AGENDA

Meeting:	**CABINET CAPITAL ASSETS COMMITTEE**
Place:	Committee Room III - County Hall, Trowbridge
Date:	Monday 7 February 2011
Time:	<u>2.30 pm</u>

Please direct any enquiries on this Agenda to Chris Marsh, of Democratic and Members' Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 713058 or email chris.marsh@wiltshire.gov.uk

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

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

Membership:

Cllr John Noeken   Cllr Toby Sturgis
Cllr Fleur de Rhe-Philipe   Cllr John Thomson
Cllr Jane Scott OBE (Chair)

AGENDA

1. **Apologies**

   To receive any apologies for absence.

2. **Minutes of the previous meeting** *(Pages 1-6)*

   To confirm and sign as a correct record the minutes of the Cabinet Capital Assets Committee meeting held on 10 January 2011 (copy herewith).

3. **Chairman's Announcements**

4. **Declarations of interest**

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

5. **Capital Budget Monitoring Report** *(Pages 7-16)*

   To consider the attached report of the Interim Head of Financial Planning, regarding current budget monitoring.

6. **Local Transport Plan and Highway Funding** *(Pages 17-22)*

   To consider the attached report of the Service Director, Strategic Services, regarding future highways funding.

7. **Workplace Transformation Programme - Depot Facilities Strategy and Implementation Plan** *(Pages 23-30)*

   To consider the attached report of the Corporate Director, Neighbourhood and Planning, regarding the proposed Depot Facilities Strategy.

8. **Libraries Service Review - RFID Capital Investment Proposal** *(Pages 31-46)*

   To consider the attached report of the Service Director, Communities, Libraries, Heritage and Arts, regarding proposed capital investment in the Libraries Service Review.

9. **Urgent items**

   Any other items of business that the Chair agrees to consider as a matter of urgency.

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Wiltshire Council
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CABINET CAPITAL ASSETS COMMITTEE

MINUTES OF THE CABINET CAPITAL ASSETS COMMITTEE MEETING HELD ON 10 JANUARY 2011 AT COMMITTEE ROOM V - COUNTY HALL, TROWBRIDGE.

Present:

Cllr John Noeken, Cllr Fleur de Rhe-Philipe, Cllr Jane Scott OBE (Chair), Cllr Toby Sturgis and Cllr John Thomson

Also Present:

Cllr Tony Deane, Cllr Lionel Grundy OBE, Cllr Jeff Osborn, Cllr Dick Tonge and Cllr Anthony Trotman

1. **Chairmanship**

   In accordance with Paragraph 20 of Part 7 of the Wiltshire Council Constitution, 'Cabinet Procedure Rules', the Leader will preside at any meeting of the Cabinet or its committees at which she is present, or may appoint another person to do so.

2. **Apologies**

   There were no apologies for absence.

3. **Minutes of the Previous Meeting**

   There were no minutes of previous meetings to sign as this was the inaugural meeting of the Committee.

4. **Chairman's Announcements**

   There were no Chairman's Announcements.

5. **Declarations of Interest**

   There were no Declarations of Interest.

6. **Revisions to Capital Programme**

The Corporate Director, Neighbourhood and Planning, introduced the item and outlined the scope of the report and general aims of the proposals contained therein.

The Committee then received a presentation from the Interim Head of Financial Planning, setting out the contents of the report and making recommendations as per the report.

Key points raised were as follows:
- Capital programme has historically seen an underspend
- Deferrals of capital schemes could save £700,000 in revenue costs
- Proposed DDA Works, Highways Depot & office strategy and Libraries, Heritage & Arts schemes to be transferred to Workplace Transformation
- Reports on Highways and Education to follow, with a view to enabling further savings by re-profiling
- Deferral of Workplace Transformation, ICT Systems and Disabled Facilities Grant schemes, worth around £16m
- Proposed to fix the capital programme, if approved, with no new capital schemes outside the exceptions provided for in the report
- If approved, strategy would enable greater flexibility and opportunity to enable savings periodically in the capital programme

The Committee received a question from, Cllr Tony Trotman, Chair of the Section 106 Scrutiny Task Group, in relation to the prospect of including the costs of current Leisure and Waste transformation schemes within the capital programme. It was confirmed that this would be the case as soon as the schemes were approved by Cabinet and costs agreed through the budget-setting process.

The Committee received a question from, Cllr Jeff Osborn, Chair of the Organisation and Resources Select Committee, in relation to the transparency of the Workplace Transformation Programme as an umbrella heading for several projects. It was explained that this is inherent of the programme-based approach to achieving value for money, by focusing on outcomes rather than inputs and enabling flexibility and negotiation in the tendering process. As such, the remit of the Workplace Transformation Programme is likely to develop further in the coming weeks and, as this is refreshed, the overall outcomes required from the programme will be restated, as will its broad funding streams.

Following discussion regarding the points raised and recommendations made in the officer's report, it was,

Resolved:

To approve the recommendations of the Interim Head of Financial Planning, as follows:

For the review proposals [as set out in the report] to be accepted and the capital programme amended as follows:

    i.   **Re-profiling of the schemes reviewed, as outlined in the report.**
    ii.   **Virements of schemes to WTP, as outlined in the report.**
    iii.   **Virements and reduction of budget for ICT schemes, as outlined in the report.**

For the capital programme 2011/12 to 2012/13, after the review, to remain unchanged and for no further new bids to be accepted to the capital programme except for the following:

    i.   **New proposals brought forward for leisure and waste and approved as part of the council's budget setting process.**
    ii.   **Further reports on Highways and Education to be brought to the Committee to outline future spending proposals with a view to amending the approved programme.**
    iii.   **Any new schemes which clearly demonstrate revenue savings and have been brought to the Committee and approved.**

7.   **Transformation of Waste and Recycling Collection Services**

The Corporate Director, Neighbourhood and Planning, introduced the item and outlined the scope of the report and general aims of the proposals contained therein.

The Committee then received a presentation from the Service Director, Waste Management Services, setting out the contents of the report and making recommendations as per the report.

Key points raised were as follows:
- Report is set within context of outcome of comprehensive spending review
- After proposal to defer until 2012/13, scheme to go ahead in 2011/12
- Requirement for capital investment of around £8.5m over the four years 2011/12 – 2014/15
- Transformation scheme will improve waste collection services for Wiltshire residents and increase recycling to meet targets
- Proposals brought to Cabinet Capital Assets Committee to implement the transformation scheme as approved on 19th October 2010

The Committee received a question from Cllr Tony Deane, Vice-Chair of the Budget & Performance Task Group in relation to whether the proposals and wider transformation scheme were intended to deliver service improvements or reduce costs including landfill taxes and increase value for money. It was confirmed that the proposal and service review sought to enable benefits across all of these factors.

The Committee received a question from Cllr Tony Trotman, Chair of the Section 106 Scrutiny Task Group, in relation to the anticipated timescale for implementation of the programme. It was confirmed that this was yet to be definitively established and that a report containing this information would be available from 22 February 2011.

Following discussion regarding the points raised and recommendations made in the officer's report, it was,

Resolved:

To approve the recommendations of the Service Director, Waste Management Services, as follows:

That the Committee agrees to include the proposed capital investment [as set out in the report], required to implement the new services for waste and recycling collection during 2011-12, in the council's future capital programme, to be approved through the budget setting process.

8. **Community Asset Transfer Policy**

The Committee then received a presentation from the Head of Strategic Property Services, setting out the contents of the report and making recommendations as per the report.

Key points raised were as follows:
- Existing community asset transfer policy has been in place for around a year, in which time Wiltshire Council's financial position has changed significantly
- Existing policy requires better definition around the classification of strategic and non-strategic assets; asset value threshold being insufficient
- Current internal resource required for facilitating transfers disproportionate to benefits enabled in many cases
- Need for increased consultation with communities, and for these to produce detailed business cases for asset use when bidding
- Potential for internal consultation where re-use of buildings is an option
- Many benefits still to be gained by transfer to community, for instance with registered charities' rates relief and tax breaks
- New policy will reflect Localism Bill once published, with sufficient provision as to respond to further legislative changes

The Committee received a question from Cllr Tony Trotman, Chair of the Section 106 Scrutiny Task Group, in relation to whether the authority had finance available to make buildings serviceable ready for transfer to communities, and if so, how this would be used. It was confirmed that no such budget exists and that communities should consider this in making transfer applications.

The Committee received a question from Cllr Tony Deane, Vice-Chair of the Budget & Performance Task Group in relation to the extent to which the report considers the links between community groups with their Area Board and Cabinet or Committee members and Scrutiny. It was confirmed that the full proposal for a revised policy would have regard to this issue.

The Committee received a second question from the Vice-Chair of the Budget & Performance Task Group in relation to the resources of Parish and Town Councils in terms of facilitating the community asset transfer process, given potential limitations. It was suggested that Parish and Town Councils would not necessarily play an integral role in the process but should support community groups in making applications.

Following discussion regarding the points raised and recommendations made in the officer's report, it was,

Resolved:

To approve the recommendations of the Head of Strategic Property Services, as follows:

That cabinet request the Director of Resources to carry out a review of the existing Community Asset Transfer Policy, and to report to a future Committee meeting with a proposed amended policy.

And that a full proposal for a replacement policy be brought to the soonest possible meeting of the Cabinet Capital Assets Committee.

9.   **Scrutiny of Section 106 Agreements**

Owing to a conflicting appointment, the Chair apologised and left the meeting. The Chair appointed Cllr Fleur de Rhe-Philipe as Chair for the remainder of the meeting, as permitted by Paragraph of 20 Part 7 of the Wiltshire Council Constitution.

Councillor Fleur de Rhe-Philipe in the Chair.

The Committee received a presentation from the Senior Scrutiny Officer, setting out the contents of the report and making recommendations as per the report.

Key points raised were as follows:
- Need to reconcile pre-Wiltshire Council local authorities' databases of Section 106 commitments
- Concerns raised that some Section 106 commitments may expire without realising an community benefits if not closely monitored
- Current resource of one employee to consolidate all available records of outstanding Section 106 commitments

- Of £19m worth of Section 106 commitments for schemes valued at over £300,000, only £3m worth has been realised to date
- Difficulty of bringing forward outstanding commitments when developers merge or acquired by other firms
- Concerns raised that relevant departments are not aware of the gravity of the situation and limited time available for some commitments

The Committee received a question from Cllr Tony Trotman, Chair of the Section 106 Scrutiny Task Group, in relation to whether funding would be available to allocate additional resource to the consolidation of the Section 106 database. It was noted that it would be important to understand the full scale of the problem before commenting to this effect.

The Committee received a question from Cllr Jeff Osborn, Chair of the Organisation and Resources Select Committee, in relation to whether information relating to outstanding Section 106 commitments could be made available to Area Boards so that communities may be able to prioritise schemes and engage developers to bring these forward. It was acknowledged that this would be a positive step towards empowering communities and delivering best value.

Following discussion regarding the points raised and taking into account the recommendations made in the officer's report, it was,

Resolved:

That the Corporate Director, Resources, undertake immediate scoping work to address the issues raised with a view to identifying and implementing an action plan that will lead to a completed corporate Section 106 database.

10. **Urgent items**

There were no urgent items.

(Duration of meeting: 12.00 - 1.20 pm)

The Officer who has produced these minutes is Chris Marsh, of Democratic Services, direct line (01225) 713058, e-mail chris.marsh@wiltshire.gov.uk

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WILTSHIRE COUNCIL

CABINET CAPITAL ASSETS COMMITTEE

7 FEBRUARY 2011

Subject: **Capital Budget Monitoring 2010-11**

Cabinet Member: **Councillor Fleur de Rhe-Philipe, Finance, Performance and Risk**

Key Decision: **No**

Executive Summary

The report reflects the position of the 2010-11 capital programme as at 31 December 2010.

The report also details budget changes which are to be noted by Cabinet.

Proposal

a) To note the current position of the 2010-11 capital programme.

b) Note the budget changes in section 1 of Appendix B

c) To recommend to council the addition of £1.462m in the 2010-11 Capital Programme for capitalisation of redundancy costs as approved by the secretary of state.

d) To note the budget virements detailed in paragraphs 8 to 10 of the report.

e) To note the requirement of reintroducing the £1.025m Hubs Strategy contribution back into the Workplace Transformation Project for the 2011-12 Capital Programme.

Reasons for Proposals

To inform Cabinet Capital Assets Committee of the current position of the 2010-11 capital programme.

Michael Hudson
Chief Finance Officer

WILTSHIRE COUNCIL

CABINET CAPITAL ASSETS COMMITTEE

7 FEBRUARY 2011

Subject: **Capital Budget Monitoring 2010-11**

Cabinet Member: **Councillor Fleur de Rhe-Philipe**
                       Finance, Performance and Risk

Key Decision: No

Purpose of Report

1.   To update Cabinet on the position of the Capital Programme as at 31 December 2010.

Background

2.   Since the last Cabinet meeting the budget has been adjusted as follows;

	£m	Notes
2010-11 Capital budget (as per Cabinet 14th December 2010)	**167.476**	
Budget adjustments awaiting Cabinet approval since December's meeting (CFO Delegations)	0.422	Net budget adjustments as detailed in Appendix B of this report.
Cut in Education grants from central Government	(0.384)	Cut in central government grant as highlighted in December cabinet paper. Cabinet approved reduction in budget to match loss of funding.
Budget allocation no longer required on new IT system	(0.200)	As outlined in proposed revisions to Capital Programme report to Cabinet Capital Assets Committee on 10/01/2011.
Revised Capital budget 2010-11	**167.314**	

Summary of Current Position

3. The financial position of the 2010-11 capital programme is summarised below. For future monitoring reports the summary will show spend by type e.g. Highways as opposed to Departmental.

Department	2010-11 Budget £m	Actual Spend as at 31 December 2010 £m	Forecast Outturn £m	Full Year Projected Variance* £m
Children & Education	70.111	31.783	51.685	(18.426)
Resources	43.859	13.721	23.559	(20.300)
Neighbourhood & Planning	50.969	27.513	44.494	(6.475)
Community Services	2.375	0.169	1.691	(0.684)
Total	**167.314**	**73.186**	**121.429**	**(45.885)**

* Underspends are shown in brackets

4. A breakdown of the position of schemes within the capital programme can be seen in appendix A.

5. The variance on the full year projection is £45.885 underspend, of which the majority relates to re-profiling of expenditure.

6. There is a minor overspend of £0.009m forecast on the Waste Vehicles budget line as a result of the procurement of new vehicles being slightly higher than originally expected.

7. The Road Maintenance budget line is also currently forecasting costs of £0.130m in excess of its budget. Budget Managers expect to cover the higher than anticipated costs with virements form other highways budgets to ensure no overspend is realised at year end. The virement will be actioned in future reports.

Budget Virements

8. A virement between the New Deals for Schools (NDS) Modernisation and NDS Maintenance budget headings has been actioned; moving £0.793m from NDS Modernisation to NDS Maintenance. New Deals for Schools grant can be used for modernisation and maintenance projects and historically Wiltshire Council has allocated 50% to each. However in light of the significant maintenance backlog and the recent Government guidance to prioritise maintenance works it was prudent to move £0.793m of the grant originally allocated as modernisation into urgent maintenance works to enable several schools to remain open.

This has no effect on the overall budget or financing of the capital programme and has been reflected in appendix A.

9. In the Proposed Revisions to Capital programme report that went to Cabinet Capital Assets Committee on 10 January 2011, it was highlighted that certain current approved schemes now fall under the remit of WTP and this should be reflected in the programme. As a result, the schemes below have now been moved to the WTP budget line and reconciliation is provided to show the change in WTP budget line from the last report to cabinet;

Budget Heading	Budget 2010-11 £m
WTP (as per Cabinet report 14 December)	**35.101**
Highways Depot and Office Strategy	3.060
DDA Works	0.198
Libraries, Heritage & Arts	1.188
WTP (as per current report)	**39.547**

10. The review of the capital programme has also adjusted the budgets for the two ICT systems within the programme. As the tender process for the new Revenues and Benefits revealed, costs will total £0.500m less than originally budgeted. As a result £0.300m was agreed to be vired to the Consolidated Planning IT system budget heading in 2010-11 as the original project budget is forecast to be insufficient. The remaining £0.200m has been returned to the general capital pot. The adjustments have been reflected in this report and appendix A.

Additions to Capital Programme

11. As part of its management delayering exercise the Council faces significant redundancy costs in 2010-11. In order to relieve pressure on the Council's 2010-11 revenue budget an application to capitalise these costs was sought from the Secretary of State for Communities and Local Government Department (CLG). Approval was granted by the Secretary of State in December for just over £1.4m of costs to be capitalised, however this fell some way short of the original application.

12. It is therefore requested that the Capital Programme be increased by £1.462m in 2010-11 (the approved level of capitalisation of redundancy costs by CLG) to accommodate some of the redundancy costs. The financing of the £1.462m will be configured to ensure the revenue costs of borrowing will be minimised. There is potential for further capitalisation of redundancy costs in future years, but approval has to be obtained from the Secretary of State for CLG following submission.

13. In the capital monitoring report to Cabinet on 23 February 2010, the capital programme was adjusted to remove £1.025m from the

BMP/SAP budget. The £1.025m was built into the BMP/SAP budget as a contribution to the Hub Strategy scheme which preceded the WTP project. At the time the understanding was that the £1.025m contribution was not required as the approved WTP budget would supersede the need for any contribution. Project Managers have assessed the WTP budget and can confirm that the original £1.025m contribution is still required. As a result the 2011-12 capital budget proposals paper will make reference to the need to reintroduce the £1.025m into the WTP 2011-12 capital budget.

14.   It is requested that the Cabinet Capital Assets Committee (under delegated powers from Cabinet) approve the addition to the capital programme of £1.462m for redundancy costs in 2010-11, in line with the reasons highlighted in paragraphs 11 and 12 above.

Main Considerations for the Council

a) To note the current position of the 2010-11 capital programme.

b) To note the budget changes in section 1 of Appendix B.

c) To recommend to council the addition of £1.462m in the 2010-11 Capital Programme for capitalisation of redundancy costs as approved by the secretary of state.

d) To note the budget virements detailed in paragraphs 8 to 10 of the report.

e) To note the requirement of reintroducing the £1.025m Hubs Strategy contribution into WTP for the 2011-12 Capital Programme.

Environmental Impact of the Proposal

15.   Wiltshire Council is preparing for its mandatory inclusion to the Carbon Reduction Commitment (CRC). The CRC is the UK's mandatory climate change and energy saving scheme, due to commence in April 2010. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It's calculated that 79% of the Council's carbon footprint comes from energy use in buildings. Capital schemes therefore have the potential to greatly increase or decrease carbon emissions, for example schemes making council buildings more energy efficient will reduce the Council's carbon footprint.

Equality and Diversity Impact of the Proposal

16.   No equality and diversity issues have been identified arising from this report

Risk Assessment

17.   The capital budget for 2010-11 has a number of potential risks arising from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the monthly reporting process. Members may wish to bear in mind that the capital programme has been set for three years and therefore risks will be appraised over the whole period (2010-11 through to 2012-13).

Financial Implications

18.   These have been examined and are contained within the report.

Legal Implications

19.   There are no legal implications arising from this report.

Michael Hudson
Chief Finance Officer

Report Author: Lloyd Brown

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

Appendix A – Capital Programme as at December 2010 (Period 9)
Appendix B – Section 151 delegated approvals

APPENDIX A

CAPITAL BUDGET MONITORING STATEMENT AS AT PERIOD 9 (31 DECEMBER 2010)

SCHEME NAME	DEPT	2010/11 BUDGET £m	EXPENDITURE TO PERIOD 9 £m	FORECAST OUTTURN SPEND £m	PROJECTED VARIANCE £m	PROJECTED VARIANCE ANALYSED			
						SLIPPAGE REFLECTED IN 2011-12 BUDGET SETTING REPORT £m	(INCREASE)/ DECREASE IN SLIPPAGE IN DEC REPORT £m	TOTAL SLIPPAGE £m	(UNDERSPEND)/ OVERSPEND £m
Wellington Academy	DCE	14.077	12.100	14.077	0.000				
Salisbury Academy	DCE	1.040	0.591	0.828	(0.212)	(0.112)	(0.100)	(0.212)	
Extended Schools	DCE	1.342	0.748	1.342	0.000				
Additional Accommodation	DCE	7.859	0.250	2.794	(5.065)	(5.204)	0.139	(5.065)	
Access and Inclusion	DCE	1.366	0.404	0.843	(0.523)	(0.523)		(0.523)	
NDS Maintenance	DCE	3.566	2.329	3.566	(0.000)	(0.111)	0.111	0.000	
NDS Modenisation	DCE	0.817	0.322	0.817	(0.000)				
Devolved formula Capital	DCE	4.382	3.097	4.095	(0.287)	(0.287)		(0.287)	
DCSF Primary Capital programme	DCE	10.051	1.934	6.853	(3.198)	(3.199)	0.001	(3.198)	
Melksham Oak School	DCE	4.352	3.686	4.352	0.000				
DCSF Targeted Capital 14-19 SEN	DCE	7.640	0.567	2.525	(5.115)	(4.815)	(0.300)	(5.115)	
Targeted Capital Food Technology General	DCE	0.646	0.448	0.646	0.000				
Targeted Capital School Kitchens General	DCE	0.929	0.929	0.929	0.000				
Other Projects New Schools	DCE	3.571	0.280	1.605	(1.966)	(1.966)		(1.966)	
Other Schools Projects - Expansions	DCE	2.327	0.029	0.791	(1.536)	(0.949)	(0.587)	(1.536)	
Other Schools Projects - Replacements	DCE	0.566	0.170	0.043	(0.523)	(0.430)	(0.093)	(0.523)	
DCSF 14-19 Diplomas reforms	DCE	0.696	0.714	0.696	0.000				
DCSF Information System Parents & Providers	DCE	0.000	(0.010)	0.000	0.000				
Sure Start early years	DCE	4.163	3.035	4.163	0.000				
LPSA PRG (DCE)	DCE	0.104	0.000	0.104	0.000				
Aiming High for Disabled Children	DCE	0.478	0.076	0.478	0.000				
Youth Projects	DCE	0.138	0.084	0.138	0.000				
	DCE TOTAL	**70.111**	**31.783**	**51.685**	**(18.426)**	**(17.596)**	**(0.829)**	**(18.426)**	**0.000**
BMP/SAP	DOR	0.455	0.000	0.455	0.000				
LPSA PRG (Resources)	DOR	0.043	0.000	0.043	0.000				
Area Boards	DOR	0.523	0.277	0.523	0.000				
Revenue & Benefits Systems.	DOR	0.250	0.060	0.250	0.000				
WTP	DOR	39.547	12.361	19.282	(20.265)	(20.265)		(20.265)	
Buildings repair & Maintenance	DOR	2.577	0.988	2.577	0.000				
The Shambles	DOR	0.380	0.007	0.380	0.000				
County Farms	DOR	0.050	0.004	0.015	(0.035)		(0.035)	(0.035)	
Other DOR Initiatives	DOR	0.034	0.025	0.034	0.000				
	DOR TOTAL	**43.859**	**13.721**	**23.559**	**(20.300)**	**(20.265)**	**(0.035)**	**(20.300)**	**0.000**

APPENDIX A

CAPITAL BUDGET MONITORING STATEMENT AS AT PERIOD 9 (31 DECEMBER 2010)

SCHEME NAME	DEPT	2010/11 BUDGET	EXPENDITURE TO PERIOD 9	FORECAST OUTTURN SPEND	PROJECTED VARIANCE	PROJECTED VARIANCE ANALYSED			
						SLIPPAGE REFLECTED IN 2011-12 BUDGET SETTING REPORT	(INCREASE)/ DECREASE IN SLIPPAGE IN DEC REPORT	TOTAL SLIPPAGE	(UNDERSPEND)/ OVERSPEND
		£m	£m	£m	£m	£m	£m	£m	£m
LTP – Integrated Transport	DNP	4.490	1.940	4.490	0.000	(0.500)	0.500		
LTP – Maintenance of Principal/Non Principal roads Inc Bridges	DNP	13.328	10.569	13.328	0.000				
Additional Highway Maintenance	DNP	2.639	0.594	2.639	0.000				
Footways	DNP	0.249	0.000	0.249	0.000				
Land Drainage	DNP	0.473	0.278	0.473	0.000				
Major Integrated Tr. Improvements	DNP	0.034	0.032	0.034	0.000				
Major Highway Improvements	DNP	0.541	0.024	0.230	(0.311)	(0.241)	(0.070)	(0.311)	
Waste Vehicles	DNP	2.068	1.522	2.077	0.009				0.009
Leisure & Ameneties	DNP	0.563	0.132	0.563	0.000				
Waste Management	DNP	2.348	1.672	2.070	(0.278)	(0.198)	(0.080)	(0.278)	
LPSA PRG (TEL)	DNP	0.225	0.229	0.225	0.000				
Road Maintenance Vehicles	DNP	0.092	0.169	0.222	0.130				0.130
Pest Control vehicles	DNP	0.015	0.015	0.015	0.000				
Corporate Carbon Reduction	DNP	0.500	0.282	0.500	0.000				
Consolidated IT System	DNP	0.650	0.000	0.150	(0.500)		(0.500)	(0.500)	
Tidworth Castledown	DNP	0.181	0.015	0.181	0.000				
Economic Development	DNP	1.971	0.035	1.971	0.000				
Disabled facilities grants Housing	DNP	3.035	1.659	2.500	(0.535)	(0.235)	(0.300)	(0.535)	
Corporate other housing grants	DNP	3.066	0.911	1.090	(1.976)	(1.591)	(0.385)	(1.976)	
Strategic Housing	DNP	3.411	2.049	2.648	(0.763)		(0.763)	(0.763)	
New Housing	DNP	7.301	2.884	5.049	(2.252)	(1.823)	(0.429)	(2.252)	
HRA	DNP	3.790	2.502	3.790	0.000				
	DNP TOTAL	50.969	27.513	44.494	(6.475)	(4.588)	(2.027)	(6.615)	0.139
Adult Social Care Strategy & Commissioning - Older People	DCS	1.340	0.004	0.862	(0.478)	(0.398)	(0.080)	(0.478)	
Adult Social Care Strategy & Commissioning - Learning Disability	DCS	0.055	0.000	0.055	0.000				
Adult Social Care Strategy & Commissioning - Mental Health	DCS	0.796	0.129	0.590	(0.206)	(0.167)	(0.039)	(0.206)	
Resources Other	DCS	0.127	0.021	0.127	0.000				
Safer, Stronger Communities Fund	DCS	0.057	0.014	0.057	0.000				
	DCS TOTAL	2.375	0.169	1.691	(0.684)	(0.565)	(0.119)	(0.684)	0.000
TOTAL CAPITAL PROGRAMME 2010-2011		167.314	73.186	121.429	(45.885)	(43.014)	(3.010)	(46.024)	0.139

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME

Cabinet Meeting	07-Feb-11
Financial Year:	2010/11

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme i.e. Additional resources available in the form of Grant, Section 106 contributions etc,etc which fund the addition, "

Project Name: Youth Projects

Budget Change:	2010/11	2011/12	2012/13
	4,900		

Funding Source: Revenue Contribution
Description: Revenue contribution to cover the purchase of a Ford Transit van for the Youth Development Service. The purchase of the vehicle is being moved to capital programme to ensure it is included in Council's asset register.

Project Name: Sure Start Early Years

Budget Change:	2010/11	2011/12	2012/13
	12,500		

Funding Source: Contributions
Description: Contribution from Corsham Town Council towards Playbuilder schemes as part of Sure Start Early Years budget. The budget is being increased to reflect the contributions

Project Name: Area Board Capital

Budget Change:	2010/11	2011/12	2012/13
	176,790		

Funding Source: Grant
Description: Capital budget allocated to Area Boards in 2010/11 by the Performance Reward Grant Panel. The budget is funded by the Performance Reward Grant achieved by Wiltshire Council under the Local Public Service Agreement (LPSA).

Project Name: Strategic Housing

Budget Change:	2010/11	2011/12	2012/13
	200,000		

Funding Source: Grant
Description: Additional housing Grant received from the Homes and Communities Agency (HCA) to fund the Damascus House housing Development. The grant will be paid in full to a Social Registered Landlord (RSL) to allow development to occur. The budget is being increased to reflect the pass porting of grant monies through Wiltshire Council.

Project Name: Buildings Repairs and Maintenance

Budget Change:	2010/11	2011/12	2012/13
	25,000		

Funding Source: Revenue Contribution
Description: Revenue contribution to cover part of the costs of a lift replacement at the Southbroom Youth Development Centre

Project Name: Youth Projects

Budget Change:	2010/11	2011/12	2012/13
	3,400		

Funding Source: Revenue Contribution
Description: Revenue contribution to cover part of the costs of construction of BMX dirt jumps at Chippenham football ground. The project is matched funded by Westlea Housing Association.

422,590	**Total Delegated Changes Approved by Section 151 Officer**

SECTION 2 - DELEGATED CFO POWERS

"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme not progressing as originally anticipated or other circumstances"

Project Name:

Budget Change:	2010/11	2011/12	2012/13

Funding Source:
Description:

SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES

"Adjustment/addition of scheme to the capital programme which places an additional funding requirement on the programme"

Project Name:

Budget Change:	2009/10	2010/11	2011/12

Funding Source:
Description:

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Michael Hudson

SIGNED:

DATE: February 2011

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WILTSHIRE COUNCIL

CABINET CAPITAL ASSETS COMMITTEE

7 FEBRUARY 2011

Subject: **Local Transport Plan and Highway Funding**

Cabinet Member: Councillor Dick Tonge, Highways and Transport

Key Decision: No

Purpose of Report

1.   To update the Committee on the current position regarding highway funding following the announcement of the Local Transport Plan (LTP) funding allocation for 2011/12 and consider bids for highways maintenance funding.

Background

2.   The LTP allocation consists of two funding elements. The LTP Maintenance Block, which funds road and bridge major maintenance, and the LTP Integrated Transport Block, which funds schemes to improve road safety and stimulate local economies by reducing congestion.

3.   In recent years the LTP funding has been augmented by the Council's own capital funding to enable additional works to reduce the road maintenance backlog and address particular highway issues.

Current Position

4.   The LTP allocation was announced by DfT on 13 December 2010, and the settlement letter stated:

> *"With limited resources available, the Department believes that it is essential highways maintenance continues to be prioritised, reflecting the economic and social importance to local communities, the need to safeguard the largest single local public asset, and the liabilities for future years that can be created from short-term cuts in maintenance."*

5.   The funding allocations for 2011/12 and 2012/13 were announced and are shown below (in £,000), together with the indicative allocations for the following two years:

	2011/12 (£,000)	2012/13 (£,000)	2013/14 (£,000)	2014/15 (£,000)
Integrated Transport	2,501	2,668	2,668	3,752
Highways Maintenance	14,431	13,813	13,020	12,262

6.   A comparison with Capital funding for integrated transport and highways maintenance in 2010/11 is shown below. The 2011/12 funding includes the capital bids for Wiltshire Council funding made in previous years.

	2010/11 (£,000)	2011/12 (£,000)
LTP Integrated Transport	3,282	2,501
LTP Highways Maintenance	12,349	14,431
LTP Grant for Bridges	264	
Carriageway Surface Dressing	500	500
Highway Structural Maintenance	250	
Additional Carriageway Surfacing	1,000	
Footways	250	250
Land Drainage	500	500
Repairs to verges (Invest to Save)	450	
	18,845	18,182

7.   In addition to the above capital funding in 2010/11 the DfT also made available £1,465,000 for Wiltshire to address winter damage to the network. This increased the Council's investment in highways and related work to £20,310,000 in 2010/11.

Changes to LTP funding in 2011/12

8.   A major change in the 2011/12 LTP funding allocation is that the funding will be provided as grant. In 2010/11 of the £15,895,000 LTP funding provided (after claw back of some elements), the grant element was only £625,000. The remaining £15,270,000 was provided as supported borrowing.

9.   The change in funding mechanism significantly reduces the Council's need to borrow to support the LTP funding allocations in 2011/12.

Highway Maintenance Funding

10.   There is a backlog of highway maintenance nationally. The additional capital funding provided by the Council over and above the LTP funding in recent years has allowed the backlog to be reduced. This has resulted in a long-term trend of overall improving road conditions in Wiltshire, with the estimated backlog reducing from £50,000,000 in 2005 to £42,000,000 today.

11.   The highways maintenance elements of the budget for 2010/11 and the current proposals for 2011/12, including winter damage funding, are:

	2010/11 (£,000)	2011/12 (£,000)
LTP Highways Maintenance	9,091	10,931
Carriageway Surface Dressing	500	500

Highway Structural Maintenance	250	
Additional Carriageway Surfacing	1,000	
Repairs to Verges (Invest to Save)	450	
Footways	250	250
Winter Damage DfT	1,465	
	13,006	11,681

12. Although the network is showing localised signs of deterioration following the recent weather, there is no certainty that the Government will provide additional funding for winter damage to roads this year.

13. The Invest to Save project to strengthen highway verges in rural areas in 2010/11 targeted those areas where the most claims had been received in connection with vehicle damage. It enabled significant repairs to be carried out at 11 sites, but the funding was not sufficient to treat all of the sites identified.

Additional Highways Funding

14. The Council corporate capital funding made available in previous years enabled more carriageway resurfacing and strengthening work to be carried out, which has improved the condition of the network and reduced the backlog of maintenance on the network.

15. The priority for maintenance funding is to keep the roads safe, especially with regard to improving the skid resistance and making structural repairs to main roads. The additional funding has generally enabled programmes of work to be carried out on rural minor roads and in urban areas where safety may be less of an immediate issue, but where there is still considerable public dissatisfaction with road conditions.

16. The £250,000 funding for footways in 2010/11 allowed 17 sites to be included for surfacing and a further 14 sites to have more substantial reconstruction work. There are still footway sites in need of treatment which it was not possible to include in this years programme. Capital funding of £250,000 in 2011/12 would enable a similar number of schemes to be carried out in the next financial year.

17. The surface dressing of rural roads is an inexpensive process to seal the surface and maintain the structural integrity of rural roads. It needs to be renewed every six or seven years, and the annual surfacing programme usually includes an extensive programme of such work. £500,000 should enable an additional 150,000 square metres to be treated, which would be over 27 km of rural road.

Main Consideration for the Council

18. The change in providing LTP allocations as grant reduces the borrowing requirements for the Council in order to fund highway maintenance. In previous years the Council has funded additional highway maintenance to reduce the backlog on the highway network.

19.   Funding footway maintenance and additional surface dressing programmes from corporate capital funding would allow additional work to be carried out to improve the condition of the county's roads and footways.

20.   The People's Voice surveys and the surveys carried out at Area Board meetings have consistently shown that highways maintenance is the service that most people want more money spent on.

Environmental and Climate Change Considerations

21.   No environmental impacts have been identified from this report. The improvement of the highway network will make it more resilient to climate change.

Equalities Impact of the Proposal

22.   No equality and diversity issues have been identified or arise from this report.

Legal Implications

23.   None have been identified as arising directly from this report.

Risk Assessment

24.   The increase in expenditure on highway maintenance would reduce the risk of accidents and claims against the Council. There are no appreciable risks in connection with the delivery of the project as contractors and processes are already in place to deliver highways maintenance projects.

Financial Implications

25.   These have been examined and are implicit throughout the report.

Proposals

26.   It is recommended that the capital programme for 2011/12 should include:

        (i)   £250,000 for footway reconstruction and surfacing.
        (ii)   £500,000 for additional carriageway surface dressing.

Reasons for Proposals

27.   The additional funding will enable additional work to be carried out to improve the condition of footways and carriageways. It will reduce the backlog of maintenance required on the network, and will be in accordance with the views of the public expressed through People's Voice surveys and at Area Board meetings.

MARK BODEN
Corporate Director
Department of Neighbourhood & Planning

Report Author
Peter Binley
Head of Highways Asset Management

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

None

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WILTSHIRE COUNCIL

CABINET CAPITAL ASSETS COMMITTEE

7 FEBRUARY 2011

Subject: **WORKPLACE TRANSFORMATION PROGRAMME**
                            DEPOT FACILITIES STRATEGY & IMPLEMENTATION
                            PLAN

Cabinet member: Councillor John Noeken – Resources

Key Decision: No

Purpose of Report

1.   To summarise the key findings of the Depot Review and to ask Cabinet (or potentially Capital Assets Committee) to endorse the depot facilities strategy as part of the Workplace Transformation Programme (WTP) subject to funding approval via the capital programme.

Background

2.   Wiltshire Council operates twelve main depots and highways salt stores for core services such as waste collection, recycling, vehicle fleet workshops, highways and winter maintenance. Other council services such as housing repairs, road safety equipment, car parking management and rights of way services also share accommodation at some depots.

3.   A review of the council's depot facilities has been conducted and there are a number of reasons to support depot rationalisation and improve overall depot service delivery:

       3.1   Forecasted revenue spending over the next 25 years if we do nothing is £52 million which includes £16 million of un-budgeted back log repairs;

       3.2   Majority of current facilities are out of date and carbon emissions are forecasted to be 23,000 tonnes over the next 25 years which equates to £1m in carbon emission payments;

       3.3   Insufficient space to accommodate enlarged waste recycling services from 2011 onwards or other service expansion;

3.4   Current depot portfolio is some 107,000 sq.m and much space is wasted due to poor design;

3.5   All major streetscene depots have a Highway depot within five miles, duplicating site management and maintenance costs.

Main Considerations for the Council

Aims and Methodology for the Review

4.   The aim of the review was to meet WTP requirements including the principles of co-location of services, shared overheads, increased office occupation ratio of 3:2 (employees : workstations) as part of an ongoing programme of continuous improvement.

5.   A further aim was to develop criteria for shared use and potential depot locations by analysing population density, service standards and transport costs to determine a recommended depot framework. Employee workshops were organised to "challenge" all services in terms of their service delivery, mapping future needs, storage space requirements and degree of employee mobility.

6.   The recommended depot locations are designed to ensure they are sympathetically placed to deliver services to customers and strategically positioned to meet economic and environmental standards.

7.   To maximise future depot usage initiatives were developed and have been agreed with key services including the introduction of double shift working, sharing of storage space across services and multi use of floor space.

Key Findings/Recommendations

8.   To implement an improved and refurbished depot framework to meet the operational needs of the service it is recommended to create three new depot and salt barn facilities in the Chippenham, Melksham and Salisbury area and minor improvements to the existing Kennet House site in Devizes.

9.   Furthermore the proposed framework includes improvements to salt barns at Mere and Warminster to meet drainage requirements, in addition to the two new salt barns under construction at Marlborough and Wootton Bassett and the existing facility at High Post; the outcome includes an 8% increase in salt barn capacity.

10. Based on the shared use criteria around 25 core depot and other council services have been identified as appropriate for accommodation at depot locations. Nine services include transport, equipment, materials and employees; eleven services cover material storage only and a further five services are currently under discussion to finalise their inclusion.

11. The design that has been developed via the workshops will:

    11.1 reduce floor space by some 45,000 sq.m whilst providing space for 150 extra operational staff to have a base;

    11.2 reduce carbon emissions by approximately 20% over 25 years;

    11.3 reduce the forecast revenue spend (i.e. cost avoidance) by 28% over 25 years;

    11.4 provide secure facilities that will reduce losses via theft whilst improving operational access/egress.

12. An outline implementation plan is attached as appendix A.

Environmental and climate change considerations

13. The proposals for the depot review will provide the means for the council to reduce its carbon emissions. The initial proposed outline design shows an estimated reduction of some 5,000 tonnes (20%) of carbon emissions over 25 years.

    This reduction will occur due to the high construction and quality standards that will be applied to the new build, refurbished facilities and the retained estate.

Equalities Impact of the Proposal

14. An equality impact assessment (EIA) has been completed which demonstrates that the depot development programme fully promotes equality of opportunity. Services that will be accommodated in the operational depot estate will be designed to meet local needs and continuous operational improvements.

Risk Assessment

15. Capital Assets Committee/Cabinet endorsement of the approach to developing a network of depots and salt barns across Wiltshire is essential to ensure there is consistency and transparency in the process. Full risk management appraisals for each depot will be undertaken as part of the

project management function during the depot strategy implementation phase.

Financial Implications

16. The current approved Capital Programme has £3 million budget for depot review which has incurred over £0.9 million of spend this financial year. The budget line has since been wrapped into the main WTP line following the capital programme review.

17. The capital receipts outlined in the 2nd phase of the depot review indicates that approx £7.1 million of additional receipts will be raised in addition to receipts already factored into the funding of the overall capital programme e.g. Wootton Bassett and Coombe Bissett Depot at £1.4 million and £0.150 million respectively.

18. The total estimated capital cost of this phase is £8.295 million, which gives rise to a balance, which would have to be funded by additional borrowing of £1.195 million.

19. If the additional funding was approved at a formal meeting, this would then increase the depot review element of the WTP capital budget from £3 million to £11.295 million, of which the anticipated increased capital receipts of £7.1 million would be used in principal to fund the majority, however they would not be ring fenced against the scheme.

20. The forecast revenue costs over 25 years of doing nothing is estimated at circa £52 million. This includes over £16m of backlog maintenance that is currently not budgeted for, but is anticipated would have to be carried out in order to maintain operational levels.

21. The proposed capital investment of the review estimates that the revised revenue costs over the same period would be reduced to £37m i.e. a 28% reduction or rather a £15 million cost avoidance. However this is not a cashable saving in terms of reducing the council's net base budget.

Legal Implications

22. There are none identified at this time

Options Considered

23. A range of principles and approaches were considered and these have been distilled into this proposal. The approach to engagement with Wiltshire services has been conducted to construct a suitable geographical framework of depots based on the needs of services and achieving economies.

Conclusions

24. The current depot provision is operationally, financially and environmentally unsustainable. The WTP Depot Review has identified the opportunity to recommend bringing substantial benefits to the Council through the proposed implementation programme in its provision of depot facilities.

Proposal

25. To ask Cabinet/Capital Assets Committee to endorse the depot facilities strategy and outline implementation plan as part of the Workplace Transformation Programme subject to funding approval via the capital programme.

Reason for Proposal

26. The majority of the current depot facilities are inefficient and unsustainable. The Council would have to spend £52 million of revenue over the next 25 years to maintain current standards. This would not include any improvements.

27. This proposal sets out a replacement and refurbishment programme which requires a capital investment of £8.295 million over the existing approved capital programme, and will give rise to a revenue cost avoidance of £15m over the next 25 years.

28. Implementation of the depot strategy would ensure that the Council has fewer, more efficient and strategically located depots operating multi functional facilities.

MARK BODEN
Corporate Director
Department of Neighbourhood and Planning

Report Author: John Down/Sarah Ward
                  WTP
Date of report: 19th January 2011

Background Papers
None

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	WTP Depot Review Outline Implementation Plan			
Date	**Location**	**Action**	**Reason**	**Site change/ new/ disposal**
Now	Kennet House, Devizes	Clear storage areas and move non-essential employees to other office accommodation	To allow Marlborough Highways & Ringway collocation and the expansion of Waste Service	Change
2011	Old WC Wootton Bassett Depot	Clear Site in readiness for Waste's bins and lorries	To allow expansion of the Waste Service	Change
2011	Churchfields, Salisbury	Clear storage areas, terminate/ nonrenewal of unwanted property leases and the movement of non-essential employees out of Churchfelds.	To allow Churchfields to accept: the collocation of Housing DLO, Wilton Highway Operations, Wilton grit store and the expansion of the waste services.	Change
2011	Wilton Highway Depot	Move all services to Churchfields, Salisbury	To allow disposal of Wilton depot	Disposal
2011	Mere & Warminster Salt Stores	New salt barns	To meet EA guidance on salt storage	Change
2011	Vacant Depot Plots	Clear and dispose	To allow disposal of sites	Disposal
2012	Salisbury	Build a new facility on a new site	To allow disposal of Churchfields depot	New
2012	Churchfields, Salisbury	Move employees to new Salisbury Depot	To allow disposal of Churchfields depot	Disposal
2012	Melksham Highway Depot	Decant office employees and equipment to Kennet House, Riverway and Bath Road Depots	To allow demolishing and building of new facility	Change
2012	Melksham	Build new facility on existing site	To meet Fleet/ Waste expansion requirements and the collocation of services	New
2013	Semington	Salt moved to the new Melksham site	To allow disposal of the Semington site	Disposal
2013	Horton Road, Devizes	All employees and equipment to the new Melksham site	To allow disposal of the Horton Road site	Disposal
2013	Riverway, Trowbridge	All employees and equipment to the new Melksham site	To allow disposal of the Riverway site	Disposal
2013	Wootton Bassettt Highway Depot	Clear for disposal	To dispose of site	Disposal
2014	Chippenham	Build new facility on a new site	To meet Waste expansion requirements and the collocation of services	New
2015	Bath Road, Chippenham	All employees and equipment to the new Chippenham site	To allow disposal of the Bath Road site	Disposal
2015	Parsonage Way, Chippenham	All employees and equipment to the new Chippenham site	To allow disposal of the Parsonage Way site	Disposal

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WILTSHIRE COUNCIL

CABINET CAPITAL ASSETS COMMITTEE

7 FEBRUARY 2011

Subject: **Libraries Service Review RFID Capital Investment Proposal**

Cabinet member: **Councillor John Thomson – Adult Care, Communities and Libraries**

Key Decision: **Yes**

Executive Summary

This report proposes a positive vision and strategy for the library service in Wiltshire, based on wide ranging consultation with residents. It would enable Wiltshire Council to provide a professional, comprehensive library service, using funding efficiently, keeping customer satisfaction levels high, and yet reduce operating costs.

Work on the Library Service Review began in December 2009 with the purpose of ensuring that the service was focused to meet customer needs and to help the library service deliver budget savings.

The review gathered views and key messages from respondents, through focus groups, the web, and at all Area Boards. It also takes into account feedback from library staff, statutory requirements, and what is happening regionally and nationally to inform the approach. This includes work being carried out on the Future Library Programme by the Museums, Libraries and Archives Council and the Local Government Association Group.

The consultation work carried out as part of the service review shows that, libraries in Wiltshire attain high levels of customer satisfaction and are valued as places that can be used by anyone. They help people learn new skills, read, access information, get on line and promote a love of books and reading in children

The paper sets a customer focussed vision that will enable libraries to offer the service customers want, whilst contributing to the broader goals of the council and Big Society objectives.

Rationalised opening hours based on a core offer for communities of similar size and ensuring that opening times are focused on periods of highest demand. Traditional services will be underpinned by a high quality online library service, accessible from home as well as libraries, and making use of Web 2.0 and social networking to draw in new users, widen access, and put the library service at the heart of working with customers.

There will be wide opportunities for volunteers and communities, to work in

partnership with the service to operate smaller libraries, and to extend the core hours of other libraries. The library service already has considerable experience with volunteers and currently works with over 270 across the county, who support the service in a variety of ways, including assisting with the Summer Reading Challenge, and with the home delivery service for housebound residents.

The proposals depend on a new mechanism of delivery in libraries, for which a business case is provided. This would require investment of £546,500 but would then release year on year savings. An ongoing cost of £38,000 will be necessary for maintenance and support of the system and units.

Proposal(s)

Cabinet will be asked to agree the proposed vision for the service, developed through consultation with users and non-users, including key groups.

Cabinet will be asked to approve the bid for capital investment in R.F.I.D. technology, subject to the Council's capital programme setting process through the capital assets committee. The council would then be in a position to provide:

- 21 council operated libraries
- 5 mobiles libraries including a special service mobile
- 10 libraries operated in partnership with local communities – providing opportunities for volunteers
- Opportunities for volunteers to extend the opening hours available at many local libraries, and for the library service to make best use of staff to keep libraries open for core/streamlined hours

Reason for Proposal

- Maintain a professional, countywide, library service as defined in the Public Libraries Act 1964, and through the library review work with Wiltshire residents
- Involve communities in extending library service opportunities
- Improve efficiencies within the service, to achieve the required savings level of £505,000 within 2 years. This is part of the overall Comprehensive Spending Review savings requirement of 28.4% (Appendix 9)
- Reduction in staffing costs, without affecting service levels
- Place the library at the heart of the community and as the local face of the Council

Sue Redmond

Director of Community Services

Attachments: Annex I : Libraries Review RFID Business Case

RFID in Libraries: Enabling Communities

Business Case

V4.2

CONTENTS

1. PROJECT SUMMARY

Project ref number:	*For office use only*
Project Title:	RFID in Libraries: Enabling Communities
Authorisation Level:	
Programme name:	
Project Sponsor:	Joan Davis
Project Manager	Nick Goddard
Department	DCS
Proposed start date	June 2011
Lead in time needed	3 months

2. VERSION CONTROL AND CHANGE HISTORY

Version	Date	Comments / Changes	Name
4.0	08.11.10	Initial Draft	CM
4.1	18.11.10	Revisions to wording & costing - only install Chip and pin in level 4 – 7 libraries	JTS
4.2	01.12.10	Revision of wording and costing corrections	JTS

3. BACKGROUND

Extending services, achieving value for money, embracing the Big Society.

Approval of this bid will, by ensuring Library buildings remain open:
- Enable extensive, community led, additional use of library buildings
- Enable an increase in access to broadband and ICT via library computers
- Open up valuable resources to communities – especially job seekers and school children
- Result in potential savings of £160,000 a year from the libraries staffing budget
  (£106,600 level 2 and £79,500 level 3 library staff cost saving, and including £26,000 support team)

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This will contribute to the vision of the Corporate Plan in the following key ways:

- Release staff time from repetitive tasks to assist customers
- Supporting social networks allowing people to be active and involved (p4)
- Helping children and young people enjoy life and achieve their potential in and out of school (p4)
- Improving access to our services (p4)
- By achieving savings, and being more efficient and ensure we deliver value for money (p5) whilst at the same time enabling communities to extend access to their local libraries
- All libraries provide access to broadband PCs, giving an option for people who may not choose to own their own PC to access improving broadband connectivity across the county (p6)

The Corporate Plan identifies that in managing its resources the "focus will be on taking preventative measures which reduce longer term costs" (p10). This business case presents the opportunity to invest now for longer terms savings. By 2015 the Council will have saved more from the library staffing budget than the initial cost of the investment whilst having set in place the potential for extension of services through a Big Society approach, whilst enjoying long term revenue budget savings.

- The library service review has saved £250,000 in 2010_11
- The management delayering process will save £581,000 in 2011_12

Note: Within the delayering process, 8 Community Librarian and 5 Librarian posts, equating to 3 F.T.E. customer facing positions, will be removed. The installation of the R.F.I.D. equipment will assist in offsetting the subsequent salary pressure for front line staff.

The current situation

Library records (books issued, renewed, returned) are held on the library management system. Staff use the library management system to serve the public. As well as issuing, renewing and returning books they can provide in depth information about an individual's library account, requested items, current and previous loans, as well as perform catalogue searches, inter library loans and a variety of work with stock. The system requires trained staff, and also allows access to potentially sensitive information (children's personal data, for example). This is all necessary to provide the core library service demanded by the public. Library opening hours, however, are tied to staffing.

RFID self service as a solution

Simple self service routines – such as issuing, renewing and returning items – can be carried out using RFID self service terminals. The terminals do not display the sensitive personal data referred to above, and, whilst limited in functionality can fully enable a book lending service. They are straightforward to operate and can be supported by volunteers. In this way opening hours could be extended beyond an agreed core. RFID also contains a security element – appropriate for larger libraries - whereby any stock being removed from the library without being issued would set off the alarm gates (like in a shop) to which a volunteer could respond.

In our six largest libraries we currently offer an older form of RFID self service which has consistently shown that more than 75% of items are issued this way. New generation RFID machines accept coin and note payments, and can be set up for chip and pin where cost effective, and thus mean AV materials could be issued through them, meaning they should be able to issue close to 100% of our transactions.

A future development also suggests these machines may, in time, be enabled to take payments on behalf of the council.

Any extension of library opening hours by community volunteers would also increase access to the library broadband PCs (Wiltshire Libraries Online – WLO). These machines are often in high demand at key times in our smaller branches.

4. **OBJECTIVES**

Outputs

- The installation RFID self service terminals and security gates in every library in the county (including necessary works to enable this) – this will mean upgrading the existing terminals which are approaching five years old and have limited functionality
- All library stock to be RFID tagged (for new stock this will be done by our suppliers meaning libraries just have to activate the tag)
- Recruitment of volunteers to cover 100% of opening hours in level 2 libraries (Aldbourne, Box, Durrington, Ludgershall, Lyneham, Market Lavington, Netheravon, Purton, Ramsbury, Tisbury)
- Recruitment of volunteers to cover 50% of opening hours in level 3 libraries (Cricklade, Downton, Mere, Pewsey and Wilton – Tidworth is excluded due to a service management agreement with the Army base)

- Recruitment of volunteers to extend opening hours in level 4 libraries (Amesbury, Corsham, Malmesbury, Marlborough, Westbury) where possible
- Maintain customer service levels where management delayering has affected customer facing management activities (library levels 5 – 7)

Outcomes

Outcome	Link to Corporate Plan	Strategy for securing this outcome
Level 2 libraries are staffed by volunteers to at least the number of hours they are currently open	Improving access to our services (p4)	Outreach Service Librarian would work with colleagues in the Voluntary and Community Support service area and with GROW to identify, recruit and train new volunteers. Appropriate supporting materials and structure developed before go live.
Level 3 libraries are staffed by volunteers making up 50% of current opening hours		
At least 150 extra opening hours a year are realised across level 4 libraries		
Provision of further volunteering opportunities in all communities with a library – increase of at least 120 volunteering opportunities	Supporting social networks allowing people to be active and involved (p4)	See above. Additional promotion of the availability of the library space for: • Group meetings • Book groups • IT buddy sessions • Other council and voluntary services
Extended opening hours lead to the library space (already a valued community hub for many) being better used – including space for other activities. At least 50 such activities to take place across the county within the first 12 months of extended opening.		

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At least 300 extra PC time slots made available	Improving broadband connectivity across the county (p6) – all libraries provide access to broadband PCs, an option for people who may not choose to own their own PC	Work with Paul Mountford to ensure this ties in with the work to extend broadband access (and thus access to council services online p12)
Reduction of libraries staffing budget as volunteers extend hours	By achieving savings, and being more efficient and ensure we deliver value for money (p5) whilst at the same time enabling communities to extend access to their local libraries	This money will be released from go live as volunteers become available.
Delayering will remove the equivalent of 3 full time, front facing, staff positions (determined by activity analysis of the relevant management positions)	Management delayering will contribute to the savings required by the October spending review	Delayering process
Availability of children's books and homework books increases by at least 150 hours by opening level 4 libraries for an extra 30 minutes per week	Helping children and young people enjoy life and achieve their potential in and out of school (p4)	Use of volunteers at the appropriate time

5. SCOPE

Identify the dimensions of the project in regard to time, cost and resources. The scope should be based around the objectives and proposed solution and clearly indicate what deliverables the project will contain and anything that is to be considered out of scope.

The outputs and outcomes listed above define the scope of this project.

6. RESOURCING AND BENEFITS

Please use the spreadsheet which is available on the intranet and attach to this business case or use an appropriate alternative document.

Detailed costs:

Identification and procurement of technical solution, to include installation of solution, testing, acceptance All required equipment (includes chip and pin installed in level 4 – 7 libraries only)	£462,450
Data and power cable installation, carpeting and reconfiguring, supply of return boxes and trolleys	£80,500
Security tagging remaining non-tagged stock	140 hrs additional staff time @ £10ph = £1,400
Creation of staff and volunteer training materials	£0 – within existing staff roles
Recruitment, training and deployment of volunteers	£0 – within existing staff roles
Chip and Pin set up charges (14 locations: Levels 4 – 7)	£2,100
GRAND TOTAL	£546,450

These costs include chip and pin installed at service points within levels 4 to 7 libraries. There will be annual processing charges of approximately £5,040 per annum as an ongoing cost to the service.

Savings:
Savings are identified as being £160,000 per year. This includes a budget saving of 100% on level 2 staffing costs (£106,600), and 50% on level 3 staffing costs (79,500), excluding Tidworth.

The proposal allows for 5 hours of staff support time per week in each level 2 library (£26,000) to be spent doing essential routines – this would not be during opening hours.

Note: Central costs of £38,463 per annum, for maintenance and support, will also be required.

A line by line itemised spreadsheet is available for the technical solution.

7. STAKEHOLDERS

Please complete the table below by ticking the most appropriate box. If there are any particular stakeholder issues that are likely to significantly impact on the project please describe in more detail

Stakeholders	Communication approach			Overall position		
	Actively Involve	Consult	Inform	Supportive	Neutral	Resistant
Cabinet		√			√	
Chief Officers		√			√	
Service Dir.	√			√		
Senior Managers	√			√		
Other employees			√		√	
Trade Unions		√				
Citizens			√			√
Partners: please identify						
Book suppliers			√		√	
Regulatory Bodies: please identify						

8. EQUALITY IMPACT ASSESSMENT

For guidance please visit: http://wccintranet/index/organisation/policies/equalityanddiversity.htm

- Have you consulted widely as part of your assessment?   **Yes**   No

- Might the project have an adverse impact on a particular group of people (if the answer is yes this should be entered in the risk register identifying any mitigating action)   **Yes**   No

- How will you monitor the take-up or impact of the project in future? (this would usually be through the project post implementation review if you are to take another approach then please include here)

  The library service is a frontline service which regularly consults users, and also always invites feedback through various methods – either directly to staff or volunteers, via the website, or via written cards in the library.

  Access issues are owned by the Outreach Services Librarian and monitored closely.

- What actions do you plan to take as a result of this equality impact assessment? Please state any resource implications (if the answer is yes please include details in section 6)

  The technology has been operational successfully in some libraries since 2006.

  If the service is to be operated by volunteers at other times, we will ensure that the access needs of specific groups, particularly those with visual impairment, are built into the training programme of volunteers.

  Volunteers are there to assist and this should not cause a problem.

9. RISK ASSESSMENT

An assessment should be made of the risks inherent in the overall proposed project and those specific to particular elements of the project and programme(s). The level of risk, the area of risk and how the risk could potentially be managed should also be identified where possible. Some examples may be environmental, service, business, political etc.

Risk	Owner	Probability	Impact	Overall score (P x I)	Proposed mitigating action
Visually impaired users are unable to access the touch screen technology	RB	3	3	9	*Volunteers or staff floorwalkers are always on hand to assist. Awareness of this specific need will be built into training materials.*
Failure to recruit volunteers	JD	2	3	6	*Working with partners such as GROW, existing library volunteers, and the VCS unit should mitigate this.*

Please enter risks that have scores of over 6

Risk assessment - Scoring

Probability	Score	Impact	Score
Likely	4	Catastrophic	4
Probable	3	Major	3
Possible	2	Significant	2
Unlikely	1	Minor	1

10. CONSTRAINTS

Any known constraints should be identified at this stage, where possible, as they may affect the final decision, in particular time, budget and resources. Constraints may be affordability, existing contractual commitments, acceptance of business change etc.

This solution requires a significant investment by the council. In 4 years, however, the identified savings will have predominantly mitigated the initial costs. The savings will continue.

We are implementing this solution at a time when the way the council works with communities to deliver services is changing radically. It will almost certainly prove contentious, especially where handing a currently Wiltshire-staffed library to the community, to run solely with volunteers is concerned. This solution does, however, allow for the continuation of small libraries in the county, which will benefit from the strength of a countywide network, enabling communities to extend and shape opening hours as they wish, and will help meet the need to find 12% savings from the library service budget, without significantly affecting current customers.

11. TIMETABLE

The indicative time plan for the proposed project needs to be identified – it may be constrained by legislation and therefore critical to the success of the project. Although the timetable cannot be detailed at this stage, milestone dates need to be identified, as this could have an impact on the funding requirements and choice of solution.

The timescale from the project start date to operation, with volunteers will be approximately 18 months. This takes in the procurement period, implementation, preparation of buildings, stock and training materials, consultation with staff and unions, recruitment and training of volunteers.

12. QUALITY ASSURANCE CHECKLIST

Please go through the following list and confirm that the suggested actions have been carried out.

Action		Confirmation (please initial box)
The project sponsor has seen this version of the business case and has signed it off		
I have completed the project assessment form and included the result of that process within this document under 'authorisation level'		
Where I have identified the need for additional internal resource outside of my own management responsibility I have met and discussed the business case with the appropriate senior officer and agreed with them the broad level of support that will be needed. If any of the categories are not applicable please enter N/A	*ICT*	
	HR	
	Finance	
	Legal	
	Procurement	
	Property	
	Communications	
I have discussed my benefit calculations with appropriate finance professional who finds them acceptable		
I have contacted the programme office and/ or checked that this project is not duplicating or comprising the scope or objectives of another		
I have considered all the major connections and dependencies and met with key contacts to discuss likely impacts. Where necessary the outcomes of these meetings have been recorded under **RISKS**, **CONSTRAINTS or IMPACT ANALYSIS**		

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Level 3 Projects: <u>Copy of business case to Programme Office</u> - change@wiltshire.gov.uk.
Authorisation must be made by CMB or Cabinet.

Level 2 Projects: <u>Copy of business case to Programme Office</u> - change@wiltshire.gov.uk.
Authorisation must be made by Programme Board or its delegated strategic decision making group e.g ICT Steering Group, Departmental Management Team etc.]

Level 1 Projects: <u>Copy of business case to Programme Office</u> - change@wiltshire.gov.uk.
Authorisation must be made by DMT.

<u>Please note: all sections of this template must be completed before business case will be assessed. The decision to authorise will be made as soon after receipt of the case as possible.</u>

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