

AGENDA

Meeting: Overview & Scrutiny Organisation and Resources Select Committee
Place: Council Chamber, Monkton Park, Chippenham
Date: Thursday 14 July 2011
Time: 2.00 pm

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

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

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Membership:

Cllr Nigel Carter	Cllr Jeff Osborn (Chairman)
Cllr Tony Deane (Vice Chairman)	Cllr Mark Packard
Cllr Christopher Devine	Cllr Pip Ridout
Cllr Peter Doyle	Cllr Bill Roberts
Cllr Nick Fogg	Cllr Ricky Rogers
Cllr Charles Howard	Cllr Judy Rooke
Cllr Jacqui Lay	Cllr Jonathon Seed

Substitutes:

Cllr Desna Allen	Cllr Mary Douglas
Cllr Chuck Berry	Cllr Russell Hawker
Cllr Jane Burton	Cllr Jon Hubbard
Cllr Ernie Clark	Cllr Christopher Newbury
Cllr Peter Colmer	Cllr Jeffrey Ody

PART I

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

1. **Apologies and Substitutions**

Apologies were received from Carlton Brand, Service Director Resources.

2. **Minutes of the Previous Meeting** *(Pages 1 - 10)*

To approve and sign as a correct record the minutes of the previous meeting of the Overview and Scrutiny Management and Resources Select Committee held on 26 May 2011.

3. **Declarations of Interest**

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

4. **Chairman's Announcement**

5. **Public Participation and Councillors Questions**

The Council welcomes contributions from members of the public.

Statements

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

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above (acting on behalf of the Director of Resources) no later than **5pm on Thursday 7 July 2011**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6. **Service Realignment and Associated Matters** *(Pages 11 - 14)*

As discussed at the last meeting, the Chief Executive has responded to an invitation and will be attending to present details on the realignment of services intended to better deliver the Business Plan. The restructure was communicated to councillors in a special Elected Wire on 8 June 2011 – copy attached for ease of reference. As a consequence, the Chief Executive will be assuming direct responsibility for Finance (including procurement) and Legal and Democratic Services (including scrutiny).

Scrutiny members will be aware that details on the corporate Business Plan implementation programme are awaited. However the 12 main projects forming the programme are known and are shown in the attached list. The detail will be reported to the select committees following approval by CLT and Cabinet Liaison. This will then enable discussions to take place between directors, executive members and leading scrutiny members on revised scrutiny forward work plans to ensure a focus on priorities and best use of resources.

It is also hoped that discussions will include the way in which the executive would wish to engage with scrutiny for mutual benefit. The draft executive/scrutiny relationship protocol approved by the OS Liaison Board (and discussed at the Standards Committee's Constitution Focus Group) back in March is awaiting adoption. It is hoped that this will define future positive engagement.

The need for a major review of overview and scrutiny arrangements was highlighted at the last meeting. The outcome of discussions on the above will influence the review which will be initiated in the form of a discussion paper to the next Liaison Board on 28 July. Contributions from all interested parties will be encouraged to ensure future arrangements are supported and fit for purpose.

The Committee is asked to note the views of the Chief Executive in respect of the service realignment, corporate implementation programme and review of overview and scrutiny arrangements.

7. **People Strategy** *(Pages 15 - 20)*

The Committee has received several updates on the People Strategy 2008-2012 which was developed and implemented to support the transition to Wiltshire Council in 2009.

With this in mind an update report is now provided by the Service Director, HR and Organisational Development which provides details on a proposed revised Strategy which will set out the Council's aims and objectives for reshaping and developing its workforce through to 2015.

The Committee is asked to note its content and comment as appropriate.

8. **Benefit Service Inspection** (Pages 21 - 32)

Following the in-depth audit inspection of the Councils benefit service the Committee is asked at the request of the Chairman to consider the attached report which provides details of the Audit Commission's key findings and recommendations and improvement plan which outlines the actions to be taken to address the recommendations made.

The Committee is asked to consider the content of the report and respond accordingly.

9. **Revenue Outturn Report** (Pages 33 - 50)

The Committee is asked to consider the report provided which was submitted to Cabinet on 14 June 2011 and comment as appropriate.

10. **Capital Outturn Report** (Pages 51 - 62)

The Committee is asked to consider the report provided which was submitted to Cabinet (Capital Assets) Committee on 14 June 2011 and comment as appropriate.

11. **Procurement & Commissioning Task Group**

The Committee at its meeting held in November 2010 considered a report on the challenges faced by the Council in driving a more focused and professional approach into the Council's procurement and commissioning activities.

With this in mind a report was considered by the Liaison Board which provided details of the proposed approach to future scrutiny where it was resolved that each select committee would be requested to approve the formation of a dedicated Procurement and Commissioning Task Group to report directly to the Organisation and Resources Select Committee and replace the Major Contracts Task Groups.

All select committees have now considered the proposals made and have resolved that a new Procurement and Commissioning Task Group be established in line with the recommendations made by the Liaison Board. The first meeting is expected to take place on 28 July 2011 with the following membership:

Councillor	Appointed by
Cllr Tony Deane/ Cllr Nigel Carter	Appointed due to previous scrutiny of Corporate Procurement Strategy
Cllr Mark Packard	Organisation & Resources Select Committee
Cllr Peter Doyle	Environment Select Committee
Cllr Jon Hubbard/ Cllr Bill Moss	Children's Services Select Committee
Cllr Peter Hutton	Health & Adult Social Care Select Committee

Although the Children's Services Select Committee supported the creation of the new task group (and named 2 members) it also decided to retain its existing major contracts task group. This may have resource implications for the future but will be discussed further at the next OS Liaison Board on 28 July.

The Committee is asked to note the outcome of the consideration given to the Liaison Board's recommendation and that the first meeting of the new task group will be held at the end of the month.

12. **Member Support in the Locality Task Group**

The Councillor Development Group, chaired by Allison Bucknell, is currently re-drafting the Councillor's Handbook and has requested that the Member Support in the Locality Task Group meet to consider the draft version, once ready, and make suggestions for improvement.

The Member Support in the Locality Task Group was established in March 2010 to consider the Council's councillor support arrangements and submitted its final report to the Committee in September 2010. The Councillor Development Group feel that the experience of the Task Group members make them a good choice for considering and improving the new Councillor Handbook. The Task Group members were: Cllrs Desna Allen, Richard Britton, Jeff Ody, Jonathon Seed (Chairman), Bridget Wayman, Ian West and Fred Westmoreland.

The Councillor's Handbook is currently being reviewed by various departments and will be ready for the Task Group to consider in late-July at the earliest.

Proposal:

That the Member Support in the Locality Task Group meet to consider the draft version of the Councillor's Handbook and refer any suggestions for improvement back to the Councillor Development Group.

13. **Task Group Update** (Pages 63 - 66)

The Committee is asked to note the update on Task Group activity attached.

14. **Scrutiny Representation on Project Boards**

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

Project Boards with scrutiny representation include:

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

15. **Forward Work Programme** *(Pages 67 - 72)*

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

16. **Date of next Meeting**

15 September 2011.

17. **Urgent Items**

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

PART II

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

NONE

OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE

DRAFT MINUTES OF THE OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE MEETING HELD ON 26 MAY 2011 AT COUNCIL CHAMBER, MONKTON PARK, CHIPPENHAM.

Present:

Cllr Peter Doyle, Cllr Nick Fogg, Cllr Charles Howard, Cllr Jon Hubbard (Substitute), Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman), Cllr Bill Roberts, Cllr Judy Rooke and Cllr Jonathon Seed

Also Present:

Cllr Mark Packard and Cllr Anthony Trotman

151. **Election of Chairman**

Cllr Jeff Osborn was elected Chairman for the ensuing year.

152. **Election of Vice-Chairman**

Cllr Tony Deane was elected Vice-Chairman (in his absence with permission) for the ensuing year.

153. **Apologies and Substitutions**

Apologies were received from Cllr Nigel Carter, Cllr Tony Deane, Cllr Ricky Rogers, Cllr Christopher Devine and Cllr Mark Packard.

Cllr Jon Hubbard substituted for Cllr Mark Packard.

Note: Cllr Mark Packard was present for the later part of the meeting.

154. **Minutes of the Previous Meeting**

The minutes of the previous meeting held on 24 March 2011 were signed and approved as a correct record.

155. **Declarations of Interest**

There were no declarations of interest.

156. **Chairman's Announcement**

The Chairman welcomed Phil Woods, Scrutiny Officer Cornwall Council who was in attendance to observe.

The Committee was reminded that following the previous meeting it was resolved that the Chairman, Vice-Chairman and Scrutiny Manager would receive an update report on progress made against the Revenue and Benefits Service Inspection Action Plan for consideration prior to this meeting.

The report had only recently been received and as such the Chairman had yet to consider its content. It would be included in the agenda for the next meeting of the Committee if appropriate.

157. **Public Participation and Councillors Questions**

There was no public participation.

158. **Library Services Review**

A Rapid Scrutiny Exercise was undertaken on 18 January on the Library Services Review and its findings reported to the Committee on 20 January. The Committee was reminded that two of the recommendations arising from the activity related to the communications/consultation plan, details of which were included with the agenda.

The Project Team successfully responded to the scrutiny recommendations which were incorporated into the Library Review Communications Plan. Discussion ensued on future monitoring.

Resolved:

That the Committee would invite an update report on the Library Services Review in November to monitor whether the service review aims were being successfully implemented.

159. **SAP Post Implementation Review**

The Committee was reminded that it had considered the KPMG Post Implementation Review report at its meeting held in November 2010. Ensuing recommendations were duly reported to the Audit Committee for consideration. Included within these recommendations was the future scrutiny of the SAP Strategy which now forms part of the overall ICT Strategy.

A further report on SAP Development PID was submitted to the Audit Committee on 13 May where acknowledgement was made to the intention to further improve and develop SAP.

The Select Committee at its last meeting received the draft Technology Plan which it resolved to refer to the ICT Task Group for more detailed consideration in conjunction with the accompanying roadmap which incorporated SAP developments.

The ICT Task Group met on 13 May and an update on this meeting was provided under minute no. 163 – Task Group Update.

Resolved:

- 1) To note the actions of the Audit Committee on this matter; and**
- 2) To note the work of the ICT Task Group on the overall Technology Plan which incorporates SAP developments.**

160. Scrutiny of Procurement and Commissioning

To align itself with the Council's changing approach to procurement and commissioning and to ensure the most appropriate use of resources, the Liaison Board at its meeting held in February resolved that future scrutiny should be dealt with by way of a dedicated Task Group to replace the four current Major Contracts Task Groups.

The new Task Group would scrutinise the delivery of the overall procurement and commissioning programme on a quarterly basis with specific reporting on the performance of major contracts continued by exception.

To retain the knowledge gained by the individual Major Contracts Task Groups the Committee was requested to appoint one member with experience to become part of the new Task Group. Membership would include Cllr Nigel Carter and Cllr Tony Deane, together with representatives from the other Select Committees.

Ensuing discussion included from some members that there remained value for retaining the separate task groups and that the proposed disbandment was contrary to what had initially been agreed last year. The Chairman reminded the Committee of the rationale for the change including that procurement and commissioning was a major implementation programme of the Business Plan and that resources had been reduced in the scrutiny support team.

In relation to the extended remit of the Chief Executive following recent service realignment it was noted that Cllr John Noeken would be the respective Cabinet Member with the Chief Executive and Chief Finance Officer responsible for

Procurement. It was understood that the Chief Finance Officer would be the lead in this area although further clarity would be sought following the meeting.

Members acknowledged the need for the change in scrutiny arrangements but, mindful of the reduced membership and to retain the knowledge gained, the appointed Chairman of the Task Group would also have the discretion to invite additional member attendance at meetings where required.

Following all select committee appointments to the new Task Group, scoping work would be undertaken based on the terms of reference set out in the report and, where necessary, further discussion undertaken by the individual select committees.

The Committee acknowledged the need to review the scrutiny structure to ensure it remained in tune with the recent service realignment following the release of the Business Plan.

Resolved:

- 1) To note the considerations given to this issue by the Overview and Scrutiny Liaison Board;**
- 2) To agree to the disbandment of the Select Committee's current Major Contracts Task Group;**
- 3) To approve the new Task Group arrangements for scrutinising the procurement and commissioning programme under this Select Committee;**
- 4) To appoint Cllr Mark Packard to join the new 'Procurement and Commissioning Scrutiny Task Group' in addition to Councillors Tony Deane and Nigel Carter;**
- 5) To note the service realignment and the Chief Executive's new responsibilities for procurement via the Chief Finance Officer and to invite attendance at the first meeting of the new Task Group; and**
- 6) To review these arrangements in a year's time or earlier at the request of the Task Group.**

(N.B. Cllr Jon Hubbard and Cllr Judy Rooke requested that their votes against this resolution be recorded.)

161. Response to Partnership Task Group Interim Report

The Committee at its previous meeting received an interim report on the work of the Partnerships Task Group. Following endorsement of its findings details of

the recommendations arising were sent to both the Community Safety Partnership's Chairman and Cabinet Member for consideration.

The Cabinet Member's response was provided with the agenda for consideration by the Committee.

Although the Committee felt a broader scrutiny of partnerships would be preferable it was accepted that this was a complex area and in order to gain a clearer understanding of its workings a focus on several key partnerships within the framework was required.

Following scrutiny of the Community Safety Partnership the Task Group would now scrutinise the Housing Partnership Board with its next meeting to scope the work due to take place on 1 June 2011.

Resolved:

To note the update provided.

162. **S106 Task Group**

The Chairman of the S106 Task Group was in attendance to present an update report following its meeting held on 18 May 2011.

Clarification was provided that concern had been expressed over the completion of the database housing details of S106 agreements and its accessibility by the public. It was understood that the database was now expected to be completed by August 2011 and, accordingly, the Group requested that it continue its work and meet again in September to review progress made.

The report also highlighted that following Full Council Cllr Toby Sturgis had been appointed the Cabinet Member for Development Control Services and that in attending the previous meeting of the Group had confirmed that monitoring of S106 agreements would be undertaken under his direction.

Although it was recognised that the Cabinet Member had agreed to monitor agreements, concern was raised that at officer level uncertainty remained over monitoring with S106 agreements falling within the Development Control, Finance and Legal departments.

The Corporate Director for Resources clarified that the Service Director for Development Services was currently leading on the S106 database which fell within the remit of the Corporate Director for Neighbourhood and Planning and would carry on with future overall responsibility.

Ensuing discussion included concern that clarity could still not be provided on how many S106 agreements existed, the number of agreements approaching their 5 year term and the risks associated with this.

The Scrutiny Officer advised that the database contained this information and that examples had been provided for the Task Group at its previous meeting.

Members also noted the important role that both Town and Parish Councils had to play in the monitoring of S106 monies within their areas and therefore public access to the information was vital.

A reminder was also provided that the Community Infrastructure Levy (CIL) which would take over many of the areas currently covered by S106 agreements had not yet been implemented by Wiltshire Council although it was understood that legislation required implementation no later than April 2014.

The Chairman of the Committee acknowledged the good work undertaken by the Task Group which had highlighted areas of concern which were now being addressed by Cabinet.

Resolved:

- 1) To thank the Task Group for the update;**
- 2) To welcome progress made towards cataloguing S106 agreements agreed by Wiltshire Council but; to voice concern about the ongoing risks associated with the ambitious (August) database completion date, when considering historic agreements yet to be recorded;**
- 3) To ask the Task Group to meet again in September to establish if the database had been completed and to review the options for making it accessible to the public;**
- 4) To acknowledge the Cabinet Member for Development Control Services commitment to owning the monitoring process; and in recognition of this to request that an update is provided to the Chairman and Vice-Chairman of the committee by July outlining how he intends to ensure we have a coordinated approach between council services towards the monitoring of agreements; and**
- 5) To request that the Environment Select Committee retains a watching brief on development of the Community Infrastructure Levy (CIL) and to include CIL on their forward work programme as appropriate.**

163. **Task Group Update**

The Committee were asked to note the Task Group updates provided and comment as appropriate. In addition to the update the following additional information was provided.

ICT

The remit of the Task Group had initially been to consider the transfer of IT services from Steria to an in-house service but, following resolution of the Committee, the Group had considered the Services Technology Plan 2011-15 and associated road map at its meeting held on 13 May. Further areas identified for future scrutiny included Smartphones and the Air Quality Monitoring System both of which had been identified from the roadmap.

As outlined within minute no. 159 – SAP Post Implementation Review the Task Group would be requested to consider SAP within its work programme as this fell within the roadmap considered by the Task Group at its last meeting.

The next meeting of the ICT Task Group was to take place on 27 July. Cllr Seed confirmed that scrutiny of SAP would be raised at the meeting to allow the Task Group to consider whether further scrutiny could be undertaken. The outcome of these discussions would be provided at the Committee's next meeting. Clarity was also needed on the respective roles of the Audit Committee and the Task Group regarding the Technology Plan and associated roadmap, and SAP Development PID to avoid duplication or conversely that some aspects were not effectively monitored and reviewed.

Resolved:

That the Chairman would discuss with the lead member of the ICT Task Group the potential for further scrutiny by the Task Group and that discussion would also be undertaken at the Task Groups next meeting on 27 July.

Campus and Operational Delivery Programme

In addition to the update provided clarity was given that several campuses, including Salisbury, were expected to proceed shortly. The Task Group was expected to receive an update paper on progress made prior to consideration by Cabinet.

Shadow Community Operations Boards had now been established with several initial meetings across the County held.

The Shadow Boards were expected to commence discussions in relation to partnership arrangements and, specifically, which partners would be housed within the completed campuses.

The Corporate Director for Resources announced that the police authority had taken the decision to have a presence within each of the hubs and, as such, had abandoned its own capital programme. It was also understood that discussions were taking place with the fire authority.

The Committee looked forward to receiving further details on the progression of the hubs in the future.

164. **Scrutiny Representation on Project Boards**

There were no updates received as representatives on the Project Boards were not present at the meeting.

165. **Business Plan - Implementation Programme**

The Committee at its meeting held in March considered a report which highlighted the themes and individual projects from the Business Plan relevant to the work of the Committee. A copy of the themes identified was provided for reference.

The Committee was awaiting further details of the Implementation Programme which it was understood would be provided following, in part, a review of the senior management structure. Once armed with this information the Committees would be able to commence the selection of areas to highlight for further scrutiny and hold discussions with relevant Cabinet members and corporate/service directors.

The Corporate Director for Resources provided confirmation that the management team had not been restructured but had been realigned in order to meet the needs of the business plan. This included that the Corporate Director would lead on transformation with the Chief Executive assuming responsibility for Finance, Procurement and Legal and Democratic Services.

A single Programme Office for the authority was being established to ensure a robust project management group was in place to deliver the priorities set.

Members of the Committee were unhappy that information on the realignment of services had not been provided to Councillors following announcements to staff made the previous week. The Corporate Director confirmed that the concerns of the Committee would be fed back to the Communications team accordingly.

Members also requested that clarity be provided on lines of reporting in relation to the Chief Executive's unit to ensure the Committee was able to continue to

scrutinise effectively. The Corporate Director confirmed that Cllr John Brady was the responsible Cabinet member for finance, performance and risk and Cllr John Noeken for Legal and Democratic Services. Further details would be sought in relation to officer leads to allow the Committee to ensure senior officers were made aware of their required attendance at future Committees.

Members also noted that the themes identified included Systems Thinking which had already been applied to 20 services. As the Committee requested further clarity on the services in question the Corporate Director confirmed that a report would be prepared for consideration at the Committees next meeting.

In summing up discussion the Chairman clarified the importance of a constructive relationship with both Corporate Directors and members of the Executive. This had been set out in a protocol approved by Scrutiny and awaiting consideration by the Executive and CLT.

Resolved:

- 1. To note the update including service realignment and future scrutiny; and**
- 2. That the Corporate Director Resources would provide the Committee with a report on 'Systems Thinking' including details of the 20 services that the system had already been applied to, at its next meeting in July.**

166. **Forward Work Programme**

The current Programme was noted acknowledging that it would be reviewed once more detail was available on the implementation programme for the Business Plan.

167. **Date of next Meeting**

14 July 2011.

168. **Urgent Items**

There were no urgent items for consideration.

(Duration of meeting: 10.30 am - 12.30 pm)

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

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

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Elected Wire

8 June 2011

Organisation structure update

As you may be aware the corporate leadership team and Cabinet have been reviewing the alignment of senior management responsibilities to ensure that the recently published four year Business Plan can be delivered.

The realignment of responsibilities will be subject to the appointments policy for chief and senior officers and the changes are as follows:

- The corporate leadership team will be expanded to include a number of corporate roles to provide strategic and professional advice to the existing team. These posts are directors for finance and procurement; communications; and legal and democratic. In addition the service directors for human resources and organisational development and policy and performance will also be regular members of this team.
- The two statutory corporate roles (section 151 officer – director finance and monitoring officer – director - legal and democratic) will now report to the chief executive.
- Housing moves to community services with immediate effect.
- The department of resources has been renamed transformation and resources and will focus on three key areas of the business plan:
 1. Business transformation including campuses, systems thinking, asset management and the programme office covering the management of all service and corporate programmes and projects.
 2. Human resources and organisational development.
 3. Business services, (shared services, customer services, property and ICT).
- The role of service director for performance and risk will be expanded to include responsibility for corporate policy and partnerships, and will report to the corporate director of children's services.

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4. The Corporate Programme

Transformation programme

1. Procurement programme
2. Service reviews and systems thinking programme
3. Shaping the future programme
4. Asset management programme
5. Campus and operational delivery programme
6. Knowledge management programme
7. Commissioning and new models of delivery programme
8. Localism programme

Investment programme

9. Waste programme
10. Economy and unemployment programme
11. Digital inclusion (a part of the economy and unemployment programme)
12. Local development framework

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HR & OD Update

People Strategy & Workforce Planning – Progress Report

1. People Strategy

Background

The People Strategy 2008 – 2012 was developed and implemented to support the transition to Wiltshire Council. The strategy is no longer representative of the current corporate objectives in the business plan, and is not aligned to the vision of the council. It is also not representative of the coalition policies and the new national objectives of local government.

The challenges being faced by the council and the aims and objectives outlined in the council's business plan 2011 - 2015 means that the strategy needs to be reviewed and updated in line with this business plan. The revised strategy will outline the council's workforce vision and workforce profile, the corporate people management aims/values and the specific competencies and behaviours required to achieve them.

A project is underway to develop a revised "People Strategy" for Wiltshire Council and will deliver a strategy that sets will set out the council's aims and objectives for reshaping and developing its workforce through to 2015.

Project Objectives

The project objectives include:

- Reflecting on the corporate achievements and workforce progression since the development of the existing People Strategy.
- Reviewing the corporate context over the next few years and the potential impact on the workforce.
- Developing and clarifying the council's people management aims, values, competencies, behaviours and skills in line with the core values of the council.
- Specify the organisational development requirements and actions going forward.
- Outline the measurements for evaluating effectiveness, linked to workforce planning (see below)
- Work in partnership with all stakeholders

The revised people strategy will cover 4 years in line with the business plan 2011–2015, and will be developed in partnership with all departments.

2. Workforce planning

Background

The council currently has no corporate workforce plan to support the delivery of the priorities in the people strategy.

The council business plan 2011 – 2015 has further highlighted the need for meaningful workforce planning to develop the future workforce needed to meet the challenges facing the council and achieve the council's vision and goals.

Workforce planning is critical to the delivery of the councils objectives, the workforce are the councils most important, and costly, resource. By creating a corporate workforce plan, toolkits, guidance and templates, the council can develop service focused workforce plans to understand its critical workforce issues and develop action plans to respond to those issues. This will help limit the impact of the challenges and changes facing the council in delivering its services.

A project to develop a corporate workforce plan and the tools to enable workforce planning at a department and service level is now underway. The project is being managed alongside development of a revised people strategy to ensure the priorities in that strategy support the delivery of the workforce needed to deliver the business plan.

Project objectives

The project objectives include:

- Identification of the future needs of service areas
- Reviewing organisational staffing costs, including turnover, sickness, salaries, performance, training & development
- Developing a corporate workforce plan
- Developing a workforce planning toolkit to enable departments to tailor service focused workforce plans
- Developing workforce specialists in each department
- Initiating changes to the performance appraisal framework to support the connection with workforce planning
- Developing effective succession planning

The corporate workforce plan will cover 4 years in line with the council's business plan and new people strategy. The workforce plans developed as department and service level will be used to review the priorities in the people strategy to ensure it accurately reflects the council's current and desired position.

Project stages and deliverables

The initial project stages for both projects are the same; reviewing the corporate context, gathering departmental information, developing a workforce profile, and analysing the internal and external pressures. These initial stages will use a lean systems thinking approach and the information gathered will enable the delivery of both project objectives.

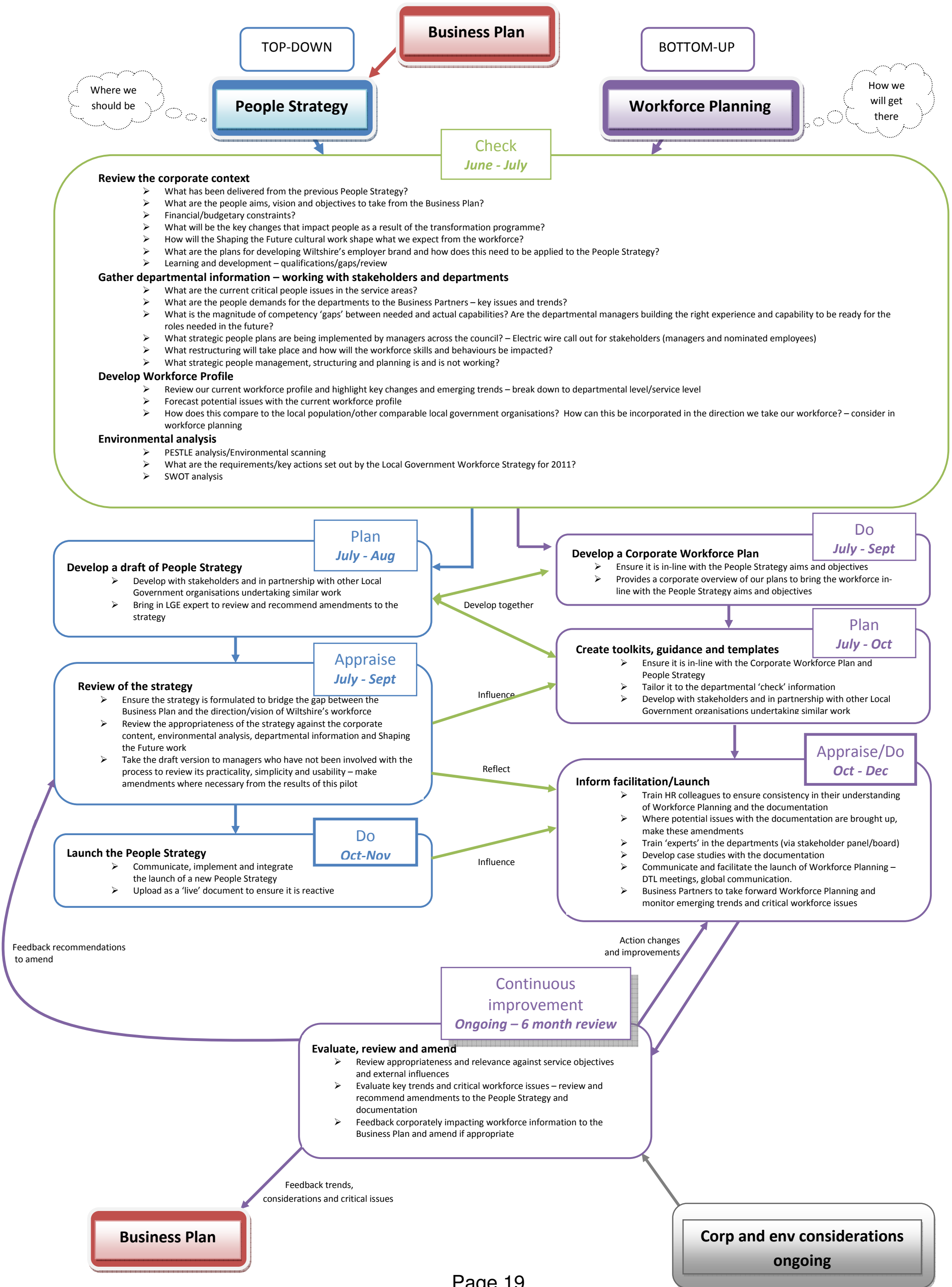
Please see Appendix 1, which outlines the project approach and timescales for both projects.

Planned delivery of a revised People Strategy and Corporate Workforce Plan to cover the period 2011 – 2015, will be in the Autumn, and by the end of the year the tools to develop department and service level plans will be launched, supported by briefings for managers.

Barry Pirie
Service Director HR & OD

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People Strategy and Workforce Planning Project approach and timescales



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WILTSHIRE COUNCIL

Overview and Scrutiny Management & Resources Select Committee

26th May 2011

Benefit Service Inspection – Wiltshire Council

Purpose of Report

1. As part of a targeted inspection programme of newly created unitary authorities the audit commission carried out an in depth inspection of the Councils benefit service, which began in Spring 2010 with the submission of a self assessment. Throughout the summer offices were visited by members of the inspection team who also carried out a number of 'secret shopper' enquires by telephone and in writing prior to their main inspection in November. The purpose of this report is to apprise members of the audit commissions key findings and recommendations within their inspection report, and to present a service improvement plan which translates these recommendations into actions.

Background

2. The Housing Benefit and Council Tax benefit scheme provides a financial lifeline to low income households with their housing costs, and is available to working age and pension age people as well as those in work and those seeking work.
3. The scheme was independently delivered by each of the former district councils prior to the creation of a single council for Wiltshire. The merger of these services has realised the need for a complete staffing restructure including the harmonisation of job roles and descriptions. Throughout this significant period of change and transition staff maintained high levels of performance and at the same time remained focus on delivering high standards of customer care.
4. Currently over 30,000 low income households across Wiltshire rely on support from housing benefit and/or council tax, at an annual cost of over £130 million. The overall focus of the service has been to support the community by working with other departments and agencies to reduce poverty, homelessness, debt and to promote financial inclusion. Key areas of work include:

- Ensuring the prompt and accurate payment of Housing Benefit/Local Housing Allowance
 - Ensuring the prompt and accurate award of Council Tax Benefit
 - Providing help and support to customers making claims from first point of contact to conclusion
 - Dealing with changes in customers ' circumstances
 - Maximising benefit take up
 - Preventing and detecting benefit fraud
5. One of the main barriers faced in terms of delivering a seamless and consistent service has been the requirement to operate the same bespoke and very different I.T. operating systems used by the former district councils prior to reorganisation. However, a major project is in progress to deliver a single I.T. solution which is on schedule to be implemented in 2011. Operation of a single I.T. system will deliver significant savings and further enhance service delivery from both a customer and an operational point of view.

Scope of inspection

6. The audit commission inspection of the benefit service focused on key lines of enquiry (KLOE) and was followed up with an on site inspection, the key lines of enquiry centred around four specific themes these were:
- How good is the service?
 - Is the service meeting the needs of the local community and users?
 - Is the service delivering value for money?
 - What are the prospects for improvement to the service?
7. During the on site inspection the audit commission carried out in depth interviews with key officers and members, as well as holding a series of focus groups made up of stakeholders and customers. Customers who had recently applied for benefit were contacted and questioned about their experiences. In February 2011 the commission published its report on the service. Essentially, audit commission reports carry two judgments, the first consider how good the service is and the second considers what the prospects for improvement are. Wiltshire received a 'fair' rating with 'promising' prospect for improvement, this assessment compared favourably with other unitaries inspected at the same time and was considerably better than Central Bedford, whose report was published a matter of weeks before Wiltshire's. Despite Cornwall receiving the same score, some weeks later, they were criticised for delays in processing claims, changes of circumstances and dealing with appeals.

Summary of findings and recommendations

8. The Audit Commissions overall view was that as a new unitary the council had an emerging track record of improving the benefit service and had worked

hard to successfully merge four different benefit services into one without any noticeable disruption to the service for customers. They went on to say that the service provides value for money. Its costs are low compared to its caseload and it is delivering benefits to customers at no cost to local council tax payers i.e. within the administration grant provided by Department for Work and Pensions.

9. The report highlighted the fact that although the service does not routinely measure customer satisfaction and this would need to be addressed within any subsequent improvement plan, all of the customers they had spoken to were satisfied with the service they received. High levels of customer satisfaction by those the commissioned talked to was reinforced by the fact that claims are processed quickly (well above national average) and that customers receive accurate payments. Furthermore, the commission were satisfied that the council was truly beginning to design the service to meet customer needs and that this was supported through excellent relationships with stakeholders and partners.
10. The Commission did identify some inconsistencies in practices across hubs but felt that the service was tackling the main cause of inconsistency by implementing a single I.T. solution.
11. Other key areas recommended for further development included:
 - Strengthening stakeholder and members support for the service
 - Adopting a consistent approach to measuring customer satisfaction levels
 - Taking steps to reduce overpayment debt
 - A clearer understanding of customer needs in respect of facilities and opening hours at customer contact centres.
12. Other areas requiring further development that were identified through the inspection process were translated into four key recommendations and these have been incorporated into an action plan. The action plan is contained as an appendix to this document.
13. Overall the commission believed the service was effective at managing performance and had clear aims and priorities in its service plan which was supported through good leadership both political and managerial. Furthermore, staff were praised for their commitment, enthusiasm, good skills and resilience which had been clearly demonstrated during a time of significant change.
14. Progress against this plan is being monitored by the Head of Revenues and Benefits as part of the ongoing improvement of this service. To date a number of actions as set out at Appendix A have been implemented. A number are due for completion in the Summer and a small number relate to changes to be introduced through the implementation of the new single system at the end of the year. In addition to that since the Inspection the Government has

announced proposals to change the way revenues and benefits are run in its Welfare Reform plans. At the moment no further guidance has been forthcoming and officers continue to assess any changes against this action plan. Whilst the Audit Commission will not be following this plan up we are aware that the Department for Works and Pensions will wish to see how we have actioned recommendations, as we expect will our external auditors. This check will form another part of monitoring.

Proposals

15. The report is for noting.

MICHAEL HUDSON
Interim Chief Finance Officer

Benefits Service Implementation
Plan for Audit Commission
Recommendations
2011/12

Objective	Task/Actions	Lead Officer	Target Date	Link to Audit Commission Recommendation	Exceptions/Update
Identify whether or not opening hours and facilities at customer contact centre's are meeting the needs of customers	<ul style="list-style-type: none"> Undertake Review of opening hours and facilities at customer contact centre's Provide report of findings 	John Rogers	Sept 2011	R1/Audit Commission Recommendation <i>Improving service to customers</i>	
Reduce time taken to deal with customer complaints	<ul style="list-style-type: none"> Incorporate timescales within councils complaint procedure 	Nina Wilton	June 2011	R1/Audit Commission Recommendation <i>Improving service to customers</i>	ACTION Completed Timescales implemented March 2011
Work with partners to enable them to accept and verify claims/evidence	<ul style="list-style-type: none"> Identify relevant stakeholders Issue guidance notes Provide training Establish SLA 	Rob Daley	Sept 2011	R1/Audit Commission Recommendation <i>Improving service to customers</i>	
Ensure benefit information is easily available and understandable on the Council website	<ul style="list-style-type: none"> Review and update website Ensure assistance for those for whom English is not first language is publicised 	Rob Daley	Sept 2011	R1/Audit Commission Recommendation <i>Improving service to customers</i>	

Develop a shortened claim form for when customers change address	<ul style="list-style-type: none"> Identify scope of shortened form Prepare draft and consult with stakeholders and customers Roll out shortened form 	Louise Streater	Oct 2011	R1/Audit Commission Recommendation Improving service to customers	
Improve service by developing challenging service standards	<ul style="list-style-type: none"> Consult with customers to identify what they consider important Implement meaningful service standards and challenging targets 	Julie Higinbotham	Oct 2011	R1 & R2/Audit Commission Recommendation Improving service to customers Strengthening performance management and planning	Note: May be difficult to fully monitor by Oct 2011 due to lack of management information particularly in relation to phone systems. Questionnaire may identify key concerns /issues
Complete and publish equality impact assessments for service	<ul style="list-style-type: none"> Undertake EIA Benefit Take Up Strategy with support from Sharon Brookes (Equality and Diversity Policy Officer) 	Julie Higinbotham	July 2011	R1/Audit Commission Recommendation Improving service to customers Strengthening performance management and planning	Sanction policy – equality impact assessment completed and published February 2011

Develop ways of engaging with service users to understand their diverse needs	<ul style="list-style-type: none"> • Develop consultation strategy with customers and stakeholders. • Issue questionnaires to customers and stakeholders in conjunction with The Research and Intelligence Team 	Julie Higinbotham	Nov 2011	R1 & R2/Audit Commission Recommendation <i>Improving service to customers</i> <i>Strengthening performance management and planning</i>	
Involve staff and stakeholders in development of service plan	<ul style="list-style-type: none"> • Undertake swot analysis with all staff: Fraud North hub South West East • Seek feedback from stakeholders • Final Plan 	Julie Higinbotham	Oct 2011	R2/Audit Commission Recommendation <i>Strengthening performance management and planning</i>	

Set targets for benefit take up work and measure outcomes	<ul style="list-style-type: none"> Review and update benefit take up strategy to include mechanism to create targets and measure outcomes 	Julie Higinbotham	June 2011	R2/Audit Commission Recommendation <i>Strengthening performance management and planning</i>	
Strengthen councilor support for the service	<ul style="list-style-type: none"> Deliver fraud and benefit awareness to all councillors 	Ian Brown	October 2011	R3/Audit commission Recommendation <i>Strengthening councilor and key stakeholder support</i>	

<p>Improve approach to achieving value for money by reducing the amount of overpayment debt</p>	<ul style="list-style-type: none"> • Review and update overpayment procedure • Monitor the age and profile of outstanding debts <p style="margin-left: 40px;">North Hub South Hub East Hub West Hub</p> <ul style="list-style-type: none"> • Set and monitor monthly recovery targets 	<p>Julie Higinbotham</p>	<p>Oct 2011</p>	<p>R4- Audit Commission Recommendation</p> <p><i>Improving approach to achieving value for money</i></p>	
<p>Improve approach to achieving value for money and understanding service costs</p>	<ul style="list-style-type: none"> • Undertake robust benchmarking with the best and established similar organizations • Develop a continual process of measuring costs and performance against set targets 	<p>Sally Kimber</p>	<p>Oct 2011</p>	<p>R4- Audit Commission Recommendation</p> <p><i>Improving approach to achieving value for money</i></p>	

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Wiltshire Council

Cabinet

14 June 2011

Subject: Revenue Outturn 2010-2011

Cabinet Member: Councillor John Brady
Finance, Performance and Risk

Key Decision: No

Executive Summary

To advise Cabinet of the final outturn position as at 31 March 2011 for the financial year 2010-2011. The year end position is an underspend of £0.733 million. This is a £1.693 million decrease in the forecast position at month 10, due to better departmental outturns than forecast.

Proposal

That Members note the report showing a outturn underspend of £0.733 million, and agreed proposed ring fencing into two new earmarked reserves, £500,000 to invest to save and £200,000 to ICT projects.

Reasons for Proposals

That Members can approve the final outturn for 2010-2011.

Michael Hudson
Interim Chief Finance Officer

Wiltshire Council

Cabinet

14 June 2011

Subject: Revenue Outturn 2010-2011

Cabinet Member: Councillor John Brady
Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. To advise Cabinet of the revenue outturn position for financial year 2010/2011.

Background

2. This report is set out in the format of the most recent budget monitoring report.

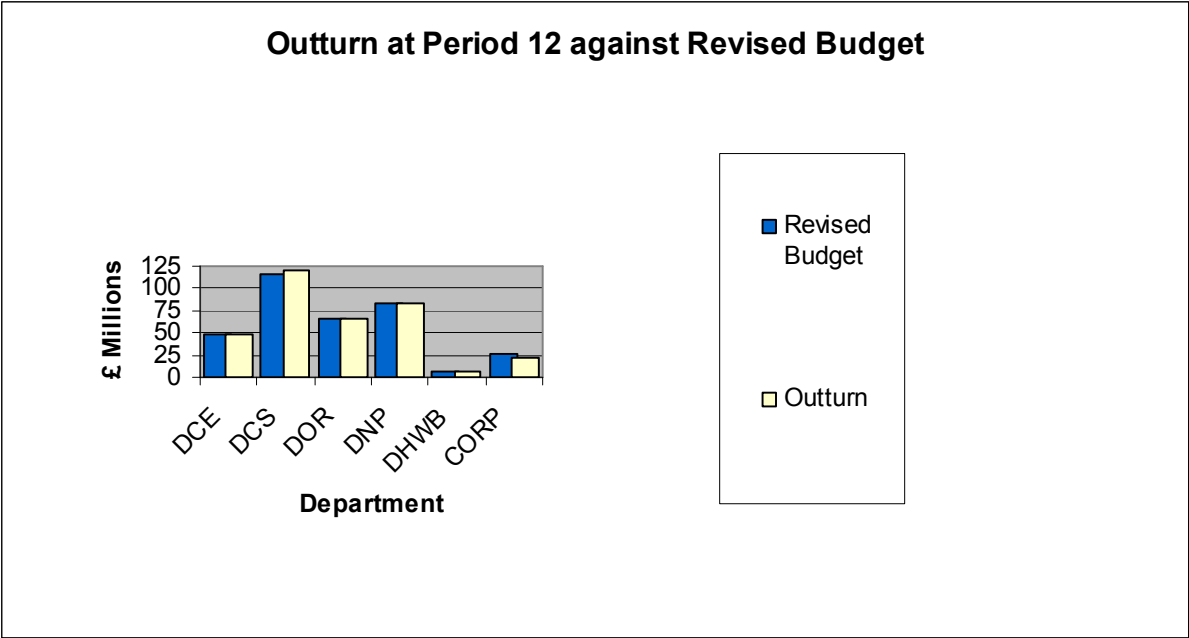
Summary

3. The projected year end position for the relevant account is as follows:

	Revised Budget £ m	Actual Outturn £ m	Under/ Overspend £ m	Movement from period 10 £ m
General Fund	346.321	345.588	0.733	(1.693)
HRA	(1.006)	(2.060)	(1.054)	(1.340)

4. The outturn for the General Fund shows a continued improvement from regular monitoring during the year.

5. The graph below shows the forecast outturn position against the revised annual budget for each department as at period 12. A full analysis is provided in Appendix 1.



- 6. The outturn position on the general fund is an underspend of £0.733 million. This represents an improvement of £1.693 million on the budget monitoring position reported to members for month 10.
- 7. The outturn shows improved position since month 10 report. The details around these departmental outturns are set out in the detailed monitoring section below and Appendix 1.
- 8. This outturn shows an improvement on figures in the financial plan. The financial plan will be updated to reflect this.
- 9. It is proposed that the £0.700 million of the underspend is ring fenced into two new earmarked reserves to be used on specific projects; as outlined below, this would leave a return to reserves at the end of the year of £33,000.
 - i. £500,000 to be ring fenced to an invest to save earmarked reserve to allow for a pot for pump priming of new corporate initiatives to produce savings
 - ii. £200,000 to be ring fenced to an ICT projects earmarked reserve to allow for funding of proposed ICT projects.

Recommendation

10. The outturn position for 2010/11 be noted and members approve that earmarked reserves are set up with £500,000 in invest to save and £200,000 for ICT projects.

Detailed Monitoring

General Fund

11. The overall net position by departments is as follows:

Department	Revised Budget £ m	Actual Outturn £ m	(Under)/ overspend £ m	(Under)/ overspend Reported at period 10 £ m	Movement since period 10 £m
DCE (paras 13-16)	48.166	47.800	(0.366)	0.248	(0.614)
DCS (paras 17-19)	116.088	120.672	4.584	4.800	(0.216)
DNP (paras 20-24)	82.868	82.390	(0.478)	1.023	(1.501)
DHWB (paras 25-26)	7.228	6.952	(0.276)	0.075	(0.351)
DOR (paras 27-35)	66.452	66.533	0.081	0.000	0.081
Corporate (paras 36-39)	25.519	21.241	(4.278)	(5.186)	0.908
TOTAL	346.321	345.588	(0.733)	0.960	(1.693)

12. A summary of the forecast is set out by Departments in the following sections:

Department for Children and Education (DCE)

13. The Department for Children & Education is reporting an underspend of £0.366 million. This represents a favourable movement of £0.614 million compared with the previously reported forecast of £0.248 million overspend. The summary for the Department includes variances against services funded by the Dedicated Schools Grant (DSG) however this does not impact on the overall outturn position as the overall underspend against DSG is rolled forward in accordance with the conditions of grant. Variances against DSG have been reported to Schools Forum throughout the financial year.
14. Expenditure has been tightly controlled through the year and the favourable movement in February and March is attributable to a number of key items including the maximisation of grant income and a reduction in expenditure against the forecast for SEN Transport.
15. **Standards Funds** – Following changes to the schools funding system for 2011/12 which included the mainstreaming of former standards funds in to DSG, the Department for Education (DfE) wrote to Local Authorities in March stating that the final payment of 2010/11 standards funds would not be made to LAs as the funding was now included in the DSG for 2011/12. LAs disagreed

with this approach and the non payment does in fact represent a reduction in grant in 2010/11. For Wiltshire the reduction is £1.088 million.

16. Following representations from the LGA and Association of Directors of Children's Services (ADCS) the DfE confirmed that authorities should set up a debtor in the 2010/11 accounts to reflect the 2010/11 standards funds instalment being paid as part of the 2011/12 DSG, and then also accrue at the end of 2011/12 to reflect the funding of 2011/12 grant as part of the 2012/13 DSG. Wiltshire has complied with this guidance and set up a debtor for £1.088 million in the 2010/11 accounts. The risk of this approach is that the funding will not be forthcoming in 2012/13 and therefore the Council will face a reduction in schools funding in that year. This position will be reviewed when the final DSG settlement is received in late June/early July to establish whether this risk can be reduced in the current year.

Community Services

17. The Department of Community Services is reporting an outturn for 2010/11 of an over spend £4.584 million, which is an improvement of £0.216 million against the previously reported forecast over spend of £4.8 million.
18. During February and March, the Department continued to ensure that expenditure was tightly controlled through a panel process and all packages of care authorised at Head of Service or Service Director level.
19. The favourable movement reported is attributable to a reduction between forecast and actual spend for the year against the department's passenger transport budget and an improvement against forecast for the joint funded arrangements with the NHS for people cared for under S.117 of the Mental Health Act.

Neighbourhood & Planning

20. The Department is reporting an underspend of £0.478 million for the financial year. The outturn position is a significant improvement on the previously reported forecast of a £1.023 million overspend.
21. The reported £0.600 million pressure in dealing with the activity on Highways Winter Maintenance during the winter months rose to £0.922 million by the outturn. An additional nine route runs were completed over the budget in addition to the increased cost, due to necessity, of purchasing salt within the winter period as opposed to the summer.
22. This was offset by an underspend within the Strategic Highways Service line, mainly attributed to additional developer income received as well as additional street works income driven by utility companies.
23. Across the other service lines within the Department small favourable variances were recorded against the budget. This includes improvements in February and March of previously reported pressures relating to shortfalls against income targets within Car Parking and Development Services.

24. This has allowed the Department to contribute to the Councils overall position and also address known but as yet un-quantified cost pressures with respect to provisions for services facing pay harmonisation.

Public Health & Wellbeing

25. The outturn for the Department is a £0.276 million underspend against a previous forecast of a £0.075 million overspend; a reduction of £0.351 million since the last report.
26. The previous forecast was based on an overspend on staff costs within the Public Protection service, however robust management of this pressure and on discretionary spend during the remaining months in conjunction with an improvement in the income received resulted in an underspend for the service and the Department as a whole.

Resources

27. The Department is showing a small overspend of £0.081 million for the financial year, an increase on the previously reported balanced position.
28. As previously reported, adequate provisions have now been finalised in the accounts to deal with any outstanding issues surrounding the in sourcing of ICT services. A £0.400 million overspend was anticipated against the ICT service line but this has improved at outturn and the overspend reduced to £0.250 million even after taking into consideration the provision made by officers.
29. The other major variances and movements since the last report within Resources relate to £0.366 million overspend within the Finance service line and a combined overspend of £0.866 million on Strategic Property Services and Campus and Operational Delivery Programme (CAOD). Both are explained below.
30. Although the renewal of the insurance contract led to significant savings, as previously reported, increased costs over budget, mainly associated with insurance claims, reduced the saving. Additional significant pressures around interim staffing measures put in place during the year and bank charges led to an overspend on the service of £0.366 million.
31. The financial year saw a massive upheaval and improvement in the way the finances of the Council related to property costs were captured and reported following the centralisation of all property related revenue costs. Add to this the work around the creation of new cost centres and reporting hierarchies within SAP that allows the accurate splitting out and capturing of property running costs for those properties within the CAOD programmes control and those remaining under strategic property services control
32. Work has now been completed and now provides improved financial management information for the CAOD programme and, moving forward, will enable improved reporting, tracking and transparency.

33. The overspend on property running costs are a direct result of the previously identified structural budget deficit inherited from predecessor Councils relating to administrative buildings within the CAOD programme.
34. This represents a £0.866 million pressure across the Strategic Property Services and CAOD which would be managed by officers during the financial year and for 2010/11 the overspend has been contained within the overall bottom line of the Resources Department.
35. The overspends been offset by the management of the remaining service lines within the Department to the bottom line, with the majority returning favourable variances, the most significant being a £0.477 million underspend on Benefits – Subsidy & Payments, which is in relation to more income being recouped than budgeted on Housing Benefit Overpayments.

Corporate Headings

36. The underspend reported under Corporate Headings now amounts to £4.278 million against a previously reported underspend of £5.189 million, a movement of £0.911 million.
37. The total cost of severance relating to the management review undertaken in 2010/11 was less than forecast. Previous forecasts predicted severance costs of circa £6.3 million revenue with a further £1.4 million being capitalised under the Secretary of State's approved directive. After making adequate provision following changes brought in this year on accounting for redundancy costs, and maximising the most effective of financing the costs using the flexibility of the directive, the actual cost to hit the general fund was £5.9 million, £0.4 million lower than forecast.
38. As previously reported to members re-profiling in the Capital Programme has led to reduced borrowing and associated revenue borrowing costs resulting in a significant underspend this financial year.
39. In addition, outstanding de-minimus VAT claims relating to previous District Councils have now been settled with HMRC (Her Majesty's Revenues & Customs) this has seen a one off income to the Council of circa £0.8 million.
40. As part of the year end closedown process a review of the assessment of need was undertaken by the S.151 to review provision required. This ensures adequate provision for bad debt, pay harmonisation and draw down from earmarked reserves. This resulted in an overall decrease in the underspend within the corporate headings section of £0.911.

Housing Revenue Account

41. The latest forecast as at period 10 is a £0.286 million overspend against the net budget, however the final outturn shows an underspend £1.054 million. This arises from underspending against budget in supervision and management, (general and special) and repair and maintenance.

Reserves

42. The tables below shows the year end outturn position on the general fund balance and estimated earmarked reserves held by the council. This shows the general fund at 31 March 2011 standing at £13.2 million. This is a significant improvement on the forecast estimate at month 10 due to the improvement in the outturn position above.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2010		13.770
Loss of LABGI grant	(0.574)	
Current Forecast Underspend	0.733	
Proposed movement to ring fenced accounts	(0.700)	
Total Forecast movement		(0.541)
Balance 31 March 2011		13.229

	Opening Balance 1 April 2010 £ million	Drawdown £ million	Closing Balance 31 March 2011 £ million
Earmarked Reserves			
Capital Revenue Reserve	1.500	(1.500)	0.000
PFI Reserve	4.251	(1.100)	3.151
Insurance Reserve	6.019	(1.569)	4.450
Schools Balances	17.493	(1.444)	16.049
WTP Reserve	0.228	-	0.228
Libraries operating reserve	0.051	-	0.051
Housing	0.042	-	0.042
CRB System Reserve	-	0.049	0.049
Elections Reserve	-	0.200	0.200
Street Lighting Reserve	-	0.100	0.100
Area Board Reserve	-	1.200	1.200
Grants	10.689	(1.650)	9.039
Proposed new ICT earmarked Reserve	-	0.200	0.200
Proposed new Invest to Save Reserve	-	0.500	0.500
Balance 31 March	40.273	(5.014)	35.259

43. As part of the year end closedown process a review of the assessment of need was undertaken by the S.151 to link all the earmarked General Fund balances to risk. The figures above represent the updated figures in line with the Councils financial plan. Looking forward, the Council faces significant transformation to deliver savings required in the next four years. Some of this will need pump priming funds to help change occur sooner and encourage innovation. As such it is proposed that earmarked reserves are established to fund this transformation, and the ICT needed to support it.
44. Due to changes in presentation due to the introduction of International Financial Reporting Standards (IFRS) for 2010/2011, it is now required to present grants received in advance in a different way than previous years. Therefore the earmarked reserves have been restated to include grants. These have been taken into account in setting the financial plan and do not represent new money.

Main Consideration for the Council

45. To note the current budget monitoring report.

Environmental Impact of the Proposal

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

Equality and Diversity Impact of this Proposal

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

Legal Implications

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

Risk Assessment

49. During the year, the Council has faced significant service financial pressures, including Central Government grant reductions, have been identified across departments during the financial year. Actions to manage these pressures have been agreed previously and work undertaken to manage the financial position.
50. The Council has identified in its corporate risk register various elements which have been covered in previous monitoring reports, most notably the impact the current economic climate has on the Council's finances and the recent potential liability surrounding the claim against a Wiltshire school.

Financial Implications

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

Proposals

That Members note the report showing a outturn underspend of £0.733 million, and agreed proposed ring fencing into two new earmarked reserves, £500,000 to invest to save and £200,000 to ICT projects.

Reasons for Proposals

That Members can approve the final outturn for 2010-2011.

Michael Hudson
Interim Chief Finance Officer

Report Authors: Matthew Tiller and Michael Hudson

Unpublished documents relied upon in the preparation of this report: NONE

Environmental impact of the recommendations contained in this report: NONE

Appendix 1 – Wiltshire Council Revenue Budget Monitoring Report

Wiltshire Council Revenue Budget Monitoring Statement

31-Mar-11

		Approved Budget 2010- 2011 £m	Actual Position 31-Mar-11 £m	Actual Variation for Year £m	Variation as % of Approved Budget
<u>SUMMARY</u>					
Children and Education	Gross	390.776	446.861	56.085	14.4%
	Income	(342.610)	(399.061)	(56.451)	16.5%
	Net	48.166	47.800	(0.366)	(0.8%)
Community Services	Gross	144.535	152.371	7.836	5.4%
	Income	(28.447)	(31.699)	(3.252)	11.4%
	Net	116.088	120.672	4.584	3.9%
Neighbourhood and Planning	Gross	119.915	118.945	(0.970)	(0.8%)
	Income	(37.047)	(36.555)	0.492	(1.3%)
	Net	82.868	82.390	(0.478)	(0.6%)
Health and Wellbeing	Gross	8.880	8.496	(0.384)	(4.3%)
	Income	(1.652)	(1.544)	0.108	(6.5%)
	Net	7.228	6.952	(0.276)	(3.8%)
Department of Resources	Gross	218.473	217.249	(1.224)	(0.6%)
	Income	(152.021)	(150.716)	1.305	(0.9%)
	Net	66.452	66.533	0.081	0.1%
Corporate Headings					
Movement To / From Reserves		(5.728)	(7.351)	(1.623)	28.3%
Exceptional Items		4.875	5.977	1.102	22.6%
Invest to Save Fund		0.168	-	(0.168)	(100.0%)
Central Financing		26.204	22.615	(3.589)	(13.7%)
	Net	25.519	21.241	(4.278)	(16.8%)
WILTSHIRE COUNCIL GENERAL FUND TOTAL					
	Gross	908.098	965.163	57.065	6.3%
	Income	(561.777)	(619.575)	(57.798)	10.3%
	Net	346.321	345.588	(0.733)	(0.2%)
Housing Revenue Account					
	Gross	21.480	20.111	(1.369)	(6.4%)
	Income	(22.486)	(22.171)	0.315	(1.4%)
	Net	(1.006)	(2.060)	(1.054)	104.8%
TOTAL INCLUDING HRA					
		345.315	343.528	(1.787)	(0.5%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

		Approved Budget 2010- 2011 £m	Actual Position 31-Mar-11 £m	Actual Variation for Year £m	Variation as % of Approved Budget
DETAIL					
Children and Education					
Schools & Learning					
Early Years	Gross Costs	28.333	26.469	(1.864)	(6.6%)
	Income	(28.470)	(28.497)	(0.027)	0.1%
	Net	(0.137)	(2.028)	(1.891)	1380.3%
School Buildings & Places	Gross Costs	0.724	0.614	(0.110)	(15.2%)
	Income	(0.342)	(0.341)	0.001	(0.3%)
	Net	0.382	0.273	(0.109)	(28.5%)
School Improvement	Gross Costs	17.598	22.624	5.026	28.6%
	Income	(11.284)	(16.291)	(5.007)	44.4%
	Net	6.314	6.333	0.019	0.3%
Traded Services	Gross Costs	18.921	21.181	2.260	11.9%
	Income	(19.504)	(21.697)	(2.193)	11.2%
	Net	(0.583)	(0.516)	0.067	(11.5%)
Special Educational Needs	Gross Costs	19.468	18.002	(1.466)	(7.5%)
	Income	(13.143)	(13.349)	(0.206)	1.6%
	Net	6.325	4.653	(1.672)	(26.4%)
Targeted Services					
Youth Development Service	Gross Costs	2.946	3.075	0.129	4.4%
	Income	(0.491)	(0.823)	(0.332)	67.6%
	Net	2.455	2.252	(0.203)	(8.3%)
Connexions Service	Gross Costs	2.658	2.561	(0.097)	(3.6%)
	Income	(0.032)	(0.231)	(0.199)	621.9%
	Net	2.626	2.330	(0.296)	(11.3%)
Youth Offending Service	Gross Costs	1.801	1.573	(0.228)	(12.7%)
	Income	(1.168)	(1.030)	0.138	(11.8%)
	Net	0.633	0.543	(0.090)	(14.2%)
Young People's Support Service	Gross Costs	2.833	2.955	0.122	4.3%
	Income	(2.619)	(2.542)	0.077	(2.9%)
	Net	0.214	0.413	0.199	93.0%
Other Targeted Services	Gross Costs	4.437	4.631	0.194	4.4%
	Income	(2.055)	(2.294)	(0.239)	11.6%
	Net	2.382	2.337	(0.045)	(1.9%)
Commissioning & Performance					
Commissioning & Performance	Gross Costs	8.457	7.262	(1.195)	(14.1%)
	Income	(11.107)	(6.920)	4.187	(37.7%)
	Net	(2.650)	0.342	2.992	(112.9%)
Funding Schools	Gross Costs	247.332	299.071	51.739	20.9%
	Income	(245.888)	(297.543)	(51.655)	21.0%
	Net	1.444	1.528	0.084	5.8%
Children's Social Care					
Safeguarding	Gross Costs	0.843	0.946	0.103	12.2%
	Income	(0.088)	(0.115)	(0.027)	30.7%
	Net	0.755	0.831	0.076	10.1%
Children's Social Care	Gross Costs	28.887	30.361	1.474	5.1%
	Income	(0.881)	(1.852)	(0.971)	110.2%
	Net	28.006	28.509	0.503	1.8%
Agreed Recovery Actions still to be actioned	Gross Costs	-	-	-	
Sub Total	Gross Costs	385.180	441.267	56.087	14.6%
	Income	(337.014)	(393.467)	(56.453)	16.8%
	Net	48.166	47.800	(0.366)	(0.8%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

Wiltshire Council Revenue Budget Monitoring Statement

31-Mar-11

		<i>Approved Budget 2010-2011 £m</i>	<i>Actual Position 31-Mar-11 £m</i>	<i>Actual Variation for Year £m</i>	<i>Variation as % of Approved Budget</i>
<u>Community Services</u>					
Older People	Gross Costs	47.559	54.723	7.164	15.1%
	Income	(9.605)	(12.746)	(3.141)	32.7%
	Net	37.954	41.977	4.023	10.6%
Physical Impairment	Gross Costs	7.684	8.289	0.605	7.9%
	Income	(1.070)	(0.690)	0.380	(35.5%)
	Net	6.614	7.599	0.985	14.9%
Learning Disabilities	Gross Costs	43.120	39.703	(3.417)	(7.9%)
	Income	(12.099)	(12.189)	(0.090)	0.7%
	Net	31.021	27.514	(3.507)	(11.3%)
Mental Health	Gross Costs	23.833	25.534	1.701	7.1%
	Income	(3.938)	(4.055)	(0.117)	3.0%
	Net	19.895	21.479	1.584	8.0%
Resources Strategy & Commissioning	Gross Costs	3.516	4.538	1.022	29.1%
	Income	(0.180)	(0.184)	(0.004)	2.2%
	Net	3.336	4.354	1.018	30.5%
Supporting People	Gross Costs	7.190	8.327	1.137	15.8%
	Income	-	(0.289)	(0.289)	
	Net	7.190	8.038	0.848	11.8%
Libraries Heritage & Arts	Gross Costs	7.055	6.755	(0.300)	(4.3%)
	Income	(1.028)	(1.032)	(0.004)	0.4%
	Net	6.027	5.723	(0.304)	(5.0%)
Community Leadership & Governance	Gross Costs	4.578	4.502	(0.076)	(1.7%)
	Income	(0.527)	(0.514)	0.013	(2.5%)
	Net	4.051	3.988	(0.063)	(1.6%)
Sub Total	Gross Costs	144.535	152.371	7.836	5.4%
	Income	(28.447)	(31.699)	(3.252)	11.4%
	Net	116.088	120.672	4.584	3.9%

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

Wiltshire Council Revenue Budget Monitoring Statement

31-Mar-11

		<i>Approved Budget 2010-2011</i>	<i>Actual Position 31-Mar-11</i>	<i>Actual Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	
Neighbourhood and Planning					
Highways & Streetscene	Gross Costs	20.539	22.553	2.014	9.8%
	Income	(3.971)	(4.612)	(0.641)	16.1%
	Net	16.568	17.941	1.373	8.3%
Highways - Strategic Services	Gross Costs	10.623	10.181	(0.442)	(4.2%)
	Income	(1.213)	(1.992)	(0.779)	64.2%
	Net	9.410	8.189	(1.221)	(13.0%)
Passenger Transport	Gross Costs	26.925	26.410	(0.515)	(1.9%)
	Income	(5.663)	(6.443)	(0.780)	13.8%
	Net	21.262	19.967	(1.295)	(6.1%)
Car Parking	Gross Costs	2.527	2.393	(0.134)	(5.3%)
	Income	(8.983)	(7.650)	1.333	(14.8%)
	Net	(6.456)	(5.257)	1.199	(18.6%)
Waste Services	Gross Costs	30.372	29.685	(0.687)	(2.3%)
	Income	(3.380)	(2.916)	0.464	(13.7%)
	Net	26.992	26.769	(0.223)	(0.8%)
Leisure	Gross Costs	8.908	8.827	(0.081)	(0.9%)
	Income	(4.929)	(5.056)	(0.127)	2.6%
	Net	3.979	3.771	(0.208)	(5.2%)
Economy & Enterprise	Gross Costs	5.752	6.253	0.501	8.7%
	Income	(0.937)	(1.229)	(0.292)	31.2%
	Net	4.815	5.024	0.209	4.3%
Development Services	Gross Costs	7.979	7.120	(0.859)	(10.8%)
	Income	(6.121)	(4.962)	1.159	(18.9%)
	Net	1.858	2.158	0.300	16.1%
Housing Management	Gross Costs	4.955	4.334	(0.621)	(12.5%)
	Income	(1.850)	(1.658)	0.192	(10.4%)
	Net	3.105	2.676	(0.429)	(13.8%)
Management & Business	Gross Costs	1.335	1.189	(0.146)	(10.9%)
	Income	-	(0.037)	(0.037)	
	Net	1.335	1.152	(0.183)	(13.7%)
Sub Total	Gross Costs	119.915	118.945	(0.970)	(0.8%)
	Income	(37.047)	(36.555)	0.492	(1.3%)
	Net	82.868	82.390	(0.478)	(0.6%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

Wiltshire Council Revenue Budget Monitoring Statement

31-Mar-11

		<i>Approved Budget 2010-2011</i>	<i>Actual Position 31-Mar-11</i>	<i>Actual Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>Health and Wellbeing</u>					
Health and Wellbeing	Gross Costs	0.418	0.405	(0.013)	(3.1%)
	Income	(0.074)	(0.104)	(0.030)	40.5%
	Net	0.344	0.301	(0.043)	(12.5%)
Public Protection	Gross Costs	4.955	4.841	(0.114)	(2.3%)
	Income	(1.168)	(1.185)	(0.017)	1.5%
	Net	3.787	3.656	(0.131)	(3.5%)
Community Safety	Gross Costs	3.240	3.024	(0.216)	(6.7%)
	Income	(0.410)	(0.234)	0.176	(42.9%)
	Net	2.830	2.790	(0.040)	(1.4%)
Emergency Planning	Gross Costs	0.267	0.226	(0.041)	(15.4%)
	Income	-	(0.021)	(0.021)	
	Net	0.267	0.205	(0.062)	(23.2%)
Sub Total	Gross Costs	8.880	8.496	(0.384)	(4.3%)
	Income	(1.652)	(1.544)	0.108	(6.5%)
	Net	7.228	6.952	(0.276)	(3.8%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

		Approved Budget 2010-2011	Actual Position 31-Mar-11	Actual Variation for Year	Variation as % of Approved Budget
		£m	£m	£m	
Resources					
Chief Executive	Gross Costs	0.504	0.592	0.088	17.5%
	Income	(0.027)	(0.027)	-	-
	Net	0.477	0.565	0.088	18.4%
Policy & Communications	Gross Costs	2.916	2.441	(0.475)	(16.3%)
	Income	(0.370)	(0.033)	0.337	(91.1%)
	Net	2.546	2.408	(0.138)	(5.4%)
Transition Fund	Gross Costs	-	(0.006)	(0.006)	
	Income	-	-	-	
	Net	-	(0.006)	(0.006)	
Corp Director / Central Resources	Gross Costs	0.195	0.221	0.026	13.3%
	Income	-	-	-	
	Net	0.195	0.221	0.026	13.3%
Finance (including Revs & Bens)	Gross Costs	25.924	26.578	0.654	2.5%
	Income	(13.054)	(13.342)	(0.288)	2.2%
	Net	12.870	13.236	0.366	2.8%
Benefits - Subsidy & Payments	Gross Costs	129.339	128.599	(0.740)	(0.6%)
	Income	(129.132)	(128.869)	0.263	(0.2%)
	Net	0.207	(0.270)	(0.477)	(230.4%)
HR	Gross Costs	3.535	3.189	(0.346)	(9.8%)
	Income	(0.491)	(0.327)	0.164	(33.4%)
	Net	3.044	2.862	(0.182)	(6.0%)
ICT	Gross Costs	19.809	20.113	0.304	1.5%
	Income	(0.287)	(0.341)	(0.054)	18.8%
	Net	19.522	19.772	0.250	1.3%
Corporate Procurement	Gross Costs	3.248	3.294	0.046	1.4%
	Income	(0.799)	(0.826)	(0.027)	3.4%
	Net	2.449	2.468	0.019	0.8%
Legal & Democratic	Gross Costs	5.398	5.020	(0.378)	(7.0%)
	Income	(0.779)	(0.735)	0.044	(5.6%)
	Net	4.619	4.285	(0.334)	(7.2%)
Performance & Risk	Gross Costs	0.392	0.333	(0.059)	(15.1%)
	Income	(0.015)	(0.015)	-	-
	Net	0.377	0.318	(0.059)	(15.6%)
Shared Services & Customer Care	Gross Costs	8.984	8.531	(0.453)	(5.0%)
	Income	(1.981)	(1.866)	0.115	(5.8%)
	Net	7.003	6.665	(0.338)	(4.8%)
Strategic Property Services	Gross Costs	12.135	12.249	0.114	0.9%
	Income	(4.558)	(4.218)	0.340	(7.5%)
	Net	7.577	8.031	0.454	6.6%
Campus & Operational Delivery	Gross Costs	6.094	6.095	0.001	0.0%
	Income	(0.528)	(0.117)	0.411	(77.8%)
	Net	5.566	5.978	0.412	6.6%
Sub Total	Gross Costs	218.473	217.249	(1.224)	(0.6%)
	Income	(152.021)	(150.716)	1.305	(0.9%)
	Net	66.452	66.533	0.081	0.1%

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

		Approved Budget 2010-2011 £m	Actual Position 31-Mar-11 £m	Actual Variation for Year £m	Variation as % of Approved Budget
Housing Revenue Account					
Provision for Bad Debts	Gross Costs	0.030	(0.070)	0.100	333.3%
	Income	-	-	-	0.0%
	Net	0.030	(0.070)	0.100	333.3%
Capital Financing Costs	Gross Costs	3.705	3.653	0.052	1.4%
	Income	-	-	-	0.0%
	Net	3.705	3.653	0.052	1.4%
Interest	Gross Costs	-	-	-	0.0%
	Income	(0.215)	(0.131)	(0.084)	39.1%
	Net	(0.215)	(0.131)	(0.084)	39.1%
Rent Rebates	Gross Costs	0.258	0.092	0.166	64.3%
	Income	-	-	-	0.0%
	Net	0.258	0.092	0.166	64.3%
Subsidy Payable	Gross Costs	7.526	7.466	0.060	0.8%
	Income	(0.076)	-	(0.076)	100.0%
	Net	7.450	7.466	(0.016)	(0.2%)
Rents	Gross Costs	-	-	-	0.0%
	Income	(21.154)	(20.982)	(0.172)	0.8%
	Net	(21.154)	(20.982)	(0.172)	0.8%
Repairs & Maintenance	Gross Costs	5.018	4.532	0.486	9.7%
	Income	(0.049)	(0.036)	(0.013)	26.5%
	Net	4.969	4.496	0.473	9.5%
Rent, Rates & Taxes	Gross Costs	0.003	-	0.003	100.0%
	Income	-	(0.007)	0.007	100.0%
	Net	0.003	(0.007)	0.010	333.3%
Supervision & Management Special	Gross Costs	1.534	1.388	0.146	9.5%
	Income	(0.829)	(0.863)	0.034	(4.1%)
	Net	0.705	0.525	0.180	25.5%
Supervision & Management	Gross Costs	3.282	3.016	0.266	8.1%
	Income	(0.150)	(0.121)	(0.029)	19.3%
	Net	3.132	2.895	0.237	7.6%
HRA Improvement Plan	Gross Costs	0.125	0.017	0.108	86.4%
	Income	-	-	-	0.0%
	Net	0.125	0.017	0.108	86.4%
Fraud in Housing	Gross Costs	-	0.015	(0.015)	100.0%
	Income	(0.014)	(0.029)	0.015	(107.1%)
	Net	(0.014)	(0.014)	-	-
Sub Total	Gross Costs	21.481	20.109	1.372	6.4%
	Income	(22.487)	(22.169)	(0.318)	1.4%
	Net	(1.006)	(2.060)	1.054	(104.8%)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive.

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WILTSHIRE COUNCIL

AGENDA ITEM NO. 5

CABINET CAPITAL ASSETS COMMITTEE

14 JUNE 2011

Capital Budget Monitoring 2010/11 Outturn Report

Executive Summary

The report reflects the final position of the 2010/11 Capital Budget.

There is a final spend of £6.692m below the full year budget for 2010/11.

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

Proposal

- a. To note the final outturn position of the 2010/11 Capital programme.
- b. Note the budget changes in section 1 and 2 of Appendix B.
- c. Approve the reprogramming of schemes as detailed in Appendix A.

Reasons for Proposals

To inform Cabinet of the final outturn financial position of the 2010/11 capital budget and to identify schemes within the programme where budgets are required to be reprofiled into 2010/11.

Michael Hudson

Interim Chief Finance Officer

CABINET CAPITAL ASSETS COMMITTEE

14 JUNE 2011

Capital Budget Monitoring 2010/11 Outturn Report

Purpose of Report

1. To update Cabinet on the final outturn position of the 2010/11 Capital Programme.

Background

2. Between the last capital budget monitoring report presented to Cabinet and the end of the 2010/11 financial year, the budget has been adjusted as detailed in the below table.
3. Appendix B to the report contains a further breakdown of the additional budget adjustments which Cabinet are asked to note (Section 1 and 2).
4. In addition there have been budget movements between schemes (no additional budget) also detailed in the table below;

Budget Movements for final outturn report 2010/11

	£m	Notes
Capital budget as per previous monitoring report (19th April 2011)	120.496	
Budget amendments for additional budget added to programme;		
Budget adjustments awaiting Cabinet approval (CFO Delegations).	0.801	Net budget adjustments as detailed in Appendix B of this report.
Other budget movements – no additional budget;		
Other schools projects expansions	(0.049)	Budget moved between education schemes
Other schools projects replacements	0.049	Budget moved between education schemes
LPSA PRG (DCE)	(0.109)	Contribution for scheme – budget moved to WTP
WTP	0.109	Contribution for scheme – budget moved to WTP
LTP – Integrated Transport	(1.000)	Final allocation of highways budgets
LTP – Maintenance of Principal/Non Principal roads	1.000	Final allocation of highways budgets
Major Highway Improvements	(0.140)	To reflect cost of Petersfinger Park and ride budgeted within major highways improvements
Petersfingers Park and Ride	0.140	To reflect cost of Petersfinger Park and ride budgeted within major highways improvements
LTP – Integrated Transport	(0.189)	Final allocation of highways budgets
Road Maintenance Vehicles	0.189	Final allocation of highways budgets
Final Capital budget 2010/11	121.297	

Summary of 2010/11 Capital Budget

5. The final capital outturn position for the 2010/11 capital budget is summarised below:

Department	Budget 2010/11 £m	Final Expenditure 2010/11 £m	Variance 2010/11 (under)/Over £m
Children & Education	51.665	47.811	(3.854)
Resources	24.836	25.186	0.412
Neighbourhood & Planning	42.471	40.963	(1.508)
Community Services	2.326	0.584	(1.742)
Total:	121.297	114.544	(6.630)
Leasing Capital Payments		0.062	0.062
Total Expenditure:		114.606	(6.692)

* A negative variance indicates a underspend

6. The 2010/11 capital programme is showing a final spend of £6.692m below the approved budget. This can be broken down as follows

£

Reprofiling of schemes into 2011/12	6.673
Net underspend on Project Costs	<u>0.019</u>
Total net underspend	6.692

7. A full breakdown of the final position of schemes within the capital programme can be seen in Appendix A. This Appendix also details the treatment of any year end variance against each scheme.
8. Members are asked to approve the reprogramming of expenditure; meaning the budget in 2011/12 will be increased overall by £6.673m. By approving the reprogramming, schemes are continued to be seen as a priority for the organisation.

Leasing costs

9. Costs associated with leasing have been charged through the capital programme in order to ensure that all fixed assets are recorded accurately on the Council's Asset register. There are two separate leasing elements included in the programme;

1. External Finance Leases - These are leases arranged with external leasing companies. Under accounting guidelines, the structure of the lease arrangement requires the Council to show the assets within its own accounts. The inclusion of costs within the programme is a necessary step to ensure assets are recorded on the asset register. In 2010/11 there have not been any additions to the programme due to External finance leases.
 - II. Schools Internal Leasing – This is the continuation of the internal leasing scheme which Wiltshire County Council administered for a number of years. It takes advantage of the prudential borrowing available to the Council in order to achieve value for money. Rather than Schools entering into costly lease arrangements, the Council utilises its borrowing abilities to purchase the assets for Schools and then receives annual payments from Schools to recover the cost of the assets. To ensure the assets are included within the Council's asset register, the costs need to be charged to the capital programme.
10. For completeness, the costs associated with each element of leasing are highlighted within the Resources section of Appendix A.

Major variations against outturn budget

11. The overall net position of the capital programme for 2010/11 is a variance of £6.692m. The major variances against the budget and a brief description of the reasons for the variances are as follows;

Children and Education variances

12. Wellington Academy £0.834m variance. The overspend of £0.834 million against the profiled budget for Wellington Academy is due to the main school buildings being completed ahead of schedule. The budget was reprofiled following delays to the building work in December 2010 however good progress was then made in the first quarter of 2011. It is not anticipated that the overall project budget will overspend. Therefore the overspend will be treated as negative slippage and the budget in 2011/12 will be reduced accordingly.
13. Additional accommodation £0.809m variance – this underspend is due to planning delays on the Matravers School Sixth Form Centre partly caused by badgers on the site. The budget will be moved into 11/12 as slippage
14. NDS maintenance £0.975m variance – The New Deals for Schools allocation covers a 17 month period, additional budgets added to the 2010/11 budget in the February monitoring report should have been added to the 2011/12 budget. The budget will be moved into 2011/12 as slippage.

15. Other education schemes variances – Planning delays and complications around the transferring of schools to Academy status in one case have meant there are additional underspends on other schemes. All budgets will be moved to the 2011/12 budget as slippage.

Resources variances

16. Workplace Transformation £1.501m variance. Works have advanced more quickly than expected in the previous monitoring report in a number of areas particularly around the IT infrastructure works. Workplace schemes are under close scrutiny and this overspend is not regarded as a true overspend over the life of the individual projects it is just a reprofiling of budgets across years. This overspend will therefore be reduced from the budget in 11/12 in the form of negative slippage
17. Buildings repairs and maintenance £0.795m variance. Following the review of all capital spend undertaken by the CCAC there were delays over the commissioning of works whilst the status of the budgets were decided. These projects have now been commissioned and work started on site so this underspend will be treated as slippage and moved into 2011/12.

Neighbourhood and Planning variances

18. There are few significant variances in this department but some points to note.
19. Highways schemes – Highways and Land Drainage schemes have individual variances that net to £0.503m. These overspends represent the bringing forward planned work on numerous individual schemes and costs of completion of schemes such as Petersfinger Park and Ride. The net position represents a variance from budget of 2%. The net overspends will be managed by reducing the budget in 2011/12 using negative slippage.
20. Leisure and Amenities - £0.475m variance. This is the budget to repair churchyards under the Council's control. This will be investigated further in 2011/12.
21. Housing schemes including HRA have a net £1.003m variance. These schemes are all grant funded (or ringfenced funding for the HRA). There have been delays in work referrals for the private sector housing grants schemes and other timing delays in the affordable housing area. All budget is committed to schemes in 11/12 so this budget will be added to the 2011/12 budget as slippage.

Community Services variances

22. Adult Care Strategy and Commissioning £1.233m variance. This scheme is grant funded and has progressed much more slowly than anticipated in the previous monitoring report. This budget will be added to the 2011/12 budget as slippage.

Financing of 2010/11 Capital Expenditure

23. The Capital expenditure in 2010/11 (£114.606m) was financed by the following sources;

Funding Stream	Capital Funding £m
Capital Grants & Contributions	49.626
Capital Receipts	8.494
Revenue Contributions & use of capital reserve	1.046
Major Repairs Allowance (Funding Housing Revenue Account)	4.463
Borrowing	50.977
Total:	114.606

24. The financing of the 2010/11 capital expenditure was structured to take into account the annual revenue payments the Council is required to make each year in terms of debt repayment (Minimum Revenue Provision). The above financing structure ensures debt repayment is kept at a manageable level and represents the best value for money option for the Council.

Main Considerations for the Council

25. To note the final outturn position of the 2010/11 Capital Programme and approve the reprogramming of schemes in Appendix A.
26. Note the budget changes in section 1 of Appendix B.

Environmental Impact of the Proposal

27. 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. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It is 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 2011-12 assessed the

perceived impact of schemes on the Council's carbon footprint and built this into the mechanism for setting the 2011/12 budget.

Equality and Diversity Impact of the Proposal

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

Risk Assessment

29. The capital budget for 2010/11, as detailed in this report, is approximately £121 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.

Financial Implications

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

Legal Implications

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

Michael Hudson

Interim Chief Finance Officer

Report Author: Stephen MacDonald

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

SCHEME NAME	DEPARTMENT	2010/11 BUDGET £m	2010/11 EXPENDITURE £m	VARIATION £m	VARIATION ANALYSED	
					(Underspend)/Overspend £m	Reprofiling of Scheme £m
Wellington Academy	DCE	19.880	20.714	0.834		0.834
Salisbury Academy	DCE	0.700	0.699	(0.001)		(0.001)
Extended Schools	DCE	1.342	0.839	(0.503)		(0.503)
Additional Accommodation	DCE	1.983	1.159	(0.824)		(0.824)
Access and Inclusion	DCE	1.193	0.747	(0.447)		(0.447)
NDS Maintenance	DCE	3.951	2.975	(0.975)		(0.975)
NDS Modernisation	DCE	0.610	0.704	0.094		0.094
Devolved formula Capital	DCE	4.111	4.111	0.000		0.000
DCSF Primary Capital programme	DCE	3.954	3.451	(0.503)		(0.503)
Melksham Oak School	DCE	4.375	4.503	0.128		0.128
DCSF Targeted Capital 14-19 SEN	DCE	1.075	0.815	(0.260)		(0.260)
Targeted Capital Food Technology General	DCE	0.803	0.461	(0.342)		(0.342)
Targeted Capital School Kitchens General	DCE	0.929	0.929	(0.000)		(0.000)
Other Projects New Schools	DCE	0.405	0.345	(0.060)		(0.060)
Other Schools Projects - Expansions	DCE	0.668	0.075	(0.594)		(0.594)
Other Schools Projects - Replacements	DCE	0.172	0.170	(0.002)		(0.002)
DCSF Specialist Schools	DCE	0.000	0.000	0.000		0.000
Targeted Capital Standards & Diversity G	DCE	0.000	0.000	0.000		0.000
DCSF 14-19 Diplomas reforms	DCE	0.696	0.694	(0.002)		(0.002)
DCSF Information System Parents & Providers	DCE	0.000	(0.010)	(0.010)		(0.010)
Sure Start early years	DCE	4.201	3.838	(0.362)		(0.362)
LPSA PRG (DCE)	DCE	0.000	0.000	0.000		0.000
Aiming High for Disabled Children	DCE	0.478	0.477	(0.001)		(0.001)
Youth Projects	DCE	0.138	0.115	(0.024)		(0.024)
	DCE TOTAL	51.665	47.811	(3.853)	0.000	(3.853)
BMP/SAP	DOR	0.455	0.455	0.000		0.000
LPSA PRG (Resources)	DOR	0.043	0.000	(0.043)		(0.043)
Area Boards	DOR	0.615	0.322	(0.293)		(0.293)
Revenue & Benefits Systems.	DOR	0.250	0.244	(0.006)		(0.006)
WTP	DOR	19.386	20.887	1.501		1.501
School Internal Leases	DOR	0.000	0.062	0.062	0.062	
Buildings repair & Maintenance	DOR	2.577	1.782	(0.795)		(0.795)
The Shambles	DOR	0.010	0.010	(0.000)		(0.000)
County Farms	DOR	0.004	0.000	(0.004)		(0.004)
Redundancy Capitalisation Directive	DOR	1.462	1.462	(0.000)		(0.000)
Other DOR Initiatives	DOR	0.034	0.025	(0.009)		(0.009)
	DOR TOTAL	24.836	25.248	0.412	0.062	0.350
LTP – Integrated Transport	DNP	3.914	4.278	0.365		0.365
Bridges & Structures	DNP	4.178	4.216	0.038		0.038

SCHEME NAME	DEPARTMENT	2010/11 BUDGET £m	2010/11 EXPENDITURE £m	VARIATION £m	VARIATION ANALYSED	
					(Underspend)/Overspend £m	Reprofiling of Scheme £m
LTP – Maintenance of Principal/Non Principal roads	DNP	10.150	10.520	0.369		0.369
Additional Highway Maintenance	DNP	2.639	2.225	(0.414)		(0.414)
Footways	DNP	0.249	0.211	(0.038)		(0.038)
Land Drainage	DNP	0.473	0.700	0.227		0.227
Major Integrated Tr. Improvements	DNP	0.034	0.032	(0.002)		(0.002)
Major Highway Improvements	DNP	0.147	0.077	(0.070)		(0.070)
Petersfingers Park and Ride	DNP	0.140	0.140	(0.000)		(0.000)
Waste Vehicles (Purchase)	DNP	2.068	2.096	0.027		0.027
Leisure & Amenities	DNP	0.563	0.117	(0.445)		(0.445)
Car Park Maintenance	DNP	0.000	0.000	0.000		0.000
Waste Management	DNP	2.159	1.894	(0.265)		(0.265)
LPSA PRG (TEL)	DNP	0.225	0.230	0.005		0.005
Road Maintenance Vehicles	DNP	0.281	0.281	(0.000)		(0.000)
Pest Control vehicles	DNP	0.168	0.168	0.000		0.000
PTU Vehicles	DNP	0.000	0.000	0.000		0.000
Other LHA Initiatives	DNP	0.000	0.000	0.000		0.000
Corporate Carbon Reduction	DNP	0.400	0.329	(0.071)		(0.071)
Consolidated IT System	DNP	0.000	0.000	0.000		0.000
Tidworth Castledown	DNP	0.181	0.101	(0.080)	(0.080)	
Economic Development	DNP	0.306	0.291	(0.015)		(0.015)
Disabled facilities grants Housing	DNP	2.500	2.468	(0.032)		(0.032)
Corporate other housing grants	DNP	1.090	1.008	(0.082)		(0.082)
Strategic Housing	DNP	2.561	2.180	(0.382)		(0.382)
New Housing	DNP	4.422	4.107	(0.315)		(0.315)
HRA	DNP	3.623	3.296	(0.326)		(0.326)
	DNP Total	42.471	40.963	(1.508)	(0.080)	(1.428)
Adult Social Care Strategy & Commissioning - Older People	DCS	1.339	0.105	(1.233)		(1.233)
Adult Social Care Strategy & Commissioning - Learning Disability	DCS	0.177	0.073	(0.104)		(0.104)
Adult Social Care Strategy & Commissioning - Mental Health	DCS	0.626	0.353	(0.273)		(0.273)
Resources Other	DCS	0.127	0.028	(0.099)		(0.099)
Safer, Stronger Communities Fund	DCS	0.057	0.025	(0.032)		(0.032)
	DCS TOTAL	2.326	0.584	(1.742)	0.000	(1.742)
TOTAL CAPITAL PROGRAMME 2010-2011		121.297	114.606	(6.692)	(0.019)	(6.673)

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THECabinet Meeting
Financial Year:

2010/11

SECTION 1 - DELEGATED CFO POWERS

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

Project Name: Sure Start Early Years
 Budget Change:

2010/11	2011/12	2012/13
36,283		

 Funding Source: Parish Council Contributions to capital schemes

Project Name: Integrated transport
 Budget Change:

2010/11	2011/12	2012/13
612,558		

 Funding Source: Highways contributions from developers to fund integrated transport schemes

Project Name: Pest control vehicles
 Budget Change:

2010/11
152,879

 Funding Source: Revenue contributions made to finance purchase of vehicles

801,720	Total Delegated Changes Approved by Section 151 Officer
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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"

No Reprogramming of expenditure has been undertaken for the outturn monitoring report

0	Total Re-profiling
----------	---------------------------

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"

No Reprogramming of expenditure has been undertaken for the outturn monitoring report

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

CHIEF FINANCE OFFICER: Michael Hudson

SIGNED:

DATE: June 2011

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Wiltshire Council

Organisation and Resources Select Committee

14 July 2011

Task Group Update

ICT Task Group			
Membership:	Cllr Carter (Ch)	Last Meeting	13 May 2011
	Cllr Hill Cllr Hubbard Cllr Seed Cllr White	Next Meeting:	27 July 2011
<p>Members will recall that the Task Group met on 13 May to consider the Information Services Technology Plan 2011-15 and associated road map and resolved to arrange additional sub-meetings to focus particular attention on the ICT projects for:</p> <ul style="list-style-type: none">• Smartphones• Air Quality Monitoring System <p>The Air Quality meeting has now taken place (16 June 2011) to further the service provided to ensure it remains robust and deliverable.</p> <p>A meeting to scrutinise the Air Quality Monitoring System will be arranged to take place ahead of the next ICT Task Group meeting in July.</p> <p>Members should also note that Scrutiny and Audit representatives met recently to discuss the respective roles and responsibilities regarding SAP to ensure that issues weren't being duplicated or missed.</p> <p>The outcome of the meeting was that Scrutiny, through its ICT Task Group, would assume the lead role in reviewing the development of SAP as part of its responsibilities for monitoring the implementation of the Technology Plan. It was recognised, however, that SAP was not simply an ICT application and therefore other Business Plan priorities in relation to transformation and shaping the future were inter-linked.</p> <p>It was agreed that the Task Group would have the ability to make recommendations elsewhere should it feel that the resolution of issues were beyond its remit. It was also noted that there was some common membership across the Scrutiny and Audit functions which would help facilitate any wider discussions.</p>			

Campus and Operational Delivery Programme (CAOD) Task Group			
Membership:	Cllr Jeans Cllr Osborn (Ch) Cllr Carter Cllr Rooke Cllr Seed Cllr Howard Cllr Deane	Last Meeting	23 May 2011
		Next Meeting:	13 July 2011
<p>The last meeting took place on 23 May where Task Group members considered items on service engagement, disposals and the programmes revenue and capital budget.</p> <p>Following recent announcements regarding the realignment of responsibilities at senior management level, including the creation of a new team leading all corporate programmes and transformation, councillors will consider at the next meeting (13 July) the implications of this re-structure on the future activity of the task group. Further detail on the programme's governance structure has been requested including an overview of the work streams and terms of reference for the officer and member groups supporting the programme.</p> <p>The Task Group will also be receiving progress updates at the next meeting on working proposals for the campuses in the pilot project and the draft community asset transfer policy prior to its presentation to the Capital Assets Committee on 26 July.</p>			

S106 Task Group			
Membership:	Cllr Trotman (Ch) Cllr Douglas Cllr Fuller Cllr Jeans Cllr Marshall Cllr Deane	Last Meeting	18 May 2011
		Next Meeting:	September 2011
<p>At the time of publication the Task Group had not met since its previous update.</p>			

Partnerships Task Group			
Membership:	Cllr Allen	Last Meeting	1 June 2011
	Cllr Burton	Next Meeting:	end of July 2011
Cllr Colmer			
Cllr Humphries			
Cllr H. Osborn			
Cllr Seed			
	Cllr White		
<p>The Task Group met on June 1st to commence their review of the Wiltshire Housing Partnership. Welcoming the Service Director for Housing, the members were given an overview of the project's key aims and challenges. As agreed in the Business Plan the target was to build 450 affordable homes per year (previous target was 590 homes). Wiltshire was one of the best performing authorities in the south west with tenants and housing associations working together on the partnership to help deliver its ambitions.</p> <p>The key current challenges include ensuring that Wiltshire has no homeless people housed in bed and breakfast accommodation and exploring the potential of offering a property management service.</p> <p>The next meeting scheduled for the end of July will provide the opportunity for the Task Group to speak to the Chairman of the Partnership – Cllr Howard Greenman, before the Task group progresses on to talk with the Housing Associations.</p> <p>In addition the Chairman of the Select Committee on July 1st attended the Community Safety Executive Board to discuss the interim report of the Task Group. It was acknowledged that the Partnership had found working with scrutiny a useful experience, and it had made them more aware about communication and the way they market their achievements. Progress had been made against the recommendations, with a member toolkit to be produced shortly and a commitment to distribute the existing e-newsletter to all members.</p> <p>During discussions the Partnership was asked whether they had a dedicated budget and it was agreed that when the Task Group receives it 6 month update this will include an overview of funding. The lack of visibility of Community Safety within the Business Plan despite it being a public priority was also raised; the Cabinet member emphasised that the Business Plan was a fluid document and hoped that Community Safety would be given more prominence in the future and welcomed scrutiny support in this area.</p>			

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Overview & Scrutiny Organisation and Resources Select Committee

Rolling Work Plan from July 2011

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Campus and Operational Development (previously known as Workplace Transformation) Programme	Task Group	Ongoing	To consider updates on progress Four year programme	Mark Stone	Cllr John Noeken
ICT	Task Group	Ongoing	To consider updates on progress to include SAP Development (as incorporated within the Technology Plan roadmap)	Cllr Nigel Carter	
Procurement & Commissioning	Task Group	Ongoing	To consider updates on progress.	Ceri Williams	
Partnerships (Standing)	Task Group	Ongoing	To receive an update on progress.	Ceri Williams	Cllr John Noeken

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
S106 Agreements	Task Group	September 2011	To receive an update on progress once the Task Group has met in September to establish if the database has been completed and reviewed the options for making it accessible to the public.	Ceri Williams/ Sharon Smith	Cllr Toby Sturgis
Member Support in the Locality	Task Group	September 2011	To undertake a review on member support in September 2011	Henry Powell	Cllr Laura Mayes
Scrutiny Representation on Project Boards	Committee	Ongoing	Scrutiny representatives to provide written updates where applicable	Cllr Ricky Rogers Cllr Peggy Dow Cllr Pip Ridout	
Systems Thinking	Committee	September 2011	To receive an update report on Systems Thinking.	Carlton Brand	
Budget and Performance	Committee	September 2011	To review budget and performance monitoring arrangements	Paul Kelly	Cllr Fleur de Rhe-Philippe
Library Services Review	Committee	November 2011	To receive a six month update on progress in relation to the Library Services Review	Niki Lewis	
Consultancy/Agency Staff Update	Committee	March 2012	To receive an annual update on consultancy/agency staff	Barry Pirrie	Cllr John Noeken

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Scrutiny Review	Committee	tbc	To implement a wider review of Scrutiny to ensure the most appropriate allocation of resources	Paul Kelly	
Shaping the Future Group	Committee	tbc	To receive the Action Plan for consideration once available	Barry Pirrie?	Cllr Allison Bucknell
SAP Development PID	Committee/Task Group?	tbc	The Task Group to be requested to consider whether SAP should be considered within its remit	Jacqui White?	Cllr John Noeken/ Cllr Chris Cochrane
Service Transformation (HR)	Committee	tbc	To receive an update on service transformation	Barry Pirie	Cllr Laura Mayes

Cabinet Forward Work Plan
June 2011 – September 2011

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

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Update on Performance	13 September 2011	To inform Cabinet about progress against the Council's priorities, including those in the Local Agreement for Wiltshire.	Cllr Fleur de Rhe-Philipe	Sharon Britton
Budget Monitoring	26 July 13 September 13 December 2011	To receive an update on the Councils capital and revenue budget.	Cllr Fleur de Rhe-Philipe	Michael Hudson
Quarterly Progress Update – Workplace Transformation Programme	26 July 2011	Regular update on progress of the Transformation Programme	Cllr John Noeken	Mark Stone
Procurement and Contract award of Mechanical & Electrical Servicing Contracts for Property Services	26 July 2011	a) To note the process that is currently underway for procurement of M&E Servicing Contracts; and b) To delegate authority to a Lead Cabinet Member to approve the award of Contracts on conclusion of the formal Tendering process.	Cllr John Noeken, Cllr Toby Sturgis	Neil Ward

SUBJECTS	DATE TO CABINET	SPECIFIC ISSUES FOR DISCUSSION	RESPONSIBLE CABINET MEMBER	OFFICER CONTACT
Provision of Internal Audit	13 September 2011	To explore options for the future delivery of Internal Audit and determine next steps	Cllr Jane Scott	Michael Hudson
Annual Governance Statement 2010-11	13 September 2011	To consider a draft Annual Governance Statement for 2010/11 for comment before final approval is sought from the Audit Committee at its meeting on 28 September 2011.	Cllr Fleur de Rhe-Philippe	Marie Lindsay
Fees and Charges Policy	13 December 2011	To consider the Council's Corporate Fees, Charges and Concessions Policy	Cllr Fleur de Rhe-Philippe	Michael Hudson

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