repairs budget reported in the Council's Financial Plan for 2012/13.

In addition, over the next three financial years (2013/14 to 2015/16), a total of circa £5.528m HRA's revenue budget will be managed through Lot/Contract 5 for Responsive Repairs and Voids work, this is again in line to the Financial Plan.

Estimated combined revenue and capital expenditure for the five contracts between 2013/14 and 2017/18 is £61m. This represents an additional £ 26 million on top of the pre Self financing HRA budgets. These amounts are consistent with the HRA revenue and capital budget plans as laid out in the HRA business plan developed during the move to Self financing, so they are affordable within the HRA.

In the event that the Council wishes to extend the contracts for an additional 4 years (2 + 2), a further paper will be prepared and presented to cabinet requesting members' approval.

Legal Implications

- Failure to procure new contracts at this point in time will leave the council open for a legal challenge from OJEU, possible fines and adverse media coverage.
- There are also Transfer of Undertakings (Protection of Employment) Regulations (TUPE) implications of existing contractors, these regulations protect operatives working solely for the existing client (in this case Wiltshire Council) may have a legal right to be transferred to the new contractor. This has been dealt with within the tender documents, legal service have dealt with the specific clause within the tender documents.

Options Considered

With regard to options there were no options available than to re-tender the works detailed in this report.

There was options around what type of Contract to use, and after careful consideration a partnering style contract was agreed on, on the basis of being more flexible in use, and to gain greater efficiencies throughout , as well fitting the ethos of the councils to work in partnership, the re-structuring of landlord services has been developed around this approach.

Conclusions

We ask Cabinet to approve the recommendations as detailed in the proposal

(Name of Director) Niki Lewis
(Designation) Service Director Communities

Appendices

List any appendices referred to in your report.)

- 1 Detail of works per Contract (Lot)
- 2 Indicative time table
- 3 Financial and works breakdown per LOT (Contract)

Appendices 1 Contract / lot details

- Lot 1 : Planned maintenance, modernisations, improvements, repairs and renewals, all to be performed in relation to residential dwellings, garages and grouped housing.
- Lot 2:
- Renewal and installation of heating and sustainable energy systems and storage tanks, and
 - Servicing, safety testing, inspection, breakdown repair and maintenance of heating appliances
- All to be performed in relation to residential dwellings and grouped housing.
- Lot 3:
- Full and partial rewiring
 - Routine and emergency repair of electrical systems
 - Minor electrical works
 - Electrical and portable appliance testing
 - Smoke detector servicing and renewal
 - Servicing and breakdown repair of generators, controlled access entry systems, lifts and stair lifts, and
 - Maintenance of fire alarms, fire fighting equipment, public lighting and controlled access entry systems
- All to be performed in relation to residential dwellings, garages and grouped housing.
- Environmental Improvement works to include
- Lot 4:
- Landscaping works
 - Repairs to and renewals of boundary walls and fences, and
 - Maintenance and upgrading of recreation areas
- Lot 5:
- Routine and emergency repair work and work to void properties
- All to be performed in relation to residential dwellings, garages and grouped housing.

Appendices 2

Indicative Time table

Ref	Task	Estimated Dates	
		Start Date	End Date
Tender			
1	Tender Period	9 Aug 12	19 Sept 12
	Deadline for tender queries	-	5 Sept 12
	Deadline for receipt of tender submission	-	12 noon on 19 Sept 12
2	Tender Evaluation	24 Sept 12	19 Oct 12
	Site Visits and Interviews (if required)	-	tbc
	Tender and Award Report and Recommendation	-	19 Oct 12
	Approvals	-	6 Nov 12
Pre-Award			
3	Issue S20 consultation notices to Leaseholders	7 Nov 12	7 Dec 12
	Stand-still period and feedback to unsuccessful contractors	10 Dec 12	20 Dec 12
Award of Term Partnering Agreement			
4	Execute Term Partnering Agreement	-	tbc
Pre-commencement and Contract Start			
5	Pre-commencement activities (activities may be phased between Lots)	7 Jan 13	Mid Feb 13
6	Service Commencement	To be agreed March / April 2013	

Appendices 3

LOT specific (contract) details

Lot Contract /	Description	Estimated Value Per Annum	
		Years 1 to 5	Years 6 to 9
1	Planned maintenance, modernisations and renewals	Between £5,400,000 & £6,750,000	£2,445,000
2	Energy efficiency works, heating installations servicing and remedial works	Between £1,450,000 & £2,100,000	£1,080,000
3	Electrical works	Between £600,000 & £700,000	£550,000
4	Environmental Improvement works (landscaping, fencing, ground works ... whole area projects)	£1,000,000	-
	Estimated Value of Contract Per Annum	Between £8,450,000 & £10,550,000	£4,075,000
5	A proportion of responsive repairs and voids service in years 1 – 3 on a reducing scale	Revenue spend : across 3 years £5,528,000	-

Wiltshire Council

Cabinet

6 November 2012

Subject: Budget Monitoring Period 5 August 2012

Cabinet Member: Councillor John Brady – Finance, Performance & Risk

Key Decision: No

Executive Summary

This report advises elected members of the revenue budget monitoring position as at the end of Period 5 (end of August 2012) for the financial year 2012/2013 and highlights new cost pressures or changes since the previous budget monitoring report on 10 September 2012.

The Period 3 budget monitoring report identified significant potential cost pressures that totalled £1.844 million. This period has identified increases in these cost pressures totalling £0.129 million. This gives a revised potential year end overspend of £1.973 million at period 5.

The additional investment of £2.329 million into children's services, whilst impacting on the budget, is a cost pressure that reflects the national increase in the number of children being taken into care and the impact that this has had on Wiltshire. The investment also reflects the additional resource (£0.5million) required following the Ofsted inspection in March. The council has started work to deliver a number of actions following the inspection to address the improvements needed in this area. The safeguarding of children is a key priority for Wiltshire Council.

Management is working on a number of actions to address these areas of overspend and initial review suggests that if actions are taken then it is projected that the council overall will provide a balanced budget by 31 March 2013. Therefore, it is projected that the council overall will provide a balanced budget by 31 March 2013.

If the budget is balanced by the end of the financial year, the year end balance on the general fund reserves is projected to be £14.145 million. This meets the requirement to keep robust reserves as set out in the council's financial plan.

Proposals

Members are asked to note the outcome of the Period 5 (August) budget monitoring.

Reason for Proposal

To inform effective decision making and ensure a sound financial control environment.

Michael Hudson
Service Director Finance

Wiltshire Council

Cabinet

6 November 2012

Subject: Budget Monitoring Period 5 August 2012

Cabinet Member: Councillor John Brady – Finance, Performance & Risk

Key Decision: No

PURPOSE OF REPORT

1. To advise Members of the revenue budget monitoring position as at the end of Period 5 (August 2012) for the financial year 2012/2013 and highlight any new cost pressures or changes since the previous budget monitoring report on 10 September 2012.

BACKGROUND

2. The report focuses on the gross and net position by service area. Comprehensive appendices showing the individual budget headings are included in Appendix C. More details on the movements in the year are included later in the report.

SUMMARY

3. The projected year end position for the relevant accounts is set out as follows:

	Revised Budget Period 5 £ million	Profiled Budget to date £ million	Actual and committed to date £ million	Projected Position for Year £ million	Projected Over/ (Under)spend £ million	Over/ (under)spend reported at period 3 £ m	Movement since period 3 £ m
General Fund Total	326.655	190.083	161.274	328.628	1.973	1.844	0.129
Housing Revenue Account	0.141	0.754	(3.051)	0.141	0	0	0

COST AND INCOME PRESSURES

4. Finance have continued to monitor budgets with a focus on those budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This has identified the areas where costs have risen quicker than forecast.

5. Budget monitoring is an ongoing process and budgets and expenditure are reviewed between budget managers and accountancy regularly, on a risk based approach.
6. The Period 5 report shows more detailed information and includes a number of smaller variances. Full details of service area figures are included in Appendix C.
7. The Period 3 report identified significant potential cost pressures totalling £1.844 million. This report identifies an overall increase in these cost pressures totalling £0.129 million. This gives cost pressures of 1.973 million at period 5. This is summarised and tied back to the Period 3 monitoring report in Appendix D.
8. As part of continual improvement, work is ongoing with service managers to help improve timeliness and efficiency of the budget monitoring process.

BUDGET MOVEMENTS IN YEAR

9. There have been some movements between service areas in the year to date. More details are given in Appendix B.

Detailed monitoring

10. The overall revised projected net position by service areas is set out in Appendix C.
11. A more detailed summary of the forecast variances is set out by service areas as follows. Budgets are profiled to reflect actual spend within the year. This leads to some variances between the current profiled budget and actual and committed to date. This is due to timing differences and work will continue to refine budget profiling within the year.

Adult Social Care (Operations and Commissioning) (including Older People, Physical Impairment, Learning Disability, Mental Health, Supporting People and Resources, Strategy and Commissioning) £0.285 million net overspend projected before action

12. The current projected overspend across the combined Adult Social Care Service areas is £0.285 million. Included within this projection are a number of assumptions, which will continue to be monitored through the financial year:
13. Transformational savings attributable to the Help to Live at Home programme will be delivered across the financial year to achieve a balanced position across Older People and Mental Health Older Adults at the year end. Action plans and monitoring processes are in place to manage this throughout the year and the achievement of these savings is essential to the delivery of a balanced position at the end of the financial year;

14. The Supporting People budget has been disaggregated across service blocks for 2012/2013 and ongoing spending pressures in this area will be monitored and managed. The position will be updated, as required, in future reports;
15. Across 18-64 age group services, Other Vulnerable Adults is currently reporting an underspend of £0.263 million and Mental Health Adults of Working Age an overspend of £0.548 million. These areas have been reviewed to ensure that budget and spend have been allocated appropriately and this is reflected in these figures. Spend continues to be robustly managed, using the panel process. Managers within the Mental Health Adults of Working Age service will be preparing a recovery plan during the next four weeks and the outcome of this will be included in future reports.
16. Within Adult Care Services, spending pressures do continue and are monitored and managed, as appropriate, for example through the panels' process. Within Older People services residential and nursing placement unit costs are increasing, particularly for people with complex needs, although the actual number of placements is remaining relatively steady. Therefore, an action plan has been put in place to address this through negotiation with providers. Within Other Vulnerable Adults, there continues to be demand for high cost care packages to support very complex people, for example to support people with acquired brain injuries or people who have suffered strokes. An action plan is being developed to review packages and in particular packages for people who are supported out of county.
17. Adult Social Care services continue to work in partnership with NHS colleagues to achieve improved integration that will benefit both social care and health services. During this year, the service is developing and piloting a STARR bed service, providing "step up" and "step down" bed facilities with direct input from health staff, for example physiotherapy services. The intention is that this will benefit the whole health and social care pathway by reducing hospital admissions, and improving outcomes post hospital admissions.

Housing Services £0.217 million net overspend projected before action

18. Strategic Housing Services are currently projecting an overspend of £0.217 million. This is mainly against the Private Sector Leasing budget, as a result of slower than planned reduction in the number of private sector leases; and the Gypsy and Traveller service as a result of lower than expected income receipts. Managers within this service will be preparing a recovery plan during the next four weeks and the outcome of this will be included in future reports.

Highways and Street Scene £0.250 million net overspend projected before action

19. Mitigating actions have been taken to address previous cost pressures amounting to £0.700 million within the Local Highways & Streetscene Service, a projected overspend of £0.250 million, an improvement of £0.050 million on the last reported forecast, is now being reported and we continue to work

towards offsetting this within the service and across all services within the relevant Corporate Directorate.

Leisure Projected balanced

20. The service is reporting an unchanged balanced position at this stage of the financial year.

Car Parking £0.150 million net overspend projected before action

21. Based on analysed occupancy data received up to the end of July and then modelled to project income for a full financial year and budget monitoring at the end of August the parking service is showing a net overspend of £0.150 million. Pay & Display (P&D) income levels are forecast to be less than budgeted due to a continued reduced trend in ticket sales over the first 4 months of the financial year compared to previous years; P&D income received at period 5 is £2.400 million, at this stage last year £2.500 million had been received. Income from Penalty Charge notices, although up from last year, are also lower than predicted. It is anticipated that this shortfall will be offset across all services within the relevant Corporate Directorate.

Children's Services (including Safeguarding, Children's Social Care, Integrated Youth, Early Years, School Improvement, Targeted School & Learner Support, Business & Commercial Services and Commissioning & Performance) £1.371 million net overspend projected before action

22. The current projected overspend across the combined Children's Services areas is £1.371 million. This comprises an overspend in Children's Social Care offset by underspends within other areas of children's services.
23. Children's Social Care services are currently projected to overspend by £2.329 million. This projection takes in to account the transfer of £0.500 million from reserves and income of £0.100 million from the national Children's Improvement Board to offset the additional staffing costs incurred through the implementation of the Social Care Improvement Plan. All known vacancies within children's social care and the impact of interim and agency staff in front line teams have been built in to the forecast position.
24. Within the overall children's social care overspend, placement budgets for looked after children are projected to overspend by £2.5 million due to increases in the numbers of young people coming in to care. There are currently 435 children and young people looked after in Wiltshire and the projected number of nights care to be delivered in 2012/2013 exceeds the budget by 12,154 nights.

25. Actions are being taken to ensure that the right children come into care including:
- Implementation of a new higher level Family Support Service, commissioned as part of the Family and Parenting Support Commissioning Strategy,
 - Appointment of additional Adolescent Support Workers within the Integrated Youth Service to carry out direct support to young people on the edge of care,
 - A new process for Gateway Panels which will be the focal point for all decisions in relation to support for children & young people.
26. In conjunction with these actions, within Commissioning & Performance the Troubled Families grant allocated by the government to Wiltshire will be utilised to support the new higher level Family Support Service and Family Group Conferencing services. This will enable £0.454 million base budget funding to be released in 2012/2013 to support the overspend in Children's Social Care. This is a one off recovery action for the current year.
27. An underspend of £0.404 million is projected against Schools & Learning services arising from savings against vacant posts. This is a one off recovery action in the current year.
28. The budget for Urchfont Manor has overspent by £0.048 million this year as a result of a shortfall in income prior to the closure of the service.

Policy, Performance & Partnership £0.055 million net underspend projected before action

29. This service is projected to underspend by £0.055 million due to the Corporate Extended Leadership Team restructure agreed at budget setting. It was previously recommended that a virement be actioned to remove the proportion of salary budget no longer required and this virement will now be actioned.

Finance, Procurement & Internal Audit £0.040 million net overspend projected before action

30. The service is currently forecasting an overspend of £0.040 million a reduction of £0.080 million on the previous report. The main reason for the reduction is an improved assessment on the level of income receivable from Court Fees.

Legal & Democratic £0.535 million net underspend projected before action

31. The service is currently forecasting an underspend of £0.535 million which is an increase of £0.075 million since the last report. This is due to a revising of estimates around the main underspends previously reported on various budgets allocated for Members (allowances, training, ICT, travel etc) for which entitlement hasn't been fully taken up. A drop in demand for the Coroner service has also resulted in a forecast underspend but this has a direct correlation to the shortfall in income received from other local authorities.

Communications & Branding Projected balanced

32. The service was forecasting an underspend of £0.030 million mainly through savings achieved on the salary budgets, arising from vacancies, which were being used to offset the income targets that are unlikely to be achieved. This forecast has been revised with the level of savings from staffing reduced so that the service is now forecasting a balanced position.

Human Resources & Organisational Development Projected balanced

33. The service is reporting an unchanged balanced position at this stage of the financial year.

Information Services Projected balanced

34. The service is still reporting a balanced budget despite continuing budget pressures as a result of absorbing costs arising from canon printers and additional lines required for Broadband.

35. These overspends are being covered by the Infrastructure and Hardware purchases budgets, spend on these budgets is less in 2012/2013 due to the laptop replacement cycle not starting until 2013/2014, delaying server upgrades and savings against the staffing budget due to vacancies.

Customer Care & Business Services Finance Projected balanced

36. Overall Business Services are reporting on budget. Work is ongoing to manage a forecast overspend on the Insurance budget of £0.094 million. This is due to a forecast under achievement on income of £0.186 million being offset by a £0.092 million reduction in insurance costs. The budget is being managed to the bottom line to try to absorb this overspend.

Strategic Property Services Projected balanced

37. The service line remains unchanged and is currently reporting a forecast balanced budget. Income targets for farms and commercial properties are being assessed to ensure overall they are to be achieved for the financial year.

Transformation Programme £0.150 million net overspend projected before action

38. The service is now reporting a forecast overspend of circa £0.150 million. There are known cost pressures e.g. reactive maintenance, security within this service which are currently being offset by savings generated from the recently successful tender of the combined contracts for caretaking, cleaning and catering; estimated at circa £0.300 million this financial year. Further analysis is being undertaken on possible areas to reduce spending in order to develop a recovery plan to bring the service back in to balance.

Economy & Enterprise Projected balanced

39. The service is reporting a balanced budget. SAP has now been updated to reflect the new matrix management and to show the investment budgets for the Action for Wiltshire programme in 2012/2013 totalling £0.707 million.
40. The service continues to work with Wiltshire and Swindon Local Economic Partnership (LEP) as the accountable body for the Growing Places Fund of £9 million and now the successful application to DEFRA for Rural Growth Networks Fund totalling £2 million.
41. The contract with the Department of Communities and Local Government match funding of £0.740 million from European Regional Development Fund has been completed. Work on the Wiltshire Incubation Environments started in July 2012 and will see five key sites across Wiltshire converted to provide managed incubation and enterprise space targeting support for small and medium sized business in the south west region to encourage high and sustainable growth.

Development Services £0.050 million net underspend projected before action

42. The service is reporting an overall underspend of £0.050 million. Development Control is forecasting an underspend of £0.288 million, this is largely due to forecasting an overachievement on income of £0.193 million with a combination of underspends on consultancy and statutory notices and overspends on staffing netting off at £0.095 million.

43. The underspend on Development Control is offsetting forecast overspends in Building Control and Land Charges of £0.090 million and £0.148 million respectively. These are largely due to an underachievement of income against target. Building Control and Land Charges are both facing increased competition from the private sector at a time when applications have reduced slightly. The service is working hard to combat these issues and manage the overall budget.
44. Income is difficult to forecast as although it is possible to identify potential income streams, the submission or otherwise of one or two large applications can have a significant impact on the income actually received. In the same context forecasting on Consultancy costs can be difficult as it depends on the type of applications that are submitted as to whether the service needs to seek specialist advice. Similar specialist advice is also often required in respect of appeal work and again the Council has no way of accurately forecasting costs in this area.
45. A proposed central government fee increase of 15% has been publicised although the date this may come into force has yet to be confirmed. This could be October 2012 or April 2013. If the fee increase was implemented in October 2012 it is forecast it could generate an additional £0.158 million, however budget managers have flagged up that there may be a resulting decrease in some application types if the Government follows through with its proposals to increase permitted development rights for some householder and commercial properties, therefore this has not been factored in to the current forecast.

Highways Strategic Services £0.100 million net overspend projected before action

46. The service previous net overspend forecast of £0.110 million has improved slightly so that the service is now reporting a £0.100 million net overspend.
47. As previously reported there is an anticipated £0.400 million overspend on Street lighting energy costs. The 2012/2013 financial plan savings identified £0.525 against the street lighting energy budget for energy costs but these are unlikely to be achieved. Consultation on reduced street lighting is still ongoing and the procurement of a central management system for street lighting is now being explored as a potential, with inclusion in the forthcoming Highways & Amenities contract. This coupled with the anticipated increase of energy prices (£0.075 million) in 2012/2013 have led to the forecast overspend.
48. The overspend is offset by a forecast £0.050 million underspend due to the delay in setting up the Speed Camera Safety Partnership with Wiltshire Police

and a £0.050 million underspend relating to increased supervision fees which are currently over the profiled budget for the first quarter of the financial year. A previously agreed saving from the current Highways works contractor is also anticipated in 2012/2013 and this is forecast at £0.190 million assuming a level of spend (capital and revenue) of circa £21 million with the contractor in 2012/2013. These combined underspends totalling £0.290 million have been used to offset the savings not being found from street lighting.

Passenger Transport (including Education Transport and Public Transport) Projected balanced

49. Both Public and Education Transport budgets are forecasting an unchanged position from the last report; a £0.100 million underspend on Public relating to Concessionary fares and a £0.100 million overspend on Education, relating to a forecast shortfall on 16+ income, giving a balanced budget overall.
50. The forecasting of contract costs, especially for Education contracts, will become clearer as the outcome from service contract renewals over the summer/autumn months, meaning a more precise forecast can be reported in future.

Waste Projected balanced

51. The service is unchanged from that previously reported; an overall balanced budget with an anticipated shortfall on trade waste and other income of £0.380 million being balanced out by various forecast underspends on areas such as landfill tax, the Lakeside contract and the FOCSA contract.

Public Health and Public Protection Projected balanced

52. At this stage in the financial year the service is reporting a balanced budget. Pest Control is forecasting an underachievement of income of £0.060 million. There have been significantly less wasp nests due to the variable weather and even though we have now had a hot spell it is unlikely that this will generate the work required to meet the income target.
53. The underachievement of Pest Control income is being offset by careful monitoring of our supplies and services; £0.030 million has already been identified to date with further work to identify the remainder is on-going and we will continue to monitor the income in order to manage the budget overall.
54. The last report that went to Cabinet in June 2012 stated a shadow budget for Public Health of £11.866 million, this was published by the Department of Health in February 2012. Since then nationally, further work has been

completed to calculate the Public Health budget which will transfer. Therefore, Wiltshire PCT has submitted a return in July 2012 which split out all of the current budgets to their new destinations. This was based on 2012/2013 budgets and planned spend and gave a revised draft allocation of £11.759 million for Local Authority Public Health (this has not yet been formally approved by the SHA). The draft allocation has changed as a result of new guidance received relating to where Public Health responsibilities will sit from April 2013 and additional investments since 2010/2011 to the Public Health budget on which the previous estimated budget was based.

55. Guidance continues to change and new policy documents are still being issued. For example, school nursing will now transfer to the local authority in April 2013 – this wasn't included in previous returns so will see the Public Health budget increase, and health visitors in April 2013. However, the commitment not to reduce spend on Public Health remains in place, and the budget will be ring fenced for Public Health. In addition, nationally there is an interim ACRA recommendation to adopt a funding formula for Public Health budgets based on premature mortality which is being considered and could affect final funding allocations.
56. Therefore there is a level of uncertainty around exactly what allocation Wiltshire Council will receive for 2013/2014. We have been advised that this will be confirmed in December 2012
57. Wiltshire PCT does not currently report against £11.759 million as this is a combination of some areas of the Public Health budget plus some additional values from other parts of the PCT that currently sit within block contracts. Although not all of the current Public Health budget at Wiltshire PCT will transfer to the Local Authority, we can report that the Public Health budget is forecasted to break even at year end.

Digital Inclusion Projected balanced

58. No significant variances are projected at this point in the year.

Corporate Directors Projected balanced

59. The service line is unchanged from the last reports and is forecasting a balanced budget.

Corporate £0.050 million net overspend projected before action

60. Capital financing is showing an underspend of £1.500 million. This is due to the re-programming of capital expenditure since budget setting.

61. Restructure and contingency is showing an overspend of £1.550 million. This line represents the delivery of corporate saving targets set in February relating to Administration and Facilities Management Review. As is highlighted in the RAG rating in period 3, they have delivered some savings, although not the whole amount, due to some delays in the reviews. The first part of the review of Administration has completed but it is now expected that the next stage will not be completed until later in 2013. Work on identifying the general efficiencies is ongoing.
62. Further work on the corporate savings has commenced and will review current underspends, customer demand and vacancies. A further update will be included in the next monitoring update, but if concerted management action is taken to focus resource as planned it is expected this target will be delivered by the end of the financial year.

Housing Revenue Account Projected balanced

63. Budget figures on the Housing Revenue Account have been reviewed as part of the regular monitoring process. At present there is no reported change in forecast.

RESERVES

64. The tables below provide the forecast as at period 5 on the general fund balance held by the council. The latest forecast on general fund currently stands at £14.145 million at 31 March 2013.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2012		(14.145)
Planned contribution in 2012/2013	0	
Current Forecast Overspend at year end	0	
Total Forecast movement		0
Forecast Balance 31 March 2013		(14.145)

65. At present is assumed that any areas currently overspending will be on line by the year end following management action. A review of the assessment of need has been undertaken by the section151 Officer to link all the General Fund balances to risk.

Overall conclusions

66. This report has identified an overspend / shortfall on the balanced general fund budget of £1.973 million for period 5 due to cost pressures / shortfalls in income. This is an increase of £0.129 on the balance reported at period 3.

67. The early identification of potential issues is part of sound and prudent financial management. Action to address this year's forecast should be taken where officers have the delegated powers to do so and this is underway.

Implications

68. This report informs member's decision making.

Risks assessment

69. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on its reserves. The level of reserves is limited and a one off resource that cannot thus be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Equalities and diversity impact of the proposals

70. None have been identified as arising directly from this report.

Financial implications

71. This is a report from the Chief Finance Officer and the financial implications are discussed in the detail of this report. It is forecast that a balanced budget will be achieved by 31 March 2013.

Legal Implications

72. None have been identified as arising directly from this report.

Proposals

73. Members are asked to note the outcome of the period 5 (end of August) budget monitoring.

Reasons for proposals

74. To inform effective decision making and ensure a sound financial control environment.

Background Papers and Consultation

2011-15 Business Plan
2012-15 Financial Plan
Budget Monitoring Cabinet Period 3 10 September 2012

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Appendices:

- Appendix A: Revenue Budget Movements 2012/2013
- Appendix B: Service Area Movements 2012/2013
- Appendix C: Detailed Service Area Budget Statements
- Appendix D: Forecast Variance Movements

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Wiltshire Council Revenue Budget Movements 2012/2013

Service	Original Budget	In Year Virements to Period 3	Revised Budget Period 3	In Year Virements to Period 5	Revised Budget Period 5
	£m	£m	£m	£m	£m
Adult Care Operations					
Older People	44.055	1.326	45.381	0.000	45.381
Other Vulnerable Adults	8.503	0.381	8.884	0.000	8.884
Learning Disability	38.444	0.310	38.754	(0.034)	38.720
Mental Health	23.748	(2.017)	21.731	0.000	21.731
Adult Care Commissioning					
Resources, Strategy & Commissioning	2.807	0.000	2.807	0.009	2.816
Communities, Libraries, Heritage & Arts					
Community Leadership & Governance	3.303	0.000	3.303	0.583	3.886
Libraries Heritage & Arts	4.540	0.000	4.540	0.000	4.540
Housing Services					
Housing Services	5.456	0.000	5.456	0.417	5.873
Neighbourhood Services					
Highways and Street Scenes	19.215	0.209	19.424	0.003	19.427
Leisure	3.197	0.103	3.300	0.000	3.300
Car Parking	(5.927)	0.000	(5.927)	0.084	(5.843)
Children & Families					
Safeguarding (moved to Children's Services)	0.970	0.000	0.970	(0.970)	0.000
Children's Social Care	29.704	(0.030)	29.674	0.232	29.906
Integrated Youth	3.661	(0.450)	3.211	0.036	3.247
Schools & Learning					
Early Years	9.102	(0.032)	9.070	0.000	9.070
School Improvement	3.752	0.078	3.830	0.121	3.951
Business & Commercial Services	0.771	0.099	0.870	(0.116)	0.754
Targeted Services & Learner Support	7.572	(0.087)	7.485	0.408	7.893
Children's Services Commissioning & Performance					
Commissioning and Performance	2.916	0.044	2.960	0.051	3.011
Funding Schools	0.000	0.000	0.000	1.520	1.520
Safeguarding (Moved from Schools & Learning)	0.000	0.000	0.000	0.944	0.944
Policy, Performance & Partnership					
Policy, Performance & Partnership	0.516	(0.140)	0.376	0.000	0.376
Finance					
Finance, Procurement & Internal Audit	8.592	0.195	8.787	(0.330)	8.457
Revenues & Benefits - Subsidy	0.007	0.000	0.007	0.000	0.007
Legal & Democratic					
Legal & Democratic	7.488	(0.023)	7.465	0.000	7.465
Communications					
Comms & Branding	2.238	0.014	2.252	(0.021)	2.231
HR & Organisational Development					
Human Resources & Organisational Development	2.689	0.713	3.402	0.000	3.402
Business Services					
Information Services	14.865	0.212	15.077	0.017	15.094
Shared Services and Customer Care/ Business Services	5.684	(0.817)	4.867	0.039	4.906
Strategic Property Services	2.510	(1.437)	1.073	0.000	1.073
Transformation Programme					
Transformation Programme	15.492	1.263	16.755	(0.115)	16.640
Economy and Enterprise					
Economy & Enterprise	3.862	0.005	3.867	0.707	4.574
Development Services					
Development Services	1.186	0.032	1.218	0.000	1.218
Strategic Services, Highways and Transport					
Highways Strategic Services	7.054	(0.093)	6.961	0.000	6.961
Public Transport	11.287	0.012	11.299	0.274	11.573
Education Transport	8.241	(0.012)	8.229	0.012	8.241
Waste					
Waste	30.597	(0.531)	30.066	(0.023)	30.043
Public Health & Protection					
Public Health & Protection	4.055	0.008	4.063	0.000	4.063
Digital Inclusion					
Digital Inclusion	0.091	0.147	0.238	0.000	0.238
Corporate Directors					
Corporate Directors	0.970	(0.109)	0.861	(0.026)	0.835
Corporate					
Movement To/ From Reserves	0.000	(0.238)	(0.238)	(3.121)	(3.359)
Capital Financing	25.221	0.492	25.713	0.000	25.713
Restructure and Contingency	(0.904)	(0.306)	(1.210)	(0.701)	(1.911)
Specific and General Grants	(38.033)	0.000	(38.033)	0.000	(38.033)
Corporate Levys	7.158	0.679	7.837	0.000	7.837
2011-2012 Budget Requirement	326.655	(0.000)	326.655	0.000	326.655
HRA Budget	0.141	0.000	0.141	0.000	0.141
	326.796	0.000	326.796	0.000	326.796

Major Wiltshire Council Virements between Services Areas from Period 3 Budget to Period 5

	£m		£m
Adult Care Operations		HR & Organisational Development	
Revised Budget Period 3	114.750	Revised Budget Period 3	3.402
<i>In Year Virements period 5</i>		<i>No virements in period 5</i>	
Transfer of costs to Adult Care Commissioning	(0.034)	Revised Budget Period 5	3.402
Revised Budget Period 5	114.716		
Adult Care Commissioning		Business Services	
Revised Budget Period 3	2.807	Revised Budget Period 3	21.017
<i>In Year Virements period 5</i>		<i>In Year Virements period 5</i>	
Transfer of costs from adult care operations	0.034	Funding New Waste Management System	0.017
Campus saving to Transformation	(0.002)	Movement Salary Budget from Transformation	0.039
PA savings to Corporate	(0.023)	Revised Budget Period 5	21.073
Revised Budget Period 5	2.816		
Communities, Libraries, Heritage & Arts		Transformation Programme	
Revised Budget Period 3	7.843	Revised Budget Period 3	16.755
<i>In Year Virements period 5</i>		<i>In Year Virements period 5</i>	
Grants Ear Marked Reserve release	0.583	Campus saving from Adult Care Commissioning	0.002
Revised Budget Period 5	8.426	Funding New Waste Management System	0.006
		Movement Salary Budget to Business Services	(0.039)
Housing Services		Move Car Park Maintenance budget to Neighbourhood Services	(0.084)
Revised Budget Period 3	5.456	Revised Budget Period 5	16.640
<i>In Year Virements period 5</i>			
Grants Ear Marked Reserve release	0.003	Economy and Enterprise	
Movement of costs for Housing PFI financing	0.084	Revised Budget Period 3	3.867
Movement of costs for Housing PFI financing	0.330	<i>In Year Virements period 5</i>	
Revised Budget Period 5	5.873	Release of Economy and Enterprise budget from corporate	0.707
		Revised Budget Period 5	4.574
Neighbourhood Services			
Revised Budget Period 3	16.797	Development Services	
<i>In Year Virements period 5</i>		Revised Budget Period 3	1.218
Budget realign from Corporate Directors	0.003	<i>No virements in period 5</i>	
Move Car Park Maintenance budget from transformation	0.084	Revised Budget Period 5	1.218
Revised Budget Period 5	16.884		
		Strategic Services, Highways and Transport	
Children & Families		Revised Budget Period 3	26.489
Revised Budget Period 3	33.855	<i>In Year Virements period 5</i>	
<i>In Year Virements period 5</i>		Grants Ear Marked Reserve release	0.286
Realign budget to Commissioning & Performance	(0.067)	Revised Budget Period 5	26.775
PA savings to Corporate	(0.009)		
Realign budget to Schools & Learning	(0.005)	Waste	
Move Mental Health team from Commissioning & Performance	0.033	Revised Budget Period 3	30.066
Grants Ear Marked Reserve release	0.304	<i>In Year Virements period 5</i>	
Realign Budget from Corporate	(0.014)	Funding New Waste Management System	(0.023)
Movement of safeguarding to Commissioning & Performance	(0.944)	Revised Budget Period 5	30.043
Revised Budget Period 5	33.153		
		Public Health & Protection	
Schools & Learning		Revised Budget Period 3	4.063
Revised Budget Period 3	21.255	<i>No virements in period 5</i>	
<i>In Year Virements period 5</i>		Revised Budget Period 5	4.063
Realign budget from Commissioning & Performance	0.008		
Realign budget from Childrens & Families	0.005	Digital Inclusion	
Grants Ear Marked Reserve release	0.400	Revised Budget Period 3	0.238
<i>Movement to/from Revenue Grants EMR</i>		<i>No virements in period 5</i>	
Revised Budget Period 5	21.668	Revised Budget Period 5	0.238
Children's Services Commissioning & Performance		Corporate Directors	
Revised Budget Period 3	2.960	Revised Budget Period 3	0.861
<i>In Year Virements period 5</i>		<i>In Year Virements period 5</i>	
Realign budget from Childrens & Families	0.067	PA savings to Corporate	0.010
Realign budget to Schools & Learning	(0.008)	Budget realign to Neighbourhood Services	(0.003)
Grants Ear Marked Reserve release	0.025	PA savings to Corporate	(0.033)
Move Mental Health team to Children & Families	(0.033)	Revised Budget Period 5	0.835
Grants Ear Marked Reserve release	1.520		
Movement of safeguarding from Childrens & Families	0.944	Corporate	
Revised Budget Period 5	5.475	Revised Budget Period 3	(5.931)
		<i>In Year Virements period 5</i>	
Policy, Performance & Partnership		PA savings to Corporate	0.076
Revised Budget Period 3	0.376	Release of Economy and Enterprise budget from corporate	(0.707)
<i>No virements in period 5</i>		Grants Ear Marked Reserve release	(3.121)
Revised Budget Period 5	0.376	Realign Budget from Childrens & Families	0.014
		Movement of costs for Housing PFI financing	(0.084)
Finance		Revised Budget Period 5	(9.753)
Revised Budget Period 3	8.794		
<i>In Year Virements period 5</i>		SUMMARY TOTALS	
Movement of costs for Housing PFI financing	(0.330)	Revised Budget Period 3	326.655
Revised Budget Period 5	8.464	Revised Budget Period 5	326.655
Legal & Democratic		HRA Budget (Unchanged)	0.141
Revised Budget Period 3	7.465		
<i>No virements in period 5</i>			
Revised Budget Period 5	7.465		
Communications			
Revised Budget Period 3	2.252		
<i>In Year Virements period 5</i>			
PA savings to Corporate	(0.021)		
Revised Budget Period 5	2.231		

Wiltshire Council Revenue Budget Monitoring Statement: Period 5

31-Aug-12

		Original Budget	Revised Budget Period 5	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Adult Care Operations								
Older People	Gross Costs	53.241	52.696	9.404	12.367	52.696	-	-
	Income	(9.186)	(7.315)	1.808	(2.187)	(7.315)	-	-
	Net	44.055	45.381	11.212	10.180	45.381	-	-
Other Vulnerable Adults	Gross Costs	9.179	9.433	2.554	2.357	9.170	(0.263)	(2.8%)
	Income	(0.676)	(0.549)	(0.140)	(0.184)	(0.549)	-	-
	Net	8.503	8.884	2.414	2.173	8.621	(0.263)	(3.0%)
Learning Disability	Gross Costs	42.018	41.191	10.872	11.328	41.191	-	-
	Income	(3.574)	(2.471)	(0.655)	(0.842)	(2.471)	-	-
	Net	38.444	38.720	10.217	10.486	38.720	-	-
Mental Health	Gross Costs	27.941	25.197	6.463	5.998	25.745	0.548	2.2%
	Income	(4.193)	(3.466)	(0.885)	(0.947)	(3.466)	-	-
	Net	23.748	21.731	5.578	5.051	22.279	0.548	2.5%
Adult Care Commissioning								
Resources, Strategy & Commissioning	Gross Costs	2.955	2.963	0.739	0.640	2.963	-	-
	Income	(0.148)	(0.147)	(0.037)	(0.037)	(0.147)	-	-
	Net	2.807	2.816	0.702	0.603	2.816	-	-
Communities, Libraries, Heritage & Arts								
Community Leadership & Governance	Gross Costs	3.358	3.941	1.736	1.656	3.941	-	-
	Income	(0.055)	(0.055)	(0.033)	(0.398)	(0.055)	-	-
	Net	3.303	3.886	1.703	1.258	3.886	-	-
Libraries, Heritage & Arts	Gross Costs	5.516	5.507	1.377	1.780	5.507	-	-
	Income	(0.976)	(0.967)	(0.242)	(0.139)	(0.967)	-	-
	Net	4.540	4.540	1.135	1.641	4.540	-	-
Housing Services								
Housing Services	Gross Costs	6.627	7.219	1.604	1.563	7.436	0.217	3.0%
	Income	(1.171)	(1.346)	(0.208)	(0.282)	(1.346)	-	-
	Net	5.456	5.873	1.396	1.281	6.090	0.217	3.7%

Wiltshire Council Revenue Budget Monitoring Statement: Period 5

31-Aug-12

		<i>Original Budget</i>	<i>Revised Budget Period 5</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>Neighbourhood Services</u>								
Highways & Street Scene	Gross Costs	21.855	22.013	8.977	8.816	21.883	(0.130)	(0.6%)
	Income	(2.640)	(2.586)	(1.315)	(1.169)	(2.206)	0.380	(14.7%)
	Net	19.215	19.427	7.662	7.647	19.677	0.250	1.3%
Leisure	Gross Costs	8.489	8.842	3.910	3.710	8.842	-	-
	Income	(5.292)	(5.542)	(2.309)	(2.103)	(5.542)	-	-
	Net	3.197	3.300	1.601	1.607	3.300	-	-
Car Parking	Gross Costs	1.900	1.984	0.827	0.735	1.884	(0.100)	(5.0%)
	Income	(7.827)	(7.827)	(3.267)	(2.937)	(7.577)	0.250	(3.2%)
	Net	(5.927)	(5.843)	(2.440)	(2.202)	(5.693)	0.150	(2.6%)
<u>Children & Families</u>								
Children's Social Care	Gross Costs	30.533	30.767	12.378	21.756	33.096	2.329	7.6%
	Income	(0.829)	(0.861)	(0.205)	0.077	(0.861)	-	-
	Net	29.704	29.906	12.173	21.833	32.235	2.329	7.8%
Integrated Youth	Gross Costs	4.975	4.530	1.876	2.057	4.530	-	-
	Income	(1.314)	(1.283)	(0.290)	(0.619)	(1.283)	-	-
	Net	3.661	3.247	1.586	1.438	3.247	-	-
<u>Schools & Learning</u>								
Early Years	Gross Costs	25.117	25.113	10.465	11.242	25.036	(0.077)	(0.3%)
	Income	(16.015)	(16.043)	-	(0.009)	(16.043)	-	-
	Net	9.102	9.070	10.465	11.233	8.993	(0.077)	(0.8%)
School Improvement	Gross Costs	6.830	6.970	2.758	1.496	6.885	(0.085)	(1.2%)
	Income	(3.078)	(3.019)	(0.637)	(2.026)	(3.019)	-	-
	Net	3.752	3.951	2.121	(0.530)	3.866	(0.085)	(2.2%)
Business & Commercial Services	Gross Costs	4.455	4.030	1.790	1.908	4.078	0.048	1.2%
	Income	(3.684)	(3.276)	(1.364)	0.807	(3.276)	-	-
	Net	0.771	0.754	0.426	2.715	0.802	0.048	6.4%
Targeted Services & Learner Support	Gross Costs	23.199	23.586	9.463	6.919	23.296	(0.290)	(1.2%)
	Income	(15.627)	(15.693)	(0.826)	0.343	(15.693)	-	-
	Net	7.572	7.893	8.637	7.262	7.603	(0.290)	(3.7%)

Wiltshire Council Revenue Budget Monitoring Statement: Period 5

31-Aug-12

		Original Budget	Revised Budget Period 5	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Children's Services Commissioning & Performance								
Safeguarding	Gross Costs	1.058	1.032	0.420	0.555	1.032	-	-
	Income	(0.088)	(0.088)	(0.053)	(0.193)	(0.088)	-	-
	Net	0.970	0.944	0.367	0.362	0.944	-	-
Commissioning & Performance	Gross Costs	9.426	10.327	4.506	3.826	9.773	(0.554)	(5.4%)
	Income	(6.510)	(7.316)	(0.812)	(0.577)	(7.316)	-	-
	Net	2.916	3.011	3.694	3.249	2.457	(0.554)	(18.4%)
Funding Schools	Gross Costs	283.830	285.351	72.082	44.085	285.351	-	-
	Income	(283.830)	(283.831)	(0.520)	(11.921)	(283.831)	-	-
	Net	-	1.520	71.562	32.164	1.520	-	-
Policy, Performance & Partnership								
Policy, Performance & Partnership	Gross Costs	0.520	0.379	0.157	0.149	0.324	(0.055)	(14.5%)
	Income	(0.004)	(0.003)	(0.001)	-	(0.003)	-	-
	Net	0.516	0.376	0.156	0.149	0.321	(0.055)	(14.6%)
Finance								
Finance, Procurement & Internal Audit	Gross Costs	18.100	17.966	6.694	6.866	18.056	0.090	0.5%
	Income	(9.508)	(9.509)	(1.985)	(2.095)	(9.559)	(0.050)	0.5%
	Net	8.592	8.457	4.709	4.771	8.497	0.040	0.5%
Revenues & Benefits - Subsidy	Gross Costs	138.555	138.555	57.345	56.916	138.555	-	-
	Income	(138.548)	(138.548)	(57.185)	(56.874)	(138.548)	-	-
	Net	0.007	0.007	0.160	0.042	0.007	-	-
Legal & Democratic								
Legal & Democratic	Gross Costs	8.295	8.272	3.314	3.127	7.722	(0.550)	(6.6%)
	Income	(0.807)	(0.807)	(0.216)	(0.121)	(0.792)	0.015	(1.9%)
	Net	7.488	7.465	3.098	3.006	6.930	(0.535)	(7.2%)
Communications								
Comms & Branding	Gross Costs	2.318	2.311	0.963	1.061	2.271	(0.040)	(1.7%)
	Income	(0.080)	(0.080)	(0.033)	(0.011)	(0.040)	0.040	(50.0%)
	Net	2.238	2.231	0.930	1.050	2.231	-	-
HR & Organisational Development								
Human Resources & Organisational Development	Gross Costs	3.012	4.534	1.893	1.906	4.534	-	-
	Income	(0.323)	(1.132)	(0.471)	(0.822)	(1.132)	-	-
	Net	2.689	3.402	1.422	1.084	3.402	-	-

Wiltshire Council Revenue Budget Monitoring Statement: Period 5

31-Aug-12

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		£m	£m	£m	£m	£m	£m	
Business Services								
Information Services	Gross Costs	15.152	15.381	6.409	8.039	15.381	-	-
	Income	(0.287)	(0.287)	(0.120)	(0.040)	(0.287)	-	-
	Net	14.865	15.094	6.289	7.999	15.094	-	-
Customer Care/Business Services Finance	Gross Costs	8.708	7.126	2.969	3.510	6.940	(0.186)	(2.6%)
	Income	(3.024)	(2.220)	(0.990)	(1.604)	(2.034)	0.186	(8.4%)
	Net	5.684	4.906	1.979	1.906	4.906	-	-
Strategic Property Services	Gross Costs	3.854	4.850	2.021	2.175	4.850	-	-
	Income	(1.344)	(3.777)	(1.613)	(1.192)	(3.777)	-	-
	Net	2.510	1.073	0.408	0.983	1.073	-	-
Transformation Programme								
Transformation Programme	Gross Costs	18.740	17.533	9.155	9.161	17.683	0.150	0.9%
	Income	(3.248)	(0.893)	(0.372)	0.076	(0.893)	-	-
	Net	15.492	16.640	8.783	9.237	16.790	0.150	0.9%
Economy & Enterprise								
Economy & Enterprise	Gross Costs	3.948	5.214	2.276	2.726	5.214	-	-
	Income	(0.086)	(0.640)	(0.266)	(0.257)	(0.640)	-	-
	Net	3.862	4.574	2.010	2.469	4.574	-	-
Development Services								
Development Services	Gross Costs	5.908	5.940	2.475	2.283	5.945	0.005	0.1%
	Income	(4.722)	(4.722)	(2.221)	(2.078)	(4.777)	(0.055)	1.2%
	Net	1.186	1.218	0.254	0.205	1.168	(0.050)	(4.1%)
Strategic Services, Highways & Transport								
Highways Strategic Services	Gross Costs	8.729	8.495	3.289	4.174	8.695	0.200	2.4%
	Income	(1.675)	(1.534)	(0.518)	(0.441)	(1.634)	(0.100)	6.5%
	Net	7.054	6.961	2.771	3.733	7.061	0.100	1.4%
Public Transport	Gross Costs	14.939	15.429	5.349	6.298	15.329	(0.100)	(0.6%)
	Income	(3.652)	(3.856)	(0.435)	(0.339)	(3.856)	-	-
	Net	11.287	11.573	4.914	5.959	11.473	(0.100)	(0.9%)
Education Transport	Gross Costs	8.964	8.964	2.901	2.927	8.964	-	-
	Income	(0.723)	(0.723)	(0.749)	(0.477)	(0.623)	0.100	(13.8%)
	Net	8.241	8.241	2.152	2.450	8.341	0.100	1.2%

Wiltshire Council Revenue Budget Monitoring Statement: Period 5

31-Aug-12

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		£m	£m	£m	£m	£m	£m	
Waste								
Waste	Gross Costs	33.268	33.394	11.755	11.579	33.014	(0.380)	(1.1%)
	Income	(2.671)	(3.351)	(1.764)	(1.337)	(2.971)	0.380	(11.3%)
	Net	30.597	30.043	9.991	10.242	30.043	(0.000)	(0.0%)
Public Health & Protection								
Public Health & Protection	Gross Costs	5.164	5.703	2.376	2.320	5.673	(0.030)	(0.5%)
	Income	(1.109)	(1.640)	(0.724)	(0.995)	(1.610)	0.030	(1.8%)
	Net	4.055	4.063	1.652	1.325	4.063	(0.000)	(0.0%)
Digital Inclusion								
Digital Inclusion	Gross Costs	0.091	0.238	0.076	0.013	0.238	-	-
	Income	-	-	-	-	-	-	-
	Net	0.091	0.238	0.076	0.013	0.238	-	-
Corporate Directors								
Corporate Directors	Gross Costs	1.015	0.862	0.435	0.425	0.862	-	-
	Income	(0.045)	(0.027)	(0.006)	(0.001)	(0.027)	-	-
	Net	0.970	0.835	0.429	0.424	0.835	-	-
Corporate								
Movement To/From Reserves		-	(3.359)	(3.359)	(3.359)	(3.359)	-	-
Capital Financing		25.221	25.713	3.660	2.903	24.213	(1.500)	(5.8%)
Restructure & Contingency		(0.904)	(1.911)	1.354	0.752	(0.361)	1.550	(81.1%)
Specific & General Grants		(38.033)	(38.033)	(16.165)	(16.406)	(38.033)	-	-
Corporate Levys		7.158	7.837	0.919	0.886	7.837	-	-
	Net	(6.558)	(9.753)	(13.591)	(15.224)	(9.703)	0.050	(0.5%)
Wiltshire Council General Fund Total	Gross Costs	865.224	864.085	272.462	255.225	864.882	0.797	0.1%
	Income	(538.569)	(537.430)	(81.659)	(93.951)	(536.254)	1.176	(0.2%)
	Net	326.655	326.655	190.803	161.274	328.628	1.973	0.6%
Housing Revenue Account (HRA)	Gross Costs	24.424	24.424	6.106	2.342	24.424	-	-
	Income	(24.283)	(24.283)	(5.352)	(5.393)	(24.283)	-	-
	Net	0.141	0.141	0.754	(3.051)	0.141	-	-
Total Including HRA	Gross Costs	889.648	888.509	278.568	257.567	889.306	0.797	0.1%
	Income	(562.852)	(561.713)	(87.011)	(99.344)	(560.537)	1.176	(0.2%)
	Net	326.796	326.796	191.557	158.223	328.769	1.973	0.6%

Wiltshire Council Forecast Variance Movements

APPENDIX D

	Reported Period 3	Variance	Current Pressures Period 5
	£m	£m	£m
<u>Adult Care Operations</u>			
Other Vulnerable Adults	(0.533)	0.270	(0.263)
Mental Health	0.650	(0.102)	0.548
<u>Housing Services</u>			
Strategic Housing	0.070	0.147	0.217
<u>Neighbourhood Services</u>			
Highways and Street Scene	0.300	(0.050)	0.250
Car Parking	(0.140)	0.290	0.150
<u>Children & Families</u>			
Children's Social Care	1.762	0.567	2.329
Integrated Youth	0.030	(0.030)	0.000
<u>Schools & Learning</u>			
Early Years	0.000	(0.077)	(0.077)
School Improvement	0.000	(0.085)	(0.085)
Business & Commercial Services	0.000	0.048	0.048
Targeted Services & Learner Support	0.000	(0.290)	(0.290)
<u>Children's Services Commissioning & Performance</u>			
Commissioning and Performance	(0.030)	(0.524)	(0.554)
<u>Policy, Performance & Partnership</u>			
Policy, Performance & Partnership	(0.055)	0.000	(0.055)
<u>Finance</u>			
Finance, Procurement & Internal Audit	0.120	(0.080)	0.040
<u>Legal & Democratic</u>			
Legal & Democratic	(0.460)	(0.075)	(0.535)
<u>Communications</u>			
Comms & Branding	(0.030)	0.030	0.000
<u>Transformation Programme</u>			
Transformation Programme	0.000	0.150	0.150
<u>Development Services</u>			
Development Services	0.000	(0.050)	(0.050)
<u>Strategic Services, Highways and Transport</u>			
Highways Strategic Services	0.110	(0.010)	0.100
<u>Corporate</u>			
Capital Financing	(1.500)	0.000	(1.500)
Restructure and Contingency	1.550	0.000	1.550
TOTAL FORECAST VARIANCE MOVEMENT	1.844	0.129	1.973
HRA Budget	0.000	0.000	0.000

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