

AGENDA

Meeting: Cabinet
Place: Committee Room No. 3, County Hall, Trowbridge
Date: Tuesday 26 January 2010
Time: 10.30 am

Membership:

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philippe	Cabinet Member for Finance, Performance and Risk
Cllr Jane Scott OBE	Leader of the Council
Cllr T Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Community Services
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture


Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic and Members' Services, County Hall, Trowbridge, direct line 01225 718024 or email yaminarhouati@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 - 10*)

To confirm and sign the minutes of the Cabinet meeting held on 15 December 2009, attached.

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. **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 Yamina Rhouati of Democratic Services by 12.00 noon on Friday 22 January. Anyone wishing to ask a question or make a statement should contact the officer named above.

'Work together to support Wiltshire's Communities*'

6. **Report on Total Place** (*Pages 11 - 22*)

Report of the Director of Community Services is circulated.

7. **Action for Wiltshire - Wiltshire Finance Initiative** (*Pages 23 - 34*)

Report of the Director of Economy and Enterprise is circulated.

8. **South West Grid for Learning - Deed of Guarantee** (*Pages 35 - 40*)

Report of the Director, Children and Education is circulated.

'Deliver high quality, low cost, customer focused services*'

9.  **Delivering the Customer Focus Programme** (*Pages 41 - 82*)

Report of the Director of Resources is circulated.

10. **Section 75 Agreement for an Integrated Health and Social Care Service for**

Mental Health (*Pages 83 - 88*)

Report of the Director of Community Services is circulated.

11. **Fire Sprinklers in New School Buildings** (*Pages 89 - 102*)

Report of the Service Director, Major Projects and Service Director, Schools Branch is circulated.

'Ensure local, open, honest decision making*'

12. **Budget Monitoring** (*Pages 103 - 138*)

- a) **revenue budget monitoring**
- b) **capital budget monitoring**

Reports of the Chief Finance Officer are circulated

13. **Anti-Fraud & Corruption Policy** (*Pages 139 - 146*)

Report of the Director of Resources is circulated.

14. **Urgent Items**

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

Part II

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

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CABINET

MINUTES of a MEETING held at County Hall, Bythesea Road, Trowbridge on
15 DECEMBER 2009

Present:
Councillors

Jane Scott	Leader of the Council
John Brady	Cabinet Member for Economic Development, Planning and Housing
Lionel Grundy	Cabinet Member for Children's Services
Keith Humphries	Cabinet Member for Health and Wellbeing
Fleur de Rhé-Philipe	Cabinet Member for Finance, Performance and Risk
Toby Sturgis	Cabinet Member for Waste, Property and Environment
John Thomson	Deputy Leader and Cabinet Member for Community Services
Dick Tonge	Cabinet Member for Highways and Transport
Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture

Also in attendance:
Councillors

Linda Conley	Portfolio Holder for Waste
Richard Gamble	Portfolio Holder for Transport
Jeff Osborn	Chairman, Overview and Scrutiny Management and Resources Select Committee

Councillors Trevor Carbin and Julian Johnson

92. Apologies

Apologies for absence were received from Cllr John Noeken, Cabinet member for Resources and Cllr Jerry Kunkler, Portfolio Holder for Leisure.

93. Leader's Announcement

The Leader reminded Councillors of the Carol Services that would be held on Wednesday, 16 December 2009. A Civic Carol Service would be held at St James Parish Church, Trowbridge at 7.00pm to which all Councillors were invited. Councillors were also welcome to attend the annual staff carol service being held in the Council Chamber at 1.00pm that day.

94. Minutes of the Previous Meeting

The minutes of the last meeting held on 24 November 2009 were presented.

Resolved:

To confirm and sign the minutes of the meeting held on 24 November 2009.

95. Declarations of Interests

No interests were declared.

96. Public Participation

The Leader explained that as usual, she would be happy to allow the public to speak at the start of each item if they wished to do so. It was noted that Mrs Maurizia Quarta would be addressing the meeting in relation to the following item.

97. Commissioning Regular Activity and Holiday Clubs for Children and Young People with a disability

Public Participation

Mrs Maurizia Quarta, Lead Parent on the Wiltshire Parent Carers' Council explained her background and the Carers' Council involvement in this initiative.

The Government intended to impose a new statutory duty on Local Authorities to provide short breaks to children and young people with a disability and their families from 31 March 2011. Additional funding had been allocated to support the transformation of existing services between 2009 and 2011.

Wiltshire Council and NHS Wiltshire in conjunction with the Wiltshire Parent and Carers' Council undertook a needs analysis and service review before publishing a commissioning strategy for the transformation of short breaks services. One of the commissioning priorities included was to conduct a tender to transform the existing Saturday and Holiday Club services to address the inconsistent service quality and increase capacity.

The Director of Children and Education presented a report which sought approval to enter into a contract or contracts as a result of such a tendering exercise.

Cllr Grundy expressed his personal appreciation for the work undertaken to bring this to fruition and on behalf of Cabinet thanked all those concerned and in so doing, acknowledged the very important part played by parents.

The Leader was also very pleased with this project but sought an assurance that Area Boards would be involved to ensure their awareness of the number of children and young people with disabilities and support groups for them within their communities to target support appropriately. Officers confirmed that details

of the Peer Mentoring Scheme and working alongside the youth service mentioned at the meeting would be shared with Area Boards and undertook to keep Cabinet informed of progress.

Resolved:

- (a) **That Cabinet approves the procurement of regular activity and holiday clubs for children and young people with a disability as the procurement involved the potential transfer of council employees to an external provider.**
- (b) **That the procurement be undertaken on the basis of the second option presented namely, a tender based upon 4 geographical areas (North, South, West and East) where from one to four contracts may result.**

Reason for Decision

To meet the requirement of Government and the aspirations of children and young people with a disability and their families by securing consistently high quality, flexible, accessible and available services across the County. To maximise the benefit from the existing and additional investment by allowing bidders to deploy the resources as innovatively and effectively as they can through tendering against an outcome based service specification.

98. Budget Monitoring

(a) **Revenue Budget Monitoring**

Cllr Fleur de Rhe-Philippe presented a report on the monitoring of the revenue budget for the period April – October 2009. The delivery of departmental action plans had reduced the previously reported financial pressures of £2.220 m down to £1.539 m and that action plans were in place to manage this reduced pressure further.

In addition, commitment and budget allocations in the Departments of Community Services and Resources were being reviewed details on which would be reported in the next budget monitoring report.

Resolved:

That the report be noted.

Reason for Decision

To make Councillors aware of the Council's budgetary pressures.

(b) **Capital Budget Monitoring**

Cllr Fleur de Rhe-Philippe presented a report on the monitoring of the capital

budget for the period April – October 2009. It was noted that there was a projected variation of £9.771 m which related to the reprogramming of expenditure, details of which were presented.

Resolved:

- (i) **That the current financial position of the 2009/10 capital budget be noted.**
- (ii) **That the budget changes in sections 1 and 2 of appendix B of the report presented be noted.**

Reason for Decision

To inform Cabinet of the current financial position of the 2009/10 capital Budget and to identify schemes within the programme where expenditure is not progressing as anticipated.

99. Interim Report on Treasury Management Strategy 2009/10

Cllr de Rhe-Philipe presented an interim report on the Treasury Management Strategy 2009/10 for the period 1 April to 30 September 2009 as required by the Strategy.

There had been no major variations from the Strategy during this period and it was noted that the Council had so far received £1.5 m of its investments caught up in the Icelandic banking crisis.

Resolved:

That the contents of the report in line with the Treasury Management Strategy be noted.

Reason for Decision

This is a requirement of the Treasury Management Strategy.

100. Council Tax Base 2010/2011

Cllr de Rhe-Philipe presented a report which sought Cabinet approval of the Council Tax Base 2010/2011 for the purposes of budget preparation and notifying major precepting authorities by 31 January 2010 in accordance with the relevant legislation.

Council at its meeting on 23 February 2010 would be asked to approve the Council's budget and council tax levels.

In response to a question, the Chief Finance Officer undertook to email Cabinet members to confirm that the relief for holiday/second homes would be applied consistently across the County. (Note: this was subsequently confirmed to be the case).

Resolved:

That Cabinet approve the Council Tax Base for 2010/2011 as set out in Appendix 1 to the report presented for the purposes of budget preparation.

Reason for Decision

Before the Council Tax can be set by the Council in February 2010 a calculation has to be made and approved of the Council Tax Base, which is an annual requirement as laid out in the Local Government Finance Act 1992 and The Local Authorities (Calculation of Council Tax Base) Regulations 1992.

101. Annual Audit letter 2008/09

Cabinet considered the Annual Audit Letter from the Council's external auditors KPMG which had been considered by the Audit Committee on 9 December and would be considered by the Standards Committee on 13 January 2010. The Letter had also been circulated to all Councillors for their information.

Cabinet considered the covering report of the Chief Executive which drew Cabinet's attention to the most significant elements of the letter and its recommendations.

The Leader was satisfied that the recommendations made in the Letter were already being implemented.

During discussion, the Leader requested that a seminar be held for all Councillors, in particular those on Audit, Scrutiny and Standards Committees and Cabinet on the Comprehensive Area Assessment (CAA) and in particular the use of resources. The purpose of the seminar would be to promote and provide clarity on the different governance roles of those meetings with regards to these two areas.

Resolved:

- (a) That subject to any comments that the Standards Committee may have, Cabinet welcome KPMG's Annual Audit Letter and request the Chief Executive to draw up a programme for considering the recommendations in the Letter.**
- (b) That a Seminar be arranged for all Councillors on the Comprehensive Area Assessment and in particular the Use of Resources to help promote and define the different governance roles**

of the Audit, Scrutiny and Standards Committees and Cabinet on these areas.

Reason for Decision

To ensure that a response to KPMG's Annual Audit Letter is provided by the Council, reflecting the governance roles of the Cabinet, Standards Committee and Audit Committee.

102. Comprehensive Area Assessment – December 2009

Cllr Scott presented a report which informed Cabinet about judgements made by external inspectorates about Wiltshire. These related to the Comprehensive Area Assessment (CAA) which brought together the judgements of a number of inspectorates, namely the Audit Commission, The Care Quality Commission (CQC) in respect of adult social care, The Office for Standards in Education, Children's Services and Skills (Ofsted) in respect of children's services and the HMI Probation, HMI Constabulary and HMI Prisons. Details of these reports were presented for Cabinet's consideration.

Cabinet then considered the individual reports

CAA

The Leader explained that overall the Council was performing very well although she accepted that there was no room for complacency and that there were some issues which needed addressing and would be made a priority next year. Green flags were awarded for exceptional performance/outstanding improvement and red flags where significant concerns were raised which were not being tackled adequately. Wiltshire Council was awarded a green flag for involving people in decisions that affect their local community with no red flags having been identified.

Cllr Jeff Osborn acknowledged the positive assessments but also warned that there must be no room for complacency and considered that the Council was not necessarily fulfilling its potential.

The Chief Executive confirmed that the action plans within the reports would be taken on board in the Council's Corporate Plan and commented that the results of the assessment were a testament of the hard work of everyone in the organisation and in partner organisations.

CQC – Adult Social Care

The CQC concluded that Wiltshire performed 'well' in 2008/09. The Council's performance improved in four of the seven personal outcome domains and remained the same in three. Of the 148 Councils assessed in this year's annual performance assessment, Wiltshire was one of only five that had improved the most. The Leader congratulated John Thomson, Cabinet member for Community

Services and Sue Redmond, Director of Community Services for the very positive assessment given to Wiltshire.

John Thomson went through the report in detail and thanked the Community Services section for all their hard work in successfully rising to the challenges facing the service only a few years ago and achieving such a positive outcome this year. He also acknowledged the challenges ahead which he said would be met with continued hard work, commitment and dedication.

Ofsted

Wiltshire was rated as 'performing well'. Cllr Grundy thanked Carolyn Godfrey, Director for Children and Education on such an excellent report from Ofsted. He congratulated the former Wiltshire County Council on its foresight in agreeing to restructure the Department and reassured Cabinet that everything that should be done to address any concerns was being done.

Resolved:

- (a) That Cabinet notes the results of the Comprehensive Area Assessment and the annual assessments of Children's Services and Adult Social Care and requests Officers to consider these in action planning and in the Council's work with partners.**
- (b) That a message from Cabinet be communicated to all staff on the results of the CAA, CQC and Ofsted reports acknowledging and thanking them for their hard work which contributed to the results.**

Reason for Decision

To inform Cabinet of Wiltshire's inspection results.

103. Community Asset Transfer Policy

Cllr Sturgis presented a report which sought Cabinet's consideration of a Community Asset Transfer Policy and associated arrangements for the transfer of land and property assets for community purposes. The proposal was in line with the County Council's Cabinet's decision of April 2008, details of which were also presented.

The Leader stressed the importance of communicating details of the policy, the process which would be used and the timescales involved as soon as possible.

During discussion of this item, the Leader expressed concern that the Council had not yet implemented the scheme to delegate responsibility for services and functions to town, parish and city councils as previously agreed by the Council. To drive this forward, the Leader explained that a group of Cabinet members would be meeting in the New Year to assess which areas could be devolved to those councils. She requested a report be presented to Cabinet as soon as

possible in the New Year and for this to be reflected in the Cabinet Forward Work Plan.

Resolved:

- (a) That Cabinet approve the arrangements as set out in the report for dealing with applications for the transfer of Council assets for community purposes within the framework of the main body of the report presented and requests officers to consult representatives of relevant bodies about the application of these arrangements (including the supply and demand for allotments).
- (b) That details of the Community Asset Transfer Policy, the process to be used under the policy and the timescales involved be communicated as appropriate.
- (c) That a report be prepared as a matter of urgency for presentation to Cabinet early in the New Year to progress the delegation of responsibility for services and functions to town, parish and city councils.

Reason for Decision

To provide a clear and transparent process for the implementation of the Framework Strategy for Community Asset Transfer.

104.  Workplace Transformation – Operational Estate

Following Cabinet's previous approval of the Workplace Transformation Programme, Cllr Sturgis presented a report which updated Cabinet on the initial operational estate issues that would be addressed as part of the Programme.

Cabinet was pleased with the progress being made. In response to a question on monitoring the financing of the Programme, the Chief Executive confirmed that progress reports would be presented to Cabinet linked to reports on the capital programme.

Resolved:

That Cabinet

- a) note the contents of the report;
- b) confirm its support for the approach outlined for the provision of revised operational estate in respect of the services identified within this report subject to the capital programme development for 2010/11;

- c) **authorise the relevant service director, in conjunction with the relevant Cabinet Member to undertake the service user, carer and Area Board consultation that is now required;**
- d) **confirms its previous position that the re-provision of Learning Disability Day Care and Children and Families Resource Centres are key priority areas for investment and that the capital receipt from the resources that are available for disposal from this approach should be reinvested in improved operational estate;**
- e) **Support the broad over all cost envelope of the proposals within the report presented and the method of funding that has been identified. Noting that within this overall envelope individual costs may change depending on the detailed design solution and the property utilised to meet the operational need and the differing impact on revenue budgets and**
- f) **Delegate further decisions regarding individual property costs to meet the needs identified within the report presented to the Corporate Director of Resources, in consultation with the Cabinet Member for Property and the Leader of Council, subject to recommendation e) above having been completed.**

Reasons for Decision

We are now at a crucial time in relation to the meeting of several services operational needs, notably Learning Disability Day Care Services under the 'Better Days' review.

Further detailed work is now required in relation to engagement with service users, carers and Area Boards and it will be impossible to do so constructively without a firm commitment from Cabinet that funding will be made available to deliver proposals.

Considerable work has been undertaken at a quick pace to address developing operational and budgetary needs. Whilst individual Cabinet Members have been involved in this process via their direct service area, this paper meets the request of the Leader of Council and Cabinet that a broad overview be provided before areas outside of the Learning Disability Service begin service user and carer consultation and detailed operational designs are developed.

105. Future Commissioning and Contracting Arrangements for Services Funded Through the Supporting People Grant

Cllr Thomson presented a report which sought approval to temporarily exempt housing relating support services from mandatory tendering and to enhance the current benchmarking process to ensure value for money and to review current services and benchmark them against other similar local authorities.

The Corporate Director for Resources confirmed that the report was previously considered by the Corporate Commissioning Board and was in line with the Council's Corporate Commissioning Strategy and emphasised that the proposal was on a temporary basis only.

Resolved:

That Cabinet agrees to temporarily exempt all housing related support services from the corporate tendering process and implement rigorous benchmarking and negotiation as a method of ensuring value for money.

Reasons for Decision

Benchmarking and negotiation have been used since 2003 by the Supporting People team to keep prices competitive and to ensure that the budget has always balanced.


Tendering has been used successfully when commissioning new services or remodelling existing ones, however, the majority of existing services would prove problematic to tender and would currently offer limited opportunities for efficiencies.

The exemption would allow time to review services and consider whether it is possible to package them differently and whether opportunities for collaboration with partners is an option. We are keen to explore what further potential there is to optimise efficiency and tackle unmet need.

106. Urgent Items

There was no urgent business

Duration of meeting: (10.30am – 11.35)

Please note that matters defined as 'Key' decisions and included in the Forward Plan are shown thus .

The officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or email yamina.rhouati@wiltshire.gov.uk. Press enquiries to Communications, direct line (01225) 713114/71311

These decisions were published on 21December 2009 and will come into force on 30 December 2009

WILTSHIRE COUNCIL

**CABINET
26 JANUARY 2010**

REPORT ON TOTAL PLACE

Cabinet Member: Councillor John Thomson, Community Services

Executive Summary

This paper is to update Cabinet on the National Total Place work and to set out how we in Wiltshire are going to be taking this work forward.

On many occasions Cabinet and officers have discussed the barriers and obstacles across the public sector that can get in the way of people living their lives with opportunity and choice. Different priorities, different and often protected budget streams, different legislative structures etc all create beaurocracies that work in their own silos.

In Wiltshire we are fortunate to have excellent relationships with our partners across the sector, and we have many excellent services and very committed and professional staff right across the sector. We also have many examples of true partnership and joint working that really does make a difference to people's lives and we will continue to build on this actively.

However despite this, only a small amount of the spend and the policies that drive partners is locally controllable and the system as a whole sometimes does not work for the benefit of the most vulnerable individuals and families.

We want to change that and the Total Place concept offers us a way of doing things differently.

Proposal

That Cabinet:
 supports the development of a Total Place pilot project in Wiltshire,
 based on improving the support delivered to vulnerable families and
 individuals.

Reason for Proposal

To secure Cabinet support for the ongoing development of the Total Place pilot project in Wiltshire

**SUE REDMOND
CORPORATE DIRECTOR – DEPARTMENT OF COMMUNITY SERVICES**

REPORT ON TOTAL PLACE

Cabinet Member: Councillor John Thomson, Community Services

Purpose of Report

1. To update Cabinet on progress being made on the Wiltshire Total Place pilot project.

Introduction

2. The Total Place Initiative is a Communities and Local Government pilot programme to test new approaches to the efficient use of resources and service improvement in local areas. The initiative is a pilot programme looking at how public money is spent in a local area and how it can be used more efficiently to improve local services. £5 million is being invested in 13 areas which were chosen by the former Communities Secretary to pilot the initiative following trials in Cumbria and Birmingham. The Cumbria project mapped £7.1 billion of public money being spent in the area and local organisations were challenged to produce ideas on what could be done differently to make savings, where the smallest percentage savings would amount to many million pounds.
3. Total Place aims to explore and challenge the way the public sector together deliver public services. This means getting alongside people in a very different way than now and looking at people's lives and what they need to live them as full and valued citizens in communities and not as "services". It recognises that those who receive services very often receive them from a myriad of public bodies, many of which will not be formally accountable, and that there is a strong likelihood of duplication with its associated costs, as well as gaps where those who need support fail to receive any at all. Service provision where it is received can often be reactive rather than preventative; structured and inflexible instead of responsive; and can be disrespectful of the rights and wishes of those on the receiving end. The outcome of this in many situations can lead to punitive measures or measures that increase dependency, which looking to the future will be unsustainable.
4. Studies have shown that a relatively small number of individuals and families absorb a significant proportion of public spending in any particular area. For various, and sometimes complex, reasons this group may be subject to interventions and support from various sources including the criminal justice system, primary and strategic health care, education, social services, housing, welfare services, housing etc. There may be deep rooted problems that exist which lead to a cycle of decline and dependence, which is perpetuated through generations. It is considered

that traditional individual and beaurocratic approaches will not address this situation and that a new and more radical strategy is required if we are to improve the life chances of some of our more vulnerable families, and at the same time reduce the financial and social burdens that the current system of interventions has created.

5. To illustrate this in reality, one family receiving support and help recently mapped out all the agencies they were in contact with and recorded over 23 agencies with little co-ordinated “whole family” approaches. In some organisations such families are referred to as “chaotic” - it would be more appropriate however to use the term “chaotic” to describe the way public services respond! This statement is meant to be challenging and is not a reflection on the committed staff working in all these agencies (statutory and voluntary) across Wiltshire or nationally. Indeed, these sentiments are made by staff who are themselves equally frustrated at the barriers and obstacles in the way of them doing their jobs too. It is more a statement of how beaurocracies become detached from the real issues and work against the true interests of the people they are aiming to serve. The “radical” approach will challenge all of the services currently working in Wiltshire and will start with the engagement and lead from the families and individuals themselves.
6. Total Place is not merely about the public sector doing things in a more coordinated and effective way. Implicit in emerging thinking is that we need to establish a new relationship between citizen and state. This could be characterised by greater individual responsibility and more focused, streamlined support where the aim is to provide people with the skills to become independent and lessen their impact on public services and the communities in which they live. It could also be characterised by communities who care and include all members as valued citizens, and as we work in Wiltshire to develop resilient communities across all our county, this is an ambition we are already committed to. These are not necessarily new concepts, and there has been some excellent partnership working in this regard in all our services over many years. What makes Total Place different is that there is an acceptance that we might only be able to go so far given the organisational boundaries and bureaucracy that exists at both a local and national level.
7. Total Place is therefore more than partnership working rebadged. It will identify what is preventing the most appropriate and cost effective services from being delivered. If these obstacles can be resolved locally then partners are committed to taking whatever steps are necessary. If overcoming barriers requires legislative change or any other form of government intervention then this will form part of the learning to be relayed to government at the conclusion of the project. This is consequently not about working within existing constraints but fundamentally challenging what prevents us from doing the best for our citizens.
8. In the view of the policymakers driving the Total Place work, the prize at stake is the opportunity to improve the lives of those who require our support, and also the lives of those who for one reason or another have

their lives affected by the few that absorb so much of our time. Equally important will be the financial savings that may be available to the public sector as a whole from reducing the number of interventions that the current system supports.

9. For Wiltshire Council and partners, the additional prize could also be greater community engagement and inclusion and involvement from many more citizens who are able to withstand pressures and strains in life and work with public services in the future as partners. For the individuals and families yet to be engaged there will need to be clear advantages and possibilities for them to signing up to any pilot.
10. Whilst Wiltshire's public service partners did not bid to become a formal Total Place pilot, the level of interest amongst partners has been such that support for developing a parallel pilot project has been enthusiastically received by the Government Office for the South West (GOSW). The South West Regional Improvement and Efficiency Partnership (RIEP) have also recognised the potential that Wiltshire can offer to the initiative and have agreed £250,000 of funding to support Total Place projects across the area. Wiltshire and Swindon will run their pilot projects in parallel as they are seen as distinct but complimentary. Regular liaison will be maintained to facilitate learning across both areas, and to support reporting to RIEP and GOSW.

Total Place in Wiltshire

11. Total Place offers enormous potential for stimulating new thinking into the way public services in Wiltshire can be delivered around the needs of customers, and with the purpose of achieving emotional wellbeing within communities. This notion of emotional wellbeing is considered to be key in developing independent fulfilling lives where the decline into dependence can be stopped, and families and individuals can see a positive future for themselves. Ultimately, the learning generated will represent a catalyst by which the wider delivery of public services in Wiltshire will be transformed, based on making the customer experience a positive and productive one, but one essentially built on a foundation of support and prevention.
12. Total Place pilot projects around the country have all adopted a particular service focus, through which the potential of Total Place can be tested. In Wiltshire we are focusing on vulnerable families and individuals and in particular those families that currently receive a great deal of attention and/or support from the council, its partners and communities. Such families are relatively small in number but receive a disproportionate percentage of attention from a wide range of public service providers.
13. There are three elements to Total Place Wiltshire. These are:
 - a) Family Intervention Project (FIP);
 - b) Family Justice Centre (FJC);
 - c) A specific Total Place pilot project to look very closely at a number of families in one or two community areas.

14. The FIP (which is a separate government led programme which all councils have to develop) aims to provide early intervention and support to families affected by offending behaviour within the family, which often leads to a range of problems in their communities. The project involves various agencies, including council services, youth offending teams, health and police. In Wiltshire, to avoid having lots of programmes working separately, we are using the learning and the practical ideas coming from the FIP to help us with the Total Place work, and we will also help to shape the work of the FIP to more effectively deliver radical changes.
15. The purpose of a FJC is to provide a “one stop shop” for domestic abuse, child protection and vulnerable adult victims. This is achieved by co-locating a number of services and enabling victims to address all of their support needs in the same place. The core partners involved are the council, the Police and the NHS, but it is hoped that over time other partners will become involved.
16. Both these elements of the Total Place pilot will help us learn more about what can work for families, and how they can be best supported by public services should they need them.
17. Wiltshire is well placed for the 3rd strand of this work which is the more detailed “Total Place” pilot. We have already well established community areas, partnerships and area boards and would want to engage one or two in this work in the coming months, to have whole community support. We have a really vibrant voluntary sector and many individuals who already wish to contribute to their communities and people in them and this work must build on that strong foundation. We are well skilled in systems thinking and our work over the past 2 years on a variety of systems thinking “lean” reviews gives us the methodology to understand how systems do not work well for people unless designed by them and with their desires at the forefront and are planned as one total system. And we have well established and strong partnership working across the public sector, business communities and voluntary sector.
18. The project will aim to identify families and individuals who already have a great deal of contact with the services in Wiltshire and who agree to take part in trying something different. *Appendix 1* shows the different and sequential parts of the project and how we will aim to take it forward.
19. It will aim to create a shared understanding of what it is like to live in a community, and the experience of that community of receiving public services. Where is the duplication and where are the gaps? Does it feel like service providers really understand the difficulties people face in turning their lives around? The focus will be on those families that for one reason or another have reached a point where they rely heavily upon interventions from all sorts of sources. They have become dependant and that dependency manifests itself in many different outcomes for both the family and the communities they live in. These outcomes will in the main be negative for both the individuals and families and the wider community e.g. lack of belonging, exclusion from schools, stressful family life, low income and depression, to wider community impacts such as crime, anti

social behaviour, environmental damage, pressure on local education and healthcare provision. Areas may become stigmatised by the activities of such families, and so the consequences of failing these families goes far beyond the families themselves.

20. Analysis will delve deeply into what service providers are currently doing with each family, the consequences of their interventions and the cost. This will be a root and branch piece of work, which aims to really understand the totality of what public services do in a particular community, for a relatively limited number of families. The line will not be drawn at local service provision, but the aim will be to uncover all intervention activity and cost including that provided through national agencies e.g. Department of Work and Pensions, Prison Service etc. Equally, what contributions do voluntary and community based organisations make to managing the challenges facing their communities?
21. Armed with a level of information and intelligence that has never been collected before, it will be possible to rethink the delivery of services around the needs of families. The barriers that might currently prevent a more effective solution for families will not be seen as immovable, but will form part of the outcome of the project. Not merely as part of a recognition of why we couldn't achieve more, but as a challenge to the partners and government to do what ever is necessary to remove those barriers.
22. Service transformation is where we plan to move from 'understanding' to 'lives not services'. We will design services where they are needed, on the basis that they should contribute to empowering and enabling people to live full lives rather than base them on the needs or priorities of the organisations involved. There may be some difficult choices but it is anticipated that the benefits will be significant. Furthermore, the potential to remove wasteful processes and duplication from our current approaches will translate into financial savings. The opportunity to involve area boards will also be taken in order to ensure solutions are not merely imposed but are understood and welcomed by those communities involved in the project.
23. Learning lessons will be one of the most valuable aspects of Total Place. The focus of Wiltshire's project may be vulnerable families, but the real prize is to achieve a new way of working in communities that can translate successfully into any number of other situations. This must result in a cultural change across public services where who does what is less important than the outcome that is achieved and the long term benefits that can be secured. External evaluation will take place during, and at the conclusion of the project, with the aim of capturing the critical learning from the project, and identifying how it might inform the wider transformation of public services in Wiltshire and nationally.

Next steps

24. A Total Place programme board is being formed to direct the project. Representatives from Wiltshire Council, the Police and the Primary Care Trust will be involved, but critically so will representatives from target

communities and those that have experience of receiving multi agency support.

25. Project managers are in place for FIP and FJC projects and a project manager for the pilot project is being appointed shortly. *Appendix 2* outlines the projects governance structure.
26. The role of area boards in the locality where Total Place project work takes place is being identified. It is considered important that whilst confidentiality will be vital for those families and individuals involved in the project. A level of visibility for the initiative as a whole will be valuable in gaining the confidence and buy in of the community as a whole.

Summary

27. Total Place represents a unique opportunity to rethink how services are provided to the most vulnerable members of our community, and to really focus on creating lasting solutions to the problems that affect them and the communities they live in. Obstacles to success will get in the way, but Total Place will mean that the challenge to overcome those obstacles will be shared not only with our partners but also with government and its agencies. The learning that is generated from Total Place can inform the future of service provision in Wiltshire, and consequently it offers huge potential for realising the councils vision for creating strong and resilient communities.

Implications

Environmental

There are no direct environmental implications, although the scope for rationalising service provision within communities may reduce the overall carbon footprint incurred across service providers. Furthermore, potential exists for Total Place to have a really positive impact on the local environment in the target area.

Equalities impact

The project aims to deal directly with the inequalities that exist within communities by producing more effective and lasting solutions. By adopting a proactive and preventative approach, it will be possible to break the cycle of dependency that results through generations.

Risk Assessment

Appropriate and proportionate programme management arrangements are being put in place in order to identify and manage risk effectively through the lifecycle of the pilot.

Financial

The costs of the pilot are being met by the £250,000 funding from RIEP. Providing this is 100% funded and does not require any match funding, and there are no time restrictions on the use of the grant that would prevent claiming the grant in full, and as long as expenditure remains within the £250,000, then there are no direct financial implications. Longer terms there are a lot of potential financial benefits from successfully delivering the project.

Legal

There are no legal issues identified at this stage.

Report Authors:

Matti Raudsepp, Corporate Programme Office and Sue Redmond, Corporate Director of Community Services
January 2010

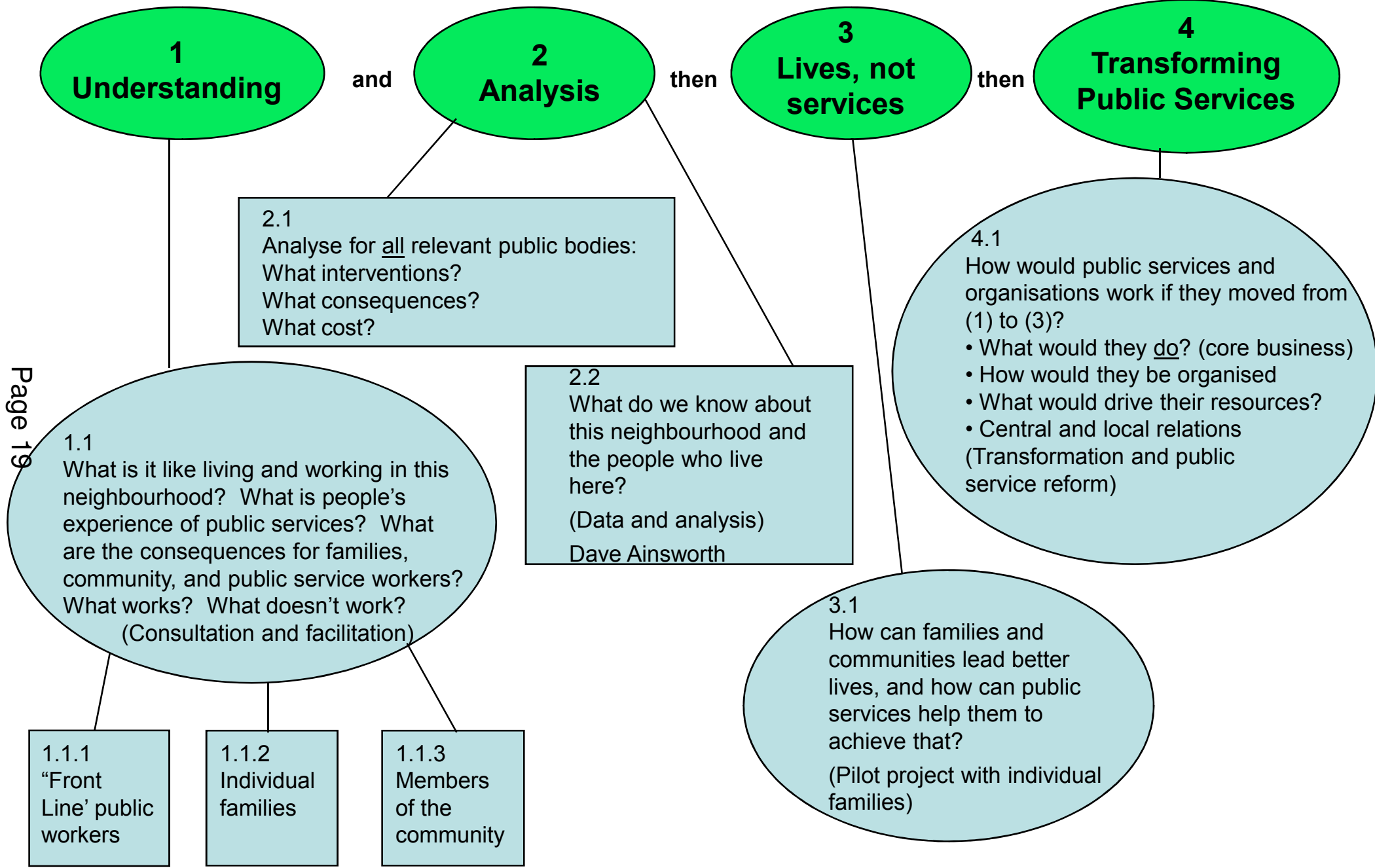
Background papers

None

Appendices

- 1 – Total Place Pilot Process
- 2 – Total Place Governance Framework

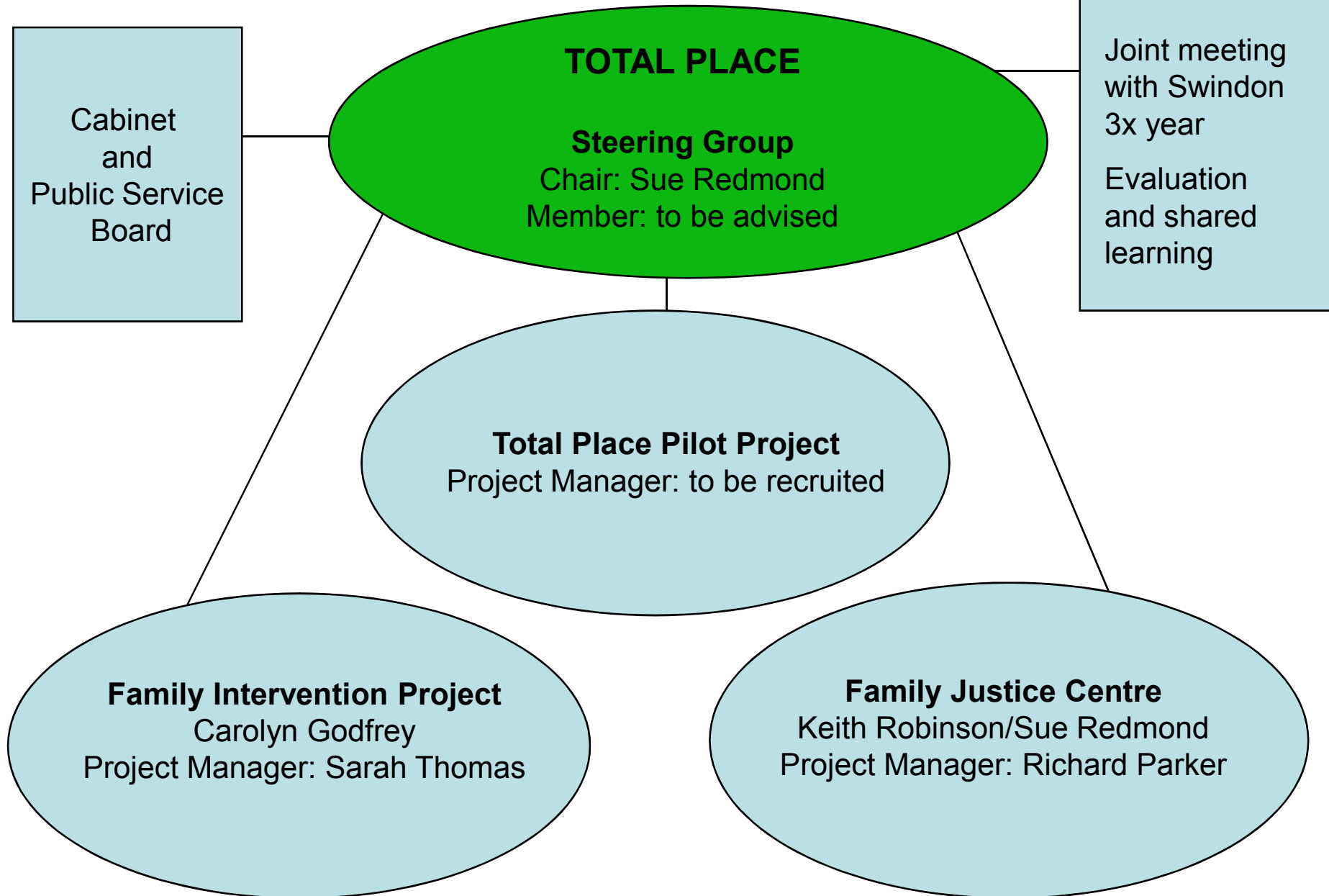
TOTAL PLACE 'PILOT PROCESS'



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TOTAL PLACE GOVERNANCE FRAMEWORK

Appendix 2



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WILTSHIRE COUNCIL

CABINET

26 JANUARY 2010

ACTION FOR WILTSHIRE – WILTSHIRE FINANCE INITIATIVE

Cabinet member: Councillor Jane Scott, Leader of the Council

Executive Summary

The purpose of this report is to seek Cabinet approval for the Council's participation in a Wiltshire Finance Initiative. The initiative is designed to address market failure in terms of the availability of affordable credit to individuals and small businesses in Wiltshire, an issue highlighted in the Bright Report published in March 2009. Following the publication of the report, a partnership group led by the Council put together plans to address this issue through the 'Action For Wiltshire' programme. However, hitherto, it has not been possible to proceed due to the lack of capacity and limited funding.

An opportunity has now emerged to draw down funding from the Department of Work & Pensions (DWP) to provide affordable credit for individuals. In addition, the Fredericks Foundation has come forward, offering a potential solution to the problem of access to affordable credit for businesses.

Cabinet members are being asked to approve expenditure that would:

- Build capacity within the Wiltshire credit unions to enable the drawing down in the region of £400,000 of funding from the Department of Work & Pensions (DWP) to set up a **Growth Fund** to be used for personal lending.
- Enable the Fredericks Foundation to establish a **Small Business Loan Fund** of £200,000 in Wiltshire with the potential to grow to £400,000.

The setting up of a Wiltshire Advisory Board would enable the Council and other stakeholders to oversee the management and marketing of these initiatives and maximise the prospects of success. The liability to address default in loan repayments would not rest with the Council.

Proposal

That Cabinet:

- 1. agrees to support the Growth Fund by:**
 - a) funding a capped amount towards the revenue costs associated with the delivery of the Growth Fund amounting to £42,000 over two years;**
 - b) offering pro bono office space including access to private meeting rooms for use by the Credit Unions;**
 - c) exploring the extension of Credit Union membership to staff;**

This support would be subject to the success of the current bid to DWP.

- 2. agrees to support the Fredericks Foundation Small Business Loan Fund by:**
 - a) approving revenue expenditure of £42,240 towards the costs of a Wiltshire loans officer working 4 days per week over 2 years.**
 - b) approving a loan of £100,000 to match GWE funding and establishing the Small Business Loan Fund.**
- 3. agrees to the setting up of a Wiltshire Advisory Board to oversee these projects and enable the delivery of a comprehensive package of financial inclusion measures as part of a comprehensive Financial Inclusion Strategy**

Reason for Proposal

- By supporting the Growth Fund, the Council would not only help to attract substantial DWP funding for personal lending in Wiltshire but also the Council would be contributing to an improvement in financial literacy, provide an alternative to costly door step lending and help to build a single credit union in Wiltshire. The Council's involvement would also help to introduce this new service to those that approach the Council for help with the management of personal finances e.g. Council Tax and Housing Benefit claimants etc.
- The establishment of the Small Business Loan Fund would address a major problem faced by small businesses i.e. the availability of credit. Each year, it is expected that the fund would provide up to £5000 each to 15 businesses with the result that 28 new jobs would be created with an estimated saving of £50,000 - £75,000 in benefits to the public purse.
- Overall, the Wiltshire Finance Initiative would assist in building more resilient communities and help to secure economic recovery.

ALISTAIR CUNNINGHAM, DIRECTOR OF ECONOMY & ENTERPRISE

26 JANUARY 2010

ACTION FOR WILTSHIRE - WILTSHIRE FINANCE INITIATIVE

Cabinet member: Councillor Jane Scott, Leader of the Council

1. Purpose of Report

The purpose of this report is to introduce members to the Wiltshire Finance Initiative and seek their support for expenditure that would help to address market failure in terms of access to affordable credit by individuals and small businesses in Wiltshire.

2. Background

The Bright Report published in March 2009 highlighted this problem. Following the publication of the report, a partnership group led by the Council put together plans to address this issue through the 'Action for Wiltshire' programme. However, hitherto, it has not been possible to proceed due to the lack of capacity and limited funding.

Dealing with this issue has been given added impetus following Wiltshire Assembly's annual conference in October, when the Assembly identified three top priorities, two of which are relevant to this report including creating an economy that is fit for the future and tackling disadvantage and inequalities.

Access to credit for individuals

Currently, in terms of credit for individuals, help is available from Wiltshire Moneyline, an initiative funded by DWP Growth Fund monies and which provides affordable personal loans (a flat rate of 24% plus a 2% administration fee). The service is provided through a sub-contract arrangement with South Coast Moneyline by Community First working in conjunction with four local credit unions. However, this is a small initiative that supports savers only and has a limited impact supporting the delivery of an average of 250 loans per annum in Wiltshire. This is in part a reflection of the lack of capacity within the credit unions and the fragmented nature of the effort. The arrangement with South Coast Moneyline ceases in March 2011.

Officers have been working with partners in the Wiltshire Money Partnership including Community First, credit unions, registered social landlords and the Citizens Advice Bureaux to explore how the problem of doorstep and pay day lending at extortionate interest rates and capacity issues within the credit unions can effectively be addressed.

The problem around doorstep lending is summed up in the following quote from a report by senior managers at a local housing association:

"Since offering Wiltshire Moneyline office space they have lent our tenants over £11,000 at 26%APR. If all this money had been lent to our tenants by the Provident

(272.2%APR) and paid back over 1 year that would have taken an extra £20,131 out of our communities. If this money had been lent out by paydayUK (1737%APR!!) this would have taken out an extra £189,465 out of our communities. Assisting with offering growth fund loans will have a similar, but wider, positive impact.”

An opportunity has emerged to draw down in the region of £400,000 from DWP to set up a **Growth Fund** that has the potential to extend the reach of schemes such as Wiltshire Moneyline and address the capacity issues identified earlier. A bid was submitted on 8 January.

The availability of credit to businesses

In the current marketplace, banks are facing a range of competing pressures. Credit is harder to obtain and the cost of borrowing has not fallen directly with the cuts to the base rate. This is proving to be a problem for small businesses across Wiltshire.

The Fredericks Foundation is a charity that helps disadvantaged people to set up, or expand their own business as a means to achieve financial independence while rebuilding their confidence and self esteem. It has an established mechanism for delivering small loans to viable businesses experiencing difficulties in accessing credit. This business support model appears ideally suited to Wiltshire and is already in operation in Gloucestershire and certain parts of the South East. The Fredericks Foundation has been in negotiation with officers from the Council, GWE Business West Limited and Swindon Borough Council with a view to extending their services to Wiltshire & Swindon.

3. Main Considerations for the Council

Growth Fund

Support by the Council for the Growth Fund would help to lever in the region of £400,000 from DWP and enable the delivery of 800 personal loans across Wiltshire at an APR of 25.36% with no administration fee but a £2 joining fee.

The key to unlock this funding is the commitment to helping to meet the operating costs in managing the programme in the short to medium term (years 2 and 3).

DWP would provide funding to cover operating costs in Year 1.

However, additional financial support is needed on a deficit guarantee basis to cover the appointment of staff and marketing of the Fund. **This work would be designed to help improve financial literacy especially amongst those that have experienced difficulty in accessing credit and are at risk of doorstep lenders. Whatever capital has been lent by March 2011 remains within Wiltshire to support future access to credit and build the capacity of the credit unions, a key Action for Wiltshire objective.**

The Council's support is also needed to help to:

- bring together the various intermediaries both within and outside the Council that provide financial advice and direct financial support to those that experience difficulties in accessing credit to **maximise the profile of the Growth Fund and its impact on the ground.** Such intermediaries include the various Council Tax

and Housing Benefit advisors, social workers, volunteers within the CABs, credit unions etc.

- **establish an Advisory Board that can bring together the necessary management expertise to ensure the success of the initiative including building the capacity of the credit unions to take over future loan delivery using retained Growth Fund capital.** Already, there is a drive to merge credit unions to create this capacity. Very recently, the North Wilts Credit Union obtained permission from the Financial Services Authority to extend its common bond to include all people living in Wiltshire; through the proposed Wiltshire Advisory Board, the Council can help provide the drive to secure further progress. In the first instance, Community First will take responsibility for managing the fund but the aim is that as credit union capacity is built, Community First will withdraw. Currently, Community First is the only organisation that has the necessary licenses to undertake this work. This proposal will help to build the necessary critical mass to enable the credit unions to perform the role that was envisaged in the Bright Report.

Fredericks Foundation Small Business Loan Fund

On the basis that Wiltshire Council supports this Fund, it will be possible to lever in £100,000 to cover Wiltshire and Swindon from GWE Business West Limited through a loan agreement with Fredericks Foundation. The Foundation will invest an additional £30,000 of its own capital in the first instance to pump prime the initiative. An additional £100,000 capital is sought from Wiltshire Council through capital on receipt. The Fredericks Foundation will also support efforts to secure additional loan capital to match fund the local loan fund so there is the potential to secure an overall fund of £400,000 capital for business loans across Wiltshire and Swindon. The APR is expected to be 13.95%.

The revenue costs and income associated with managing the operation are based on the Client Manager working out of Wiltshire Council offices for free. The proposal is that the Client Manager will work 4 days per week across Wiltshire and Swindon with the costs and time worked shared pro rata with Swindon Borough Council. Two years revenue funding is sought at this time to facilitate appointment of a suitable Client Manager. The second year of funding will be on a deficit guarantee within defined limits to cover the costs of employment costs above the revenue generated.

The benefits of this involvement include:

- **Supporting viable existing and start-up businesses initially denied access to credit from the mainstream banking system**
- **Creating new jobs and self employment as well as safeguarding existing jobs**
- **Reducing the reliance on state benefits and Council services by beneficiaries**
- **Unlocking bank finance as a result of the sharing of financial risks**

Based on experience elsewhere, specific benefits per £75,000 loaned from the Wiltshire Pot (based on 15 loans of £5,000 each) will be:

- **£25,000 in loans levered in from banks to businesses**

- **9 existing businesses supported creating 20 jobs**
- **6 start-up businesses created supporting 8 jobs**
- **5 of the 28 jobs created would be people coming off benefit with a combined saving of £50,000-£75,000 per annum in benefits**

The Wiltshire Advisory Board referred to earlier would also play a role in overseeing the management of this fund as well as raising additional loan capital and as a member of that Board, the Council would influence the development of lending policy and marketing of the project. The development of a comprehensive Financial Inclusion Strategy to be taken forward in conjunction with Wiltshire Money would help to build on the Wiltshire Finance Initiative and work towards meeting the financial inclusion agenda for Wiltshire.

4. Environmental Impact of the Proposal

The proposal is unlikely to have any significant environmental impacts. Through the proposed Wiltshire Advisory Board, the Council would be in a position to influence lending policies to ensure that there is no negative impact on Wiltshire's environment.

5. Equalities Impact of the Proposal

The proposal is designed to address inequalities and disadvantage through improving access to credit and improving financial literacy.

6. Risk Assessment

If the proposed decision is not taken:

Growth Fund:

- A major risk that DWP will not provide funding owing to a lack of capacity to sustain the project beyond Year 1 leaving Wiltshire without external funding for affordable personal loans beyond March 2011.
- A moderate risk that the credit unions will not merge into a single credit union for Wiltshire leaving the county with a fragmented delivery of loans and saving schemes and financial advice affecting loan delivery and financial literacy

Fredericks Foundation Small Business Loan Fund:

- A major risk that Fredericks Foundation will not extend their services to Wiltshire with an impact on the availability of affordable credit for small businesses and the loss of match funding from GWE.

In turn, there would be moderate reputational risks to the Council given its leadership of the 'Action for Wiltshire' programme and its commitment to addressing the impacts of recession.

If the proposed decision is taken:

Growth Fund:

- A risk of default losses estimated to be 15% which is in line with provision of this kind. These losses would not be carried directly by the Council but by Community First. This risk will be managed through appropriate advice to beneficiaries and recovery through debt collection agencies.
- A minor risk of not delivering loans to target. If Community First falls short in Year 1, this would impact on the amount of interest earned to contribute towards the operating costs of the fund in Year 2. However, if the target for Year 1 is not met, there would be more capital to loan out in Years 2 and 3. This risk will be managed by setting up the proposed Wiltshire Advisory Board to assist with the management and marketing of the fund. It will also be necessary to ensure that other sources of funding are explored to help fill gaps where necessary.

Fredericks Fund Small Business Loan Fund:

- A risk of default losses estimated to be 20% which is acceptable. These losses would be managed by the Fredericks Foundation. This risk will be managed through appropriate business advice to beneficiaries involving a range of agencies including Business Link where necessary and recovery through debt collection agencies. The Advisory Board will be tasked with assisting to raise funds to help offset the default including the targeting of large corporates including those in Swindon.
- A risk of not raising target levels of income due to a lack of take up of the loans. Again, the work of the Wiltshire Advisory Board will help to address such a risk.

7. Financial Implications

Subject to the risks identified above, the financial implications for the Council are as follows:

Growth Fund

Revenue	2010/11	2011/12	2012/13	Total
Expenditure	-	£21,000	£21,000	£42,000
Income	-	-	-	-
Balance	-	£21,000	£42,000	£42,000

Fredericks Fund

Revenue	2010/11	2011/12	Total
Expenditure	£28,746	£13,494	£42,240
Income	-	-	-
Balance	£28,746	£13,494	£42,240

The £100,000 loan from the Council during the 2010/11 financial year, to help lever in the GWE and Fredericks Foundation funding will be provided from reserves. This loan has already been factored into the budget calculations for 2010/11 as has the £28,746 costs in relation to the Fredericks Fund. Subsequent years' costs for the

Growth Fund and Fredericks Foundation fund will need to be incorporated into the budget calculations for 2011/12 and 2012/13.

Discussions have taken place with Martin Donovan who supports this approach and has provided the above wording.

Assumptions – Growth Fund

The Growth Fund is subject to approval and subsequent negotiation following the bid to DWP. Below are the assumptions made on the basis of the submitted bid.

- Repayment of loans would be over 12 months
- 25% of the interest received annually is returned to the Growth Fund.
- All capital repaid will be returned to the Growth Fund
- A default rate of 15% has been estimated.
- Year 1:
 - Subject to the outcome of negotiations, DWP would cover the first year operating costs of the Growth Fund that are estimated to be £121,000
 - Future Jobs Fund monies would be used to cover the cost of the Admin Assistant (£14,500) and as required by Community First
 - No contribution would be required from Wiltshire Council to help meet the operating costs
- Year 2:
 - 75% of interest received in Year 1 and 2 would be used as a contribution towards meeting the operating costs. Interest earned is estimated to be £61,000.
 - This together with the Council's contribution (£21,000) brings the total revenue funding to £82,000.
 - Currently the assumption is that £21,000 would be contributed by the Council in Year 2. However, depending upon performance in Year 1, it may be necessary to use the recommended total contribution by the Council in Years 2 and 3 of £42,000.
- Year 3:
 - 75% of interest received in 3 would be used as a contribution towards meeting the operating costs. Interest earned is estimated to be £46,000.
 - £21,000 would be contributed by the Council in this year to help meet operating costs bringing the total revenue funding to £67,000.
- Should the scheme close before the end of Year 2, the loan pot would remain in Wiltshire to enable further loans to be made in the future.

81. Legal Implications

Contracts with Fredericks Fund and Community First will need to be entered into. These will be developed with Legal & Democratic Services and signed off by Ian Gibbons, Head of Legal & Democratic Services.

9. Options Considered

The Council could consider treating the Growth Fund and Fredericks Fund Small Business Loan Fund as separate schemes and indeed could operate independently. However, this would not have the same impact as in this scenario, the only beneficiaries would be the beneficiaries supported. By bringing the two schemes together under the influence of the proposed Wiltshire Advisory Board, there is an opportunity to build a critical mass in terms of not only expertise but also the potential to raise additional external funding. The Board would also work in conjunction with Wiltshire Money to develop a comprehensive Financial Inclusion Strategy and work towards meeting the financial inclusion agenda for Wiltshire. The potential is clear to see from the diagram shown in Appendix 1 showing the relationship between the proposed Wiltshire Advisory Board and other partners.

10. Conclusions

This initiative is a crucial step towards addressing the problems identified in the Bright Report regarding not only the access to credit for individuals and businesses but also the need to build the capacity of the credit unions in Wiltshire. Whilst the funds and the risks associated with their management are held by other partners, it is the financial contribution that the Council can make to the initiative and the role of the Advisory Board that provides Wiltshire Council with an opportunity to drive forward the financial inclusion agenda in Wiltshire.

Alistair Cunningham, Director of Economy & Enterprise

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10 January 2010

Background Papers

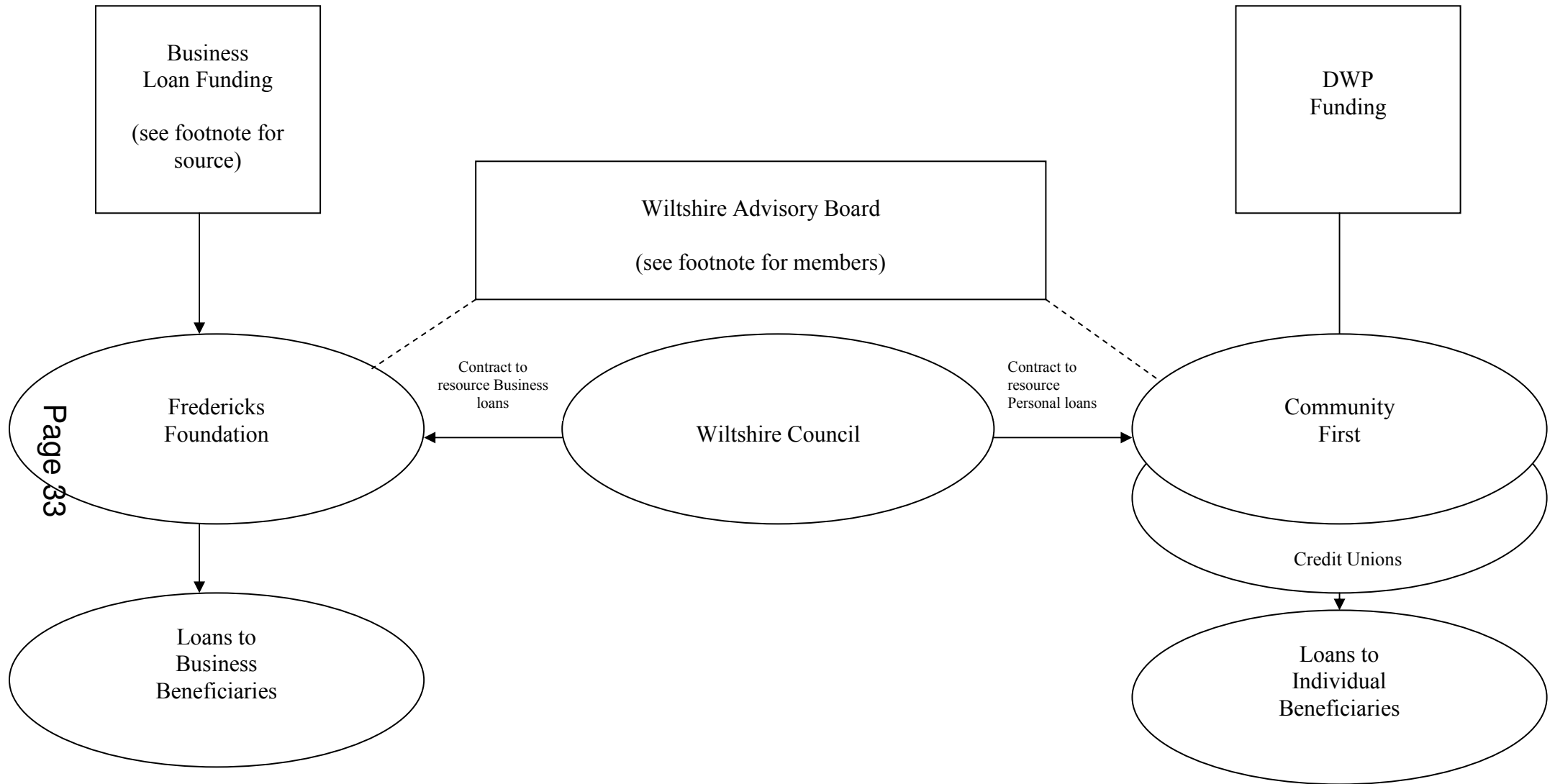
The following unpublished documents have been relied on in the preparation of this report: Wiltshire Finance Initiative Project Brief

Appendices

Appendix 1: Wiltshire Advisory Board

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Appendix 1
Wiltshire Finance Initiative- Proposed Wiltshire Advisory Board



Wiltshire Advisory Board Members: - Community First, Wiltshire & Swindon Community Foundation, Wiltshire Council, Fredericks Foundation, GWE, Credit Unions and DWP

Business Loan Funding: - Wiltshire Council, GWE, Fredericks Foundation, Corporates? RDPE ? BIS ?

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WILTSHIRE COUNCIL

**CABINET
26 JANUARY 2009**

THE SOUTH WEST GRID FOR LEARNING: DEED OF GUARANTEE

Cabinet Member: Councillor Lionel Grundy, Children's Services

Executive Summary

The purpose of this report is to seek Members approval to grant delegated powers of authority to the Director of Children and Education in consultation with the Cabinet member for Children's Services to be able sign the deed of guarantee between Wiltshire Council and the South West Grid for Learning (SWGfL). By doing so this will reduce financial risk upon the SWGfL prior to award of the new broadband managed service contract on 11 February 2010.

Proposal

That the Director of Children and Education is given delegated powers of authority in consultation with the Cabinet member for Children's Services to sign the Deed of Guarantee between Wiltshire Council and the South West Grid for Learning.

Reason for Proposal

To ensure that the Council is able to receive broadband connectivity and services for its Schools, Libraries, Youth and Development Centres through the South West Grid for Learning (SWGfL) and in turn take advantage of the reduced costs through an aggregated procurement.

**Carolyn Godfrey
Director of Children and Education**

26 JANUARY 2009

THE SOUTH WEST GRID FOR LEARNING: DEED OF GUARANTEE

Cabinet member: Councillor Lionel Grundy, Children's Services

Purpose of Report

1. The purpose of this report is to seek Members approval to grant delegated powers of authority to the Director, Children and Education in consultation with the Cabinet member for Children's Services, to be able sign the deed of guarantee between Wiltshire Council and the SWGfL. By doing so this will reduce financial risk upon the SWGfL prior to award of the new broadband managed service contract on 11 February 2010.

Background

2. The SWGfL was set up in 2000, to provide a high quality broadband connection to all schools in the South West region. SWGfL is one of 15 Regional Broadband Consortia (RBC), and wholly owned by the 15 LAs in the South West. It is now a charitable trust.
3. Being part this group has given Wiltshire access to significant regional discounts when procuring ICT services for schools. If all schools purchased their own services, this would have been expensive and led to inconsistent levels of service.
4. The broadband services for schools were procured by SWGfL in 2000 for all 15 LAs and this contract was won by Research Machines (RM). All schools are now connected, as per the government's 2006 broadband targets.
5. In the South West, Somerset County Council became the lead authority, (ie the contracting LA and effective bank for the 15 LAs in the South West). Orders were placed from Wiltshire to Somerset and our schools were connected to the Internet.
6. Between 2002 and 2005 approximately 1000 orders had been placed and the liability on Somerset became too great. Therefore SWGfL became a Trust limited by Guarantee, and the 15 LA Directors of Children's Services were appointed as the Directors of the SWGfL. Carolyn Godfrey is a Director of SWGfL and is personally registered at Companies House. In addition to the Board of Directors, SWGfL operates a Trust Management Board (TMB), at which Ian Baker, ICT/E-Learning Adviser for Schools and Learning, represents Wiltshire. TMB reports to the Board of Directors.
7. As part of this change and the removal of liability from Somerset County Council, a Deed of Guarantee was signed by Wiltshire Council. All the other South West LAs also signed the guarantee. To help the SWGfL group function, the Deed of

Guarantee was set up between Somerset County Council, SWGfL, RM and each LA. This is a binding legal document and applies only to orders placed under that contract.

Main Considerations for the Council

8. SWGfL currently provides schools with a managed service which is due for renewal from September 2010. Since 2000 Research Machines (RM) have provided this service on behalf of SWGfL and the fifteen member Local Authorities in the region. The current contract ends in September 2010 and cannot be extended. A new contract is being tendered and will be awarded on 11 February 2010. Prior to the contract's award a Deed of Guarantee needs to be signed by each participating Council which offsets the financial liability from the SWGfL to each of the participating Councils. The liability for each Council is for the amount it has contracted for that year's worth of service.
9. The Directors of Children's Services across the region (who make up the SWGfL Trust Board of Directors) have commissioned SWGfL to re-engage with the marketplace to ensure that any future managed service solution provides choice, flexibility, value for money and quality of service, in partnership with market leaders.
10. To that effect a number of organisations are currently submitting competitive proposals through a European Tender in order that SWGfL can establish the partner best placed to work with SWGfL to provide future service delivery.
11. SWGfL has now reached a point where the re-specification and planning process for the next eight years can take place. SWGfL is confident that this will ensure the evolution and development of the service continues to meet changing needs, whilst challenging the marketplace to find the best partners with whom to work. The new contract will ensure the services to schools remains relevant and appropriate, service recipients will have the ability to select from a menu of services over and above a core offering incorporating connectivity, resilience and e-safety.
12. A deed of guarantee was signed by Wiltshire Council and the SWGfL in 2006 that allowed the SWGfL to function as a business and not carry the full liability of all the Councils for their connectivity and service costs. The guarantee ensures that each of the 15 Councils is responsible for costs associated with its schools and associated establishments (eg Libraries and Youth and Development centres). This is a binding legal document and applies only to orders placed under that contract.
13. Not all services must be provided to all Councils for the full contract period, rather that the Councils have access to these services should they wish to take them for that eight year period. SWGfL anticipates that most, if not all, LAs will want to continue to receive the benefits of the aggregated service and pricing.

Environmental Impact of the Proposal

14. None

Equalities Impact of the Proposal

15. None

Risk Assessment

16. The impact of the managed service on schools in the south west is considerable. Currently over 1700 schools and other establishments receive a full service from SWGfL. If no contract is awarded, each LA in the SWGfL, including Wiltshire, would need to consider how equivalent services could be provided before the existing contract expires on 31 August 2010, or risk loss of connectivity and services to all Schools, Libraries and Youth and Development Centers. As services of this nature with a value in excess of £140,000 need to be formally advertised and tendered through OJEU, this would be extremely difficult, in addition to being more costly and less cost effective than taking a regional aggregated approach.

Financial Implications

17. The annual charge to Wiltshire for all services (Schools, Libraries, Youth and Development Centres) is approximately £1,860,000. It is expected that an approximate saving of 10% of the annual running costs will be achieved through this re-procurement. The funding of the service will come from the schools using the contract.

Legal Implications

18. The Deed of Guarantee needs to be signed by all 15 members of the SWGfL before 11 February 2010. Failure to do so will negate the possibility of SWGfL awarding the contract and will adversely affect all Councils and their Local Authorities in the South West.

Options Considered

19. The Department for Children Schools and Families (DCSF), through the British Education Computing and Technology Agency (BECTA) states that all Local Authorities must use RBC to procure broadband connectivity. If an LA chooses not to take this route then a case must be made to the DCSF stating why, along with a mandate to do so from its schools. This option exists for Wiltshire, though the costs of re-procuring a similar service would be costly and unlikely to be bettered. There has been no indication from schools that this is an option to consider.

Conclusions

20. To give delegated powers of authority to the Director, Children and Education in consultation with the Cabinet member for Children's Services to be able to sign the Deed of Guarantee between Wiltshire LA and the SWGfL.

Carolyn Godfrey
Director, Children and Education

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Date of report

9 December 2009

Background Papers

None

Appendices

None

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**WILTSHIRE COUNCIL
CABINET
26 JANUARY 2010**

REPORT ON DELIVERING CUSTOMER FOCUS PROGRAMME

Cabinet Member: Cllr John Noeken, Resources

Executive Summary

Our goals

One of the three goals of the bid for unitary status was that the new council would provide high-quality, low cost, customer-focused services; providing customer-focused services is one of the priorities in the draft Corporate Plan.

From transition to transformation

Following our successful go-live as a new council on 1 April 2009 and the election of a new council, we have the necessary elements in place to move to transformation: to provide the high-quality, low cost, customer-focused services (ie designed around the customer) which the people of Wiltshire deserve and which we have promised: in our unitary bid, in our corporate plan, and in our Customer Access to Service Strategy, agreed in June 2008.

Our Customer Access to Service Strategy, which was signed off in June 2008, is in two phases. The first phase, to 1 April 2009, has been completed. The second phase, covering 2009-2012, can be distilled to four key points:

- Getting the right transactions onto the right channels, every time.
- Getting the customer to the person who can fulfil the service request in the fewest possible steps (ie “once and done” or immediate decision) – first time, every time.
- A move to services which are designed around the customer rather than our structures (our System Reviews including highway maintenance, revenues & benefits and adult care are good examples), and which are communicated in the customer’s language not ours.
- Designing services overall so their balance is further towards prevention – so we can shape our total system to reduce demand as well as becoming better at responding to demand.

Delivering Customer Focus programme

This document defines what we need to do across the whole organisation in order to deliver customer focused services.

A great deal of this will be done by building on the work we are already doing

ie Workplace Transformation, Business Transformation, and Total Place.

The document defines the ways that our access channels should work for the customer.

The document defines the key areas of organisation development we need to do to change our culture and [people and organisation] frameworks which will enable Wiltshire Council to become a high-performing, customer-focused organisation.

Who this document has been written for

This document has been written for Wiltshire Council Cabinet, the Corporate Leadership Team and Service Directors as a strategic and policy document. The language and structure of the document reflect this.

Proposal

That Cabinet endorse this report and to request the Corporate Leadership Team and Customer Focus Board to implement the Delivering Customer Focus programme.

Reason for Proposal

One of the three goals of the bid for unitary status was that the new council would provide high-quality, low cost, customer-focused services.

Providing customer-focused services is one of the priorities in the draft Corporate Plan.

How customer focus delivers high quality and low cost

High quality services focus on customer purpose and what the customer values. This is where we deliver high satisfaction and a great reputation.

Low cost services operate with minimum waste (activities which do not fulfil customer purpose or deliver customer value). Low cost services also focus on root causes. These are where we deliver major cost savings.

Delivering customer focus – what it means for our customers

What will this mean for our customers at a practical level? It will mean that:

- customers access services which we deliver properly and when we say we will; they stop contacting us to chase us, and we do not waste their time for our purposes;
- customers get a much better service over the phone: calling one of our “golden numbers” and getting through to someone who can reliably deal with the service they request, immediately and consistently, at times which fit their needs;
- customers get a much better service over the web: a website that is structured around the business that customers want to use it for, that is easy to navigate and they can personalise – that feels like and is a high-quality retail services web channel;
- we bring face-to-face services nearer to customers: they access face-to-face services in campuses in their locality and/or a range of different kind of premises¹, in mobile facilities, and in their own homes, and using technology to provide virtual face-to-face services to communities which are further from our hubs;
- the combinations of services we provide in each locality reflect the needs of the communities and facilities which are available – workable, practical, local solutions, not one size fits all – developed locally with people who live and work there;
- our services make sense to customers because we have thought about the services as they should be and dismantled the barriers to delivering them – within the council and with our partners;
- our services satisfy our customers because they are good, and satisfy our council tax payers because the services don’t waste a penny and they can see the difference the services make in their communities;
- our customers know that we do things before we are asked, and are confident that we deliver.

Carlton Brand, Corporate Director Resources

¹ For example libraries, leisure centres, schools, visitor information centres, post offices, community hubs, town council premises, and public sector premises like clinics/GP surgeries etc.

REPORT ON DELIVERING CUSTOMER FOCUS PROGRAMME

Cabinet Member: Cllr John Noeken, Resources

Purpose of Report

1. This document defines what we need to do across the whole organisation in order to deliver customer focused services.
2. A great deal of this will be done by building on the work we are already doing, so the document outlines briefly how transformational initiatives (Workplace Transformation, Business Transformation interventions, and Total Place) make critical contributions to delivering the various elements of customer focus.
3. The work of the Business Transformation programme is probably the single most important dependency for Delivering Customer Focus.
4. The document defines the ways that our access channels should work for the customer.
5. The document defines the key areas of organisation development we need to do to change our culture and [people and organisation] frameworks which will enable Wiltshire Council to become a high-performing, customer-focused organisation.
6. Cabinet is requested to endorse the report and to request the Corporate Leadership Team and Customer Focus Board to implement the Delivering Customer Focus programme.

Background

7. Following our successful go-live as a new council on 1 April 2009 and the election of a new council, we have the necessary elements in place to move to transformation: to provide the high-quality, low cost, customer-focused services (ie designed around the customer) which the people of Wiltshire deserve and which we have promised: in our unitary bid, in our corporate plan, and in our Customer Access to Service Strategy, agreed in June 2008.
8. Our Customer Access to Service Strategy, which was signed off in June 2008, is in two phases. The first phase, to 1 April 2009, has been

completed. The second phase, covering 2009-2012, can be distilled to four key points:

- Getting the right transactions onto the right channels, every time.
- Getting the customer to the person who can fulfil the service request in the fewest possible steps (ie “once and done” or immediate decision) – first time, every time.
- A move to services which are designed around the customer rather than our structures (FOCUS is a good example), and which are communicated in the customer’s language not ours.
- Designing services overall so their balance is further towards prevention – so we can shape our total system to reduce demand as well as becoming better at responding to demand.

9. This proposed programme to deliver customer focus over the next four years reflects the council’s strategic context; where the council has made strategic decisions the programme is aligned to these. The main elements which have been considered are as follows:

- The (unitary bid) goal of high-quality, low cost, customer-focused services.
- Unitary-plus/Total Place – “Unitary-plus”, where local government works in a seamless customer-focused partnership with the rest of the public sector and the community and voluntary sector was at the heart of the bid for unitary status and is a long-held ambition of Wiltshire Council’s leadership. Total Place, a new central government initiative with REIP funding and support, is viewed as a means to help achieve this ambition, and a joint programme is being developed.
- The economic/financial context – in particular, the anticipated reductions in resources available for public services; economic context in which services are resourced and delivered.
- Customer expectations – these are low but generally rising, and will rise further as we improve some services (see also the PESTEL analysis done in the summer).
- Citizen and community engagement, including Area Boards, and the goal of building social capital.
- Me and my family/my community/my place/my council (Corporate Plan major themes).
- Strategic service delivery balance – increasingly towards prevention, and actively shaping the communities (society) [ie system] from which demand for service arises (see above and Customer Access Strategy 1.0 phase 2).

Strategic benefits to the council of Customer Focus

10. There are five strategic benefits to the council of becoming customer-focused:

- Flexible: we can change our service mix and emphasis; we can change service configuration (eg theme v/s structure operation – copes with any though delivers better with some than with others).

- Scalable: especially sideways eg employment/benefits/housing, or anti-social behaviour, or social care/health.
- Sustainable: our services are interventions which address root causes of need and deprivation.
- Credible: because we can show cause and effect, objectivity, and direct links to the democratic process/community engagement.
- We can generate and release additional value for our customers and communities: the organisation “whole is greater than the sum of its parts”.

Delivering customer focus – what it means for our customers

11. What will delivering customer focus mean for our customers at a practical level? It will mean that:

- customers access services which we deliver properly and when we say we will; they stop contacting us to chase us, and we do not waste their time for our purposes;
- customers get a much better service over the phone: calling one of our “golden numbers” and getting through to someone who can reliably deal with the service they request, immediately and consistently, at times which fit their needs;
- customers get a much better service over the web: a website that is structured around the business that customers want to use it for, that is easy to navigate and they can personalise – that feels like and is a high-quality retail services web channel;
- we bring face to face services to customers: they access face to face services in campuses in their locality and/or a range of different kind of premises², in mobile facilities, and in their own homes, using technology to provide virtual face-to-face services to communities which are further from our hubs;
- the combinations of services we provide in each locality reflect the needs of the communities and facilities which are available – workable, practical, local solutions, not one size fits all – developed locally with people who live and work there;
- our services make sense to customers because we have thought about the services as they should be and dismantled the barriers to delivering them – within the council and with our partners;
- our services satisfy our customers because they are good, and satisfy our council tax payers because the services don’t waste a penny and they can see the difference the services make in their communities;
- our customers know that we do things before we are asked, and are confident that we deliver.

12. Delivering these is clearly an enterprise for the whole organisation: it unquestionably requires significant improvements to the ways customers can contact us and receive service, but it is far more about service

² For example libraries, leisure centres, schools, visitor information centres, post offices, community hubs, town council premises, and public sector premises like clinics/GP surgeries etc.

delivery in its entirety: the way services are designed, delivered and managed end-to-end; staff attitudes and behaviours; the way services communicate and explain to customers how the service works; and the way delivery teams are organised and work together.

13. Two further comments about what is outlined below in the proposed programme of work. Firstly, this document includes existing initiatives through which we will deliver customer focus, but does not add any further scope or complexity to them; ie the ethos is “through or with”, not “as well as, instead of, or on top of”.
14. Secondly, local government is prone to an ingrained mindset that customer access is all about contact centres, which are “places where Customer Services staff carry out simple transactional services”.
15. This document begins instead from the position that we all – employees in all departments, elected members, and our partners – provide the council’s customer service, and that all our services are designed against customer demand from end-to-end³. As a result, although there are some specific interventions outlined below which are focused on the part of the Wiltshire Council structure we call Customer Services, the majority of the work addresses, involves, and directly affects *every* part of the council.

Main Considerations for the Council

Delivering Customer Focus – outline programme.

Delivering customer focus – key elements we need to put in place

16. Combining our priorities for the Corporate Plan, our strategic context, and what customer-focused services means for our customers enables us to define the gaps between the council’s current delivery and its ambitions.
17. The gaps we must close/levels we must reach over 2009-2013 (we have already begun on most of these) are as follows, and referenced in the work parcel descriptions in section Outline programme 2009-2013:
 1. Understanding and engaging with our customers and communities and using that knowledge and engagement to prioritise and design our services, including our most important transactions.
 2. Creating more local and better face-to-face access for people throughout the county.
 3. Simplifying our telephony access for customers while improving its scope and quality.

³ Different people in different parts of the organisation deliver parts of these end-to-end services; some of these people are in Customer Services, others are in service delivery departments. A major outcome of the systems interventions in the service areas, led by Business Transformation, is getting the end-to-end service right (as an overall process) and then getting the right elements completed in the right way in the right teams.

4. Fully exploiting the web channel for service delivery, for customer awareness/communication, and for customer research/insight.
5. Creating services (and access to them) which fulfil Total Place: theming and joining up services within the council, across the public sector, and with community and voluntary sector partners.
6. Removing waste and improving value in all our service delivery work and improving service performance and outcomes.
7. Developing measures and measurement systems.
8. Reshaping our customer service and information infrastructure to support the new ways of delivering service.
9. Redesigning roles and how they are organised, both in Customer Services and across all our service delivery departments.
10. Developing significant capability across all Customer Services staff: in customer insight, in customer engagement, and in systems thinking, to benefit customers directly and to support service redesign interventions with the Business Transformation team.

Changing the balance

18. There is a strategic re-balance to be achieved – shifting how we deliver services further in the direction of interventions which are preventative: either to reduce service demand from our communities, or to maintain service provision at the simplest and least intrusive level possible – ie “early and small” (and usually less expensive) rather than “late and large” (and usually more expensive).
19. There are also two significant operational re-balances to be achieved:
 - Taking service to the customer versus bringing the customer to the service across a large rural county.
 - The number of ways into the organisation to access service versus the depth and scope of services provided at the entry points.
20. The way we will deliver customer focus (ie all of the above) is outlined in the next section as a programme, Delivering Customer Focus. The programme is set out as work parcels: some are defined and fully managed within the programme itself, and others will be delivered as elements of or workstreams within other major projects or programmes with which Delivering Customer Focus is interdependent; that is: either both succeed or neither succeed.

Outline programme 2009-2013

21. This is a four year programme covering 2009-2013; work which is a priority during the next year is clearly identified, by work parcel.

A: Strategic/major programmes in which Delivering Customer Focus is an integral part

A1. Workplace transformation: Customer Access workstream

22. This programme and its customer access workstream is foundational to how we will deliver services to customers. It covers the development of Wiltshire Council hubs in four major towns and the parallel transformation of customer access and service delivery in these towns and the areas they support.
23. The remit of the Customer Access workstream of this programme is: transformed customer access to all Wiltshire Council services, through all three stages of the customer “journey” (awareness, contact and fulfilment stages), beginning with Salisbury and the south of the county.
24. We will use the workstream to deliver, and also to develop a model for:
- face-to-face access in a population centre with a hub (see item 2 above);
 - joint face-to-face access with sister services and partners (libraries, town councils, visitor information) (2, 5), and anticipating public sector campuses in each part of Wiltshire;
 - the right relationship between telephony and face-to-face channels (2, 3);
 - continuing to move to the right balance between taking services to customers and bringing customers to services (2, 6);
 - the way hubs support distributed customer access and service delivery in rural areas (2, 6, 9);
 - the right opening hours for face to face and telephony channels (2, 3, 6).
25. It will also allow us to develop skills in customer insight and community engagement (1), and in introducing transformed service delivery with changes to job roles and joint/cross-organisation delivery teams (9, 10).
26. This work parcel is a **priority for year 1** and is also an interdependency for Delivering Customer Focus.

A2. Business Transformation: joint work programme of systems interventions with Business Transformation and major services

27. The new council will continue to transform services using systems thinking via a mixture of methods including a number of major service interventions. These interventions will be led by Business Transformation and will be delivered jointly with service delivery areas and Customer Services. (Delivers v/s 2, 3, 5, 6, 7, 9 and 10.)

28. The Business Transformation programme is led by the Service Director for Business Transformation, ICT & Information Management and will be documented separately in the Business Transformation Workstream plan of the Workplace Transformation Programme. This section does not duplicate that work; it will be updated regularly to reflect changes in the Business Transformation programme as it evolves.
29. The Business Transformation programme is led in each service by the Service Director for that service. Services will come into scope in order: to deliver LGR savings, or to radically improve performance, or to reduce the cost of service delivery. At the time of writing, the services which are a priority for systems interventions and therefore are under way or currently planned to begin before end March 2010 are as follows
- Revenues and benefits; [theme: My Council]; Revenues check stage began in September 2009 and is expected to be largely completed by February 2010; Benefits check stage will begin in early 2010.
 - Clarence; highways correspondence; [theme: My Place]; both interventions began in June 2009; Clarence is in the redesign stage; highways correspondence is reaching the end of check stage;
 - Adult social care (delivered through FOCUS programme); [theme Me and My Family]; Phase 1 will be completed in December 2009; Phase 2 has begun scoping and should begin proper in early 2010;
 - Planning, development and building control; [theme: My Place]; Planning/development control has completed check stage in all hubs and has reached redesign in the second of four hubs;
 - Public protection; [theme: My Community]; is on hold pending resourcing discussions between Business Transformation and the service management team.
30. In addition, several service changes, improvements or critical delivery events are planned or under consideration in the following services:
- Housing; [theme My Place]; to begin in 2010;
 - UK general election in spring or early summer 2010; [theme: My Council]; improving our readiness for the general election began in July 2009 and will be completed in early 2010; preparations can be accelerated in the event that an election is called before then;
 - Changes to waste collection service; [theme: My Place]; subject to public consultation during the first half of 2010;
 - Leisure services [theme My Community]; subject to Cabinet approval to proceed with the next stage of the service review.
31. The Business Transformation programme and Delivering Customer Focus are complementary and in practice there will be a high degree of interchange and collaboration.
32. The work of the Business Transformation programme is probably the single most important dependency for Delivering Customer Focus; these two programmes are interdependent.

33. Wiltshire Swindon Borough Council, Wiltshire Police, and the Wiltshire and Swindon PCTs are developing a joint programme to take forward Total Place across Wiltshire and Swindon. This will include shared intelligence and analysis, public confidence, joint family life services, and joint access to collaborative services which matches unitary plus aspirations

A3. Total Place: creating local public services and access shaped around a Total Place approach

34. Introducing joint access channels would obviously be part of the solution for Total Place; however, it also has the potential to be a major lever to move the organisations' service delivery and culture in the direction of Total Place, in the same way that becoming a unitary authority, BMP, Workplace Transformation and Business Transformation programmes have been and continue to be levers.

35. There are three main options for the way joint 24/7 telephony access is designed and implemented:

- Option 1: one partner becomes a (shared) service provider for all services needing 24/7 telephony access (lowest risk, lowest return/leverage);
- Option 2: partners develop joint contact channels focused on services where customers expect 24/7 telephony [the essence of the original 101 (SNEN) programme created by the Home Office] (medium risk, medium return/leverage – weak implementation of unitary-plus);
- Option 3: partners develop integrated services with single delivery teams, with joint access and shared resources (highest risk, highest leverage – strong implementation of unitary-plus).

36. This is a new **priority for year 1**, although the bulk of the work of delivery will not take place until well into 2010/11 at the earliest because scoping, option appraisal, business case and solution design should be done first.

B: Improvements to channels and contact arrangements

B1. Web channel

37. We now have a new website which has leading edge-flexibility for users and the potential to be outstanding. However, it is some way from meeting our ambitions for the web channel, which are:

- an outstanding service delivery channel, both for customer transactions and for information service delivery which reduces demand on other channels;
- a primary channel for customer awareness and service promotion;
- a highly effective channel for customer insight, research and feedback.

38. An integral part of this work will be analysing which transactions we should excel at on the web and ensuring that we deliver these to that standard.

39. This work will be done jointly by IM and the web team, Customer Services, and in continuous engagement with communications and with service delivery teams as they go through service transformation (see A2 above). (Delivers v/s 1, 4, 5, 6, 7 and 8.)
40. The outcome will be a web channel which our customers use because it is highly effective, and which is understood to be and is used by the council as a critical service delivery channel.

This is a **priority for year 1**.

B2. Face to Face channel

41. We will always need and want a high-quality face-to-face service channel: some customer contact and much service delivery to our customers can only be done face to face; in addition some customers can only access our service face-to-face or via an intermediary, whatever the service.
42. We have an extensive field- or community-based face-to-face channel, which includes care workers, leisure centres staff, schools and colleges staff, parish stewards, building surveyors and planners, waste and recycling workers, street cleaning and amenity staff among many others. This part of the face-to-face channel is primarily single service/department; it is frequently customer-focused and effective in its scope of service delivery.
43. We also have an (hub) office-based face-to-face channel for service, both for line of business and generic service access/delivery. We also have generic face-to-face service outside our hubs, encompassing libraries (including mobile libraries), visitor information centres, and town councils.
44. The whole face-to-face channel is effective in many areas, especially community-based service delivery; however, it has some specific weaknesses; for example:
 - 48% of our population lives more than five miles and 20% more than 10 miles from the hubs where we currently deliver comprehensive office-based services;
 - community-based generic face-to-face services (eg in libraries or town councils) can be inconsistent or incomplete, and provide significantly less depth of service delivery than at our hub offices;
 - some of our front line services are making steps to extend their face-to-face operations beyond the hubs but many services are (designed to be) almost entirely office-based and expect the customer to come to us rather than us taking the services to our customers;
 - many field- or community-based services tend to operate in silos rather than “thinking sideways” or seeing themselves as part of a larger service whole.

45. Taken overall, our combined face-to-face channel, while outstanding in places, is less than the sum of its parts and operating below its potential. In addition, we continue to stimulate face-to-face demand which could be satisfied on a different channel if the service worked better on that other channel (this situation is also true for our telephony channel).
46. As a first stage we will work on improving our community-based face-to-face service by organising how we deliver it, with other council departments (especially library, leisure and visitor information services), and with other partners (especially Town Councils across the county). Subsequently, we will consider improvements resulting from service redesign and from introducing virtual face-to-face technology.
47. The outcome for our citizens of work on our face-to-face channel will be more local and better integrated face-to-face access to services – whether the customers live in a town, a village, or a rural location. This is an ambition which we can deliver: by service redesign, by working with our partners, and also by good use of technology. This work will be done in a way which complements workplace transformation and also service transformation. (Delivers v/s 2, 5, 6, 7, 8 and 9.).
48. Reshaping the community-based generic face-to-face service is a **priority for year 1** and into the following year.

B3. Telephony channel

49. At present, we have a telephony channel which is adequately effective at the basics – providing information and transaction services based on those provided by the previous five councils, and receiving and transferring calls for people in Wiltshire Council. It is integrated with our hub-based generic face-to-face channel, and because it is provided from five locations, is also resilient.
50. However, from the customer point of view, with more than 50 numbers to access our main services, this channel is more complex to navigate than it should or could be. Once in contact with us, service varies widely between the hubs, at least in part because we are delivering four sets of ex-district services which are different in how they are organised and delivered.
51. At present, we are running five or more legacy telephony systems “as if they are one”, with a degree of success but understandable limitations. Our preferred infrastructure solution, “work anywhere” telephony, is part of the Workplace Transformation Programme ICT workstream; this will make a great deal of difference to our operational flexibility and will help to improve our efficiency.
52. With respect to the telephone-based service, although we are continually training our staff we are constrained by the sheer range of service delivery arrangements and their varied quality. As a result, the majority of the improvements to the services which people receive over the telephone will

be outcomes of the Business Transformation interventions: moving from four service variants to a single county-wide service, better transaction design (more “once and done”), better matched skills against demand, and better matched capacity against volume.

53. At this point we will be able to deliver the county-wide “golden numbers” telephony access which we have promised.
54. The outcome of this work parcel for our customers will be better and easier access to better services. The telephony channel will be more cost-effective and will have sufficient resilience and flexibility to meet our predicted future needs; it will operate with a significantly higher proportion of value demand and reduced proportion of waste demand. (Delivers v/s 3.)

B4. Opening hours and access

55. Wiltshire Council is a 24-hour operation, with constant service responsibilities for care, safeguarding, safety and enforcement – for customers and service users who range from our most vulnerable citizens to people using our roads.
56. In addition, a wide range of services operate across an extended working day: these include libraries and leisure services, young people’s services, schools and colleges, arts, local democracy, and our amenity services.
57. However, our opening hours for office-based service teams are inconsistent by channel, service and location, and are relatively short for a 21st century services organisation.
58. a) We will research our customers’ expectations and engage with members about which hours which channels should operate on and which services should be available during these hours. In parallel, we will work with HR on this aspect of harmonisation of terms and conditions.
59. The outcomes will be:
 - Slightly extended and consistent opening hours for telephony access to services and face-to-face access at our hub locations, by end March 2010.
 - Opening hours for telephony and face to face service which reflect our customers’ preferences and which are consistent by service across the county, implemented in parallel with harmonisation of our terms and conditions. (Delivers v/s 2 and 3.)

This is a **priority for year 1**.

60. b) We have a patchwork of arrangements for access to our 24 hour services, mainly as a legacy of our operation as five councils. As a short-term solution, we will create a coherent telephony arrangement for our customers so they are clear how to contact us about care, safety and

enforcement services, and which connects them effectively to the service they need.

61. Developing and implementing a comprehensive medium-term service and infrastructure solution which covers all aspects of how our 24 hours telephony access operates is subject to the development of joint access to service with police and health stakeholders as under A3. Total Place above.
62. The outcome will be workable arrangements for relevant 24 hour telephony access in both the short and medium term. (Delivers v/s 2, 3, and 6.)

This is a **priority for year 1**.

B5. Cash handling at our front desks

63. We have varied practices and widely varying views of the desirability and risks around taking cash payments at our receptions. This is a policy issue which will require a decision from members and input from stakeholders in finance and service delivery.
64. The outcome will be an agreed policy and process for handling cash payments which works for customers, which covers all services and which is both marketed to customers and followed by the council. (Delivers v/s 2 and 6.)

C. Organisation development and culture

C1. Customer insight and community engagement

65. A customer-focused council designs all aspects of its services, processes, and structures around the needs and preferences of the customers of those services. It can only do so by gathering high-quality, detailed and objective information, and then by using this information to prioritise and design services in an effective dialogue with citizens and customers.
66. The outcome of this work will be sustainable collection, analysis and use of customer insight and intelligence for service planning, decision making, and service design. (Delivers v/s 1.).
67. This is an element of Total Place and delivering in line with that programme is a new **priority for year 1**.

C2. Customer awareness and communication

68. Effective communication with customers and potential customers about how to access services and the part they play in service delivery is essential. We will work with communications, the web team, service delivery and business transformation teams to ensure that communications across all channels are appropriate, targeted and

effective in supporting access to services throughout the customer journey of awareness, contact and fulfilment. We will target particularly those who can easily be excluded from service through our communication style, content, or choice of communication channel. (Delivers v/s 4 and 6.).

69. The outcome will be that our customers are always completely clear about how to contact us and how to access service – especially about what we will do next and by when, and about their part in effective and efficient service delivery by us and our partners.

This is a **priority for year 1**.

C3. Measures and measurement systems

70. The purpose of measurement is to understand and improve the business. We will measure and report how customer-focused we are as an organisation, looking at four areas of customer focus: awareness, contact, fulfilment, and transparency (decision-making). Our performance in each of these areas will be assessed by combining a set of lead and lag indicators. We expect the specific measures in each area to evolve over time as we improve our understanding; a preliminary set of measures and indicators have been developed. (Delivers v/s 7.)

71. The outcomes will be:

- reliable and objective measurement of how customer focused the council is;
- NI14 (value and failure demand) measurement and reporting;
- performance data to understand and improve the business.

This is a **priority for year 1**.

C4. Customer Services transformation

72. Wiltshire Council's Customer Services (CS) function co-delivers an immense range of services to customers as part of the overall end-to-end delivery of those services. As individual services are transformed through systems interventions, the transactions which this CS function performs and the activities which CS staff members undertake will also be transformed.

73. In addition, the CS function has some additional areas for its own transformation, in order to add the most value possible to the council and our customers:

- listening to customers – both individual customers (demand) and populations of customers (customer insight): to understand them and use that knowledge to serve customers, to inform service priorities and design, and to improve performance.
- gaining and using skills in systems thinking: a capability for the council to use.

74. A further area for evaluation and development is our customer service and information infrastructure. At present we have a CRM system which staff use to navigate the council's very wide range of service processes. As the CS transformation progresses we will develop CS' infrastructure and ICT requirements to support new ways of delivering services; this is interdependent with Total Place.
75. A transformed Customer Services function will necessarily need leaders, behaviours, and skills which create and sustain that team and new way of working. The CS transformation therefore includes organisation development and job design work for Customer Services.
76. The outcomes of this work will be:
- a CS function which is highly flexible, is appropriately skilled to complete customer transactions, and delivers perfect service, every time
 - a CS function which is exceptionally good at listening to and responding to customer demand, and highly skilled at supporting and leading service improvement with service delivery teams and Business Transformation. (Delivers v/s (8, 9, and 10.)
77. Implementing Stage 1⁴ of making Customer Services a systems front end to Wiltshire Council is a **priority for year 1**.
78. Developing new types of roles in CS within the current job evaluation framework is work with which we will **make progress in year 1**.

C5. Organisation development: skills, behaviours, role design, and organisation design (CS, whole organisation)

79. Because a customer-focused council regards customer service as everyone's job, it follows that job design, organisation development, performance management, and reward and recognition affecting all council roles are essential to Delivering Customer Focus. (Delivers v/s 9 and 10.)
80. Our target culture is articulated in the document *What we will be like*. Many parts of the organisation are already exemplary in this respect and we wish to encourage and build on these. However, across the organisation – though not universally, and with material improvement over

⁴ For year 1 this includes:

- the ability to capture, categorise and report on demand coming into Wiltshire Council (in a way which is useful to us, practical from a workload point of view, and satisfies our obligations to report NI14) (see C4).
- implementing an effective process and roles for detecting access problems and fixing/escalating them, and rolling in new ways of delivering services, both minor and major (see C4).

the last few years – aspects of our current culture are not customer-focussed. These include:

- internal focus/complacency – “we get very high satisfaction ratings”.
- intransigence/patronising/reasons/excuses not to change: ‘we know best’/professional mindset; retaining control of service; hiding behind statutory framework or data protection.
- reluctance to use complaints as a route to improving service;
- silo structure and thinking, resulting in gaps, duplication and discrete customer relationships.
- a view that “it’s not my job to deal with customers”;
- lack of fact-based (customer insight/demand/consultation) decision-making – “make the figures fit our plans”/“we’ve already decided”.
- a culture of “protecting budget” – driven by the budget design and process – results in leaders and managers having to work counter to it in order to take a customer-focused approach.

81. The People Strategy programme is led by the Service Director for OD and Human Resources and is documented separately. This document articulates how Customer Focus will be embedded in our HRM and OD/culture so therefore this section (ie C.5) does not duplicate that work; it will be updated regularly to reflect changes in the People Strategy programme as it evolves.

82. The Service Director for OD and Human Resources has outlined a timetable (below and in Appendix 1) for work supporting Delivering Customer Focus which in his view is realistic, and can be expected to achieve the outcomes that the programme seeks.

83. The **priorities for year 1** are:

- Customer focus embedded in performance management: objectives, workplans, development, recognition.
- Customer focus embedded in induction⁵.
- Developing and implementing standards for customer service across the organisation, including improving our skills in working with our customers (continues into 2010/11).

For all milestones in this work parcel see below.

3.3 Governance and delivery

Governance

84. Delivering Customer Focus will be governed by the Customer Focus Board, a board of CLT. The purpose of the Customer Focus Board is to lead across the council on achieving high quality, customer-focused services over the four years to June 2013; it will include an elected

⁵ Customer Focus in design of new jobs and recruitment may also be included in 2009/10 or 2010/11.

member with responsibility for Customer (either cabinet member or supporting portfolio holder).

85. The SRO is Carlton Brand, Corporate Director Resources, and the Programme Manager is John Rogers, Head of Customer Access.
86. This document defines an overall programme to deliver customer focus over 2009-2013 and within that the priorities for year 1 of the programme. Both the overall programme and the priorities for year 1 will be signed off by CLT and by Cabinet (January 2010), and have been reviewed by Scrutiny (November 2009).

Dependencies

87. Delivering Customer Focus has five major dependencies, three of which are interdependencies.
 1. Workplace transformation (interdependency, as above)
 2. Business transformation (critical interdependency, as above)
 3. ICT and IM - scope, scale and rate of progress
 4. People Strategy - scope, scale and rate of progress
 5. Culture change - scope, scale and rate of progress (interdependency)
88. The members of the Customer Focus Board, the SRO, and the Programme Manager will be responsible for monitoring and managing these dependencies and their impacts.

Delivery milestones

Delivery milestones schedule.

Year	External: customers and communities	Internal: staff, information and infrastructure.
2009/10	<ul style="list-style-type: none"> ▶ Consistent opening hours Monday-Friday. (<i>Telephony achieved</i>) ▶ Short-term solution for 24 x 7 access to safety and enforcement services. ▶ Model service communication for one service (leisure, tbc). ▶ Standards in place for voicemail, email, and letters/written responses. 	<ul style="list-style-type: none"> ▶ Basic measures for telephony and for fulfilment (cross-organisation demand capture at first point of contact). ▶ “Customer focus” implemented in our performance management: objectives, work plans, development, and recognition. ▶ “Customer focus” embedded in induction. ▶ Developing and implementing standards for customer service across the organisation, including improving our skills in working with our customers (continues in 2010/11). ▶ Customer focus awareness/influencing campaign (internal communications to staff and members) begins.
2010/11	<ul style="list-style-type: none"> ▶ First set of transformed/redesigned services go live county-wide. ▶ Golden numbers for transformed/redesigned services. ▶ New opening hours introduced for telephony and face to face. ▶ Joint 24 x 7 access to safety, enforcement, and treatment services. ▶ Web channel achieves retail business quality for key web transactions. ▶ Community-based generic customer access: consistent and good quality service signposting available at libraries, town councils and visitor information centres. ▶ Service communications all raised to model communications standard. 	<ul style="list-style-type: none"> ▶ “Work anywhere” telephony goes live. ▶ Salisbury hub goes live. ▶ “Customer focus” embedded in leadership style and behaviours, through leadership development and role-modelling. ▶ Developing and implementing standards for customer service across the organisation, including improving our skills in working with our customers (continues from 2009/10). ▶ Customer insight required for service planning and budgeting

Year	External: customers and communities	Internal: staff, information and infrastructure.
2011/12	<ul style="list-style-type: none"> ▶ Second set of transformed/redesigned services go live county-wide. ▶ Golden numbers for transformed/redesigned services. ▶ Community-based generic customer access: consistent medium-depth service delivery at libraries, town councils and visitor information centres, including through virtual face-to-face service in key locations. 	<ul style="list-style-type: none"> ▶ Trowbridge and Devizes hubs go live. ▶ “Customer focus” embedded in job design.
2012/13	<ul style="list-style-type: none"> ▶ Third set of transformed/redesigned services go live county-wide. ▶ Golden numbers for transformed/redesigned services. ▶ Virtual face-to-face service in all secondary locations. ▶ Customer communication effective at influencing attitudes and behaviours which support sustainable services. 	<ul style="list-style-type: none"> ▶ Chippenham hub goes live. ▶ “Customer focus” has right emphasis in job grading and reward.

Resources

89. This programme summary outlines several priorities for year 1. All except Total Place – joint 24/7 telephony access (work parcel A3 above) have progressed within an acceptable tolerance in their scope and pace of delivery, using the existing revenue budget resources managed by the Head of Customer Access.
90. The resource requirements for Phase 1 of joint 24/7 telephony access (work parcel A3 above) are being defined.
91. To continue with the Delivering Customer Focus programme to plan in 2010/11, Customer Services will assign 7FTE as its contribution to this corporate programme. However, additional resources will be required in 2010/11 to deliver the programme to time and quality and at the current level of risk to the interdependent programmes, ongoing service delivery, and benefits realisation.
92. These additional resources will be identified from within existing 2010/11 budgets.

Communication to staff, members and partners

93. Delivering Customer Focus will be supported and enabled by a communication programme to build awareness, understanding and commitment among staff and members. Engaging with service and partner stakeholders (eg voluntary and community organisations, police, fire and health) will also be an important element. This programme is under development with the Head of Communications.

Environmental Impact of the Proposal

94. Delivering Customer Focus is expected to reduce the environmental impact of delivering service, by reducing wasted work, by reducing customer travel, and by improving service delivery on electronic channels.
95. There are no environmental legislative implications for Delivering Customer Focus.

Equalities Impact of the Proposal

96. Delivering Customer Focus supports and enables equality and diversity in our service design and delivery.
97. Delivering Customer Focus is the programme which we propose to use to deliver stage 2 of our Customer Access to Services Strategy. The Equality Impact Assessment for the Customer Access Strategy stated that:

“There is a HIGH implication in the development and implementation of this strategy for the delivery and promotion of fair, non-discriminatory and equitable access to services. The strategy aims to:

- adopt, promote and implement a more customer-focused approach;
- promote equality of opportunity in both access to service and service development;
- eliminate any potential discrimination in access to services;
- promote and encourage active citizenship of all in our diverse communities;
- promote involvement of diverse communities in developing services access.”

Risk Assessment

98. The principal risk of not proceeding with the programme is a reduced likelihood of achieving customer focus in our services.
99. This will materially affect the quality of our services to customers and their satisfaction with the service and the council as a whole. In addition, we will have failed to deliver on a corporate priority and one of the three commitments in the unitary bid.

100. Although there is a range of pace and scale which will succeed in delivering customer focus, there is also a minimum rate of progress below which we will not achieve coherence and critical mass, and the programme will fail overall.
101. In addition, removing the wrong work parcels would remove the added effectiveness of all three areas of work operating in concert – the remainder would be less than the sum of its parts.

Financial Implications

102. This programme does not require major investment except (possibly) to deliver new telephony and ICT capability as part of Total Place (work parcel A3); depending on the scope of work, this investment could exceed £1million and would be subject to a specific and well-grounded business case before proceeding.
103. Much of the financial investment on which the programme relies is already included in growth bids for ICT and HR, and within the Workplace Transformation programme.
104. The remaining investment falls into two categories: firstly, discrete ICT investment to improve service performance. This would only be requested on the basis of self-financing business case once the requirement had been defined.
105. Secondly, resources to lead and deliver work parcels. Approximately half of these will come from the existing Customer Services resources, as [paragraph 89](#) above, and the balance will require additional financial or people resources. These additional resources will be identified from within existing 2010/11 budgets (as [paragraph 90](#) above).
106. The outstanding LGR benefit from Customer Services (further annual saving of £376K ie over and above the annual £322K already achieved) will be placed at risk if we do not deliver this programme.
107. The Finance department have verified this statement.

Legal Implications

108. We are not aware of any adverse legal, human rights, ethical or governance implications of this report.
109. Implementing this programme will tend to maintain and improve the reputation of the council and local government generally, and build trust and confidence in the council.
110. The Legal department have verified this statement.

Options Considered

111. Delivering Customer Focus outlines how we will achieve our goal of customer-focused service and implement stage 2 of our Customer Access to Service Strategy.
112. The programme has been shaped around and with the existing strategic programmes and initiatives, including Workplace Transformation, Business Transformation, Pay Harmonisation/People Strategy, and Area Boards.
113. In doing so we have considered alternative governance arrangements, and within each of the major areas of the programme we have considered alternative priorities and alternatives for scope. The programme design and milestones as outlined above represent seven months of consultation and discussion across the council.
114. Over the life of the programme we expect our plans to evolve in the light of new opportunities and constraints; however, the goal of Delivering Customer Focus remains our guiding principle for design, planning and decision-making.

Conclusions

115. The Delivering Customer Focus programme is an appropriate means for Wiltshire Council to achieve its goal of providing customer-focused services.

Name and title of Director

Carlton Brand, Corporate Director, Resources

Report Author:

John Rogers, Head of Customer Access, telephone 01225 756191.

Date of report: 6 January 2010

Background Papers

None

Appendices

Customer Access to Services Strategy

Towards One Council



Customer Access to Services Strategy: 1 April 2009 to 2012 Version 1.0

Author: John Rogers
Created: 12 May 2008 (version 0.1)
Revisions: 29 May 2008 (version 0.2)
9 June 2008 (version 1.0)



Timeline for discussion about and decisions on this Customer Access to Services Strategy

- 15 May – Customer Focus Board (version 0.1) ✓
- 16 May – CO/AD meeting (version 0.1) ✓
- 22 May – Members' seminar on Customer Access (version 0.1) ✓
- 28 May – first review by Equality and Diversity Officer ✓
- 3 June – Joint Overview and Scrutiny Task Group (JOSTG) (version 0.2) ✓
- 5 June – Joint Implementation Team (version 0.2) ✓
- 6 June – preliminary Equality Impact Assessment by Equality & Diversity Officer (version 0.2) ✓
- 17 June – Implementation Executive (version 1.0) ✓

Joint Overview and Scrutiny Task Group (JOSTG)

JOSTG have been engaged throughout the development of this document and endorse this Customer Access to Service Strategy to LGR Joint Overview and Scrutiny.

Joint Implementation Team (JIT)

JIT endorsed the Customer Access to Service Strategy on 5 June 2008.

Union consultation

The union representative has been sent previous versions and has been invited to meet and discuss the Strategy.

Customer Focus Board (CFB)

The CFB governs the work in scope of the Customer Access to Services Strategy. They have been continually involved in the work underpinning this strategy, and have reviewed and debated previous versions of this document.

1. Summary

The foundations of Wiltshire's bid to provide unitary local government and deliver the aspirations for communities which are expressed in the Local Government White Paper are:

- high quality, low cost, customer-focused services;
- local, open, transparent decision-making;
- working together to support Wiltshire's communities, building social capital.

A further key requirement for the future is that the services which we provide or commission must be sustainable in the long term; likewise, that all services are fairly provided, equitable and fully accessible to all members of society throughout the service journey of awareness, contact and fulfilment.

This document outlines a customer access to services strategy which fulfils these requirements.

It has two major stages:

- achieving completely reliable access to services at 1 April 2009, with access foundations for the future;
- creating transformed access to service, delivered by a council working in a radically different way with our partners and communities, by 2012.

At 1 April 2009 we will have implemented:

- A consistent face to face service covering both (current) CC and DC services at each main location
- One number to contact the council plus golden numbers which go direct to specific service areas
- A new website which is an effective channel for customer transactions
- Email which goes to service inboxes, and where appropriate, includes e-forms which capture transactional information at the earliest point.

By 2012 we will have:

- Implemented more widespread local service access.
- Implemented theme or life event-based services at the First Point of Contact across all service areas.
- Moved to a service strategy which is pro-active and focuses on prevention and dealing with the root causes of service demand.
- Co-delivery of services which are appropriate to the resources of the diversity of communities with which we work, and which builds social capital.

Foundational to achieving both these stages are:

- Fostering a consistent customer-focused culture across all the new council.
- Creating and using community and customer intelligence to prioritise, design and evaluate services.
- Creating a First Point of Contact service, managed as a virtual service.
- Adopting customer focus approach and systems thinking method for service design.
- Early adoption of technology which will enable virtual face to face service from remote locations eg video-link.
- Developing our workforce so that it has the skills, knowledge and authority to deliver these transformed services; organising and managing our workforce accordingly.
- Changing our corporate and business planning process, and the roles and remits of our political and management groups, in order to make this strategy work in practice.

2. Introduction and context

2.1 Introduction

The foundations of Wiltshire's bid to provide unitary local government and deliver the aspirations for communities which are expressed in the Local Government White Paper are:

- high quality, low cost, customer-focused services;
- local, open, transparent decision-making;
- working together to support Wiltshire's communities, building social capital.

A further key requirement for the future is that the services which we provide or commission must be sustainable in the long term; likewise that all services are fairly provided, equitable and fully accessible to all members of society throughout the service journey of awareness, contact and fulfilment.

These aspirations can only be achieved through transformed service delivery and access to those services. However, transformation cannot be achieved at the expense of reliable service access and delivery during, in particular, the period of converging five existing councils into one new council and the start of the new council on 1 April 2009.

As a result, this document outlines a customer access to services strategy in two stages:

- **achieving completely reliable access to services at 1 April 2009**, with access foundations for the future;
- **creating transformed access to service**, delivered by a council working in a radically different way with our partners and communities, **by 2012**.

This transformed council will be pro-active rather than predominantly reactive. It will focus as much on the prevention of problems (ie actively working to minimise failure demand) arising in the first place as on the "cure" of their "symptoms" (ie not just "waiting" for demand to arrive and then responding well). It will be able to do this because it:

- understands profoundly our communities and customers – their priorities and aspirations;
- addresses root causes of service demand through intervening in the "whole system" ie community leadership and place-shaping in the widest sense;
- engages with our citizens and communities over our contribution and theirs;
- redesigns access – ie awareness, contact and fulfilment – to our resulting new/future services wholly and entirely around our customers, in all their diversity;
- continuously improves its services using robust customer and performance information which is both qualitative and quantitative.

The remainder of this document describes access to service and the council at 1 April 2009 and at 2012; what it will be like for our customers, citizens and communities. For 1 April 2009 this is fairly detailed and specific; for 2012 it is articulated as a proposed direction of travel. It should be emphasised that these proposals build on previous thinking and improvements, rather than being a departure from or replacement for them.

2.2 Context – key elements

LGR – 1 April 2009 obligations and constraints

Although the unitary bid describes very significant change, we have an obligation to sustain service delivery through to and at 1 April 2009 alongside large practical and commercial constraints. This means that a great deal of effort and attention during the next 10-12 months will go on ensuring that services work effectively and equitably from 1 April, and that in consequence the *majority* of the transformational change will be delivered during the three years following that.

Customer-focused transformation

All the Wiltshire councils have become more customer-focused in the last two-three years. The current context therefore includes some significant transformation work which must be continued. These initiatives include the Business Management Programme and creation of a Shared Services Team, and the FOCUS programme (transformation of adult social care).

In addition, Customer Focus and Systems Thinking (sometimes called LEAN) have been established as the framework and method for delivering transformation of services, and we are developing increasing capacity and expertise in these areas.

Introduction of Community Area Boards and increased delegation and decision-making

Community Area Boards will have decision-making powers based on input from their communities and local service users regarding service priorities and access.

Equality Duties

Our statutory Race, Gender and Disability Equality Duties place strong emphasis on equality and fairness in relation to access to services. With the emerging Single Equalities Duty, even greater emphasis will be based on service access issues relating to all strands of diversity.

Financial context

The CSR 07 settlement and efficiency targets, and the bid's cost reduction commitments, all combined with the budgetary effects of inflation, have resulted in financial challenges for the new council. There are also major capital projects with currently incomplete funding.

Transformation to the new model will therefore take place in a context of limited funds and capacity. However, *this transformation will also be the route to the savings* which will make our services sustainable, so making and taking opportunities to proceed will be critical.

2.3 Context – implications

Taken overall, the context is strongly favourable to customer-focused transformation; it provides impetus and enough restriction over the options. However, there are significant short term constraints, pressures to improve, and fierce competition for resources: balancing these during the short-medium term will be challenging, and sometimes difficult.

Within this context, we will strive to change both culture and service design and delivery as quickly as possible. *We will continue to make visible progress by 1 April 2009 – ie there will be further tangible differences for our customers over and above those already achieved eg in council tax benefits, blue badges provision, and pothole filling*, and we will have achieved critical mass before 2012. The sections below outline the major stages that we believe are achievable, by April 2009, and by 2012, and the road map to get there.

The next section outlines the proposed principles and major building blocks of our approach to customer-focused access to services. We will develop and implement these over the next four years, starting while we complete the transition to the new council.

3. Transforming access to services – key principles and approach

3.1 Customer focus: what and why

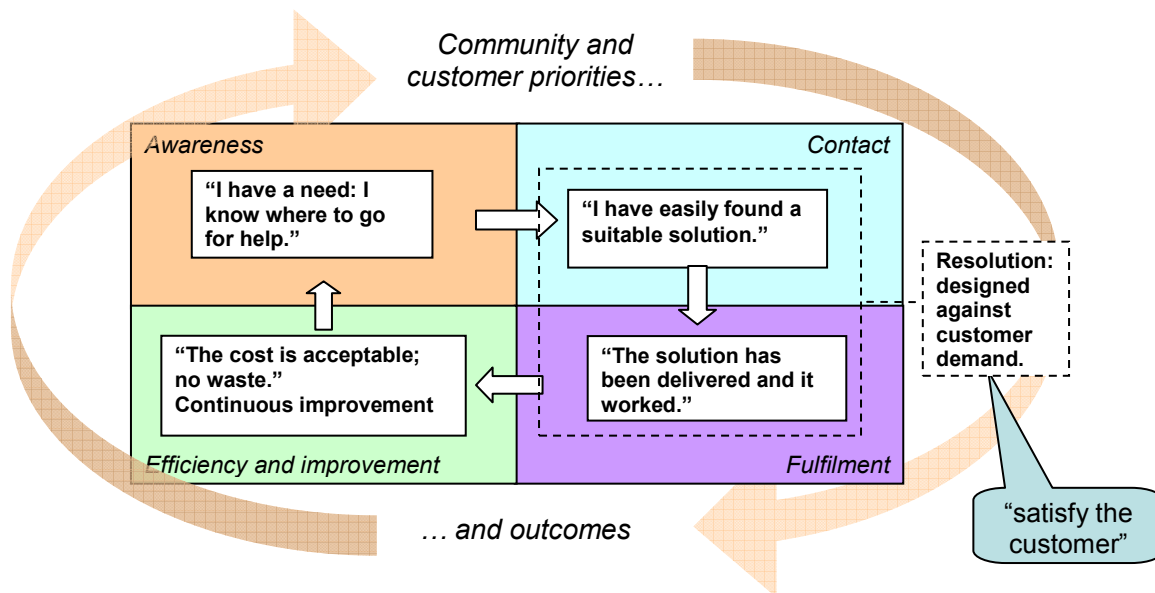
A customer-focused council designs all aspects of its services, processes, and structures around the needs and preferences of the customers of those services.

A customer-focused council takes full account of customer demand in setting service priorities, in combination with political/democratic priorities, community consultation and planning, and strategic/national/ regional requirements. It also makes full use of its knowledge about the customer (customer insight and customer demand data) to design and improve services.

In consequence, a customer-focused council delivers the maximum amount of service possible from every £ because the minimum possible waste is incurred. It spends the minimum possible on preventing people from receiving service, and it constantly strives to improve services to the best that they can be.

A customer-focused council regards service access as fulfilment, not just contact; it aims to deliver the service (fulfil the service request) in the way the customer wants, every time, and organises itself accordingly.

The customer journey through a customer-focused council looks like this:



A customer-focused council regards customer service as everyone's job, not just the job of a team called Customer Service. In consequence, it does not acknowledge a distinction between front line and back office – instead, it has service teams doing work which is organised to suit the customer and with the optimum flow.

A customer-focused council strives to make all parts of the community aware of its services, targeting particularly those who can easily be excluded. It ensures that the services are accessible, fair and equitable to all, conducting and acting upon regular equality impact assessments of service planning and delivery. A customer focused-council is transparent in all its dealings and decisions.

A customer-focused council takes seriously its purpose, which either is or depends on providing services to its customers and communities. A customer-focused council will be welcomed as a credible partner to the communities – a key element in building social capital and future service sustainability.

A customer-focused council puts the customer first; customer focus is common sense and is also a powerful and cost-effective route to transformation. A customer-focused council is in the interests of the members, the customers of the services, the communities receiving services, the tax-payers, and the employees.

3.2 Customer-focused culture

Customer focus is one of the key elements of the new council's culture as outlined in the document *What we will be like*; the list below defines a customer-focused culture in more detail.

When people approach us for service, and when we deliver services to them:

- we will start from "the customer is right" – it's our job to provide a suitable service to and with them; we will empower staff to use their judgement and discretion;
- we will treat customers courteously, listen well, and act; we will be open, transparent and fair; we will respond well to complaints and make use of them to learn and continuously improve;
- the customer will only make one visit or call for each request for service, wherever possible – so we won't send customers from place to place or department to department;
- whenever we can't resolve a service request straight away, we will follow up delivery and keep the customer informed, unless they prefer otherwise;
- where there is a choice between the customer's convenience and ours, the customer will come first;
- we will expect the same level of customer focus throughout service delivery – everyone willing to go the extra mile to solve the customer's problem;

- we will be open for business – end to end – at times which suit the customer: hand-overs from First Point of Contact will have appropriate cover throughout our business hours;
- our culture and behaviours will treat all our customers as of equal value and with equal rights to a service which is non-discriminatory and effective;
- everyone (all staff) will be able to receive a request for service constructively and pass it on to the right place, to be fulfilled.

Although we have made progress in this area, we have some way to go before our culture is consistently customer-focused, and we have a consistent and shared understanding of “customer” across all services. We will address the gaps over the coming year and beyond.

3.3 Equalities Impact Assessment

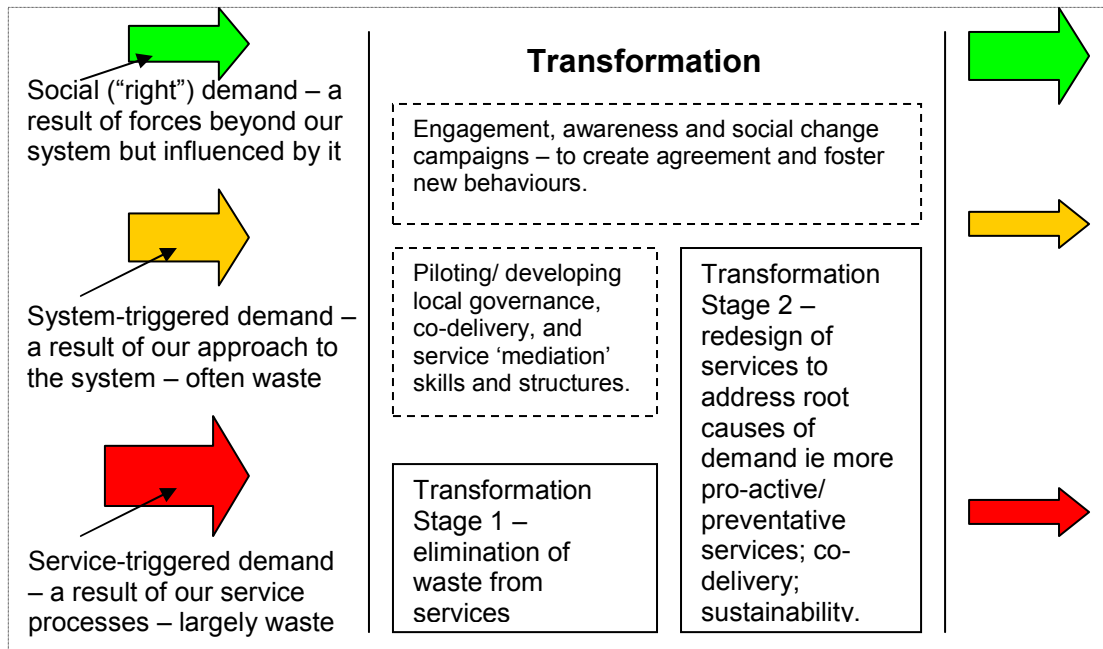
There is a HIGH implication in the development and implementation of this strategy for the delivery and promotion of fair, non-discriminatory and equitable access to services. The strategy aims to:

- adopt, promote and implement a more customer-focused approach;
- promote equality of opportunity in both access to service and service development;
- eliminate any potential discrimination in access to services;
- promote and encourage active citizenship of all in our diverse communities;
- promote involvement of diverse communities in developing services access.

3.4 Becoming proactive, partnering better, and addressing root causes of demand

We are major shapers of the total “system” in which we deliver services: much of the demand to which we respond to is currently generated because of the way we go about our business. There will always be demand to which we must respond; however, we will develop services and approaches which focus on preventing demand from arising in the first place, for example, road potholes, graffiti, or fly-tipping.

These proposals are presented in diagrammatic form here, and outlined in more detail in the section below on Access to Services at 2012.



As part of this, we will create and take opportunities to partner on service delivery, especially with community organisations, governed and mediated locally wherever possible.

Example: the churchwarden and flood signs (Clarence call). A churchwarden from a parish on the farthest southern edge of the county called in to ask about flood signs outside the church “now the floods have gone”. His question: “would you like me to keep them until the next time if floods [and put the signs out] or will you collect them?”

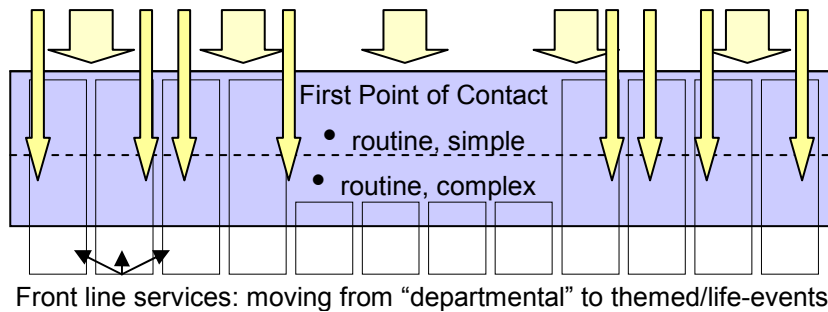
*Our response was that we would collect them, and we thereby missed an opportunity for co-delivery, increased social capital, and the opportunity to build more trust in us as a partner. **Our communities and customers can only take part in delivering services if we enable them.** This involves local knowledge and authority, and a more balanced approach to risk and control.*

3.5 Customer-led service delivery at the First Point of Contact

Within this context, we propose a First Point of Contact (FPC) service which comprises the services which our customers tell us they want dealt with and completed in one transaction. FPC applies across all channels, although different parts of each service within it will use different channels, shaped using customer insight and demand data.

First Point of Contact will not be a separate service 'silo'. First Point of Contact is a coordinated approach to first point of contact fulfilment which applies across all our services and departments – a virtual service.

The diagram overleaf therefore *does not* describe organisation structure or geographic locations, nor is it a model for a generic telephony plus face to face “customer service” operation (though these will all be elements of the solution we develop).



Instead, the diagram (at this stage) represents a “box” of services which are meaningful to the customer and which can be delivered at the first point of contact, via one or more channels and sourced from one or more departments, functions, or organisations. Example services may include “Moving in, moving out”, “Cleaner, greener” or “Birth” – see under section 3.6 below.

The “box” therefore also includes the people who work at the first point of contact (wherever they sit in the organisation), and the skills, knowledge, resources and authority they will need to deliver these services.

For example, the services in the FPC “box” may be delivered by a social services case coordinator, by a parish steward, by a librarian, a fitness expert, a benefits assessor, or a surveyor – across a front desk, over the phone, at a customer’s home, or out in the community – as well as by customer care professionals with wide knowledge and specific expertise.

3. 6 Customer insight and segmentation

We will also design our services around customer (user) segments, thinking through and validating with customer insight and demand data the services they do or wish to use, and the channels they prefer to access them by. The main segments (at a high level) are:

Segment	Service demand	Channel preferences/service expectations
Person	Civic duty and “universal” services (eg roads, waste) – nb also applies to business customers; elective use of local government services like culture, sport and leisure.	Transactional/information; high automation, high volume; 24/7; low personal contact. Other services: convenient, good quality, reliable.
Person or (often) business seeking clearance to start or continue	Planning, development and building control; licensing of various types. Businesses quoting or tendering for business from the council.	Highly definable and generally predictable. Customers looking for convenience, clarity and consistency; sometimes need basic advice/ explanation but often don't.
Person with an issue	Ranges from reporting graffiti or pests, to “lost my job and partner left me”.	Intermediates usually needed ie telephony and F2F; some scope for automation/24/7/web; medium volume; moderate personalisation.
Person in crisis or needing sustained support	People for whom an intervention is required, whether short term or longer term.	Intermediates always needed ie telephony and F2F and often mobile services; low volume and high investment; high personalisation.

Note that disability, communication needs or language ability is not a primary factor in segmentation. The requirement to make services accessible to all will affect the channels via which services are made available. We expect that face to face and telephone delivery of all services will be a permanent element of our access to services, along with suitable language/communication support.

First Point of Contact, segments, and service delivery

In essence, we will provide services via channels which are right for the customer *and* right for the council. Through enabling customers who prefer to use electronic channels to do so, we will make more resources available for services which are better delivered by other channels, and to support full inclusion for other customers.

The First Point of Contact service will deliver a very large percentage of routine and simple transactions, and an evolving range of routine and complex transactions, on a service by service basis.

“Routine and simple” transactions broadly correlate to the transactions sought by the “Person” segment; these will predominate on web and telephony channels.

Routine and complex transactions broadly correlate to the service demand from the “Person or business seeking clearance to start or continue” and “Person with an issue” segment; these will predominate on telephony and face-to-face channels, but will often have substantial elements available on the web channel.

3.7 Service design – themes and transactions

Service “chunks” and specifics within the FPC “box” will be developed in partnership with each front line service. Over time, we propose to build round the customer whole and holistic services which include a range of transactions, rather than are built round our departmental structures.

Examples of these themed services might include:

- Moving in, moving out. A routine and complex version of moving in would include, for example, services and information for a family with a child with special needs.
- Major life events: birth, marriage, divorce, death.
- Green, clean, smart, safe.
- Doing business better.
- Build it.
- Access to support.
- Getting around.
- What's on.
- Have your say.
- Education and learning: school, college, training, classes for work or leisure.

Services presented and provided in this way join up elements from across the council and also our partners, for example the police in the "clean" and "safe" theme areas. This approach has been discussed with leading politicians and with the LGR Front Line Services group, as well as the Customer Focus working group, and to date there has been agreement in principle.

The section on Access to Services at 2012 will outline the route we propose to take to develop and implement these services, some of which may be introduced by 1 April 2009.

Access to service: 01 April 2009

4.1 Introduction and highlights

Of necessity, customer access at 01/04/09 will primarily be transition with a heavy focus on ensuring that we have working contact facilities – face to face, telephony, email and website.

This is because:

- we have major short-term constraints (infrastructure, legal, capacity) and major dependencies within and beyond the LGR programme;
- we have a list of "must do's" and grade A reputational risks;
- and almost everything is different, in each council.

However, we will be able to incorporate within our programme (outlined in sections 4.2ff below) some foundations for the future and some improvements, both to our contact facilities and to the evolving First Point of Contact service.

Our contact facilities will include:

- Improved **face-to-face** premises in Salisbury; continuing face-to-face premises elsewhere.
- One **telephone** number for general contact with the council and simple transactions, plus well-publicised "golden numbers" to get customers straight through to specific services.
- New single **website** designed around customer requirements (find out, register, book, vote, pay) and life-event or service themes (TBC).
- **Emails** which request service will be driven off the website and will, where relevant, incorporate **e-forms** which capture the relevant information at the start of the process. These emails will have an automated response acknowledgement with a unique reference number, and will enable customers to track progress on line.

Our services will be delivered or enabled by:

- High-quality, well-trained and well-informed staff dealing in a consistent way with customers face-to-face and by telephone, building on our existing good practice and service culture.
- Changes to First Point of Contact job descriptions and person specifications, if appropriate.
- A Customer Relationship Management system which provides service information and scripts to FPC staff and tracks open service requests.
- Customer insight and demand information by segment, service and geography (TBC), made available to service managers.
- A comprehensive customer communication and awareness programme, in tandem with Front Line Services.

This reflects our view that the best scope for tangible improvement by 1 April 2009 lies in refining the way we deal with customers, building the team and its capability, and staff training and development.

The following sections describe our plans for the four major channels at 1 April 2009.

4.2 Face to face

Customers will be able to access services at the current main face-to-face front desk service locations in Chippenham, Devizes, and Trowbridge, and Amesbury and Mere. We will offer the same or more appropriate premises in Salisbury. Each location will offer services which combine the current DC and CC front-desk scope.

All front desk staff will work at a Wiltshire Council-branded reception area. Premises will be fully DDA compliant and will offer suitable language/communication support for non-English speakers and those with communication needs. Staff will receive induction training about the new Council's culture and values, and our approach to equality, diversity and fairness. They will have service training, coaching and support from team leaders and managers. Front desk staff will usually be "triple-channel", delivering service over the phone and in response to emails, depending on demand fluctuations during the day and week.

The "system" ie the way we deal with our customers, the services available, and standards will be consistent across the county wherever possible – especially in services which are high profile – though there will be geographic differences in some services, ie wherever that front-line service has not been redesigned or consolidated. All staff will be trained to offer related services based on the circumstances of the person in front of them.

All front desk staff will be supported by an extended range of service scripts and will have access to a single CRM system which has merged the customer's services history and a single contacts directory for the whole council.

Face-to-face service decisions to be made and implemented prior to 1 April 2009:

- Face to face location in Salisbury: Pennyfarthing House is not preferred. We will analyse face to face demand, and will seek to relocate to more suitable premises.
- Organising face to face delivery at two sites in Trowbridge; we will use Bradley Road as the main service outlet at 1 April and will manage this by communication and organising staff.
- Extent of branding at face to face service/receptions, by 1 April 2009. Staff uniform or not.
- Main face to face locations: opening hours; Saturday opening.
- Other generic face-to-face locations eg Contactpoint: service scope and hours of opening.
- Specific service outlets eg leisure centres, depots: responses to requests for service.
- Other council premises eg social services offices: responses to requests for service.
- Collaboration with/delivery via other public bodies, especially town and parish councils.

4.3 Telephone

There will be one (probably 03XX) number for general enquiries and simple routine transactions, for switchboard, and for accessing services when you don't know what service you need. Staff answering these calls will resolve the request where they can, and otherwise do a direct handover to a person in service team (within or beyond First Point of Contact service) or, on the very rare occasions when the other service team members are all engaged, arrange for a call back.

Information taken at this point will be entered onto the CRM system so there is no need for the customer to repeat it, and visibility of unfulfilled requests.

There will also be several "Golden Numbers" which will be themed around services, topics/purpose, events or life stages (as above, under Service Design and Delivery). Calls to these numbers will bring customers through to service teams who can complete a substantial amount of service at the first point of contact, or continue to progress a larger or more complex case in liaison with specialist service professionals. The Golden Numbers will be thoroughly promoted to customers and potential customers ahead of 1 April 2009.

As above, telephony staff will benefit from the same induction training about the new Council's culture and values, and will have service training, coaching and support from team leaders and managers. Telephony staff will usually be "triple-channel", also delivering service over the counter and in response to emails, depending on demand fluctuations during the day and week.

Telephony service decisions to be made and implemented prior to 1 April 2009:

- Selection of 03XX number(s); costs to council; costs to customers; impact on customers' call-inclusive packages; use of 0800 number(s) for selected services – we are completing the investigation into all of these.
- Service theming and Golden Numbers – agreeing which themes and by when.
- Nature and extent of, and communication about, out-of-hours and emergency contact.
- External dependencies: WAN (Wide Area Network); telephony hardware and software implementation; single instance of Lagan CRM.

4.4 Web

The Council will have a new website which will work as a service channel for the transactions that customers wish to perform (eg report, register, book, pay) and the information they wish to access, in the same way that eg retail services and leading public sector websites work. Customers will be able to start, continue or complete any web service via telephone or face to face channels.

It will use everyday language and strenuously avoid local government jargon, or authoritarian or stilted language. The website is also an ideal place to launch and begin delivery of themed/life event services.

The first time an individual visitor attempts to reach a service page where there are geographic (ie ex-DC) service differences, the website will ask for a postcode; it will then take the customer to the right page and "remember" the postcode for all future visits.

Web channel service decisions to be made and implemented prior to 1 April 2009:

- Introduction of Wiltshire Council website/decommissioning existing websites
- Website structure and design – ensuring that it is an effective service delivery channel rather than simply a communication channel.

4.5 Email

Emails from customers will (wherever possible) go to a service inbox rather than a named individual. These will be dealt with by a combination of Customer Service staff and other designated people with access to the mailbox.

The same email inbox addresses will be used in the website; whenever the customer wishes to send an email from the website, a structured form will appear which collects the information needed to process the request for service or information.

Emails to the council will generate a unique reference number and an automatic acknowledgement which lets the customer know what will happen next. For some services, further updates may be generated as the request proceeds, and the customer will have the option to track progress online.

4.6 Letters/paper channel

This is an important channel for many customers and services and needs to be integrated with the other channels. The letters/paper channel is being handled by another part of the LGR programme (Resources workstream) and the relationship between the channels and the processes for dealing with paper service requests have not yet been defined. This will be done as part of the Day 1 detailed planning work which will commence shortly.

4.7 Other

Video-link, digital TV and SMS channels will not be widely used, if at all, at 1/4/09 because of our limited capacity and the cumulative risk that implementing them poses to the main channels.

However, in view of the rising costs of transport and our customers' growing expectations and preferences for these channels, we will:

- Take any readily available opportunities to use them, service by service.
- Develop a plan to implement them rapidly and as a priority, following the launch of the new council.

4.8 Transition and foundations of transformation – what it will take to get there at 1 April 2009

- Customer contact channels projects*: F2F, telephony, web, email – LGR transition.
- FPC system*: process development and people preparation; service scripting; information management and delivery (CRM, contacts directory) – LGR transition.
- Paper mail/letters solution – Resources workstream, LGR transition.
- WAN and telephony (technical infrastructure) projects – LGR transition.
- Customer Focus organisation-wide interventions*: customer and community insight and research; OD; HR; communications/campaign – LGR transition.
- Scoping of FPC service at 1/4/09* – LGR transition; formation of Shared Services Team.
- Initial customer focus/systems interventions with front line services* – LGR FLS workstream (eg Development Control and (potentially) Streetscene); with other programmes (eg FOCUS (Charteris)).
- Resourcing an appropriate project team* to develop and implement all the changes needed to achieve “completely reliable access to services at 1 April 2009, with access foundations for the future” – LGR transition; council management teams.
- Capital investment of £X.XM* (*currently defining this*) – LGR transition.
- Amalgamation (from 1/10/08?) of current customer services teams*, as the first element of the FPC service – LGR transition; formation of Shared Services Team.
- Political and corporate leadership and sponsorship, and union support.

* included in Customer Focus, Access and Contact Workstream PID, currently under development.

Transformed access to services: from now to 2012

5.1 Introduction

Transformation will start in parallel with transition: not only laying foundations, but theming services around the customer and moving the council from reactive responder to its “system” to proactive shaper of its “system”. This move from reactive to proactive will require engagement with our customers and communities as well as interventions across our services and both political and management structures. The outcome will be a council which operates in a completely different way, using a different “worldview” to make decisions, to work with customers and communities, and to deliver services.

This council will deliver the unitary bid’s aspirations of

- high quality, low cost, customer focussed services;
- local, open, transparent decision-making;
- working together to support Wiltshire’s communities, building social capital.

5.2 Transforming Wiltshire’s system

Wiltshire’s local government is the single most influential shaper of its own “system” – the combination of communities, demand and delivery. It therefore is able to shape its own demand, depending in part on the interventions (ie services) that the council itself delivers. How this would work, and work differently from today, is best explained through an example – *not a proposal for a specific service*, simply a means of bringing the ideas to life and enabling discussion.

Streetscene – a possible future model

The state of places where people live, work and go for leisure has a large influence over their general contentment and satisfaction. So Streetscene is a strategic service in terms of how Wiltshire is perceived by residents and visitors.

This section illustrates how recent developments in Streetscene could be taken further forward as a potential route to transformation, creating a more proactive service which both generated and relied on social capital – and the parallel changes that this would involve.

Parish Stewards have been introduced relatively recently by WCC. Their work already has a strong preventative element eg keeping gullies clear to reduce flooding, and they also work with parish councillors on local requests, at their own or their managers’ discretion.

During March, WCC experimented by asking Parish Stewards to fix potholes when they found them, resulting in 600 fixes in one month, at no additional cost and without the demand passing through Clarence or the highways work management system.

In addition, the potholes intervention team are looking at new materials and machinery to improve the longevity of fixes, and to reduce how often potholes happen.

Service transformation in Streetscene – across roads and pavement maintenance, litter, fly-tipping, graffiti, signage, grass-cutting, and street cleansing etc could look at further technical or workforce roles changes to reduce the frequency and impact of this demand on our services system

However, system transformation in Streetscene could reinvest savings from improvements in the service to address root causes, particularly where attitudes and social acceptability/unacceptability are a potential factor: increased recycling, wearing safety belts, or reducing your carbon footprint being examples of successful or emerging changes to attitudes.

System interventions to affect attitudes – among many other possibilities – to prevent degeneration before it becomes expensive to fix might include:

- *involving school children in environmental field work and maintenance projects;*
- *identifying the types of road use which increased the incidence of potholes and encouraging corresponding changes of behaviour in fleet operators and drivers.*

Streetscene – a possible future model (continued)

Complementing these are some possible changes to the way we work with Parish Councils and third sector groups, both large and small. These may include:

- *An expansion of the role of the Parish Stewards: doing, mediating (finding people, judging what best done by the council and what done by partner/community [see below]), or educating*
- *Local ownership of elements of Streetscene and/or volunteering.*
- *Local decision-making and Community Boards, including choices of cash or labour/value*
- *Board and council doing budgeting and priority-setting together, or communities electing to do some things from their local resources so that other things can be done by the council.*

Over time, these approaches in combination could be expected to have a significant impact on the Streetscene system, and contribute to both community engagement/decision-making and to increased social capital.

5.3 Service design

If agreed and implemented, a shift from predominantly reactive to predominantly proactive services acting on the system to address root causes of demand would have a significant impact on the services we offered. As a result, it is difficult to make specific proposals at this stage.

However, as described in section 3.6 above, beginning with the customer and putting ourselves in their shoes leads us to propose some theming for our service offers at the First Point of Contact.

These themed services would use demand and customer insight data to identify suitable service components from across the council's departments and, as the services became more mature, from our partners in the public and third sectors.

Three examples illustrate this:

- "Access to advice and support" service: eg access to benefits, housing advice, social care and debt advice, dealing with homophobic abuse or bullying. (This would build on the FOCUS programme to transform access to adult social care).
- "Moving in" service: eg council tax and voter registration, schools places, waste collections and recycling information, councillor information, transport and leisure information (?a Welcome Pack), as well as services for people with more particular needs eg Blue Badges, free school means, benefits/allowances etc.
- "Life Events: Births" eg information on child benefits, childminder and crèche, Homestart/support, health visitors and other people who can provide help, as well as registration of the birth. "Life Events: Deaths" offers similar possibilities for service design.

This service transformation can begin before 1 April 2009, in parallel with the work of transition. We propose to develop a First Point of Contact service covering benefits, housing advice, and (potentially) debt advice as a proof of concept, using customer focus and systems thinking, and developing it in parallel with the work going on in the FOCUS programme.

If the early results are encouraging, we propose to identify and develop other themed services.

5.4 Channels

Our future contact channels all depend on our future services design and – we believe – what are likely to be noticeably different demand patterns; any detail about these would be speculation at this stage. However, **face to face, telephone, web, email** and **paper** will all continue to be essential. In addition, **mobile working** for service delivery, **multi-agency/multi-purpose** channels, and the use of well tested digital channels eg **videolink, kiosks, digital TV**, and **SMS text messaging** will be used on a customer-driven basis.

5.5 Customer Focus and Access 2012: transformation – wider organisation elements

Delivering a transformed customer experience and access to services will require changes in our culture and behaviours, job and role design and specification, and information capture and use.

These are foundational enablers and we can and should begin work on them before 1 April 2009; they will bear increasing fruit over time.

- Capturing and making use of customer and community insight, and service demand data.
- Changing the workforce's mix of skills, knowledge and authority to match our service design and delivery.
- Changing roles, job descriptions and person specifications.
- Creating a consistent customer-focused culture and empowering leadership style across the organisation.
- Communication to staff and our citizens: to explain and to involve.

These bullets will be developed in more detail as we discuss the proposals above. However, we can only expect transformation if we take action on these – they affect the organisation's thinking, and therefore the performance of its system.

6. Next steps in the development of this Customer Access to Service Strategy

Project Initiation Document

This Strategy document does not describe in detail the projects and work parcels needed to implement the strategy. These will be contained in a Customer Focus, Access and Contact Project Initiation Document (PID), including estimated budget and other resources needed for stage 1 work (Section 4, particularly 4.8). The first draft PID will go to the CFB on 12 June.

Communication and awareness

Once the Customer Access to Service Strategy has been signed off, we will communicate it to a range of audiences; this communication will include:

- Summary of Access Channels at 1/4/09 – plainer English version, for customers
- Roadshows to all staff in the Customer Service functions (July)
- A members' seminar on Access to Services 2012 direction of travel.

John Rogers
Customer Focus Lead
9 June 2008

Appendix: customer demand data; geographic information; demographic and trend information

Commentary

Customer focus begins with understanding our communities' and citizens' needs and aspirations. This is achieved through engagement and dialogue, through research, and through analysis of social and customer data of many different kinds.

In brief: what are Wiltshire's communities like? What are our citizens and businesses like? What are they trying to become and how can we best help them? What are the principal barriers? Our services are interventions to close these gaps and overcome the barriers.

By combining and correlating our many sources of knowledge about our communities and customers, we can develop business intelligence: to prioritise services, to design, promote and deliver them in more effective ways, and to evaluate their effectiveness – the differences they have made to the individuals using them and the communities where they have been deployed.

A great deal of this information is already available to us. For example:

- Research, surveys, and community engagement.
- *People's Voice* and other panels.
- Demographic and social information including Mosaic.
- Indices of deprivation and hotspots.
- Population statistics.
- Transport route and customer journeys.
- Service taken up (or declined): the services and the outcomes, from line of business applications, from CRM data and in the heads of people delivering services.
- Detailed demand data and analysis by channel, location, and service.
- Complaints and reported service defects.
- Members, knowledge of their area and their constituents.
- Town and parish councils.
- National government statistics.
- Partner statistics and information, especially Police, Fire, Health, Probation, DWP, Learning and Skills Council, Chambers of Commerce, and third sector partners.

Turning this diverse data into business intelligence and making full use of it is a critical element of the customer focus enterprise; this work is being resourced and planned, and will shortly deliver demographic, demand and geographic information to service managers and other decision-makers.

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**WILTSHIRE COUNCIL
CABINET
26 JANUARY 2010**

**SUBJECT: SECTION 75 AGREEMENT WITH THE AVON AND WILTSHIRE
PARTNERSHIP TRUST FOR MENTAL HEALTH**

Cabinet Member: Councillor John Thomson, Community Services

Executive Summary

We are seeking the approval of the Cabinet to put in place a Section 75 Agreement under the Health and Social Care Flexibilities provision with the Avon and Wiltshire Partnership Trust for Mental Health. Section 75 Agreements are the legal mechanism through which health and social care agencies are able to devolve their responsibilities to another agency and performance manage the process from a distance through a contract and governance framework.

These Agreements are to commence on 1st February 2010 for a period of 3 years with termination clauses for both organisations prior to that time should either agency fail to meet their obligations or should there be a change in legislation that invalidates the partnership.

Proposal

That Cabinet approve and support the signing of the Section 75 Agreement with the Avon and Wiltshire Partnership Trust for Mental Health for:

- an integrated assessment and care management service and
- the provision of the management to the approved mental health professional provision under the Mental Health legislation to meet the statutory responsibilities of the Council

on terms to be agreed by the Director of Community Services in consultation with the Cabinet Member for Community Services and the Solicitor to the Council.

Reason for Proposal

This Agreement covers the provision of a specialist mental health service to those individuals with the most serious and enduring mental health needs, their carers and families. All national evidence and guidance leads us to believe that this service is most effectively provided through an integrated health and social care partnership. Avon and Wiltshire Mental Health Partnership Trust is the chosen provider for the health provision by our Primary Care Trust partners so need to be our chosen partner also.

Sue Redmond, Director of Community Services

**SUBJECT: SECTION 75 AGREEMENT WITH THE AVON AND WILTSHIRE
PARTNERSHIP TRUST FOR MENTAL HEALTH**

Cabinet Member: Councillor John Thomson, Community Services

Purpose of Report

1. We are seeking the approval of the Cabinet to put in place a Section 75 Agreement under the Health and Social Care Flexibilities provision with the Avon and Wiltshire Partnership Trust for Mental Health. Section 75 Agreements are the legal mechanism through which health and social care agencies are able to devolve their responsibilities to another agency and performance manage the process from a distance through a contract and governance framework.
2. This Agreement is to commence on 1st February 2010 for a period of 3 years with termination clauses for both organisations prior to that time if either agency fails to meet their obligations or a change in legislation invalidates the partnership.

Background

3. The Council have previously had in place a Section 31 Agreement (this was the previous mechanism now replaced by the Section 75) with the Avon and Wiltshire Partnership Trust to provide on our behalf:
 - An integrated assessment and care management service to Adults of Working Age and Older People with mental health needs.
 - The management of approved mental health professionals to meet the legal responsibilities of the Council under the Mental Health Act
4. These arrangements have been supported by the transfer of a budget to cover the management costs of the delivery of the service as well as the secondment of 36 FTE social workers and 2 FTE Professional Leads employed by the Council but transferred to the day to day management of the Trust. A governance structure is in place within the Council to ensure the employer and professional responsibilities of the Council are met.
5. The service budgets which provide the direct payment or service to meet the assessed needs of citizens remain under the direct management of Council managers.
6. These Agreements lapsed with the closure of the Mental Health Pooled Budget and Joint Commissioning arrangements in 2006. Since this date, the Council and the Trust have been operating under signed 'letters of intent' which acknowledge a willingness to implement long term and robust arrangements. As such, it is the

recommendation of the officers concerned that we need to extend the relationship between the organisations through the implementation of new formal arrangements.

Main Considerations for the Council

7. The Council will be using Avon and Wiltshire Mental Health Partnership Trust as an agent to meet some of its legal obligations.
8. All the services that are embodied in the Agreement are highly specialised services that require a skill and knowledge base only present in a specialist provider setting.
9. The Trust is presently the only local provider appropriate to provide the assessment, care management and Mental Health Act provisions.
10. The Council could directly provide the care management service and the response under the Mental Health Act however they do not have the structures and the added value of an integrated response to the user of the services would be lost.

Environmental Impact of the Proposal

11. None identified

Risk Assessment

Application by AWP to move to Foundation status – Risk Low

12. Cabinet have been informed by the Trust of their application for Foundation status. The implications for these Agreements are both positive and potentially challenging.
13. The positive aspect is that Foundation Trusts are required to move to robust contracting relationships with their commissioners which provide for ever increasing robust governance arrangements; the more challenging aspect is that they are permitted to extend their business remit and this may possibly compromise their commitment to the social care aspect of their function. We have been reassured by their Chief Officer that they remain fully committed to being a health and social care agency. To support them in this role we have put in place monthly governance meeting and reporting mechanism to the Joint Commissioning Board. There is a group of senior managers from the Council and the Primary Care Trust who guide and performance manage the work of the commissioning teams and receives and challenges the major provider of secondary mental health services.

The support and management of the seconded staff- Risk Low

14. We have reinforced the support structure for the seconded social workers whose role it is to promote the social care model of intervention.

15. Wiltshire Council will retain responsibility as the employer and we are committed to supporting the seconded staff through a range of contacts.
- To reinforce their identity we have put in place access to WCC IT systems including the Intranet and News and Views.
 - We have introduced monthly meeting with Wiltshire Council managers.
 - The professional leads are directly managed by the Department of Community Service through the post of Social Care Advisor. This post will not only support the 36 FTE seconded workers but will also support and influence the front line operational managers within AWP on social care issues and reinforcing the Transforming Social Care agenda.

Reporting on the Performance indicators – Risk Low

16. The Council through this Arrangement are dependent on the Trust to report on the performance indicators delivered on behalf of the Council by the Trust. The implications of them not doing this successfully have significance for the annual review.
17. The Trust has agreed to both change their IT systems and train their staff to collect the data more effectively and in a timely manner and we have already seen evidence of this improvement. We have a frame work of meetings between the two organisations which would alert either party to any difficulties in a timely manner so any impact could be managed.

Financial Implications

The integrated assessment and care management service and response under the Mental Health Act provisions

18. The 36 social workers will be paid by the County Council and therefore there is no transfer of resources to the Trust for this as there was in the previous arrangement referred to in Paragraph 3.
19. The Trust will be responsible for their overall management and the employment of all other staff to fulfil the responsibilities under the agreement, for example management costs, support staff, accommodation and IT costs and these responsibilities relate to the transferred budget.
20. A formula has been agreed between the Council and the Trust for calculating the management costs based on those set by the Council for all its other functions.

Legal Implications

21. The Section 75 Agreements ensure that the Council are compliant with their contracting and financial regulations and has in place a robust governance arrangement for the delivery of their legal responsibilities under the Mental Health Act.

Equality Impact Assessment

22. An Equality Impact Assessment has been completed on The Strategy and Commissioning Intentions Document for Mental Health and covers the service that is being contracted through this process. Additionally we have requested sight of the Assessments being carried out by AWP on the integrated service as a discreet area of service delivery.

Options Considered

23. Consideration has been given to the Council directly providing this service but all evidence suggests that this will neither provide best value for the Council or the best service experience for the users of the services.

Reasons for Proposals

24. In considering national evidence of the best way to meet the needs of individuals requiring these services every indicator suggests that a provider which a specialist remit, hence the skill base and support structure will result in the best experience for users of the service.

Proposals

25. That the Cabinet be recommended to:

Approve and support the signing of the Section 75 Agreement with the Avon and Wiltshire Partnership Trust for Mental Health for:

- An integrated assessment and care management service
- The provision of the management of the approved mental health professional service under the Mental Health legislation

on terms to be agreed by the Director of Community Services in consultation with the Cabinet Member for Community Services and the Solicitor to the Council.

SUE REDMOND

Director of Community Services

Unpublished documents relied upon in the production of this report:

None

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WILTSHIRE COUNCIL

CABINET
26 JANUARY 2010

FIRE SPRINKLERS IN NEW SCHOOLS

Cabinet Member: Cllr Lionel Grundy, Children's Services

Executive Summary

Following adoption of a motion by Council on 10 November 2009, a policy for the installation of fire sprinkler systems is proposed for consideration by Cabinet. The wider points for consideration have been covered in full in the earlier report to the Council, but additional explanatory notes are provided here to assist in the consideration of the policy.

Proposal

That Cabinet consider the proposed policy at **Appendix B** in conjunction with the Council Report at **Appendix A**, and confirm whether they wish to adopt the policy in its current format.

Reason for Proposal

To:

- (i) Meet Central Government expectations with respect to fire sprinklers in new schools.
- (ii) Reduce the potential impact on the Council's schools portfolio of a significant fire incident.

PARVIS KHANSARI

Service Director, Major Projects

STEPHANIE DENOVA

Service Director, Schools Branch

FIRE SPRINKLERS IN NEW SCHOOLS

Cabinet Member: Cllr Lionel Grundy, Children's Services

Purpose of Report

1. To request a decision on the implementation of a policy for the installation of fire sprinklers in new school buildings, following consideration of a report by Council on 10 November 2009.

Background

2. Wiltshire Council, at its meeting on 10 November 2009, considered an amended Notice of Motion originally submitted by Councillor J Osborn and Councillor H Osborn, and resolved that the following notice of motion be adopted:

"This Council commends the decision to install fire sprinklers in the new secondary school in Melksham. This has been warmly welcomed by the Wiltshire and Swindon Fire Authority and cited in evidence on fire safety to a House of Commons select committee.

In light of this it is most regrettable that a similar decision to install fire sprinklers was not made in respect of the new Wellington Academy.

This Council, in the interest of fire, person and property safety, wishes to see fire sprinklers installed in all new school buildings including extensions built by and for the Council.

3. Council further noted that the issue would be brought to the attention of the Schools Forum, which is reported below.

Main Considerations for the Council

4. The Report considered by Council on 10 November is appended in full at **Appendix A**, and therefore this paper does not seek to repeat its contents. However, some further issues are raised here to assist with the consideration of the proposed policy by Cabinet.
5. A proposed policy is attached at **Appendix B**.
6. Paragraph 4 of the Policy includes a proposed threshold of 750m² for the new build area of an extension, below which sprinklers would not be required. The rationale for this is covered in paragraph 15 of the report to Council and is intended to avoid encumbering smaller projects with disproportionate infrastructure costs. For guidance, this floor area is set just below an area that

- equates to a seven classroom extension to a primary school, or a secondary school sports hall. This is considered to be a pragmatic application of the policy.
7. Paragraph 9 of the policy proposes that sprinklers be installed as a minimum to the newly constructed area of an extension to an existing school, but that provision be made for a future expansion of the system to the remainder of the school at a later point. The policy does not propose the retrospective installation of sprinklers to existing school buildings.
 8. The policy requires the Property Services Project Manager to carry out a Fire Sprinkler Project Assessment to document the decisions made with respect to the application of the policy. If this confirms compliance with the policy then it is proposed that this document be approved by the Head of School Buildings and Places (DCE) and the Corporate Building Manager (Property Services). However, it is proposed that approval for any derogation from the policy be obtained from the Cabinet Member for Children's Services.
 9. The responsibility for servicing and maintaining sprinkler systems will rest with the Governing Body of the School. The cost impact of this has been discussed with the Schools Forum, and the issue noted. The actual costs associated with the systems are being investigated further with actual quotes for service contracts now being received. However, the approaches of individual schools to elements of the required servicing regime will lead to some differences in costs from site to site. The policy requires the Project Manager to work with the school's management to ensure they understand their obligations and to help them mitigate their service costs.

PARVIS KHANSARI

Service Director, Major Projects

STEPHANIE DENOVA

Service Director, Schools Branch

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

None

Appendices:

Appendix A – Council Report, 10 November 2009 – Agenda Item 8: Fire Sprinklers in New Schools

Appendix B – Proposed Council Policy – Fire Sprinklers in New Schools

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COUNCIL
10 NOVEMBER 2009

FIRE SPRINKLERS IN NEW SCHOOLS

Purpose of Report

1. To respond to the Notice of Motion No. 4 raised at the Council Meeting dated 15 September 2009.
2. To advise Council of the implication of adopting a policy for the installation of fire sprinklers in new school buildings including extensions built by and for the Council.

Background

3. Council at its meeting on 15 September 2009 considered the following Notice of Motion:

Notice of Motion No. 4 - Fire Sprinklers in Schools – Submitted by Cllrs J Osborn and H Osborn.

“This council commends the decision to install fire sprinklers in the new secondary school in Melksham. This has been warmly welcomed by the Wiltshire and Swindon Fire Authority and cited in evidence on fire safety to a House of Commons select committee.

In light of this it is most regrettable that a similar decision to install fire sprinklers was not made in respect of the new Wellington Academy.

This council, in the interest of fire, person and property safety, wishes to see fire sprinklers installed in the two proposed new academies for Salisbury”

4. The motion was debated during which the motion was amended to delete the following from the last paragraph of the motion:

‘the two proposed new academies for Salisbury’

and replace with

‘all new school buildings including extensions built by and for the Council’.

5. Council resolved that Notice of Motion No. 4 – Fire Sprinklers in Schools be deferred for a full report to the special meeting of Council on 10 November 2009. Accordingly, Council is asked to consider this report.

6. In March 2007, the Secretary of State for Schools and Learners announced that it was the DCSF's expectation that all new schools would have sprinklers installed. This coincided with the publication of Building Bulletin 100: Designing for fire safety in schools (BB100).
7. BB100 included a risk assessment toolkit and a cost-benefit analysis, both of which support the DCSF policy that all but exceptionally low risk schools should have sprinklers.
8. Formal requirements for life safety are covered by national legislation (Building Regulations) and supporting technical guidance with respect to fire. The relevant building regulation is Approved Document B. The approach championed by DCSF through BB100 seeks to enhance the measures for protection of the property through the installation of sprinklers, coupled with the building regulation requirements for life safety.
9. The Council have made decisions on specific recent projects to install fire sprinklers following use of the risk assessment tool provided in BB100. On this basis, sprinklers are currently being installed at the new Melksham Oak Community School and the new Shrewton Primary School, and budget provision is made within the Primary Capital Programme and the proposed Salisbury Academy projects. In the light of future school building projects, it is considered appropriate to now seek the formality and clarity of a Council policy on this topic to set a framework for upcoming projects.

Main Considerations for the Council

10. Wiltshire is considered to be low risk in respect of incidents of arson on school sites. In the recent past the Council have had very few instances of fire damage in the Council's schools, and none have been major. However, many school sites are in areas not served by retained fire crews, and hence the impact of a fire could be much greater due to the resulting response times. The risk in schools, as a building type, is considered higher than other types due to a number of factors, notably the hours of use, holiday periods during which they remain largely vacant, and a lack of natural surveillance.
11. It is important to note, that the Building Regulations provide a framework whereby safe operation and evacuation of the building is assured through robust fire engineering. Where buildings are designed to meet the Building Regulations Approved Document B the installation of sprinklers would improve the level of protection afforded to the building itself, limiting the ability of a fire to spread and thus vastly reducing the impact of making good fire damage. Sprinklers should not be considered to be an essential feature to assure the life safety of occupants.
12. Without fire sprinklers installed, the impact of a significant fire at a school would be significant, and would extend far beyond the financial impact of making good the damage caused. Such an event would inevitably result in the loss of teaching material and students' coursework, but would also cause significant disruption with the school or parts of it shut down, and teaching taking place from temporary classroom facilities. Where specialist space is affected, e.g.

Science or sports facilities, this accommodation may not be easily or quickly replaced leading to a compromise in standards at the affected school while fire damage is made good.

13. The projects that have been progressed to date with sprinklers installed have enabled Council officers, together with their design teams to work closely with the Council's insurers, Royal Sun Alliance (RSA). A technical specification for sprinkler systems for schools has been issued by RSA and identifies their technical requirements. This document is available to review by request to the report author. A principle has been established for the insurer's involvement in new school projects at the design stage to ensure that their technical requirements are met in detail. It is acknowledged that insurance provision is currently being re-procured, and hence this detailed technical work may become superceded by other standards if a change of provider results.
14. The impact on the Council's insurance policy of installing sprinklers is minimal. Due to the size of the Council's property portfolio, the impact on the insurable risk by installing sprinklers on relatively few new build schools is negligible, and does not therefore result in a reduction to the premium. It does, however, enable the insurance deductible on affected properties to be reduced from £250,000 to £50,000 in respect of fire losses.
15. Any policy adopted should define the criteria to be applied for projects that involve the extension or refurbishment of existing buildings. It is recommended that a practical application is sought to avoid encumbering smaller projects with disproportionate infrastructure costs. The policy should also acknowledge that there may be instances where planning constraints prevent the installation of above ground tanks (preferable to insurers). Other alternatives, i.e. below ground or mains fed systems, could be explored, but if these prove to be infeasible there may be instances where sprinklers cannot be installed. In this event, a method of seeking a formal derogation to such a policy should be established, to ensure that such decision is subject to sufficient rigour.

Environmental Impact of the Proposal

16. None

Equalities Impact of the Proposal

17. None

Risk Assessment

18. The DCSF's Risk Assessment Toolkit contained within BB100 has been used to evaluate the risk on specific projects, which are considered to be typical for Wiltshire (Melksham Oak Community School and Highbury Primary School). These both established that the risk is considered "average". The BB100 guidance on this basis is that sprinklers should be installed irrespective of the outcome of the cost-benefit analysis tool.

19. The failure of schools to adequately maintain a fire sprinkler system may put the authority at risk if fire damage results from a faulty sprinkler system. Insurers will expect that the recommended maintenance regime is followed. The consideration of the maintenance burden in paragraph 24 is crucial to ensuring that the insurable risk of fire is genuinely reduced by the installation of sprinklers.
20. The implementation of this policy alone will not remove the risk of fire. Attention should continue to be focussed on evaluating fire risk in existing school property and addressing hazards through the effective management of that risk in school premises.

Financial Implications

21. The installation of sprinkler systems in two current projects has enabled costs to be tested for typical school project types. This leads to indicative costs as below, which compare with benchmark costs from other sources.
 - a. 1350 pupil Secondary School - £550,000, equivalent to 2.3% of construction cost.
 - b. 210 pupil Primary School - £70,000, equivalent to 2.5% of construction cost
 - c. 420 pupil Primary School - £125,000, equivalent to 2.8% of construction cost
22. The installation of sprinklers within an existing building has not as yet been tested, and is considered to be too variable to provide a useful benchmark. The proposed policy would require the retrospective installation of sprinklers within an existing school to be evaluated as part of any significant refurbishment project. The application of the policy should be considered on a project-by-project basis with the intent of the policy in mind.
23. The annual maintenance cost of fire sprinklers could be £5,000-10,000 for a secondary school, depending on the extent to which routine inspections can be carried out by the school, and the scale of the system. This is a significant cost for any school, but particularly a primary school, where the cost could reach £5,000 per annum. It is recommended that the views of Council in respect of a policy be discussed at the Schools Forum to raise awareness of the potential maintenance and servicing responsibility and associated financial burden.
24. DCSF funding models do not include an allocation for sprinklers. It therefore falls on the Local Authority to either fund the installation themselves or to fund it from within defined funding envelopes. In the instance of The Wellington Academy, in the absence of specific funds for sprinklers, the Academy Trust decided not to fund this item from within the basic funding allocation. The Council's capital bids for both Salisbury Academies have included allowance for sprinklers.

Legal Implications

25. None.

Options Considered

26. The alternative to this policy would be to continue designing and building schools without sprinklers. This would continue to deliver well designed schools that comply with the relevant building regulations, and are therefore safe for their occupants. There is not considered to be adverse risk to pupils, staff and other users of school buildings if this option were to be taken.
27. However, the ongoing risk of a serious fire in one of the Council's schools clearly remains, and the impact of such a fire to the operation of a school would be significant.
28. The reputational impact to the Council of a newly built school being severely damaged by fire without the mitigation of a fire sprinkler system should be considered.

Proposals

29. It is recommended that members consider the implications of adopting the motion as outlined in this report.
30. If Council is minded to adopt the motion Cabinet be requested to consider a policy to install sprinklers in all new school buildings, including extensions built by and on behalf of the Council.

PARVIS KHANSARI

Service Director, Major Projects

STEPHANIE DENOVA

Service Director, Schools Branch

Report Author

Neil Ward

Corporate Building Manager

Tel No: 01225 713298

Date of first draft: 19 October 2009

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

None

Appendices:

None

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CABINET
26 JANUARY 2010

WILTSHIRE COUNCIL POLICY

FIRE SPRINKLERS IN NEW SCHOOLS

Reason for the policy

1. The need for this policy is derived from the following:
 - (i) To meet central government expectations with respect to fire sprinklers in new schools,
 - (ii) To reduce the potential impact on the Council's schools portfolio of a significant fire incident.

Policy Definition

2. Automated Fire Sprinklers are to be installed in all new schools built by or on behalf of Wiltshire Council from the date of approval of this policy.
3. The policy applies to all new-build schools and significant extensions or refurbishment projects.
4. A significant extension is deemed to be one that increases the footprint of the existing floor area of the school by more than 750m².
5. It is expected that the holistic refurbishment of an existing school will include a detailed technical appraisal and cost evaluation of retrospectively installing sprinklers throughout the existing buildings.
6. Where an extension or a partial refurbishment does not meet the criteria above, but takes place in line with a broader masterplan for the redevelopment of the site, the cumulative impact of the masterplan should be considered and a robust approach to sprinkler infrastructure taken in respect of the defined project.
7. This policy does not cover existing school buildings where no major building project is planned. The policy explicitly excludes mobile classrooms and similar temporary buildings.
8. Sprinklers must be installed to meet the defined requirements of the Council's insurers. Adequate consultation with the insurer's representatives must take place at appropriate stages of the project to ensure that their requirements are clear and being met by the design and installation. The Insurers Surveyor must formally approve firstly the design and then the installation to confirm that it meets their requirements, and that any conditions to the Council's insurance policy have been met.

9. Where an extension or partial refurbishment to a school triggers the threshold defined in paragraphs 4 and 6, sprinkler systems shall be installed as a minimum to the extended or refurbished area of the school with a connection provided, and flexibility given within reasonable assumptions, for the future installation of a system to the remainder of the building.
10. All sprinkler installations must form part of a holistic fire engineering design for the building to ensure that the full benefits available through application of sprinklers are realised.
11. All sprinkler installations must be carried out by contractors contained on the LPC List of Approved Fire and Security Products and Services. This requirement must be explicit within the specification for these systems when issuing tenders, and the proposed sub-contractor checked prior to award of the main contract.

Fire Sprinkler Project Assessment

12. A Fire Sprinkler Project Assessment must be carried out by the Project Manager in conjunction with the allocated Education Officer at the outset of the project, to determine the approach to be taken to sprinklers in respect of this policy. The intention of this policy should be respected to ensure that this assessment is robust and in line with the objective of the policy. This assessment must be updated at each key stage of the project to ensure that the assumptions made originally remain valid.
13. The outcome of the Assessment should be approved by the Head of School Buildings and Places and the Corporate Building Manager prior to approval of the Project Brief.
14. The planning implication of locating above ground sprinkler tanks on a school site, must be considered from the first point of pre-application consultation with colleagues in Development Control, and summarised in the assessment. Early consultation will enable mitigation for visual impact to be assessed and included as a central issue within the scheme.
15. If an above ground tank proves unachievable in planning terms, alternatives must be fully explored and options exhausted through full consultation with insurers. Such alternatives should be reported as minor derogations to this policy, due to the effect on compliance with the insurer's core requirements, and reported to the Head of School Buildings and Places and the Corporate Building Manager for approval.
16. If the Fire Sprinkler Project Assessment concludes that it is not possible to install sprinklers due to technical complexities (including planning constraints) this must be reported as a major derogation to this policy, and presented to the Cabinet Member for Children's Services for approval.

17. Responsibility for servicing and maintenance of the system rests with the Governing Body of the School. The outcome of the Fire Sprinkler Project Assessment must be shared with the incumbent school management. They must be made aware of this policy and its specific project application. They must then be made aware of the ongoing servicing and maintenance impact and potential costs. The Project Manager should assist the school in their understanding of the servicing and maintenance requirements.

Cost impact

18. Budget provision for sprinkler systems must be made within all project budgets at the capital bidding stage, or at the point of establishing a project budget where it is not subject to capital bidding. The cost of sprinkler installations should be kept under review by the Project Manager throughout the development of the project.
19. The cost of sprinkler installations must be separately identified within contractors tender sum breakdown to enable the cost of the systems to be monitored, and to inform future budget figures.

Relevant documents

- Building Bulletin 100: Designing for fire safety in schools.
- Outline Technical Specification for Proposed Automatic Sprinkler Systems for Schools, Royal Sun Alliance.
- Loss Prevention Council (LPC) Rules for Automatic Sprinkler Installations
- Standard Specifications, Layouts, Dimensions – DCSF
- Technical Bulletin 220 – Power supplies for Sprinkler Pumps -
- LPC List of approved fire and security products and services.

PARVIS KHANSARI

Service Director, Major Projects

STEPHANIE DENOVA

Service Director, Schools Branch

Report Author

Neil Ward

Corporate Building Manager

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

Appendices:

Appendix A – Outline Technical Specification for Proposed Automatic Sprinkler Systems for Schools, Royal Sun Alliance.

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**WILTSHIRE COUNCIL
CABINET**

26 JANUARY 2010

REVENUE BUDGET MONITORING: APRIL TO NOVEMBER 2009

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

Executive Summary

The delivery of Departmental Action Plans, have managed the previously reported financial pressures of £1.539 million down to £1.484 million. As reported Action Plans are either in place or being developed to manage the £1.484 million of pressures.

Proposal

The Cabinet is asked to note the report.

Reasons For Proposals

That Members are aware of the Council's budgetary pressures.

MARTIN DONOVAN
Chief Finance Officer

26 JANUARY 2010

REVENUE BUDGET MONITORING: APRIL TO NOVEMBER 2009

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

Purpose of Report

1. To advise Cabinet of the latest position regarding the revenue budget monitoring for 2009-10.

Background

2. Budget action plans have been produced by all departments to ensure their year end position is in line with budget. During the last month these action plans have reduced the previous reported financial pressures from £1.539 million down to £1.484 million. The detailed revenue budget monitoring statement is attached at Appendix 1. Departmental Action Plans to manage the £1.484 million are shown in Appendix 2.

Department of Transport, Environment and Leisure

3. Last month, financial pressures of £230,000 were reported. It is now projected that the outturn will be in line with the budget. Although no further Action Plan is required at this stage the budget is being closely monitored. A particular issue is the cost of winter gritting. Currently it is forecast that this work will be managed within budget.

Department of Economic Development, Planning & Housing

4. Last month, the Department forecast an underspend of £35,000 as a result of the delivery of the Action Plan and an improved position with regard to income forecasts. This month the Department is still projecting an underspend of £35,000. Although no further Action Plan is necessary at this stage, the budget will continue to be closely monitored.

Department of Community Services

5. The department is continuing to implement the previously reported Action Plan to manage financial pressures of £0.475 million. The action plan is detailed in Appendix 2.

6. In addition, as a result of the demand led nature of the Adult Social Care budgets such as Services for Older People, which can be under increasing pressure particularly at this time of year, a thorough review has been undertaken to confirm the level of commitment associated with these budgets. This is reflected in the budget forecasts. This review has confirmed that there is evidence to suggest that the demand for services has grown and as a result, the service continues to face budget pressures. As a result, the department has taken further management action to control these pressures.

Department of Children and Education

7. Last month, actions had been put in place to manage financial pressures of £1.259 million down to £374,000. This month the outstanding financial pressures have increased by £276,000 to £651,000. This increase is mainly as a result of new pressures within the external placement budgets for Looked After Children. This is as a result of the placement of Young People that could not be anticipated. For instance, unaccompanied asylum seekers and movements from other local authorities. In terms of the latter appropriate challenges are made to minimise costs. Work is in hand to identify necessary actions to manage the financial pressures of £651,000.

Department of Resources

8. The previously reported financial pressures of £500,000 have now been managed down to £393,000. Ongoing actions to address this are shown in Appendix 2.
9. Specific financial pressures which are partly offset by underspends in other budgetary areas include Policy and Communication (£123,000) as a result of a decline in Research income, and Shared Services and Customer Care (£455,000) mainly due to SAP Support Centre (£300,000) and higher than expected Coroner's costs (£125,000).
10. Logistical delays in centralising communication budgets and Design and Print budgets have meant that total savings of £400,000 have not been realised during the 2009-10 financial year. This issue is being addressed corporately and will be closely monitored.

Main Considerations for the Council

11. To note the current budget monitoring report.

Environmental Impact of the Proposal

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

Equality and Diversity Impact of the Proposal

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

Legal Implications

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

Risk Assessment

15. SAP provides the Council's new financial management system. Work is progressing in terms of confirming the integrity of SAPs financial reporting. Volatility in budget areas caused by the demand led nature of some services within Department of Community Services and the Department of Children and Education, together with the impact of the recession across the Council are being closely monitored on a monthly basis.

Financial Implications

16. Previously, financial pressures of £1.539 million were reported. Actions already taken have reduced these pressures down to £1.484 million. Actions are in place to address these residual pressures. In the case of the Department of Children and Education, actions are still being developed to address £651,000 of pressures.

MARTIN DONOVAN
Chief Finance Officer

Report Author: Martin Donovan

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

Appendices :

Appendix 1 – detailed revenue budget monitoring statement.
Appendix 2 – departmental action plans.

Wiltshire Council Revenue Budget Monitoring Statement

30-Nov-09

		<i>Approved Budget 2009-10</i>	<i>Actual Position 30-11-2009</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
SUMMARY						
Children and Education	Gross	381.145	95.468	381.796	(0.651)	(0.2%)
	Income	-327.469	-33.859	-327.469	-	-
	Net	53.676	61.609	54.327	(0.651)	(1.2%)
Community Services	Gross	152.893	94.094	154.108	(1.215)	(0.8%)
	Income	-38.116	-23.940	-38.856	0.740	(1.9%)
	Net	114.777	70.154	115.252	(0.475)	(0.4%)
Transport, Environment & Leisure	Gross	120.177	78.635	118.344	1.833	1.5%
	Income	-33.409	-21.050	-31.576	(1.833)	5.5%
	Net	86.768	57.585	86.768	0.000	0.0%
Economic Development, Planning & Housing	Gross	26.791	13.891	25.237	1.554	5.8%
	Income	-15.204	-7.379	-13.685	(1.519)	10.0%
	Net	11.587	6.512	11.552	0.035	0.3%
Department of Resources	Gross	154.329	110.459	157.875	(3.546)	(2.3%)
	Income	-106.794	-91.607	-109.947	3.153	(3.0%)
	Net	47.535	18.852	47.928	(0.393)	(0.8%)
Capital Financing Movement to/from Reserves		20.085	5.561	20.085	-	-
		-2.207	-	-2.207	-	-
GRAND TOTAL		332.221	220.273	333.705	(1.484)	(0.4%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

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Wiltshire Council Revenue Budget Monitoring Statement

30-Nov-09

		<i>Approved Budget 2009-10</i>	<i>Actual Position 30-11-2009</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>DETAIL</u>						
<u>Children and Education</u>						
Funding Schools RIYP	Gross Costs	245.561	1.604	245.561	-	-
	Income	-245.561	-30.167	-245.561	-	-
	Net	-	-28.563	-	-	
Children & Families	Gross Costs	55.855	44.485	56.865	(1.010)	(1.8%)
	Income	-17.441	-0.928	-17.441	-	-
	Net	38.414	43.557	39.424	(1.010)	(2.6%)
Strategic Services	Gross Costs	5.976	5.822	5.974	0.002	0.0%
	Income	-5.548	-0.543	-5.548	-	-
	Net	0.428	5.279	0.426	0.002	0.5%
Early Years	Gross Costs	21.478	15.349	21.478	-	-
	Income	-21.478	-0.004	-21.478	-	-
	Net	-	15.345	-	-	
Schools Support	Gross Costs	41.483	22.624	41.483	-	-
	Income	-34.524	-1.215	-34.524	-	-
	Net	6.959	21.409	6.959	-	-
Services for Young People	Gross Costs	9.691	5.064	9.591	0.100	1.0%
	Income	-2.400	-0.949	-2.400	-	-
	Net	7.291	4.115	7.191	0.100	1.4%
School Buildings & Places	Gross Costs	1.101	0.520	1.101	-	-
	Income	-0.517	-0.053	-0.517	-	-
	Net	0.584	0.467	0.584	-	-
Agreed Recovery Actions still to be actioned	Gross Costs			-0.257	0.257	
Sub Total	Gross Costs	381.145	95.468	381.796	(0.651)	(0.2%)
	Income	-327.469	-33.859	-327.469	-	-
	Net	53.676	61.609	54.327	(0.651)	(1.2%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

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Wiltshire Council Revenue Budget Monitoring Statement

30-Nov-09

		Approved Budget 2009- 10 £m	Actual Position 30- 11-2009 £m	Projected Position for Year £m	Projected Variation for Year £m	Variation as % of Approved Budget
Community Services						
Older People	Gross Costs	45.833	27.425	46.816	(0.983)	(2.1%)
	Income	-7.902	-4.711	-8.396	0.494	(6.3%)
	Net	37.931	22.714	38.420	(0.489)	(1.3%)
Physical Impairment	Gross Costs	7.636	5.358	9.073	(1.437)	(18.8%)
	Income	-1.062	-0.519	-1.062	-	-
	Net	6.574	4.839	8.011	(1.437)	(21.9%)
Learning Disabilities	Gross Costs	43.821	27.316	43.330	0.491	1.1%
	Income	-12.559	-7.888	-12.559	-	-
	Net	31.262	19.428	30.771	0.491	1.6%
Mental Health	Gross Costs	24.281	14.146	23.626	0.655	2.7%
	Income	-4.000	-2.504	-4.246	0.246	(6.2%)
	Net	20.281	11.642	19.380	0.901	4.4%
Resources Strategy & Commissioning	Gross Costs	9.373	6.755	9.519	(0.146)	(1.6%)
	Income	-2.898	-1.608	-2.898	-	-
	Net	6.475	5.147	6.621	(0.146)	(2.3%)
Supporting People	Gross Costs	8.285	5.980	8.285	-	-
	Income	-8.175	-5.450	-8.175	-	-
	Net	0.110	0.530	0.110	-	-
Libraries Heritage & Arts	Gross Costs	8.564	5.042	8.434	0.130	1.5%
	Income	-1.091	-1.131	-1.091	-	-
	Net	7.473	3.911	7.343	0.130	1.7%
Community Safety	Gross Costs	1.169	0.357	1.169	-	-
	Income	-0.411	-	-0.411	-	-
	Net	0.758	0.357	0.758	-	-
Community Leadership & Governance	Gross Costs	3.931	1.715	3.856	0.075	1.9%
	Income	-0.018	-0.129	-0.018	-	-
	Net	3.913	1.586	3.838	0.075	1.9%
Sub Total	Gross Costs	152.893	94.094	154.108	(1.215)	(0.8%)
	Income	-38.116	-23.940	-38.856	0.740	(1.9%)
	Net	114.777	70.154	115.252	(0.475)	(0.4%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

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		<i>Approved Budget 2009-10</i>	<i>Actual Position 30-11-2009</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Transport, Environment & Leisure						
Highways	Gross Costs	17.210	11.261	16.892	0.318	1.8%
	Income	-1.133	-0.755	-1.133	-	-
	Net	16.077	10.506	15.759	0.318	2.0%
Sustainable Transport	Gross Costs	35.562	22.837	34.646	0.916	2.6%
	Income	-15.578	-9.619	-14.428	(1.150)	7.4%
	Net	19.984	13.218	20.218	(0.234)	(1.2%)
Waste Disposal	Gross Costs	21.590	13.202	20.501	1.089	5.0%
	Income	-1.128	-0.752	-1.128	-	-
	Net	20.462	12.450	19.373	1.089	5.3%
Waste Collection & Amenities	Gross Costs	22.231	14.994	22.491	(0.260)	(1.2%)
	Income	-8.406	-5.367	-8.051	(0.355)	4.2%
	Net	13.825	9.627	14.440	(0.615)	(4.4%)
Leisure	Gross Costs	10.174	6.916	10.374	(0.200)	(2.0%)
	Income	-5.001	-3.115	-4.673	(0.328)	6.6%
	Net	5.173	3.801	5.701	(0.528)	(10.2%)
Property	Gross Costs	10.111	7.206	10.111	-	-
	Income	-2.163	-1.442	-2.163	-	-
	Net	7.948	5.764	7.948	-	-
Management Support Servs & Emerg Plan	Gross Costs	3.299	2.219	3.329	(0.030)	(0.9%)
	Income	-	-	-	-	-
	Net	3.299	2.219	3.329	(0.030)	(0.9%)
Sub Total	Gross Costs	120.177	78.635	118.344	1.833	1.5%
	Income	-33.409	-21.050	-31.576	(1.833)	5.5%
	Net	86.768	57.585	86.768	0.000	0.0%

Note: Approved Budget is original budget plus authorised changes. Page 4

Note overspendings are shown in brackets

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Wiltshire Council Revenue Budget Monitoring Statement

30-Nov-09

		<i>Approved Budget 2009-10</i>	<i>Actual Position 30-11-2009</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Economic Development, Planning & Housing						
Economic Development	Gross Costs	8.594	4.422	8.594	-	-
	Income	-5.651	-2.523	-5.651	-	-
	Net	2.943	1.899	2.943	-	-
Housing Management	Gross Costs	4.945	2.552	4.483	0.462	9.3%
	Income	-2.358	-1.068	-1.829	(0.529)	22.4%
	Net	2.587	1.484	2.654	(0.067)	(2.6%)
Public Protection	Gross Costs	5.248	2.807	5.148	0.100	1.9%
	Income	-1.074	-0.650	-1.074	-	-
	Net	4.174	2.157	4.074	0.100	2.4%
Development Services	Gross Costs	8.004	4.110	7.012	0.992	12.4%
	Income	-6.121	-3.138	-5.131	(0.990)	16.2%
	Net	1.883	0.972	1.881	0.002	0.1%
Sub Total	Gross Costs	26.791	13.891	25.237	1.554	5.8%
	Income	-15.204	-7.379	-13.685	(1.519)	10.0%
	Net	11.587	6.512	11.552	0.035	0.3%

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

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		Approved Budget 2009-10	Actual Position 30-11-2009	Projected Position for Year	Projected Variation for Year	Variation as % of Approved Budget
		£m	£m	£m	£m	
Resources						
Chief Executive	Gross Costs	0.591	0.628	0.594	(0.003)	(0.5%)
	Income	-0.013	-0.002	-0.013	-	-
	Net	0.578	0.626	0.581	(0.003)	(0.5%)
Policy & Communications	Gross Costs	3.672	2.286	3.672	-	-
	Income	-1.865	-0.457	-1.742	(0.123)	6.6%
	Net	1.807	1.829	1.930	(0.123)	(6.8%)
Transition Fund	Gross Costs	-	3.286	3.286	(3.286)	
	Income	-	-	-3.286	3.286	
	Net	-	3.286	-	-	
Corp Director / Central Resources	Gross Costs	0.203	0.013	0.203	-	-
	Income	-	-	-	-	-
	Net	0.203	0.013	0.203	-	-
Finance	Gross Costs	113.472	76.111	113.472	-	-
	Income	-99.910	-86.678	-99.910	-	-
	Net	13.562	-10.567	13.562	-	-
HR	Gross Costs	2.280	1.478	2.180	0.100	4.4%
	Income	-0.380	-0.314	-0.380	-	-
	Net	1.900	1.164	1.800	0.100	5.3%
ICT	Gross Costs	15.273	13.214	15.273	-	-
	Income	-0.034	-0.041	-0.034	-	-
	Net	15.239	13.173	15.239	-	-
Corporate Procurement	Gross Costs	0.949	0.588	1.021	(0.072)	(7.6%)
	Income	-0.073	-0.010	-0.073	-	-
	Net	0.876	0.578	0.948	(0.072)	(8.2%)
Legal & Democratic	Gross Costs	6.617	4.672	6.517	0.100	1.5%
	Income	-1.672	-0.949	-1.672	-	-
	Net	4.945	3.723	4.845	0.100	2.0%
Performance & Risk	Gross Costs	0.428	0.426	0.368	0.060	14.0%
	Income	-	-	-	-	-
	Net	0.428	0.426	0.368	0.060	14.0%
Shared Services & Customer Care	Gross Costs	10.540	7.554	10.985	(0.445)	(4.2%)
	Income	-2.847	-3.156	-2.837	(0.010)	0.4%
	Net	7.693	4.398	8.148	(0.455)	(5.9%)
Business Transformation	Gross Costs	0.304	0.203	0.304	-	-
	Income	-	-	-	-	-
	Net	0.304	0.203	0.304	-	-
Sub Total	Gross Costs	154.329	110.459	157.875	(3.546)	(2.3%)
	Income	-106.794	-91.607	-109.947	3.153	(3.0%)
	Net	47.535	18.852	47.928	(0.393)	(0.8%)

Note: Approved Budget is original budget plus authorised changes

Note overspendings are shown in brackets

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Department of Community Services – Budget Action Plan

The department has instigated actions to address the financial pressures of £476,000, which were previously reported.

The figures presented this month are dependent on the achievement of a number of savings, equalling some £4.8m, which have already been built into the budgets for 2009-10. These are the:

- a. Achievement of savings targets from commissioning and procurement savings;
- b. Achievement of savings targets from the delivery of the FOCUS project.

	£'000
Forecast Financial Pressures (as at 30 November 2009)	475
Actions to Mitigate the Financial Pressures	
1. Managers in the Learning Disabilities service are reviewing package costs for clients in Support Living arrangements, to achieve efficiencies.	35
2. Staff vacancies are being reviewed across the whole department. Staffing structures are being reviewed and an effective recruitment freeze will be applied where this will not impact on front line service provision:	210
3. To be achieved from reviewing spend against all directly controllable expenditure areas.	230
Total savings	475

APPENDIX 2

Department of Children and Education

	£'000
Financial Pressures Forecast as at 30 November (after identification of £885,000 savings)	651
Actions still to be identified	651

APPENDIX 2

Department of Resources

	£'000
Financial pressures forecast as at 30 November	393
Further actions to be taken	
Reductions in Supplies and Services expectations	393
Total savings	393

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**WILTSHIRE COUNCIL
CABINET**

26 JANUARY 2010

CAPITAL BUDGET MONITORING: APRIL TO NOVEMBER 2009

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

Executive Summary

The report reflects the position on the Capital Budget as at the end of November 2009.

There is a projected variation of £7.913m against the full year budget for 2009/10.

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

Proposal

- a.) To note the current financial position of the 2009/10 Capital Budget
- b.) To note the budget changes in sections 1 and 2 of Appendix B

Reasons for Proposals

To inform cabinet of the current financial position of the 2009/10 capital budget and to identify schemes within the programme where expenditure is not progressing as anticipated.

MARTIN DONOVAN
Chief Finance Officer

**WILTSHIRE COUNCIL
CABINET**

26 JANUARY 2010

CAPITAL BUDGET MONITORING: APRIL TO NOVEMBER 2009

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

Purpose of Report

1. To update Cabinet of the position of the Capital Programme after 9 months (1st April 2009 to 30th November 2009) of the 2009/10 financial year.

Background

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

	£m	Notes
Capital budget (as at 24th November 2009)	140.757	
<i>Budget amendments;</i>		
Budget adjustments approved at last Cabinet meeting (CFO Delegations)	-7.462	Net budget adjustments detailed in December report.
Budget adjustments awaiting Cabinet approval in January's meeting (CFO Delegations)	3.446	Net budget adjustments as detailed in Appendix B of this report.
Removal of Laverstock Academy scheme	-0.400	Scheme withdrawn from the Capital Programme.
Office Workplace Transformation Scheme	0.436	Included in Capital Programme after being approved in October Cabinet.
Capital budget 2009/10	136.777	

3. Appendix B to the report contains budget adjustments which Cabinet are asked to note (Section 1 and 2).

Summary of Current Position

4. The financial position of the 2009/10 capital budget is summarised below;

Department	Budget 09/10 £m	Actual Spend as at end of Period 8 £m	Projected Outturn for the year £m	Full Year Projected Variance* £m
Children & Education	67.264	32.889	67.160	-0.104
Resources	14.918	0.465	14.909	-0.009
Transport, Environment and Leisure	35.120	24.049	33.007	-2.113
Economic Development, Planning and Housing	15.339	5.926	12.650	-2.689
Community Services	4.136	0.252	1.138	-2.998
Total:	136.777	63.581	128.864	-7.913

* A negative variance indicates a underspend

5. A breakdown of the position of schemes within the capital programme can be seen in appendix A.
6. The variance on the full year projection is driven mainly by the need for schemes to be reprogrammed. Of the £7.913 million projected underspend, £7.604m relates to reprogramming of expenditure; this is reflected in Appendix A. There is a projected underspend on two of the schemes which makes up the remaining year end variance. Details on the underspend are included in comments on schemes below.
7. Various comments on schemes are included below;

7.1 Laverstock Academy

It has become apparent that it is not possible to progress the development of the Laverstock Academy in the way that it was

originally envisaged. The scheme will therefore not proceed and the potential grant from the Department for Children, Schools and Families (DCSF) will not be utilised. Other options are being appraised for developing the three School sites but these would not constitute an academy. The budget is being deleted from the Capital Programme as highlighted earlier in the report. No expenditure had been incurred on the scheme, any costs which relate to the scheme will be charged to revenue sources; these are thought to be minimal.

7.2 Aiming High for Disabled Children – Short Break Funding

As highlighted in last month's report, the budget manager indicates a large element of the grant will not be spent in the 2009/10 financial year. Clarification on the 2009/10 spending levels is expected in the near future and once confirmation is received, the scheme will be reprofiled to reflect the slippage required into 2010/11. The whole of the £205,000 is intended to be spent by the end of the 2010/11 financial year.

7.3 Other DOR Initiatives

The scheme relates to professional fees associated with Cotswold Community Archaeology project. Planning conditions were attached to the sale of gravel deposits as archaeological works had to be conducted before the gravel could be removed. The final bill has been received at a cost of £24,000, with payment expected in February/March 2010. The scheme is therefore showing a underspend in 2009/10 of £9,000.

7.4 Local Transport Plan – Integrated Transport

The budget is to be increased by a further £107,000 due to developer funding and contributions increasing the budget for 2009/10 to £5.110m. The forecast expenditure for the year is expected to be £4.163m due to a delay in a number of schemes which make up the integrated transport budget. The funds will be required next year and so the slippage of funds will occur to move budget to 2010/11. This will happen in subsequent reports once clarifications on the exact amounts are received.

7.5 Local Transport Plan – Maintenance of Principal/Non Principal roads

It has been confirmed that work at Pewsey Road; which is an element of the bridge strengthening programme will not commence this financial year. This accounts for a large proportion of the projected underspend at the year end. Schemes at Bay Bridge and Ogbourne Flyover may also suffer delays which has the potential to increase the underspend. Once the situation of the schemes are clarified, the budget will be reprofiled and funds slipped into 2010/11 to account for delays.

7.6 Major Highway Improvements

Agreement for compensation claims have not progressed as anticipated and as a result the forecast expenditure for the year is likely to be £300,000 against the £900,000 budget. Budget managers have identified that £300,000 of the variance needs to be slipped into 2010/11 while the remaining £300,000 represents an underspend against the scheme. The budget will be reprofiled in subsequent reports to adjust for the slippage amount.

7.7 Libraries, Heritage & Arts Minor Capital Works

The budget covers capital works at Pewsey and Lugershall Libraries and the Pounds Arts centre. All schemes have experienced delays and as a result all the budget will not be spent in 2009/10; there is currently a forecast spend of £60,000 in 2009/10 all of which relates to works at Pewsey Library. The budgets will be reprofiled once the situation is clarified on each element of the budget. Funds will be slipped into the 2010/11 financial years in subsequent reports.

7.8 Adult Social Care Strategy and Commissioning

The above scheme relates to 3 separate budgets; Older people, Learning Disabilities and Mental Health. All budget areas have experienced delays in expenditure and significant amount of the budgets will not be spent in 2009/10. Work is being done to access the level of spending this financial year. Budgets will be reprofiled accordingly in future reports once this has been ascertained.

7.9 Disabled Facilities Grant

The scheme involves providing grants to help disabled people adapt their properties to ensure they remain accessible. It is anticipated that the whole of the budget will be committed by the end of the 2009/10 financial year but actual payments will total £2.650m. If work commissioned can not be accrued for, reprogramming of the budget will need to happen to slip the remaining committed budget into 2010/11.

7.10 Strategic Housing

The scheme is currently projecting a spend of £1.117m at the end of the 2009/10 financial year. Potential schemes are being examined to ensure the remainder of the budget is committed by the end of the financial year. Reprogramming of the budgets may be required to slip committed funds into the 2010/11 financial, this will be accessed and any changes made in future reports.

Main Considerations for the Council

- a) To note the current financial position of the 2009/10 Capital Budget.
- b) To note the budget changes in section 1 and 2 of Appendix B

Environmental Impact of the Proposal

9. 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. The budget setting process for the 2010-11 is assessing the perceived impact of schemes on the Council's carbon footprint and using this as part of the basis to form a decision on the 2010-11 budget.

Equality and Diversity Impact of the Proposal

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

Risk Assessment

11. The capital budget for 2009/10, as detailed in this report, is approximately £136 million and within this programme there are a number of potential risks 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 (2009/10 through to 2011/12).

Financial Implications

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

Legal Implications

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

MARTIN DONOVAN

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

Appendices :

Appendix A – sources SAP report.

Appendix B – details of net budget adjustments

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CAPITAL BUDGET MONITORING STATEMENT: APRIL TO NOVEMBER 2009

SCHEME NAME	DEPARTMENT	2009/10 BUDGET	SCHEME SPEND AT THE END OF PERIOD 8 £	FORECAST SPEND AT 31/03/09 £	PROJECTED VARIANCE* £
Wellington Academy	DCE	7,663,000	4,222,952	7,663,000	0
Salisbury Academy	DCE	353,000	6,311	353,000	0
Extended Schools	DCE	1,502,000	334,448	1,502,000	0
Additional Accommodation	DCE	3,276,770	334,079	3,276,770	0
Access and Inclusion	DCE	1,409,000	428,354	1,409,000	0
NDS 07/08 & 09/10	DCE	2,802,170	2,330,917	2,802,170	0
NDS Modernisation	DCE	4,541,300	3,664,513	4,541,300	0
Devolved formula Capital	DCE	9,898,000	6,710,901	9,898,000	0
DCSF Primary Capital programme	DCE	802,610	359,066	802,610	0
Melksham Oak School	DCE	18,580,830	9,044,154	18,580,830	0
DCSF Targeted Capital 14-19 SEN	DCE	300,000	0	300,000	0
Other DCSF Initiatives	DCE	270,000	267,420	270,000	0
Targeted Capital Food Technology General	DCE	140,000	4,900	140,000	0
Targeted Capital School Kitchens General	DCE	745,000	745,427	745,427	427
Other Projects New Schools	DCE	2,095,020	163,429	2,095,020	0
Other Schools Projects - Expansions	DCE	2,465,070	887,761	2,465,070	0
Other Schools Projects - Replacements	DCE	1,031,380	147,066	1,031,380	0
DCSF Specialist Schools	DCE	600,000	525,000	600,000	0
DCSF 14-19 Diplomas reforms	DCE	1,000,000	250,580	1,000,000	0
DCSF Information System Parents & Providers	DCE	31,000	0	31,000	0
Sure Start early years	DCE	7,227,000	2,332,903	7,227,000	0
LPSA PRG (DCE)	DCE	50,420	0	50,420	0
Aiming High for Disabled Children	DCE	205,000	95	100,000	-105,000
Youth Projects	DCE	276,000	128,251	276,000	0
SUBTOTAL:		67,264,570	32,888,525	67,159,997	-104,573
BMP/SAP	DOR	2,477,000	0	2,477,000	0
ICT Hardware	DOR	751,000	465,357	751,000	0
LPSA PRG (Resources)	DOR	131,250	0	131,250	0
Corporate Finance	DOR	252,000	0	252,000	0
OWTP	DOR	11,272,430	7,379,062	11,272,430	0
Other DOR Initiatives	DOR	34,000	0	25,000	-9,000
SUBTOTAL:		14,917,680	7,844,419	14,908,680	-9,000

SCHEME NAME	DEPARTMENT	2009/10 BUDGET	SCHEME SPEND AT THE END OF PERIOD 8 £	FORECAST SPEND AT 31/03/09 £	PROJECTED VARIANCE* £
LTP – Integrated Transport	TEL	5,003,000	2,668,964	4,163,000	-840,000
Buildings repair & Maintenance	TEL	3,340,180	1,004,449	3,340,180	0
Carbon Trust (NWDC)	TEL	198,000	0	198,000	0
DDA Works	TEL	333,000	0	160,000	-173,000
LTP – Maintenance of Principal/Non Principal roads	TEL	12,280,000	8,088,015	11,828,000	-452,000
Additional Highway Maintenance	TEL	1,645,000	458,296	1,645,000	0
Footways	TEL	250,000	81,377	250,000	0
Land Drainage	TEL	500,000	288,615	500,000	0
Highways Depot and office strategy	TEL	2,571,800	1,118,914	2,571,800	0
Major Integrated Tr. Improvements	TEL	620,000	578,712	620,000	0
Major Highway Improvements	TEL	948,000	158,157	300,000	-648,000
Petersfingers Park and Ride	TEL	2,410,000	1,451,024	2,410,000	0
Waste Vehicles (Purchase)	TEL	1,918,000	166,574	1,918,000	0
Leisure & Amenities	TEL	935,000	111,376	935,000	0
Waste Management	TEL	1,686,000	126,400	1,686,000	0
Small TEL Schemes not split out	TEL	482,000	369,248	482,000	0
SUBTOTAL:		35,119,980	16,670,122	33,006,980	-2,113,000
Tidworth Castledown	EDPH	1,037,000	32,632	1,037,000	0
Economic Development	EDPH	2,356,000	663,738	2,356,000	0
Disabled facilities grants Housing	EDPH	3,672,000	1,376,429	2,650,000	-1,022,000
Corporate other housing grants	EDPH	1,249,000	194,558	1,249,000	0
Strategic Housing	EDPH	2,379,000	150,964	1,117,000	-1,262,000
New Housing	EDPH	50,000	5,975	50,000	0
HRA	EDPH	4,596,000	3,501,936	4,191,047	-404,953
SUBTOTAL:		15,339,000	5,926,232	12,650,047	-2,688,953
LHA Minor Capital Works	DCS	1,102,000	40,898	60,000	-1,042,000
Adult Social Care Strategy & Commissioning - Older People	DCS	1,921,000	0	732,000	-1,189,000
Adult Social Care Strategy & Commissioning - Learning Disability	DCS	276,000	132,744	83,800	-192,200
Adult Social Care Strategy & Commissioning - Mental Health	DCS	575,000	0	0	-575,000
Resources Other	DCS	148,000	78,156	148,000	0
Community Safety	DCS	114,000	0	114,000	0
SUBTOTAL:		4,136,000	251,798	1,137,800	-2,998,200
TOTAL:		136,777,230	63,581,096	128,863,504	-7,913,726

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

Month:
Financial Year:

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: Additional Accomodation

Budget Change:

2009/10	2010/11	2011/12
47,520	612,750	

Funding Source: Other Contributions

Description: Budget amended as a result of increased School contributions towards the scheme.

Project Name: New Deals for School

Budget Change:

2009/10	2010/11	2011/12
751,770		

Funding Source: Other Contributions

Description: Budget amended as a result of increased School contributions towards the scheme.

Project Name: Buildings Repair & Maintenance

Budget Change:

2009/10	2010/11	2011/12
43,180		

Funding Source: Other Contributions

Description: Budget amended as a result of increased School contributions towards the scheme.

Project Name: Other School Projects - Replacements

Budget Change:

2009/10	2010/11	2011/12
43,180		

Funding Source: Other Contributions

Description: Budget amended as a result of increased School contributions towards the scheme.

Project Name: Wellington Academy

Budget Change:

2009/10	2010/11	2011/12
90,000		

Funding Source: Other Contributions

Description: Budget amended as a result of increased School contributions towards the scheme.

Project Name: Targeted Capital Schools Kitchen

Budget Change:

2009/10	2010/11	2011/12
333,000		

Funding Source: Grant

Description: Grant received from the Department for Children, Schools and Families with the aim of increasing the number of schools lunches taken up by pupils in Primary/Secondary and Special Schools. The grant will fund refurbishment and installation of kitchens, increasing the capacity of dining areas and improving the dining environment.

Project Name: Waste Recycling Vehicles

Budget Change:

2009/10	2010/11	2011/12
354,000		

Funding Source: Revenue Contributions

Description: Additional contribution from revenue sources to fund the replacement of kerbside waste collection vehicles.

Project Name: Warminster Household Recycling Centre

Budget Change:

2009/10	2010/11	2011/12
1,314,000		

Funding Source: Grant / Revenue Contributions

Description: The addition to the programme of the relocation of a household recycling centre. The scheme includes relocation costs and site decontamination to be funded through a combination of grant and revenue contributions.

Project Name: DCSF Primary Capital Programme

Budget Change:

2009/10	2010/11	2011/12
2,610		

Funding Source: Section 106 contribution

Description: Increase in budget from the application of a developer's contribution towards the scheme.

Project Name: New Deals for Schools Modernisation

Budget Change:

2009/10	2010/11	2011/12
5,890		

Funding Source: Section 106 contribution

Description: Increase in budget from the application of a developer's contribution towards the scheme.

Project Name: Other School Projects - Expansion

Budget Change:

2009/10	2010/11	2011/12
530,070	727,210	

Funding Source: Section 106 contribution

Description: Increase in budget from the application of a developer's contribution towards the scheme.

Project Name:	Melksham Oak School		
Budget Change:	2009/10	2010/11	2011/12
	27,830		
Funding Source:	Section 106 contribution		
Description:	Increase in budget from the application of a developer's contribution towards the scheme.		
Project Name:	Other Projects New Schools		
Budget Change:	2009/10	2010/11	2011/12
	461,020 1,885,470		
Funding Source:	Section 106 contribution		
Description:	Increase in budget from the application of a developer's contribution towards the scheme.		
Project Name:	Youth Projects		
Budget Change:	2009/10	2010/11	2011/12
	12,000		
Funding Source:	Grant		
Description:	Increase in Youth Opportunity Fund income		
Project Name:	IT Hardware		
Budget Change:	2009/10	2010/11	2011/12
		-350,000	-200,000
Funding Source:	Supported Borrowing / Capital receipts		
Description:	Removal of IT Hardware Budget for 2010/11 and 2011/12 due to Office Workplace Transformation Programme budget covering IT elements.		
Project Name:	Learning Disabilities Best Value (LDBV) Review		
Budget Change:	2009/10	2010/11	2011/12
		-100,000	-2,684,000
Funding Source:	Unsupported Borrowing / Capital receipts		
Description:	Removal of budget for 2010/11 and 2011/12 due to updating of Office Workplace Transformation Programme budget to cover LDBV elements.		
Project Name:	Sure Start Early Years		
Budget Change:	2009/10	2010/11	2011/12
			-3,000,000
Funding Source:	Grant		
Description:	Assumptions made when setting the original 2009/10 budget assumed grant funding would be received in 2011/12. This has proved to be incorrect and as a result the budget is being removed from the programme		
Project Name:	Corporate Mandatory Disabled Facilities Grants		
Budget Change:	2009/10	2010/11	2011/12
		113,000	213,000
Funding Source:	Grant		
Description:	Adjustment to assumptions about level of grant funding to be received in 2010/11 and 2011/12		
Project Name:	Housing Renewal Grant		
Budget Change:	2009/10	2010/11	2011/12
		263,000	359,000
Funding Source:	Grant		
Description:	Adjustment to assumptions about level of grant funding to be received in 2010/11 and 2011/12		

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:	DCSF Primary Capital Programme		
Budget Change:	2009/10	2010/11	2011/12
	-234,940	234,940	
Funding Source:	Grant / Supported Borrowing		
Description:	A delay in confirmation of the amount of grant funding available from the department for Children, Schools and Families will mean the whole of the grant allocation for 2009/10 will not be spent by the end of the financial year and a further £234,940 is required to be reprogrammed for use in 2010/11		

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"

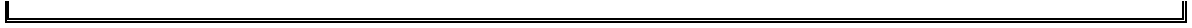
Project Name:			
Budget Change:	2009/10	2010/11	2011/12
Funding Source:			
Description:			

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: Martin Donovan

SIGNED:

DATE:



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Coding of Budget Changes

Increase of budgets

Budget Heading	WBS	Amount
Additional Accomodation	C.13.00001	5000
	C.13.00003.002	500
	C.13.00009.002	<u>37,440</u>
		42,940
New Deals for Schools	C.15.00002.003.002	6,000
	C.15.00003.003.002	10,000
	C.15.00004.003.002	12,000
	C.15.00005.003.002	30,180
	C.15.00006.003.002	23,600
	C.15.00008.003.002	33,870
	C.15.00010.003.002	5,000
	C.15.00013.003.002	21,980
	C.15.00014.003.002	10,000
	C.15.00015.003.002	10,000
	C.15.00017.003.002	38,580
	C.15.00018.003.002	17,700
	C.15.00019.003.002	28,150
	C.15.00001.002	1,110
	C.16.00004.002.002	200,000
	C.16.00009.002.002	20,700
	C.16.00010.002.002	11,930
C.16.00014.001	<u>270,970</u>	
	751,770	
Buildings Repairs & Maintenance	C.58.00008	25,000
	C.58.00010	<u>18,180</u>
	43,180	
Other Project Replacements	C.26.00004.002	14,500
	C.26.00003.002	<u>26,880</u>
	41,380	
Wellington Academy	C.11.00001.001.002	90,000
	Total:	<u><u>969,270</u></u>

Reprofiling of Schemes

Scheme	WBS	Reprofile	
		2009/10	2010/11
PCP General	C.18.00001	-3,008,250	3,008,250
PCP Lydiard Millicent	C.18.00003	-349,470	349,470
PCP Purton	C.18.00002	-77,220	77,220
PCP Marlborough	C.18.00004	-15,000	15,000
		<u>-3,449,940</u>	<u>3,449,940</u>

YET TO BE UPDATED ON SAP

Budget Heading	WBS	Amount	
		2009/10	2010/11
Waste Recycling Vehicles	C.74.00001	354,000	
Warminster Household Recycling centre	C.74.00002	301,000	
	C.74.00003	1,013,000	
Additional Accomodation	C.13.00013.002	4,584	
	c.13.00015.002		219490
	c.13.00008.002		308640
	c.13.00007.002		84620
NDS Moderniastion	C.16.00003.003.002	370	
	C.16.00002.003.002	5,520	
Other School - Expansions	C.25.00002.001	13360	
	C.25.00004.001	516710	
Melksahm Oak	C.19.00002.002	27830	
Qualkers Walk	C.24.00003.001	461020	1885740
Clarendon	c.25.00009.002		746210
Youth Projects	C.38.00001.001	12000	
Laverstock	C.11.00002	-400000	-3650000

WILTSHIRE COUNCIL

CABINET
26 JANUARY 2010

ANTI FRAUD AND CORRUPTION POLICY

Cabinet member: Councillor Fleur de Rhé-Philippe: Finance, Performance and Risk

Executive Summary

The current anti fraud and corruption policy was inherited from the previous Wiltshire County Council. It needs revision to reflect the unitary context of the Council and the overall framework which provides for the management of fraud risk. A relevant and readable anti fraud and corruption policy is an essential component in a wider and ongoing strategy to promote an anti fraud culture and enhance fraud awareness throughout the Council. It is also important for communicating to stakeholders the Council's attitude to fraud and for demonstrating to external assessors how the Council meets its obligations to manage the risk of fraud effectively.

Proposal

That Cabinet approves the revised anti fraud and corruption policy, supplied at Appendix 1, and communicate it to all Council staff and Councillors.

Reason for Proposal

To ensure that the Council has an up to date anti fraud and corruption policy for publication to all staff and Councillors of Council as part of a strategy to raise fraud awareness throughout the council.

CARLTON BRAND
Director of Resources

ANTI FRAUD AND CORRUPTION POLICY

Cabinet member: Councillor Fleur de Rhé-Philippe: Finance, Performance and Risk

Purpose of Report

1. To seek approval of the revised anti fraud and corruption policy at Appendix 1, in order to communicate it to all Wiltshire Council staff and Councillors.

Background

2. The Council's current corporate anti fraud and corruption policy, dating from 2003, was inherited from Wiltshire County Council. The policy is in need of revision to reflect appropriately both the unitary context of Wiltshire Council and the range of measures by which the Council manages the risk of fraud.
3. Such a policy is a key element in a strategic approach to managing the risks of fraud and corruption to which the council is exposed. It is important that the revised policy is published and promoted appropriately so that all staff, managers, and Councillors are aware of the importance of understanding and applying it.
4. Publication of the policy on the Council website also helps to demonstrate to other stakeholders the Council's commitment to an honest and open culture and attitude to fraud.

Main Considerations for the Council

5. An up-to-date and accessible policy document is an essential component in managing the risks of fraud and corruption. It is a prime document for external reviews of the Council's governance arrangements and use of resources. Such reviews also seek to confirm that there is an anti fraud culture and an appropriate level of fraud awareness throughout the council.
6. The policy therefore needs to be clear, succinct and practical to ensure maximum readership. It should also demonstrate that the Council works within a comprehensive framework of anti fraud and corruption controls. The policy at Appendix 1 outlines this framework, a number of elements of which may usefully be linked to relevant web-pages when the document is posted on the Council's website.

7. A revised anti fraud and corruption policy needs to be adopted and then launched with appropriate publicity. Fraud awareness education will subsequently be made available throughout the Council to enhance appreciation of the relevant fraud risks and how they should be managed. This will help in promoting the anti fraud culture of the Council.

Environmental Impact of the Proposal

8. No environmental impact has been identified as arising directly from this report.

Equalities Impact of the Proposal

9. No equality or diversity impact has been identified as arising directly from this report.

Risk Assessment

10. The main risk of not revising the policy, not sufficiently publicising it and therefore failing to enhance fraud awareness throughout the Council, is that opportunities to deter fraud and increase vigilance may be missed, resulting in unidentified and unnecessary losses.

Financial Implications

11. There are no direct financial costs of adopting and publishing the revised policy. It is hoped that the revised policy and the associated publicity will help to reduce losses by deterring, preventing and identifying potential fraud.

Legal Implications

12. The policy is designed to promote and maintain a broad anti fraud culture, and therefore avoids legal definitions. It is not confined to statutes specifically covering fraud and corruption, but allows for legal action to be taken on the widest range of offences and sanctions relating to unacceptably dishonest and deceptive behaviour.
13. The revised policy and associated publicity will enhance the reputation of the Council as being committed to countering fraud and corruption. There should therefore be a beneficial impact on the outcome of the Council's Use of Resources assessment.
14. No other legal implications have been identified as arising directly from this report.

Options Considered

15. The current, common and widely perceived risk of fraud renders a revised policy essential. The options are choices between longer and shorter documents. The aim was to create as short a document as possible whilst

communicating key messages and providing an indication of the extent and variety of anti fraud measures within the council.

16. A longer document could describe in more detail the wide range of components which together aim to create, promote and maintain an appropriate anti fraud culture and the extensive framework of controls for managing the fraud risk. A document which includes adequate consideration of this wealth of material was rejected on the grounds that the resulting policy would be excessively long, more likely not to be read and to be more likely to obscure key messages.

Conclusions

17. A revised anti fraud and corruption policy should be adopted, publicised and made generally accessible. The revised anti fraud and corruption policy at Appendix 1 reflects all the considerations in this report.

CARLTON BRAND

Corporate Director, Resources

Report Author:

Steve Memmott
Head of Internal Audit

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

None

Appendices

Appendix 1: Anti fraud and corruption policy

Anti-Fraud and Corruption Policy

Background

The purpose of this policy is to make clear to Councillors, employees, agents, customers, claimants, contractors, partners and suppliers the Council's attitude towards fraud and corruption. For the purpose of this document, "fraud" means any attempted or actual theft, deception, bribery, forgery, extortion, corruption, embezzlement and misappropriation. These include, but are not confined to, the specific offences in the Fraud Act 2006.

The threat from fraud and corruption is both internal and external. The Council's expectation is that Councillors and employees at all levels will lead by example to ensure that the highest standards of propriety and accountability are established and strictly adhered to, and that personal conduct is above reproach at all times.

The Council demands that individuals and organisations with which it comes into contact act towards the Council at all times with integrity and without fraudulent or corrupt intent.

Zero-tolerance

The Council will not tolerate any fraud or corruption and will maintain an effective anti fraud and corruption strategy, based upon comprehensive ongoing risk assessments in all areas of Council activity, to reduce losses from fraud and corruption in all areas to an absolute minimum, through:

- the promotion of an anti fraud culture;
- robust measures to deter, prevent and detect fraud;
- the professional investigation of any allegation or suspicion of fraudulent or corrupt activity; and
- the instigation of legal, disciplinary and recovery action against any individual found to have acted fraudulently or corruptly in their relationships and dealings with the Council.

Corporate responsibility: governance and risk management

The Council has established a [framework of procedures and controls](#) which provide the major elements of the Council's anti-fraud and corruption governance arrangements. It is essential that the management of fraud risk is fully integrated within the Council's comprehensive risk management procedures. Those responsible for risk assessment are expected to use the Fraud Risk Impact Assessment resources for regularly reviewing these risks to the Council.

Personal responsibility: awareness and reporting

All who are employed by, represent, or have dealings with the Council are expected to be aware of, and always to act in accordance with, this policy and the elements of the [framework of procedures and controls](#) appropriate to them.

Councillors and employees should be vigilant for signs of fraud and corruption, and are expected to report matters of genuine concern. Such concerns or reasonable

suspicions may be reported in accordance with the Council's whistleblowing policy, or directly to:

- A supervisor, manager or director;
- The Chief Financial Officer (Section 151 Officer);
- Internal Audit;
- The Monitoring Officer or Corporate Standards Manager.

Employees are assured that in raising such concerns they will be fully supported, that they will have nothing to fear from reprisals and there will be no adverse impact on their personal situation. Where anonymity is requested every effort will be made to guarantee confidentiality in accordance with the whistleblowing policy.

Members of the public are encouraged to report concerns using the contacts provided in the whistleblowing policy

Councillors and employees are also encouraged to notify Internal Audit of opportunities which may exist for fraud or corruption due to weaknesses in systems and procedures.

Action the Council will take

The Council will investigate promptly and fully all suspicions of fraud and corruption in a professional manner in accordance with its investigation procedures. It should be noted that an allegation does not mean the individual person or company is guilty of any wrong-doing, so they will not be treated as such unless the case is proven.

Housing Benefit & Council Tax Benefit fraud

The Council has a dedicated Investigation Team which is responsible for the prevention and detection of benefit fraud. Any allegations or suspicions of fraud will be dealt with in accordance with relevant legislation, codes of conduct and policies.

Benefit Investigation Officers are required to notify the Audit Team of cases of possible fraud involving benefits, Council Tax exemptions or discounts where the suspect is an employee or member of the Council. Similarly, should an audit investigation indicate an employee or member is fraudulently claiming benefits, Council Tax exemptions or discounts the Benefit fraud investigation team will be notified.

Other Cases

Action for all other cases will be determined by the circumstances of the case. If fraud or corruption has taken place, the Council will, as appropriate:

- prosecute the individual(s) or refer the case to the police;
- take appropriate disciplinary action where it involves an employee which could lead to dismissal;
- refer the case to the Standards Board of England where it involves a councillor;
- pursue recovery for all financial loss.

Publicising Proven Fraud

In accordance with good governance, the Council must demonstrate openness, inclusivity, integrity and accountability in all of its dealings, so the Council will, for all cases proven through the courts, publicise the names of the guilty together with the details of their crimes

Framework for anti fraud and corruption governance

Key elements of the framework of procedures and controls to reduce the opportunities for, and impacts of, fraud and corruption:

- [Anti-Fraud and Corruption Policy](#)
- The Wiltshire Council Constitution
- Standards Committee
- Financial Procedure Rules , Financial Regulations; Contract Regulations
- Procurement Guidance
- Codes of Conduct: for Councillors; for Employees
- Registers of interests, gifts and hospitality Register of Interests - staff. Register of Gifts and Hospitality - staff. Notes for Councillors
- Whistleblowing Policy
- HR policies and procedures for recruitment
- HR policies and procedures for disciplinary action
- Managers' Guide for Responding to Suspected Fraud
- Fraud Investigation and Response Plans
- Anti Money Laundering Policy and Anti Money Laundering Procedures
- Benefits Investigation, Sanctions and Recovery Policies
- Regulation of Investigatory Powers
- Fraud Risk Impact Assessment including Managers Guide to Fraud Risk
- Anti Fraud Strategy and Action Plan
- Internal Audit Annual Plan
- Participation in national fraud initiatives and networks
- Educating staff and Councillors in fraud awareness by training and publicity (WC Portal at Meritec)

Adherence to the provisions set out in the various documents included in this framework will help to both reduce the risk of fraud and corruption and protect employees, Councillors and those with whom we have dealings from unfounded allegations of fraud and corruption.

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