

## AGENDA

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**Meeting:** Overview & Scrutiny Organisation and Resources Select Committee  
**Place:** Council Chamber, Monkton Park, Chippenham  
**Date:** Thursday 17 November 2011  
**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Sharon Smith, of Democratic Services, County Hall, Trowbridge, direct line (01225) 718378 or email [sharonl.smith@wiltshire.gov.uk](mailto: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 Bill Roberts
Cllr Peter Doyle	Cllr Ricky Rogers
Cllr Nick Fogg	Cllr Judy Rooke
Cllr Charles Howard	Cllr Jonathon Seed
Cllr Jacqui Lay	

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### Substitutes:

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

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## **PART I**

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

1. **Apologies and Substitutions**

2. **Minutes of the Previous Meeting** *(Pages 1 - 8)*

To approve as a correct record and sign the minutes of the last meeting of the Overview and Scrutiny Management and Resources Select Committee held on 15 September 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**

To allow for any Chairman's Announcements that may arise.

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 no later than **5pm on Thursday 10 November 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. **Budget Monitoring** (Pages 9 - 46)

- i) A copy of the latest bi-monthly budget monitoring report as considered by Cabinet on Tuesday 18 October is attached for consideration.
- ii) The Committee at its last meeting considered the budget monitoring report submitted to Cabinet on 13 September which provided progress in delivering savings identified in the 2011-15 Financial Plan in relation to the 2011/12 base budget. Members noted that there were significant cost pressures faced within Community Services and resolved to request that the Health & Adult Social Care Select Committee consider this at its next meeting to be held on 6 October 2011.

An extract of the minute arising from the meeting is attached for consideration.

- iii) A copy of the Capital Programme Monitoring Report to be considered by the Cabinet Capital Assets Committee on 15 November 2011 is attached for consideration.

7. **Business Plan Scorecard** (Pages 47 - 90)

A report is attached which is to be considered by Cabinet on 15 November 2011 and provides a summary of progress against the Council's Business Plan to include:

- Performance indicators for Community Results and Council Performance for the period April to September 2011.
- The status of the Council's main programmes.
- The Workforce Report from Human Resources.

In addition to the overall status of the Council's main programmes, an appendix is also attached providing a further status breakdown for each of the 13 programmes.

The Committee is asked to comment as appropriate.

8. **Behavioural Framework** (Pages 91 - 104)

A report is attached which provides an overview of the context and objectives of Wiltshire Council's behaviours framework and introduces the project to embed the framework into the Councillor Development Group initiatives, in preparation for the 2013 induction.

The Committee is asked to consider the report and comment as appropriate.

9. **S106 Task Group** *(Pages 105 - 108)*

The Committee created a Task Group in March 2010 to review the way the authority manages its Section 106 agreements. Over the ensuing months a number of updates have been presented to the Committee.

Following an update in May the Committee asked the Task Group to meet in the Autumn to establish if the database to monitor S106 agreements had been completed and to confirm how the Cabinet member intended to ensure a coordinated approach towards monitoring in the future.

The Task Group met on 31 October 2011 and the findings are provided within the final report attached.

10. **Library Services Review** *(Pages 109 - 114)*

The Committee will recall that at its meeting of 20 January 2011 it endorsed the findings to emerge from the rapid scrutiny exercise (held on 18 January) on the Library Services Review.

Two of the recommendations to result from this scrutiny activity related to the communications/consultation plan which were incorporated by the Project Team within the Plan as acknowledged by the Committee at its meeting held on 26 May 2011. With this in mind the Committee invited a further update report on the Library Review to monitor whether the service review aims were being successfully implemented at its meeting in November 2011. A copy of which is now attached for the Committee's consideration and comment.

11. **Task Group Update** *(Pages 115 - 118)*

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

12. **Area Board Performance Indicators** *(Pages 119 - 128)*

The Committee at its meeting held on 24 March 2011 received an update on the implementation of recommendations arising following a review of Area Boards.

During discussion the Committee requested that further detail be provided in relation to the Council's benchmarking of Area Boards, including the performance measures in place.

With this in mind, the following documentation is now attached for the Committee's consideration:

Area Board Good Practice document  
Area Board Review – Summary of Results  
Area Board Review – example of summary results for Amesbury Area Board

Each of the 18 Area Boards is now in receipt of the Good Practice document and each has been asked to review the results of the review for their respective Area Board in order to improve in any areas of local concern.

The Committee is asked to consider the information provided and comment as appropriate.

13. **Scrutiny Representation on Project Boards** *(Pages 129 - 130)*

**Revenue and Benefits Project Board**

The Committee will recall that the Revenue and Benefits Project Board were to meet on 15 September 2011 where a decision to 'lock in' the 'go live' date of the revenue and benefits system was expected.

Clarity has now been provided that the 'go live' date will remain as 28 November 2011. This was agreed unanimously by the Board who felt that further details were unnecessary due to approximately 2% of records requiring amendment. With this in mind 98% of records will be transferred and the remaining 2% input manually where required.

Training on the new system is expected to take place in October with messages communicated to all customers, councillors, etc as per the agreed Communications Strategy.

The Auditor has almost completed all checks and balances and has documented all decisions and audit trails for KPMG.

Cllr Pip Ridout, scrutiny representative on the Board, is satisfied that the Chief Finance Officer and Head of Revenue and Benefits are effectively monitoring the implementation and that staff are working hard to implement the system on time which will ensure that the expected savings are achieved.

Should the Committee so require, the Project Manager would be happy to provide a brief on the technical information should a more detailed perusal of the system be required.

A copy of the Councillor's Briefing note circulated on 19 October is also attached for information.

**Staffing Management Executive Board**

Cllr Ricky Rogers will provide an update where appropriate.

14. **Forward Work Programme** *(Pages 131 - 132)*

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

15. **Date of next Meeting**

19 January 2012.

16. **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**

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### **DRAFT MINUTES OF THE OVERVIEW & SCRUTINY ORGANISATION AND RESOURCES SELECT COMMITTEE MEETING HELD ON 15 SEPTEMBER 2011 AT COUNCIL CHAMBER, MONKTON PARK, CHIPPENHAM.**

#### **Present:**

Cllr Nigel Carter, Cllr Tony Deane (Vice Chairman), Cllr Peter Doyle, Cllr Charles Howard, Cllr Jacqui Lay, Cllr Jeff Osborn (Chairman), Cllr Mark Packard, Cllr Bill Roberts, Cllr Ricky Rogers, Cllr Judy Rooke and Cllr Jonathon Seed

#### **Also Present:**

Cllr John Brady, Cllr Peter Colmer, Cllr Jon Hubbard and Cllr Stuart Wheeler

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#### **186. Apologies and Substitutions**

Apologies were received from Cllr Christopher Devine.

#### **187. Minutes of the Previous Meeting**

The minutes of the previous meeting held on 14 July 2011 were approved and signed as a correct record.

#### **188. Declarations of Interest**

There were no declarations of interest received.

#### **189. Chairman's Announcement**

There were no Chairman's announcements.

#### **190. Public Participation and Councillors Questions**

There was no public participation.

191. **Transformation Programme**

The Corporate Director for Transformation and Resources was in attendance to present a report on the transformation programme which would implement the priorities of the Council's four year Business Plan.

Appendices to the report included the programme status summary which provided details of the 11 programmes of the Business Plan (now fixed) and progress made reflected in a 'traffic light' update. A further fishbone breakdown on the individual programmes, again reflected via a 'traffic light' progress update, was also provided.

Members were asked to note that further investigatory work continued to ensure the classifications of green (on time, to quality and budget), amber (major issue, mitigation plan in place) and red (major issue for escalation) were indeed a true reflection on progress of the individual programmes.

The Chairman thanked the Corporate Director for his attendance and the report provided and opened up discussion to the floor where the following points were made. The overarching top level Economy & Unemployment Programme classification of green was felt to be contradictory once broken down further within its respective fishbone where several lower level programmes were classified as amber.

The Corporate Director reiterated that the report provided an initial overview of the current situation but that further work was being undertaken to ensure that the classifications were correct and Executive members suggested that the size of the various programmes and projects varied significantly.

In relation to the fishbone diagrams provided for the Economy & Unemployment programme details on 'small business rate relief' would be included within subsequent reports. The categories for both 'traveller site allocation' and 'service water management planning' within the fishbone for the Local Development Framework Programme would also be reviewed,

It was noted that Benefits Realisation had an overall status of 'red' within the lower level fishbone arising from the Service Reviews and System Thinking Programme. It is estimated that there was currently an estimated £8m shortfall in the Benefits Realisation saving figures for next year. All departmental budgets were being reviewed to ascertain where funding can be sought over the next six months in order to achieve savings ahead of budget setting for 2012/13.

Clarification was provided that much work had been undertaken since the budget had been set and that all teams within Finance and the Adult Social Care prevention teams were working together on systems thinking to address cost pressures.



The method of reviewing and reporting on the 11 Programmes and subsequent fishbones will be achieved through the operation of Sharepoint. The ICT Task Group had recently received a demonstration on how the system would operate with the Chairman of the Group confirming that, once it was fully functional, Sharepoint would be a useful tool to allow continued monitoring of specific projects.

Update reports on the Transformation Programme would be presented to Cabinet on a quarterly basis although the Corporate Director would receive details on a monthly basis. As future reports would be produced via Sharepoint, which was closely linked to the Project Manager process of Prince 2, the Corporate Director felt that members of the Committee and indeed all members of the Council, would benefit from training in relation to the Sharepoint system. In addition a paper would be produced for members to explain the differing layers within Sharepoint and how these were translated within a report.

**Resolved:**

- 1) To thank the Corporate Director for his presentation and explanations.**
- 2) That future scrutiny would focus on the 11 programmes within the Business Plan with more detailed scrutiny given to those areas highlighted as 'red', subject to the outcome of the current review of Overview and Scrutiny arrangements in the Council.**
- 3) That future reports provided for scrutiny should include appropriate weighting to individual programmes.**
- 4) That a written report would be provided to the Committee with details on the layers contained within Sharepoint to allow a better understanding of the System and a demonstration of the reporting and monitoring system be arranged for scrutiny and other interested councillors via the Councillor Development Group.**

**192. Budget Monitoring - Period 4**

A report which provided details on progress made in delivering savings identified in the 2011-15 Financial Plan in relation to the 2011/12 base budget, together with details of significant new cost pressures or changes since the publication of the previous report in July 2011 was presented.

Cllr John Brady, Cabinet Member for Finance, Performance and Risk, was in attendance to answer any questions arising.

Clarification was provided that the decision to look specifically at the savings needed to achieve a balanced budget ensured that the latest financial position was clearly understood.

To ensure there remained a focus on priority areas the budget monitoring format to senior officers and members had been revised to use a 'traffic light' risk assessment process consisting of 4 categories – Red, Red/Amber, Amber/Green and Green.

With this in mind 89% of the savings required had been achieved within the Green/Amber and Green categories. For those areas identified as either Red/Amber or Red, work was being undertaken to achieve the required savings within these areas and elsewhere if required.

Upon discussion members requested that further information in relation to the difference between statutory and discretionary spending would be a useful tool. The Chairman requested a high end list of which the Cabinet Member agreed would be provided.

It was also noted that the report identified significant cost pressures since budget setting including £3.3m forecast in Community Services. This was partially due to the potential requirement for a further 129 placements across the remainder of the year of which the Council could not currently accommodate and which was likely to result in private care facilities needed. This was being closely monitored. The Health and Adult Social Care Select Committee would be asked to scrutinise this in more detail to ensure the issues were fully understood.

**Resolved:**

- 1) To thank the officers for the report provided.**
- 2) That the Health and Adult Social Care Select Committee would be requested to undertake further scrutiny in relation to the cost pressures for Community Services.**

**193. Capital Budget Monitoring - Month 4**

A report reflecting the position of the 2011/12 Capital Budget as at 31 July, which included details of budget changes and changes to the Transformation Programme as presented to Cabinet on 14 September, was provided.

Although there were no significant slippages at present the Committee was asked to note the additional figure of £8m against Depots facilities management within the Transformation Programme.

Clarification was also provided that the delay in considering the Campus Proposals relating to the community areas of Melksham, Corsham and

Salisbury by Cabinet in November (initially expected for consideration in September) was not expected to affect the capital budget.

**Resolved:**

**To thank officers for the report.**

194. **Business Plan Performance Scorecard Report**

A report providing a summary of progress against Wiltshire Council's Business Plan which included Community Results and Council Performance Scorecards to the end of June 2011, status of the Council's main programmes (details of which were provided within item 6 of the Agenda) and workforce information from Human Resources was presented.

The Committee were reminded that performance issues were currently the responsibility of the individual select committees to consider as appropriate.

The Service Director for Performance and Service Director for HR and Organisation Development were in attendance to present the report and answer any questions arising.

Clarification was provided that the indicators detailed on pages 72-74 of the report referred to the previous KP indicators, some of which had been included to provide information on expected indicator requirements set by central government at a later date.

All areas within the Council's performance scorecard were currently on target with the exception of customer telephone call connection rates which were currently not achieving the 95% set. However, work continued to address this, details of which were provided on page 74 of the report.

In relation to the measures to be added at a later date, it was noted that some health issues, such as the reduction of health inequalities with males and females and alcohol related hospital admissions, were showing signs of worsening.

Concern was also raised in relation to Housing and the ability of the Council to remain on target in terms of delivery. The Environment Select Committee would be asked to monitor this.

The KPIs provided were currently a mixture of central government and local authority KPIs. Although the previous KPIs were no longer required, the Council was still required to provide a dataset although would consider changing the information provided should it be considered necessary.

Upon discussion of the workforce measures, the Service Director confirmed that the sickness levels had decreased to 7.9 days per FTE over the last quarter

which was reassuring taking into consideration the significant changes taking place within the Council. In contrast there had been an increase in the figures for long-term illness which was being addressed to establish the reasoning behind it.

Although the Committee noted the overall positive results provided there would be continued monitoring of the workforce measures as part of the performance scorecard report to ensure this remained on track, taking into consideration the continued budget reductions required by the Council and the potential impact this could have on staff.

**Resolved:**

- 1) To thank officers for the report provided.**
- 2) That the Environment Select Committee would be requested to monitor housing targets.**

195. **Task Group Update**

An update report on Task Group activity was provided with further information provided as follows:

ICT Task Group

Assurance had been provided at the last meeting that the ICT team remained stable with further information provided on the Share Point system. The next meeting would be considering the SAP system.

Campus and Operational Development Programme Task Group

The Campus Proposals for Corsham, Melksham and Salisbury will be presented to Cabinet in November 2011. The Programme Director has been asked to advise on an appropriate time for scrutiny of the proposals ahead of consideration by Cabinet.

S106 Task Group

The next meeting will be held in October. This follows a site visit in August where members were shown the S106 database.

Partnerships Task Group

The focus of the Group will be the Housing Partnership following which discussion would take place in relation to the continuation of the Task Group.

Procurement & Commissioning Task Group

The next meeting will take place on 3 October where it is hoped further clarity on potential changes to the procurement programme and structure will be provided.

#### Member Support in the Locality Task Group

The Councillor Development Group will be reviewing the Members Handbook once available. Following this the Task Group will give consideration to its content.

### 196. **Scrutiny Representation on Project Boards**

#### Staffing Management Executive Board

The scrutiny representative, Cllr Ricky Rogers, confirmed that a ballot had taken place with staff through professional bodies and trade unions in relation to the revised terms and conditions proposed. The outcome of which was to accept the revised terms.

The impact of this was positive for the Council who were expected to achieve £12m savings in management and staffing over the next 4 years.

#### Revenue & Benefits Project Board

The Committee will recall that the scrutiny representative was to provide an update on the implementation of the new Revenue and Benefits System following the Board's meeting in August 2011 where Northgate were requested to delay the 'go live' date to 12 December.

Northgate were unable to facilitate this delay due to existing customer 'go live' dates already scheduled.

A decision to lock-in the date is now expected to be made at the next meeting of the Board to be held this morning where it is likely that the 'go live' date will be moved to January 2011.

A further update will be presented at the Committee's next meeting in November.

### 197. **Forward Work Programme**

The Forward Work Programme was noted although it was understood that this could be changed following the outcome of the Scrutiny Review which was currently taking place.

### 198. **Date of next Meeting**

The next meeting of the Committee will take place on 17 November 2011.

199. **Urgent Items**

There were no urgent items for consideration.

(Duration of meeting: 10.30 am - 12.35 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](mailto:sharonl.smith@wiltshire.gov.uk)

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**Wiltshire Council  
Cabinet**

**18 October 2011**

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**Budget Monitoring Period 5 August 2011**

Cabinet Member: Cllr John Brady – Finance, Performance & Risk

Key Decision: No

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**Executive Summary**

The report sets out the revised budget for each Department following also shows the structural changes that have occurred since budget setting to the end of period 5

The report advises members of the revenue budget monitoring position as at the end of Period 5 (August 2011) for the financial year 2011/2012 and highlights significant new cost pressures or changes since the last report on 13 September 2011.

The Month 4 budget monitoring report identified significant potential cost pressures reported that totalled £3.084 million. This period has identified improvements in these cost pressures totalling £0.225 million. This gives a revised potential cost pressure of £2.859 million at period 5.

To continue to reduce the potential pressures the report proposes the deferring of expenditure on Carbon reduction. This would give a potential one off saving in 2011/2012 of an estimated £0.180 million. This has not been reflected in the forecast.

Additionally, the report proposes the release of £0.500 million from general fund reserves for various projects relating to transformation. If this release is not approved, and the essential transformation activity continues, then the Council's potential overspend will increase to £3.359 million.

Further action is being taken to balance the budget by 31 March 2012, and this is discussed in more detail within the body of the report.

**Proposals**

1. Members are asked to note the outcome of the Period 5 (August 2011) budget monitoring and receive updated movements since the previous report in September.

2. Approve deferral of Carbon Investment and release £0.500 million from the General fund to the Transformation budget.

**Reason for Proposal**

To inform effective decision making and ensure a sound financial control environment.

Michael Hudson  
**Chief Finance Officer**



**18 October 2011**

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**Budget Monitoring Period 5 (August)**

Cabinet Member: Cllr John Brady – Finance, Performance and Risk

Key Decision: No

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**PURPOSE OF REPORT**

1. To advise members of the revenue budget monitoring position as at the end of Period 5 (August 2011) for the financial year 2011/2012, reflecting the structural changes that have occurred since budget setting and highlight any significant new cost pressures or changes since the last report on 13 September 2011.

**BACKGROUND**

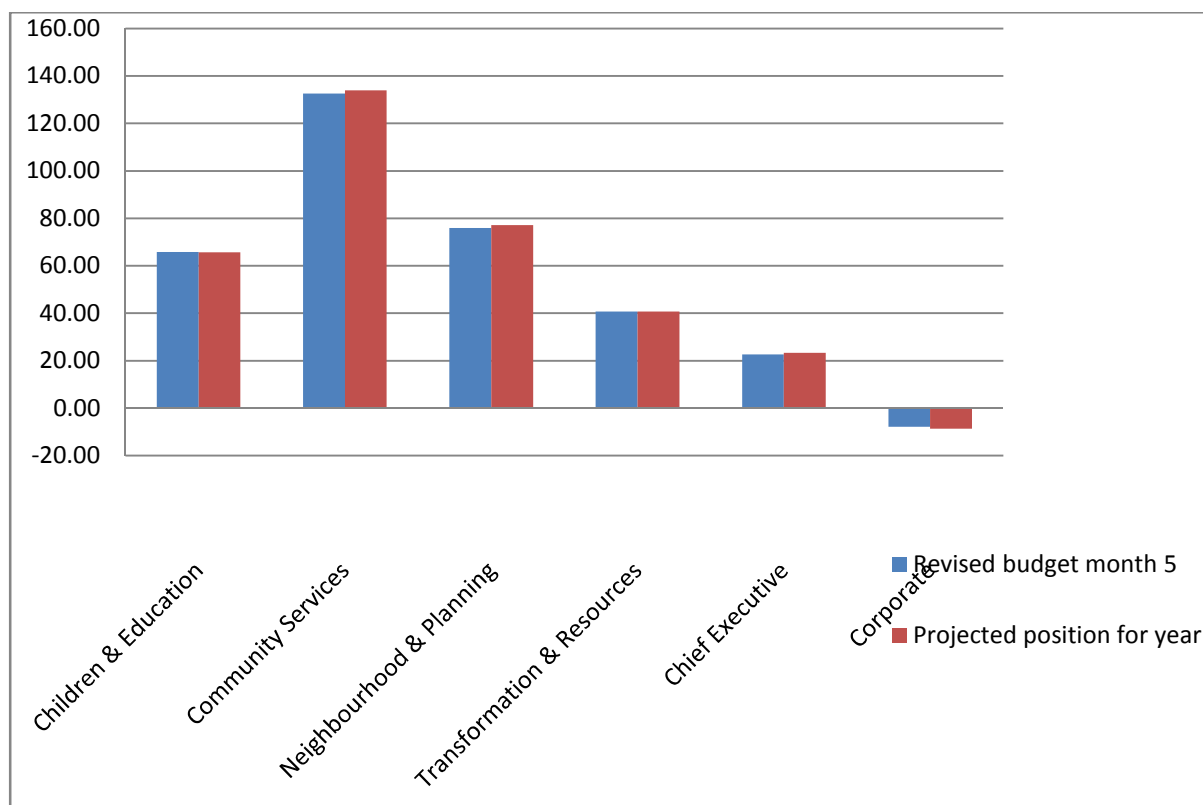
2. Previous monitoring reports this financial year have adopted a risk based approach and updated members of progress in delivering savings identified in the 2011/2015 Financial Plan in relation to the 2011/2012 base budgets. The outcomes of the previous risk based review of services are included in the figures included in this report.
3. The original budget was set using the old corporate structure. In June 2011 a new Departmental structure was agreed so this report revises the original budgets to reflect those changes ratified by members on 8 June 2011.
4. Therefore this report is in a different format from previous monitoring reports this year, focusing on the gross and net position by service. It contains comprehensive appendices showing the individual budget headings in Appendix C. More details on the movements in the year are included later in the report.

**SUMMARY**

5. The projected year end position for the relevant accounts is set out as follows:

	Current Budget at Period 5 £ m	Actual Period 5 £ m	Forecast Outturn £ m	Projected (Under)/overspend £ m	(Under)/overspend reported at period 4 £ m	Movement since period 4 £ m
General Fund Total	329.847	189.257	332.706	2.859	3.084	(0.225)
Housing Revenue Account	(0.411)	(0.411)	(0.411)	0.000	0.000	0.000

6. The graph below shows the forecast outturn position against the revised annual budget for each of the departments as at period 5. A full analysis is provided in Appendix C.



## COST AND INCOME PRESSURES

7. Accountancy have continued to monitor budgets with a focus on those budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This has identified the areas where costs have risen quicker than forecast.
8. Budget monitoring is an ongoing process and budgets and expenditure are reviewed between budget managers and accountancy regularly, on a risk based approach.
9. The Month 4 report identified significant potential cost pressures in those high risk services totalling £3.084 million. This period identifies an overall improvement in these cost pressures with a reduction totalling £0.225 million. This gives a downward revised cost pressure of £2.859 million at period 5. This is summarised and tied back to the last monitoring report in the following table

10. This month's report shows more detailed information and includes a number of smaller variances. Full details of departmental figures are included in Appendix C.

	Reported Period 4 £m	Variance £m	Current Pressures Period 5 £m
Demand for adult care services	1.322	(0.014)	1.308
Looked after children and Integrated Youth	0.439	(0.473)	(0.034)
Income from car parks and PCNs	0.540	0.560	1.100
Park and ride and HMRC refund	0	(0.400)	(0.400)
Underprovision in waste assumptions	0.783	(0.333)	0.450
New variances:			
Leisure	0	0.265	0.265
Legal	0	0.600	0.600
Finance	0	0.100	0.100
Capital Financing	0	(0.750)	(0.750)
Highways and Streetscene	0	0.250	0.250
Other small variances	0	(0.030)	(0.030)
<b>Total</b>	<b>3.084</b>	<b>(0.225)</b>	<b>2.859</b>

## BUDGET MOVEMENTS IN THE YEAR

11. The original budget was set using the old departmental structure. Whilst the overall total is the same, several changes have occurred between the structure of the budget approved by members in February and the new corporate structure. Additionally, there are some individual rounding differences in the report appendices within the same overall total.
12. As part of the departmental restructure in June 2011, various services were transferred between departments. Appendix A shows the movements from the original budget approved in February to the new departmental structure approved in June 2011, as well as other in year virements to the current budget month 5.
13. A more detailed breakdown of major variances within the year is shown in Appendix B, and are summarised below.

### Restructure movements

14. The introduction of the revised departmental structures in June 2011 gave rise to a number of movements of services between departments. More details are given in the movement summary in Appendix B. In addition, there were some movements within departments, in particular in the Department of Children and Education, where the reporting structure has been amended to give a more streamline reporting structure to Members.

### In Year Budgetary Movements

15. There have been some interdepartmental movements in budget since the original budget. Move details are given in Appendix B.

### Future Structural Changes

16. In September the Council was informed of a future corporate restructure. This was discussed at an extraordinary cabinet meeting on 6 October 2012. Due to the deadline on this report, it was not possible to recast the budget to reflect the corporate restructure for this meeting. The figures will be recast to reflect these changes and the next report to Cabinet for period 7 in December.

### Detailed monitoring

17. The overall revised projected net position by departments is as follows:

Department	Current Budget at Period 5 £ m	Actual Period 5 £ m	Forecast Y/E £ m	Projected (Under)/overspend £ m	(Under)/overspend reported at period 4 £ m	Movement since period 4 £ m
DCE	65.778	97.678	65.744	(0.034)	0.439	(0.473)
DCS	132.611	57.905	133.919	1.308	1.322	(0.014)
DNP	75.875	30.859	77.540	1.665	1.323	0.342
DTR	40.754	20.364	40.754	0.000	0.000	0.000
CEX	22.693	0.599	23.363	0.670	0.000	0.670
Corporate	(7.864)	(18.148)	(8.614)	(0.750)	0.000	(0.750)
<b>General Fund Total</b>	<b>329.847</b>	<b>189.257</b>	<b>332.706</b>	<b>2.859</b>	<b>3.084</b>	<b>(0.225)</b>
Housing Revenue Account	(0.411)	(0.411)	(0.411)	0.000	0.000	0.000

18. A more detailed summary of the forecast variances is set out by department as follows. Budgets are profiled to reflect actual spend within the year. This leads to some variances between the current profiled period 5 and actual to date. This is due to timing differences for example with schools and work will continues to refine budget profiling within the year.

### Department of Children and Education (DCE)

19. Pressures on the children in care budgets due to changes in legislation and increases in the numbers of looked after children are reflected in the forecast overspend on in house and external placements of £0.651 million. It is projected that the numbers of nights care commissioned will exceed budgeted activity by 17% (20,899 nights) and every effort has been made to ensure that the unit costs of these placements are minimised whilst meeting need.
20. The projected overspend on placements is currently mitigated by recovery actions taken to date including re-contracting of services, planned delays in filling vacancies and exceeding year 1 savings targets, for example in Social Care Business Support services. The pressure on the placement budget

remains and the Department is continuing to work to identify recovery actions to bring expenditure in line for the year end.

### **Department of Community Services (DCS)**

21. At the end of August 2011, the Department of Community Services is reporting a projected overspend of £1.308 million. This forecast reflects the previously agreed transfer of £2 million from corporate resources. This will be allocated to specific budget areas prior to the next reporting period. Overall, the forecast position has improved slightly by £0.014 million from the position reported last month of £1.322m (£3.322 million less £2 million agreed from Corporate Resources).
22. As previously reported, the cost pressures being experienced are largely as a result of demand for Adult Social Care services being greater than that which was assumed when setting the budget. This is predominantly in the areas of:
  - Older People through demand for residential placements and also domiciliary care services. The forecast includes an assumption that the authority will make an additional 13 residential placements per month, an additional 91 placements to the end of the financial year;
  - Support and Adult Social Care Services provided through the Supporting People budget;
  - Support to people with a Physical Impairment with high cost, complex care packages (6 such packages have been agreed this year at a cost of £0.206 million).
23. Additional cost pressures are being experienced from an increasing number of people transferring to packages of social care following reassessment against the Continuing Health Care (CHC) criteria. To the end of August, the department has paid for packages of care for 9 people following this process, at an in year cost of £0.175 million. This continues to be a budget risk and is managed as part of the overall panel process.
24. As previously reported, the department has experienced a reduction in the rate at which people are leaving the care system, for example through moving out of county or through death rates. This is occurring across residential and nursing placement budgets and domiciliary care budgets. Rates have been reducing overall since April 2009, but the trend experienced so far in this financial year has been more prominent. In the first four months of this year, the rate has been 15% lower than the average rate for the same period for the last 2 financial years. The effect of this is that there are less placements becoming available for new people requiring a service, resulting in additional cost pressures. In addition, the rate last winter compared to the previous winter was lower, resulting in additional full year cost pressures in 2011/2012. The forecast includes assumptions for demand for the rest of the year which reflect these reduced rates.
25. The current forecast overspend against the Libraries, Arts and Heritage Service is as a result of lower than budgeted income levels. However, the department

is reviewing its planned expenditure against all budget areas to identify ways in which this can be managed. This will be reflected in future forecasts.

26. There is currently a forecast underspend against Strategic Housing. Forecast spend against the Rent Deposit Scheme is forecast to be less than budgeted and a number of vacancies across the department is reflected in an forecast underspend against staffing budgets.
27. The department continues to ensure that adult social care expenditure is tightly controlled. All packages of care are agreed through a panel process, against strict criteria to ensure that the most cost effective placements are always made as well as meeting a person's needs. The department has continued its programme of targeted reviews for domiciliary services. Domiciliary care packages will be reviewed to ensure that the Council provides an appropriate level of care whilst minimising dependency and cost. It is also hoped that the introduction of the Help to Live at Home Service will reduce the cost of new packages of care, resulting in lower ongoing costs. This will continue to be reviewed and reflected in future forecasts.
28. In addition, the department has taken a prudent assessment of receivable income from its partners. Work to recover this and speed up procurement is likely to reduce the shortfall by £1 million. Further management of supporting people and use of grant monies from the PCT are likely to bring in a further £0.150 million. Thus leaving the department nearly balanced. Further work will be undertaken in October to achieve this.

#### **Department of Neighbourhood and Planning (DNP)**

29. Previously the Department was reporting pressures totalling £1.593 million due to assumptions around Waste inflation (£0.783 million), the forecast shortfall on off street and on street car parking income (£0.540 million) and the red rating on procurement savings around Leisure (£0.270 million).
30. As at the end of period 5 (31 August 2011) detailed budget monitoring has flagged up several new areas of cost pressure within the Department, these together with the previously reported pressures, are being contained and in some cases mitigated so that the forecast overspend has reduced to £1.665 million.
31. The current countywide forecast shortfall on off street and on street car parking was reported at period 4 as £0.540 million. This took into account the reintroduction of one hour charging in Salisbury. From the latest usage data available, the anticipated shortfall in on street and off street car parking is £0.900 million. An additional £0.200 million shortfall is now anticipated on penalty charge notices. This has been significantly offset by the increased usage on Park & Ride which has generated additional income through the new pay on bus operation introduced this financial year with a current estimated year end surplus of £0.300 million. Due to the change in operation this saving is shown against the Public Transport service line. In addition an outstanding HMRC (Her Majesty's Revenue & Customs) claim made by the ex-district

councils associated with VAT on car park penalty charges is expected to yield a one off reimbursement of £0.100 million.

32. Within the Waste service the assumption around inflation is being analysed together with assumptions around the cost of the investment in new services. At this stage officers feel it's prudent that the forecast overspend can be reduced to £0.450 million.
33. As reported previously £0.270 million savings within the Leisure service were flagged as a red rating. Further monitoring predicts that management actions in reducing discretionary spend to a bare minimum in addition to carrying vacancies whilst the service undergoes restructure has now reduced this to an overspend of £0.215 million. However an updated income forecast has predicted a small shortfall in income, due to a fall in usage numbers of circa £0.050 million by year end.
34. Within the Department other pressures around assumptions on inflation and growth at budget setting, in addition to the Waste assumption, were inaccurate within services by circa £0.595 million. The majority of these are being effectively managed except for inflation around grounds maintenance contracts which are expected to be around £0.250 million overspend at year end.
35. The Department will now be reviewing and deleting vacancies as appropriate on all discretionary and non essential areas of spend that does not directly impact on front line delivery.
36. In addition to this, there are proposals for members to consider that would considerably help bring the Department, and the Council, back into balance. Investment as per the Business plan was outlined for the reduction of the Councils carbon footprint. Although plans are in place to deliver these programmes, it is anticipated that the full amount of investment is either not required, or could potentially be deferred, for this financial year but be carried over into financial year 2012/2013.
37. This would free up one off budget in 2011/2012 to reduce the overspend by an estimated £0.180 million, but in order to continue with the programmes and deliver on the promises and outcomes laid out in the Business plan this money would need to be re-phased into the 2012/2013 budget.
38. It is envisaged that by introducing rigorous action now on these areas that the Department will be able to mitigate the current £1.305 million overspend.

#### **Department of Transformation and Resources (DTR)**

39. As at the end of period 5 (31 August 2011) the Department is forecasting to be a balanced budget by year end, however the Department is facing significant strain on several service lines in undertaking the work required to transform Council services and infrastructure.

40. Work in transforming services through system thinking methodology is well underway in frontline services areas of the Council. Members will recall that the 2010/2011 outturn report suggested setting aside £0.500 million for various projects relating to transformation; however the decision was subsequently to transfer funds all to the general fund. Currently the additional cost of this transformational work is not budgeted, and if it is continued would lead to an overspend of circa £0.500 million. There is therefore a proposal in this report to continue with this work and for it to be funded from use of general fund reserves.
41. There is also pressure within transformation programme on property related costs in particular reactive repairs and maintenance. Whilst previously reported structural budget deficits connected with property have been managed and corrected for 2011/12, pressure still remains in this area.
42. In addition the ICT service is continuing to roll out the programmes and infrastructure that enables transformational service & Council wide change. It has recently gone through a major restructure and is now split into three delivery units: Service Fulfilment, Corporate Programme & Information Solutions. During this period of transition agency staff have been utilised to ensure maximum flexibility whilst also delivering on major projects, although substantial costs have been incurred these have been managed by, where possible, capitalising costs, however these staff will be phased out by December 2011. The restructure will be reflected in the appendices of future monitoring reports. Service fulfilment and information solutions will form the new ICT service, with the corporate programme team coming under Transformation, reflecting its wider role and remit.

#### **Chief Executives Office**

43. Significant cost pressures are being experienced with the Legal & Democratic and Finance, Procurement and Internal Audit service lines with a current anticipated forecast overspend of £0.600 million and £0.100 million respectively if no mitigating action is taken by financial year end.
44. Around £0.500 million of the overspend within Legal & Democratic services is related to spend on legal staffing, including temporary locums and agency agreements to meet increased demand faced across the Council e.g. Children's Social Care, Development Control. The recent removal of the internal legal fees recharge, to bring it in line with current Council practices of not having any internal recharges for support services, has focused the underlying trend of recent years in the cost pressure of providing specialised legal services. Previously, due to the internal recharge, this pressure would have been shared, reported and covered within the respective Council Departments but is now all concentrated on one service line. The Monitoring Officer is currently working with the Corporate Director to address this position and further information will be reported to Cabinet in the next revenue monitoring report.



45. The remainder of the overspend with the service is a direct result of undertaking Town and Parish council elections projected at a full year cost of £0.100m. Previously the cost for holding these elections was passed on to the respective Town or Parish.
46. The forecast overspend within Finance, Procurement & Internal Audit is attributable to the cost associated with bank and related transactional (i.e. card processing) charges and interim agency staffing arrangements. There is a structural budget deficit for the Councils bank charges, whereby the centralised budgets from the County and Districts was insufficient to deal with the costs arising from transition and subsequent transformation of the Councils bank accounts and transactions. This led to a significant overspend as reported in 2010/2011 and while negotiations with various parties have reduced elements of charges and mitigated the overspend from 2010/2011 an overspend is still anticipated in 2011/2012.
47. Interim agency staffing arrangements around debt recovery roles and the Chief Finance Officer (CFO) were in place up to August 2011. Whilst the CFO position has been fixed, the debt recovery roles still remain in place pending a reassessment of the position by the CFO. A review of all vacancies and agency will be complete by the end of October to return a balanced budget by the end of the financial year.

### **Corporate**

48. An underspend of £0.750 million is forecast as a result of re-programming of capital expenditure and the revenue financing cost associated with those.

### **Housing Revenue Account**

49. Budget figures on the Housing Revenue Account have been reviewed as part of the regular monitoring process. This is being tied into work relating to the subsidy changes being introduced in the localism bill. At present the account is reporting no change in forecast budget.

### **Future Monitoring**

50. Period 7 ends on 31 October. The next budget monitoring report to be brought to the December Cabinet meeting will be period 7. This report will reflect any agreed future structural changes.

### **Overall conclusions**

51. The September cabinet report suggested an overspend / shortfall on the balanced budget of £3.084 million due to cost pressures.
52. During the period additional cost pressures and savings have been identified that gives a downwards reduction of £0.225 million. This results in a revised forecast of a potential projected overspend based on assumptions, at end of period 5, of £2.859 million.

Cost pressures reported period 4        £3.084 million  
Reduction in cost pressures in period   (£0.225 million)

Cost pressures end of period 5        £2.859 million

53. The early identification of potential issues is part of sound and prudent financial management. Action to address this year's forecast should be taken where officers have the delegated powers to do so and this is underway.
54. The report proposes the re-phasing of expenditure on Carbon reduction. This would give a potential one off saving in 2011/2012 of an estimated £0.180 million.
55. Additionally, the report proposes the release of £0.500 million from general fund reserves for various projects relating to transformation.

### **Implications**

56. This report informs member's decision making.

### **Risks assessment**

57. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on its reserves. The level of reserves is limited and a one off resource that cannot thus be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken. At this stage that is in place.

### **Equalities and diversity impact of the proposals**

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

### **Financial implications**

59. This is a report from the Chief Finance Officer and the financial implications are discussed in the detail of this report. If all proposed actions are delivered this will yield a balanced budget by 31 March 2012.

### **Legal Implications**

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

## **Proposals**

61. Members are asked to note the outcome of the period 5 (August) budget monitoring and receive updates movements since the previous report in September.
62. Members are asked to approve the rephrasing of expenditure on Carbon reduction. This would give a potential one off saving in 2011/2012 of an estimated £0.180 million.
63. Members are asked to approve the release of £0.500 million from general fund reserves for various projects relating to transformation.

## **Reasons for proposals**

64. To inform effective decision making and ensure a sound financial control environment.

## **Background Papers and Consultation**

2011-15 Business Plan

2011-15 Financial Plan

Budget Monitoring Cabinet 26 July 2011

Budget Monitoring Cabinet 13 September 2011

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## **Appendices:**

Appendix A: Revenue Budget Movements 2011/2012

Appendix B: Departmental Movements 2011/2012

Appendix C: Detailed Departmental Budget Statements

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## Wiltshire Council Revenue Budget Movements 2011/2012

Department and Service	Original Budget	Restructure Virements	Original Budget (restructured)	In Year Virements	Revised Budget Period 5
	£m	£m	£m	£m	£m
<b>Children and Education</b>					
Early Years	9.784	(0.390)	9.394	0.087	9.481
School Buildings & Places	0.251	(0.251)			0.000
School Improvement	4.544	(0.314)	4.230	2.089	6.319
Traded Services	(0.377)	0.377			0.000
Special Educational Needs	5.938	(5.938)			0.000
Business & Commercial Services	0.000	(0.303)	(0.303)	1.044	0.741
Targeted Services & Learner Support	0.000	8.004	8.004	1.405	9.409
Commissioning and Performance	2.135	1.015	3.150	(0.256)	2.894
Funding Schools	0.000	0.000	0.000	1.968	1.968
Safeguarding	0.796	0.000	0.796	0.044	0.840
Connexions Service	1.887	(1.887)			0.000
Youth Development Service	2.081	(2.081)			0.000
Youth Offending Service	1.616	(1.616)			0.000
Young People's Support Service	0.173	(0.173)			0.000
Other Targeted Services	1.834	(1.834)			0.000
Children's Social Care	28.586	(0.224)	28.362	(0.370)	27.992
Integrated Youth	0.000	5.615	5.615	0.036	5.651
Performance & Risk	0.000	0.484	0.484	(0.001)	0.483
<b>Total</b>	<b>59.248</b>	<b>0.484</b>	<b>59.732</b>	<b>6.046</b>	<b>65.778</b>
<b>Community Services</b>					
Older People	40.070	(0.098)	39.972	4.091	44.063
Physical Impairment	7.976	0.000	7.976	(0.174)	7.802
Learning Disability	39.589	0.000	39.589	(2.681)	36.908
Mental Health	21.770	0.278	22.048	(1.110)	20.938
Resources, Strategy & Commissioning	3.073	0.309	3.382	(0.301)	3.081
Supporting People	7.190	0.000	7.190	(0.063)	7.127
Libraries Heritage & Arts	4.832	0.000	4.832	(0.060)	4.772
Community Leadership & Governance	2.932	0.000	2.932	0.207	3.139
Housing Services	0.000	2.928	2.928	(0.147)	2.781
Extra Non ring fenced grant	0.000	0.000	0.000	2.000	2.000
<b>Total</b>	<b>127.432</b>	<b>3.417</b>	<b>130.849</b>	<b>1.762</b>	<b>132.611</b>
<b>Neighbourhood and Planning</b>					
Highways and Street Scenes	14.775	0.185	14.960	2.930	17.890
Highways Strategic Services	8.196	(0.342)	7.854	0.111	7.965
Public Transport	12.590	0.059	12.649	(0.107)	12.542
Education Transport	8.560	0.098	8.658	(0.133)	8.525
Car Parking	(7.330)	0.000	(7.330)	0.258	(7.072)
Waste	29.060	0.000	29.060	(2.457)	26.603
Leisure	3.389	0.000	3.389	(0.585)	2.804
Economy & Enterprise	4.129	0.001	4.130	(0.009)	4.121
Development Services	2.038	0.000	2.038	(0.253)	1.785
Strategic Housing	2.949	(2.949)	0.000	0.000	0.000
Management & Business	1.143	(0.000)	1.142	(0.430)	0.712
<b>Total</b>	<b>79.498</b>	<b>(2.948)</b>	<b>76.550</b>	<b>(0.675)</b>	<b>75.875</b>
<b>Public Health and Wellbeing</b>					
Knowledge Management	0.350	(0.350)			
Public Protection	3.351	(3.351)			
Community Safety	0.584	(0.584)			
Emergency Planning	0.234	(0.234)			
<b>Total</b>	<b>4.519</b>	<b>(4.519)</b>			
<b>Transformation and Resources/ Resources</b>					
Corporate Director	0.203	0.000	0.203	0.000	0.203
HR	3.247	0.000	3.247	(0.011)	3.236
ICT	17.746	(0.051)	17.695	(0.236)	17.459
Shared Services and Customer Care/ Business Services	4.836	0.858	5.694	(0.011)	5.683
Strategic Property Services	12.880	(10.310)	2.570	(0.031)	2.539
Business Transformation	0.193	(0.193)	0.000	0.000	0.000
Transformation Programme	0.000	10.792	10.792	0.842	11.634
Performance & Risk	0.343	(0.343)			
Chief Executive	0.507	(0.507)			
Policy & Communications	2.215	(2.215)			
Finance Teams	15.109	(15.109)			
Procurement	2.358	(2.358)			
Legal & Democratic	4.228	(4.228)			
Revenues & Benefits	0.107	(0.107)			
<b>Total</b>	<b>63.972</b>	<b>(23.771)</b>	<b>40.201</b>	<b>0.553</b>	<b>40.754</b>
<b>Chief Executive</b>					
Chief Executive		0.507	0.507	(0.023)	0.484
Finance & Procurement		9.872	9.872	(0.247)	9.625
Legal & Democratic		4.229	4.229	1.855	6.084
Public Health and Wellbeing		4.519	4.519	(0.084)	4.435
Revenue & Benefits Subsidy		0.107	0.107	0.000	0.107
Comms & Branding		1.786	1.786	0.172	1.958
<b>Total</b>		<b>21.020</b>	<b>21.020</b>	<b>1.673</b>	<b>22.693</b>
<b>Corporate</b>					
Movement To/ From Reserves	(1.867)	0.000	(1.867)	(7.292)	(9.159)
Capital Financing	22.321	0.000	22.321	0.000	22.321
Restructure and Contingency	7.023	0.000	7.023	(0.600)	6.423
Specific and General Grants	(32.299)	0.000	(32.299)	(2.067)	(34.366)
Corporate Levys	0.000	6.317	6.317	0.600	6.917
<b>Total</b>	<b>(4.822)</b>		<b>1.495</b>	<b>(9.359)</b>	<b>(7.864)</b>
<b>2011-2012 Budget Requirement</b>	<b>329.847</b>				
		0.000	329.847	0.000	329.847
HRA Budget	(0.411)	0.000	(0.411)	0.000	(0.411)
<b>Total</b>	<b>329.436</b>		<b>329.436</b>	<b>0.000</b>	<b>329.436</b>

## Wiltshire Council Departmental Movements to Period 5

	£m		£m
<b>Department of Children and Education</b>		<b>Department of Transformation and Resources</b>	
<b>Original Budget</b>	<b>59.248</b>	<b>Original Budget (Resources)</b>	<b>63.972</b>
<i>Movement into New Corporate Structure June 2011</i>		<i>Movement into New Corporate Structure June 2011</i>	
Performance and Risk (from Res)	0.484	Comms, Legal, Subsidy and Chief Executive (to CEx)	(6.629)
<b>Original Budget in New Corporate Structure June 2011</b>	<b>59.732</b>	Performance and Risk (to DCE)	(0.484)
<i>In Year Virements</i>		Financial Corporate Items (to Corp)	(6.317)
Release of Earmarked Grants (from Corp)	6.792	Financial and Procurement Teams transfer (to DCS and CEx)	(10.341)
Centralisation of Legal budgets (to CEx)	(0.708)	<b>Original Budget in New Corporate Structure June 2011</b>	<b>40.201</b>
Centralisation of Fleet Management Budgets (to DNP)	(0.081)	<i>In Year Virements</i>	
Extra Non Ring Fenced Government Grants (from Corp)	0.067	Centralisation of Legal budgets (to CEx)	(0.039)
Other interdepartmental virements	(0.024)	Utilities for leisure services (from DNP)	0.599
<b>Revised Budget Period 5</b>	<b>65.778</b>	Other interdepartmental virements	(0.007)
		<b>Revised Budget Period 5</b>	<b>40.754</b>
<b>Department of Community Services</b>		<b>Chief Executive's Department</b>	
<b>Original Budget</b>	<b>127.432</b>	<b>Original Budget</b>	<b>0.000</b>
<i>Movement into New Corporate Structure June 2011</i>		<b>Original Budget Public Health And Wellbeing</b>	<b>4.519</b>
Housing Services (from DNP)	2.948	<i>Movement into New Corporate Structure June 2011</i>	
Financial Teams transfer (from Res)	0.469	Comms, Legal, Subsidy and Chief Executive (from Res)	6.629
<b>Original Budget in New Corporate Structure June 2011</b>	<b>130.849</b>	Financial and Procurement Teams transfer (from Res)	9.872
<i>In Year Virements</i>		<b>Original Budget in New Corporate Structure June 2011</b>	<b>21.020</b>
Release of Earmarked Grants (from Corp)	0.098	<i>In Year Virements</i>	
Centralisation of Legal budgets (to CEx)	(0.290)	Centralisation of Legal budgets	1.855
Centralisation of Fleet Management Budgets (to DNP)	(0.163)	Facilities Management Saving Monkton Park (to DNP)	(0.200)
Traveller Services (from DNP)	0.070	Other interdepartmental virements	0.018
Extra Non Ring Fenced Government Grants (from Corp)	2.000	<b>Revised Budget Period 5</b>	<b>22.693</b>
Other interdepartmental virements	0.047		
<b>Revised Budget Period 5</b>	<b>132.611</b>	<b>Corporate</b>	
		<b>Original Budget</b>	<b>(4.822)</b>
<b>Department of Neighbourhood and Planning</b>		<i>Movement into New Corporate Structure June 2011</i>	
<b>Original Budget</b>	<b>79.498</b>	Financial Corporate Items (from Res)	6.317
<i>Movement into New Corporate Structure June 2011</i>		<b>Original Budget in New Corporate Structure June 2011</b>	<b>1.495</b>
Housing Services (to DCS)	(2.948)	<i>In Year Virements</i>	
<b>Original Budget in New Corporate Structure June 2011</b>	<b>76.550</b>	Release of Earmarked Grants	(7.292)
<i>In Year Virements</i>		Extra Non Ring Fenced Government Grants (from Corp)	(2.067)
Release of Earmarked Grants (from Corp)	0.402	<b>Revised Budget Period 5</b>	<b>(7.864)</b>
Centralisation of Legal budgets (to CEx)	(0.818)		
Centralisation of Fleet Management Budgets	0.244	<b>SUMMARY TOTALS</b>	
Traveller Services (to DCS)	(0.070)	Original Budget	<b>329.847</b>
Facilities Management Saving Monkton Park (to CEx)	0.200	Original Budget in New Corporate Structure June 2011	<b>329.847</b>
Utilities for leisure services (to DTR)	(0.599)	Revised Budget Period 5	<b>329.847</b>
Other interdepartmental virements	(0.034)		
<b>Revised Budget Period 5</b>	<b>75.875</b>	HRA Budget (Unchanged)	<b>(0.411)</b>

## Wiltshire Council Revenue Budget Monitoring Statement

31-Aug-11

		<i>Original Budget</i>	<i>Revised Budget Period 5</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<b>SUMMARY</b>								
Children and Education	Gross	388.194	396.484	122.514	111.995	396.450	(0.034)	(0.0%)
	Income	(328.462)	(330.706)	(5.345)	(14.317)	(330.706)	-	-
	Net	<b>59.732</b>	<b>65.778</b>	<b>117.169</b>	<b>97.678</b>	<b>65.744</b>	<b>(0.034)</b>	<b>(0.1%)</b>
Community Services	Gross	150.743	152.259	61.720	66.544	154.888	2.629	1.7%
	Income	(19.894)	(19.648)	(8.055)	(8.639)	(20.969)	(1.321)	6.7%
	Net	<b>130.849</b>	<b>132.611</b>	<b>53.665</b>	<b>57.905</b>	<b>133.919</b>	<b>1.308</b>	<b>1.0%</b>
Neighbourhood and Planning	Gross	107.855	106.745	39.571	45.709	107.660	0.915	0.9%
	Income	(31.305)	(30.870)	(12.602)	(14.850)	(30.120)	0.750	(2.4%)
	Net	<b>76.550</b>	<b>75.875</b>	<b>26.969</b>	<b>30.859</b>	<b>77.540</b>	<b>1.665</b>	<b>2.2%</b>
Transformation & Resources	Gross	49.366	49.790	22.985	24.732	49.790	-	-
	Income	(9.165)	(9.036)	(3.765)	(4.368)	(9.036)	-	-
	Net	<b>40.201</b>	<b>40.754</b>	<b>19.220</b>	<b>20.364</b>	<b>40.754</b>	-	-
Chief Executive	Gross	165.956	168.164	58.568	59.703	168.514	0.350	0.2%
	Income	(144.936)	(145.471)	(60.612)	(59.104)	(145.151)	0.320	(0.2%)
	Net	<b>21.020</b>	<b>22.693</b>	<b>(2.044)</b>	<b>0.599</b>	<b>23.363</b>	<b>0.670</b>	<b>3.0%</b>
Corporate	Corporate Levys	6.317	6.917	2.632	0.715	6.917	-	-
	Restructure & Contingency	7.023	6.423	1.667	0.692	6.423	-	-
	Non Ringfenced Government Grants	(32.299)	(34.366)	(13.458)	(14.980)	(34.366)	-	-
	Debt & Capital Investment Revenue Financing	22.321	22.321	3.318	2.680	21.571	(0.750)	(3.4%)
	Movement on General Fund Reserve	(1.867)	(1.867)	(0.778)	-	(1.867)	-	-
	Movement on Earmarked Reserves	-	(7.292)	(6.780)	(7.255)	(7.292)	-	-
	Net	<b>1.495</b>	<b>(7.864)</b>	<b>(13.399)</b>	<b>(18.148)</b>	<b>(8.614)</b>	<b>(0.750)</b>	<b>9.5%</b>
WILTSHIRE COUNCIL GENERAL FUND TOTAL	Gross	<b>863.609</b>	<b>865.578</b>	<b>291.959</b>	<b>290.535</b>	<b>868.688</b>	3.110	0.4%
	Income	<b>(533.762)</b>	<b>(535.731)</b>	<b>(90.379)</b>	<b>(101.278)</b>	<b>(535.982)</b>	(0.251)	0.0%
	Net	<b>329.847</b>	<b>329.847</b>	<b>201.580</b>	<b>189.257</b>	<b>332.706</b>	<b>2.859</b>	<b>0.9%</b>
Housing Revenue Account	Gross	22.322	22.322	9.301	7.767	22.322	-	-
	Income	(22.733)	(22.733)	(9.472)	(9.674)	(22.733)	-	-
	Net	<b>(0.411)</b>	<b>(0.411)</b>	<b>(0.171)</b>	<b>(1.907)</b>	<b>(0.411)</b>	-	-
<b>TOTAL INCLUDING HRA</b>		<b>329.436</b>	<b>329.436</b>	<b>201.409</b>	<b>187.350</b>	<b>332.295</b>	<b>2.859</b>	<b>0.9%</b>

## Wiltshire Council Revenue Budget Monitoring Statement

31-Aug-11

		Original Budget	Revised Budget Period 5	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
<b>Children and Education</b>								
Early Years	Gross Costs	25.161	24.825	10.395	11.258	24.825	-	-
	Income	(15.767)	(15.344)	-	(0.091)	(15.344)	-	-
	Net	<b>9.394</b>	<b>9.481</b>	<b>10.395</b>	<b>11.167</b>	<b>9.481</b>	-	-
School Improvement	Gross Costs	5.319	9.368	5.173	4.767	9.368	-	-
	Income	(1.089)	(3.049)	(1.136)	(0.536)	(3.049)	-	-
	Net	<b>4.230</b>	<b>6.319</b>	<b>4.037</b>	<b>4.231</b>	<b>6.319</b>	-	-
Business & Commercial Services	Gross Costs	3.444	4.726	1.997	2.190	4.726	-	-
	Income	(3.747)	(3.985)	(1.422)	1.026	(3.985)	-	-
	Net	<b>(0.303)</b>	<b>0.741</b>	<b>0.575</b>	<b>3.216</b>	<b>0.741</b>	-	-
Targeted Services Learner Support	Gross Costs	24.237	25.869	11.740	10.259	25.869	-	-
	Income	(16.233)	(16.460)	(0.844)	0.351	(16.460)	-	-
	Net	<b>8.004</b>	<b>9.409</b>	<b>10.896</b>	<b>10.610</b>	<b>9.409</b>	-	-
Commissioning & Performance	Gross Costs	9.015	8.761	4.292	4.183	8.761	-	-
	Income	(5.864)	(5.867)	(0.198)	(0.120)	(5.867)	-	-
	Net	<b>3.151</b>	<b>2.894</b>	<b>4.094</b>	<b>4.063</b>	<b>2.894</b>	-	-
Funding Schools	Gross Costs	283.436	285.423	73.582	57.305	285.423	-	-
	Income	(283.436)	(283.455)	(0.763)	(14.208)	(283.455)	-	-
	Net	-	<b>1.968</b>	<b>72.819</b>	<b>43.097</b>	<b>1.968</b>	-	-
Safeguarding	Gross Costs	0.884	0.928	0.386	0.418	0.928	-	-
	Income	(0.088)	(0.088)	(0.020)	(0.063)	(0.088)	-	-
	Net	<b>0.796</b>	<b>0.840</b>	<b>0.366</b>	<b>0.355</b>	<b>0.840</b>	-	-
Children's Social Care	Gross Costs	29.202	29.061	11.900	19.030	29.460	0.399	1.4%
	Income	(0.840)	(1.069)	(0.375)	(0.324)	(1.069)	-	-
	Net	<b>28.362</b>	<b>27.992</b>	<b>11.525</b>	<b>18.706</b>	<b>28.391</b>	<b>0.399</b>	<b>1.4%</b>
Integrated Youth	Gross Costs	7.009	7.036	2.846	2.368	6.603	(0.433)	(6.2%)
	Income	(1.394)	(1.385)	(0.585)	(0.351)	(1.385)	-	-
	Net	<b>5.615</b>	<b>5.651</b>	<b>2.261</b>	<b>2.017</b>	<b>5.218</b>	<b>(0.433)</b>	<b>(7.7%)</b>
Performance & Risk	Gross Costs	0.487	0.487	0.203	0.178	0.487	-	-
	Income	(0.004)	(0.004)	(0.002)	(0.001)	(0.004)	-	-
	Net	<b>0.483</b>	<b>0.483</b>	<b>0.201</b>	<b>0.177</b>	<b>0.483</b>	-	-
Digital Inclusion	Gross Costs	-	-	-	0.039	-	-	-
	Income	-	-	-	-	-	-	-
	Net	-	-	-	<b>0.039</b>	-	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>388.194</b>	<b>396.484</b>	<b>122.514</b>	<b>111.995</b>	<b>396.450</b>	<b>(0.034)</b>	<b>(0.0%)</b>
	<b>Income</b>	<b>(328.462)</b>	<b>(330.706)</b>	<b>(5.345)</b>	<b>(14.317)</b>	<b>(330.706)</b>	-	-
	<b>Net</b>	<b>59.732</b>	<b>65.778</b>	<b>117.169</b>	<b>97.678</b>	<b>65.744</b>	<b>(0.034)</b>	<b>(0.1%)</b>



		Original Budget	Revised Budget Period 5	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	£m
<b>Community Services</b>								
Older People	Gross Costs	47.849	53.112	21.013	22.284	56.085	2.973	5.6%
	Income	(7.877)	(9.049)	(3.616)	(4.392)	(10.000)	(0.951)	10.5%
	<b>Net</b>	<b>39.972</b>	<b>44.063</b>	<b>17.397</b>	<b>17.892</b>	<b>46.085</b>	<b>2.022</b>	<b>4.6%</b>
Physically Impaired	Gross Costs	9.046	8.432	3.563	3.855	8.705	0.273	3.2%
	Income	(1.070)	(0.630)	(0.259)	(0.317)	(0.684)	(0.054)	8.6%
	<b>Net</b>	<b>7.976</b>	<b>7.802</b>	<b>3.304</b>	<b>3.538</b>	<b>8.021</b>	<b>0.219</b>	<b>2.8%</b>
Learning Disability	Gross Costs	43.463	40.409	17.166	18.452	40.657	0.248	0.6%
	Income	(3.874)	(3.501)	(1.491)	(1.472)	(4.025)	(0.524)	15.0%
	<b>Net</b>	<b>39.589</b>	<b>36.908</b>	<b>15.675</b>	<b>16.980</b>	<b>36.632</b>	<b>(0.276)</b>	<b>(0.7%)</b>
Mental Health	Gross Costs	26.034	25.007	10.184	11.325	25.111	0.104	0.4%
	Income	(3.986)	(4.069)	(1.666)	(1.843)	(4.118)	(0.049)	1.2%
	<b>Net</b>	<b>22.048</b>	<b>20.938</b>	<b>8.518</b>	<b>9.482</b>	<b>20.993</b>	<b>0.055</b>	<b>0.3%</b>
Supporting People	Gross Costs	7.190	7.127	3.057	3.231	8.303	1.176	16.5%
	Income	-	-	-	-	-	-	-
	<b>Net</b>	<b>7.190</b>	<b>7.127</b>	<b>3.057</b>	<b>3.231</b>	<b>8.303</b>	<b>1.176</b>	<b>16.5%</b>
Resources, Strategy & Commissioning	Gross Costs	3.511	3.228	1.345	1.541	3.486	0.258	8.0%
	Income	(0.129)	(0.147)	(0.061)	(0.057)	(0.186)	(0.039)	26.5%
	<b>Net</b>	<b>3.382</b>	<b>3.081</b>	<b>1.284</b>	<b>1.484</b>	<b>3.300</b>	<b>0.219</b>	<b>7.1%</b>
Community Leadership & Governance	Gross Costs	3.987	3.194	1.331	1.828	3.321	0.127	4.0%
	Income	(1.055)	(0.055)	(0.023)	(0.069)	(0.056)	(0.001)	1.8%
	<b>Net</b>	<b>2.932</b>	<b>3.139</b>	<b>1.308</b>	<b>1.759</b>	<b>3.265</b>	<b>0.126</b>	<b>4.0%</b>
Libraries, Heritage & Arts	Gross Costs	5.893	5.797	2.415	2.823	5.796	(0.001)	(0.0%)
	Income	(1.061)	(1.025)	(0.427)	(0.230)	(0.919)	0.106	(10.3%)
	<b>Net</b>	<b>4.832</b>	<b>4.772</b>	<b>1.988</b>	<b>2.593</b>	<b>4.877</b>	<b>0.105</b>	<b>2.2%</b>
Housing Services	Gross Costs	3.770	3.953	1.646	1.205	3.424	(0.529)	(13.4%)
	Income	(0.842)	(1.172)	(0.512)	(0.259)	(0.981)	0.191	(16.3%)
	<b>Net</b>	<b>2.928</b>	<b>2.781</b>	<b>1.134</b>	<b>0.946</b>	<b>2.443</b>	<b>(0.338)</b>	<b>(12.2%)</b>
Transfer from Corporate Resources	Gross Costs	-	2.000	-	-	-	(2.000)	(100.0%)
	Income	-	-	-	-	-	-	-
	<b>Net</b>	<b>-</b>	<b>2.000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2.000)</b>	<b>(100.0%)</b>
<b>Sub Total</b>	<b>Gross Costs</b>	<b>150.743</b>	<b>152.259</b>	<b>61.720</b>	<b>66.544</b>	<b>154.888</b>	<b>2.629</b>	<b>1.7%</b>
	<b>Income</b>	<b>(19.894)</b>	<b>(19.648)</b>	<b>(8.055)</b>	<b>(8.639)</b>	<b>(20.969)</b>	<b>(1.321)</b>	<b>6.7%</b>
	<b>Net</b>	<b>130.849</b>	<b>132.611</b>	<b>53.665</b>	<b>57.905</b>	<b>133.919</b>	<b>1.308</b>	<b>1.0%</b>

		Original Budget	Revised Budget Period 5	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation at Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	£m
<b>Neighbourhood and Planning</b>								
Highways & Streetscene	Gross Costs	18.220	20.819	7.926	11.189	21.069	0.250	1.2%
	Income	(3.259)	(2.929)	(1.109)	(1.940)	(2.929)	-	-
	<b>Net</b>	<b>14.961</b>	<b>17.890</b>	<b>6.817</b>	<b>9.249</b>	<b>18.140</b>	<b>0.250</b>	<b>1.4%</b>
Highways - Strategic Services	Gross Costs	9.047	9.299	3.594	3.708	9.299	-	-
	Income	(1.193)	(1.334)	(0.509)	(0.520)	(1.334)	-	-
	<b>Net</b>	<b>7.854</b>	<b>7.965</b>	<b>3.085</b>	<b>3.188</b>	<b>7.965</b>	<b>-</b>	<b>-</b>
Public Transport	Gross Costs	15.714	15.973	6.198	6.277	15.973	-	-
	Income	(3.065)	(3.430)	(0.873)	(0.397)	(3.730)	(0.300)	8.7%
	<b>Net</b>	<b>12.649</b>	<b>12.543</b>	<b>5.325</b>	<b>5.880</b>	<b>12.243</b>	<b>(0.300)</b>	<b>(2.4%)</b>
Education Transport	Gross Costs	9.481	9.347	3.029	2.850	9.347	-	-
	Income	(0.823)	(0.823)	(0.848)	(0.802)	(0.823)	-	-
	<b>Net</b>	<b>8.658</b>	<b>8.524</b>	<b>2.181</b>	<b>2.048</b>	<b>8.524</b>	<b>-</b>	<b>-</b>
Car Parking	Gross Costs	1.961	1.855	0.773	1.138	1.855	-	-
	Income	(9.291)	(8.927)	(3.726)	(3.080)	(7.927)	1.000	(11.2%)
	<b>Net</b>	<b>(7.330)</b>	<b>(7.072)</b>	<b>(2.953)</b>	<b>(1.942)</b>	<b>(6.072)</b>	<b>1.000</b>	<b>(14.1%)</b>
Waste	Gross Costs	32.622	30.165	10.111	9.968	30.615	0.450	1.5%
	Income	(3.562)	(3.562)	(1.428)	(2.197)	(3.562)	-	-
	<b>Net</b>	<b>29.060</b>	<b>26.603</b>	<b>8.683</b>	<b>7.771</b>	<b>27.053</b>	<b>0.450</b>	<b>1.7%</b>
Leisure	Gross Costs	8.549	7.717	3.215	4.324	7.932	0.215	2.8%
	Income	(5.160)	(4.913)	(2.047)	(1.901)	(4.863)	0.050	(1.0%)
	<b>Net</b>	<b>3.389</b>	<b>2.804</b>	<b>1.168</b>	<b>2.423</b>	<b>3.069</b>	<b>0.265</b>	<b>9.5%</b>
Economy & Enterprise	Gross Costs	4.440	4.432	1.847	3.570	4.432	-	-
	Income	(0.311)	(0.311)	(0.130)	(1.880)	(0.311)	-	-
	<b>Net</b>	<b>4.129</b>	<b>4.121</b>	<b>1.717</b>	<b>1.690</b>	<b>4.121</b>	<b>-</b>	<b>-</b>
Development Services	Gross Costs	6.661	6.408	2.670	2.399	6.408	-	-
	Income	(4.623)	(4.623)	(1.926)	(2.127)	(4.623)	-	-
	<b>Net</b>	<b>2.038</b>	<b>1.785</b>	<b>0.744</b>	<b>0.272</b>	<b>1.785</b>	<b>-</b>	<b>-</b>
Corporate Director & Business Support	Gross Costs	1.160	0.730	0.208	0.286	0.730	-	-
	Income	(0.018)	(0.018)	(0.006)	(0.006)	(0.018)	-	-
	<b>Net</b>	<b>1.142</b>	<b>0.712</b>	<b>0.202</b>	<b>0.280</b>	<b>0.712</b>	<b>-</b>	<b>-</b>
<b>Sub Total</b>	<b>Gross Costs</b>	<b>107.855</b>	<b>106.745</b>	<b>39.571</b>	<b>45.709</b>	<b>107.660</b>	<b>0.915</b>	<b>0.9%</b>
	<b>Income</b>	<b>(31.305)</b>	<b>(30.870)</b>	<b>(12.602)</b>	<b>(14.850)</b>	<b>(30.120)</b>	<b>0.750</b>	<b>(2.4%)</b>
	<b>Net</b>	<b>76.550</b>	<b>75.875</b>	<b>26.969</b>	<b>30.859</b>	<b>77.540</b>	<b>1.665</b>	<b>2.2%</b>

APPENDIX C

		<i>Original Budget</i>	<i>Revised Budget Period 5</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<b>Transformation &amp; Resources</b>								
Corporate Director	Gross Costs	0.203	0.203	0.085	0.095	0.203	-	-
	Income	-	-	-	-	-	-	-
	<b>Net</b>	<b>0.203</b>	<b>0.203</b>	<b>0.085</b>	<b>0.095</b>	<b>0.203</b>	-	-
Human Resources & Organisational Development	Gross Costs	3.777	3.826	1.595	1.455	3.826	-	-
	Income	(0.530)	(0.590)	(0.246)	(0.432)	(0.590)	-	-
	<b>Net</b>	<b>3.247</b>	<b>3.236</b>	<b>1.349</b>	<b>1.023</b>	<b>3.236</b>	-	-
ICT	Gross Costs	17.985	17.745	7.394	8.856	17.745	-	-
	Income	(0.290)	(0.287)	(0.120)	(0.210)	(0.287)	-	-
	<b>Net</b>	<b>17.695</b>	<b>17.458</b>	<b>7.274</b>	<b>8.646</b>	<b>17.458</b>	-	-
Transformation Programme	Gross Costs	14.430	15.086	8.521	7.863	15.086	-	-
	Income	(3.638)	(3.452)	(1.438)	(1.424)	(3.452)	-	-
	<b>Net</b>	<b>10.792</b>	<b>11.634</b>	<b>7.083</b>	<b>6.439</b>	<b>11.634</b>	-	-
Business Services	Gross Costs	9.056	9.045	3.769	4.453	9.045	-	-
	Income	(3.362)	(3.362)	(1.401)	(2.222)	(3.362)	-	-
	<b>Net</b>	<b>5.694</b>	<b>5.683</b>	<b>2.368</b>	<b>2.231</b>	<b>5.683</b>	-	-
Strategic Property Services	Gross Costs	3.915	3.885	1.621	2.010	3.885	-	-
	Income	(1.345)	(1.345)	(0.560)	(0.080)	(1.345)	-	-
	<b>Net</b>	<b>2.570</b>	<b>2.540</b>	<b>1.061</b>	<b>1.930</b>	<b>2.540</b>	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>49.366</b>	<b>49.790</b>	<b>22.985</b>	<b>24.732</b>	<b>49.790</b>	-	-
	<b>Income</b>	<b>(9.165)</b>	<b>(9.036)</b>	<b>(3.765)</b>	<b>(4.368)</b>	<b>(9.036)</b>	-	-
	<b>Net</b>	<b>40.201</b>	<b>40.754</b>	<b>19.220</b>	<b>20.364</b>	<b>40.754</b>	-	-

## Wiltshire Council Revenue Budget Monitoring Statement

31-Aug-11

		<i>Original Budget</i>	<i>Revised Budget Period 5</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<b>Chief Executive</b>								
Chief Executive	Gross Costs	0.534	0.534	0.222	0.294	0.534	-	-
	Income	(0.027)	(0.027)	(0.011)	(0.006)	(0.027)	-	-
	Net	<b>0.507</b>	<b>0.507</b>	<b>0.211</b>	<b>0.288</b>	<b>0.507</b>	-	-
Communications & Branding	Gross Costs	2.156	2.328	0.970	0.755	1.978	(0.350)	(15.0%)
	Income	(0.370)	(0.370)	(0.154)	(0.009)	(0.050)	0.320	(86.5%)
	Net	<b>1.786</b>	<b>1.958</b>	<b>0.816</b>	<b>0.746</b>	<b>1.928</b>	<b>(0.030)</b>	<b>(1.5%)</b>
Finance, Procurement & Internal Audit	Gross Costs	19.186	18.915	7.881	7.762	19.015	0.100	0.5%
	Income	(9.313)	(9.313)	(3.880)	(1.642)	(9.313)	-	-
	Net	<b>9.873</b>	<b>9.602</b>	<b>4.001</b>	<b>6.120</b>	<b>9.702</b>	<b>0.100</b>	<b>1.0%</b>
Revenues & Benefits - Subsidy	Gross Costs	133.339	133.339	44.058	44.087	133.339	-	-
	Income	(133.232)	(133.232)	(55.513)	(55.421)	(133.232)	-	-
	Net	<b>0.107</b>	<b>0.107</b>	<b>(11.455)</b>	<b>(11.334)</b>	<b>0.107</b>	-	-
Legal & Democratic Services	Gross Costs	5.032	6.887	2.870	3.953	7.487	0.600	8.7%
	Income	(0.804)	(0.804)	(0.335)	(0.716)	(0.804)	-	-
	Net	<b>4.228</b>	<b>6.083</b>	<b>2.535</b>	<b>3.237</b>	<b>6.683</b>	<b>0.600</b>	<b>9.9%</b>
Public Health & Public Protection	Gross Costs	5.709	6.161	2.567	2.852	6.161	-	-
	Income	(1.190)	(1.725)	(0.719)	(1.310)	(1.725)	-	-
	Net	<b>4.519</b>	<b>4.436</b>	<b>1.848</b>	<b>1.542</b>	<b>4.436</b>	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>165.956</b>	<b>168.164</b>	<b>58.568</b>	<b>59.703</b>	<b>168.514</b>	<b>0.350</b>	<b>(0.058)</b>
	<b>Income</b>	<b>(144.936)</b>	<b>(145.471)</b>	<b>(60.612)</b>	<b>(59.104)</b>	<b>(145.151)</b>	<b>0.320</b>	<b>(0.2%)</b>
	<b>Net</b>	<b>21.020</b>	<b>22.693</b>	<b>(2.044)</b>	<b>0.599</b>	<b>23.363</b>	<b>0.670</b>	<b>3.0%</b>

		Original Budget	Revised Budget Period 5	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
<b>Housing Revenue Account</b>								
Provision for Bad Debts	Gross Costs	0.049	0.049	0.020	-	0.049	-	-
	Income	-	-	-	-	-	-	-
	Net	<b>0.049</b>	<b>0.049</b>	<b>0.020</b>	-	<b>0.049</b>	-	-
Capital Financing Costs	Gross Costs	3.818	3.818	1.591	(0.014)	3.818	-	-
	Income	-	-	-	-	-	-	-
	Net	<b>3.818</b>	<b>3.818</b>	<b>1.591</b>	<b>(0.014)</b>	<b>3.818</b>	-	-
Interest	Gross Costs	-	-	-	-	-	-	-
	Income	(0.125)	(0.125)	(0.052)	-	(0.125)	-	-
	Net	<b>(0.125)</b>	<b>(0.125)</b>	<b>(0.052)</b>	-	<b>(0.125)</b>	-	-
Rent Rebates	Gross Costs	0.047	0.047	0.019	-	0.047	-	-
	Income	-	-	-	-	-	-	-
	Net	<b>0.047</b>	<b>0.047</b>	<b>0.019</b>	-	<b>0.047</b>	-	-
Subsidy Payable	Gross Costs	8.384	8.384	3.493	3.350	8.384	-	-
	Income	-	-	-	-	-	-	-
	Net	<b>8.384</b>	<b>8.384</b>	<b>3.493</b>	<b>3.350</b>	<b>8.384</b>	-	-
Rents	Gross Costs	-	-	-	-	-	-	-
	Income	(21.577)	(21.577)	(8.990)	(9.219)	(21.577)	-	-
	Net	<b>(21.577)</b>	<b>(21.577)</b>	<b>(8.990)</b>	<b>(9.219)</b>	<b>(21.577)</b>	-	-
Repairs & Maintenance	Gross Costs	5.063	5.063	2.110	2.595	5.063	-	-
	Income	(0.048)	(0.048)	(0.020)	(0.006)	(0.048)	-	-
	Net	<b>5.015</b>	<b>5.015</b>	<b>2.090</b>	<b>2.589</b>	<b>5.015</b>	-	-
Rent, Rates & Taxes	Gross Costs	0.002	0.002	0.001	-	0.002	-	-
	Income	-	-	-	(0.004)	-	-	-
	Net	<b>0.002</b>	<b>0.002</b>	<b>0.001</b>	<b>(0.004)</b>	<b>0.002</b>	-	-
Supervision & Management Special	Gross Costs	1.517	1.517	0.632	0.453	1.517	-	-
	Income	(0.845)	(0.845)	(0.352)	(0.347)	(0.845)	-	-
	Net	<b>0.672</b>	<b>0.672</b>	<b>0.280</b>	<b>0.106</b>	<b>0.672</b>	-	-
Supervision & Management	Gross Costs	3.308	3.308	1.379	1.351	3.308	-	-
	Income	(0.138)	(0.138)	(0.058)	(0.098)	(0.138)	-	-
	Net	<b>3.170</b>	<b>3.170</b>	<b>1.321</b>	<b>1.253</b>	<b>3.170</b>	-	-
HRA Improvement Plan	Gross Costs	0.120	0.120	0.050	0.032	0.120	-	-
	Income	-	-	-	-	-	-	-
	Net	<b>0.120</b>	<b>0.120</b>	<b>0.050</b>	<b>0.032</b>	<b>0.120</b>	-	-
Fraud in Housing	Gross Costs	0.014	0.014	0.006	-	0.014	-	-
	Income	-	-	-	-	-	-	-
	Net	<b>0.014</b>	<b>0.014</b>	<b>0.006</b>	-	<b>0.014</b>	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>22.322</b>	<b>22.322</b>	<b>9.301</b>	<b>7.767</b>	<b>22.322</b>	-	-
	<b>Income</b>	<b>(22.733)</b>	<b>(22.733)</b>	<b>(9.472)</b>	<b>(9.674)</b>	<b>(22.733)</b>	-	-
	<b>Net</b>	<b>(0.411)</b>	<b>(0.411)</b>	<b>(0.171)</b>	<b>(1.907)</b>	<b>(0.411)</b>	-	-

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**Minute extract arising from the  
Health and Adult Social Care Select Committee meeting  
Held on  
6 October 2011**

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**228. Budget Update**

A budget monitoring report was considered by Cabinet at its meeting held on 13 September. Within the report were details of the current position in relation to delivery of savings and significant cost pressures faced by Community Services due, in part, to the additional demand in adult social care provision.

To address the cost pressures, Cabinet agreed to use an additional grant which would in part reduce the cost pressures faced. However the Organisation & Resources Select Committee, at its meeting held on 15 September, also considered the budget monitoring report and the implications in relation to Community Services and requested that the HASC Committee give further consideration to the actions needed in order to harmonise budgets by year end.

The Chief Finance Officer, Cabinet Member for Community Services and Service Director Strategy and Commissioning, DCS were in attendance to present the Budget Monitoring report and to answer questions arising.

Clarification was provided that Cabinet were due to consider the next monitoring report at its meeting to be held on Tuesday 18 October where it was expected that the report would provide evidence that the actions being undertaken to address the cost pressures were likely to result in a balanced budget by 31 March 2012. It was also reported that the budget monitoring report for October would show an improved position in relation to the DCS budget and the budget was also being reviewed on a weekly basis to ensure continued monitoring.

Upon questioning the Chief Finance Officer reiterated that the Community Services budget would always remain volatile, taking into consideration the pressures faced by the department in relation to the fluidity of the services provided. The forecasting tools used to set the budget had been improved since budget setting last year and would continue to improve with the use of better developed information management to ensure a more accurate forecasting of funds required. This included regular discussion with PCT and other partners.

The Cabinet Member also confirmed that due to the nature of the service and the need for a reactive approach to service provision, the costs associated could not be guaranteed but that the weekly review of the budget would

ensure that trends taking place could be reflected accurately and would enable a more reliable forecasting in the future.

The Chairman of the Procurement and Commissioning Task Group and member of the Committee, confirmed that an update had also been received at the Groups last meeting held on 3 October and, recognising the importance of the subject, confirmed that Community Services would remain an area of interest for the Group who would provide regular updates to the Committee.

To enable to Committee to better understand the contributing factors behind the cost pressures faced by the department the Cabinet Member proposed that training, to include case scenarios, would be of benefit to members.

With the reassurances provided that the budget was likely to be balanced by 31 March 2012 and that further details would be provided in the next budget monitoring report to Cabinet, the Committee resolved as follows.

**Resolved:**

- 1) To thank the Cabinet Member and officers for responding to the questions raised.**
- 2) That the Committee would review the latest budget monitoring report at its next meeting to be held on 10 November 2011 and, upon consideration, decide on any further action to be taken.**

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**Wiltshire Council**

**Cabinet Capital Asset Committee**

**15 November 2011**

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**Subject: Capital Monitoring Period 6 (September) 2011/2012**

**Cabinet member: Councillor John Brady  
Finance, Performance and Risk**

**Key Decision: No**

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**Executive Summary**

The report reflects the position of the 2011/2012 Capital Budget as at 30 September 2011.

The report also details budget changes and reprogramming which are to be noted by Cabinet, plus a change to the Rural Farms Estate which requires approval by Council following recommendation to Cabinet.

Considerable work has been undertaken to review the Capital budgets for 2011/2012 and therefore significant reprogramming of budget has occurred in this monitoring report of £49.342 million. Further details are included in the body of this report and the appendices.

**Proposal**

- a. Note the current position of the capital programme as at Period 6 in Appendix A.
- b. To recommend that Council, via Cabinet, approve the allocation of the £0.225 million to the Farms Estate.
- c. Note the additional budget for the Wiltshire Incubation Environment of £0.375 million, other budget movements of £0.539 million and the £49.342 million reprogramming of budget into 2012/2013.

**Reasons for Proposals**

To inform cabinet of the current position of the 2011/2012 capital programme and to highlight changes in the capital programme.

**Michael Hudson** Director of Finance

**Wiltshire Council**

**Cabinet Capital Asset Committee**

**15 November 2011**

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**Subject: Capital Monitoring Period 6 (September) 2011/2012**

**Cabinet member: Councillor John Brady  
Finance, Performance and Risk**

**Key Decision: No**

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**Purpose of Report**

1. To update Cabinet on the position of the 2011/12 Capital Programme as at 30 September 2011 and seek approval to recommend to Council, via Cabinet, an increase in budget to the Farms Estate.

**Budget movements**

2. Between the Period 4 monitoring report presented to the CCAC at the meeting of the 14 September and this Period 6 monitoring report, the budget has been adjusted as detailed in the table below.

	<b>£m</b>	<b>Notes</b>
<b>Capital budget as per CCAC Period 4 monitoring report (14 September 2011)</b>	<b>162.533</b>	
<b>Additions/amendments to the capital programme 2011/2012 since Period 4 monitoring report</b>		
Rural Estates Additional expenditure	0.225	See below for further explanation
Wiltshire Incubation Environment Network Additional expenditure	0.375	See below for further explanation
Reprogramming of expenditure into 2012/2013	(49.342)	See Appendix A & B
Other additional budget	0.539	See Appendix A & B
<b>Total in movements in Period</b>	<b>(48.203)</b>	
<b>Current Capital budget 2011/12</b>	<b>114.330</b>	

3. In addition to the above there have been budget movements between schemes which are also detailed in Appendix A. There is no additional budget required in these movements.
4. As part of ongoing business planning Investment of £0.225 million in the Council's Rural Estates is requested to provide a coherent plan and best manage the Council's liabilities under the new legislation regarding Nitrate Vulnerable Zones, which becomes effective from 1 January 2012. A report giving further details of this scheme is to be found elsewhere on the agenda.
5. Further options considered and specific liabilities are detailed within the report, with the investment of £0.225 million being considered the best option. It is therefore requested that Members approve this additional funding into the Rural Estate Capital Programme.
6. A report on Wiltshire Incubation Environment was taken to the 13 September 2011 Cabinet and funding was formally agreed by Cabinet on the 18 October 2011. This report set out a proposal to create four Incubation Centres. Investment of £0.375 million was agreed to create and manage these centres alongside a programme of activities and services to identify, encourage and support potential growth businesses. This additional budget has now been added to the programme.
7. At the previous CCAC held on the 14 September 2011, a paper was submitted detailing the proposed allocation of the Aiming High for Disabled Children (AHDC) grant into specific projects. Following further work by Officers in the Department for Children and Education it has been suggested that the £0.031 million allocation under Appendix F of this report would best be used to provide additional Hearing equipment rather than the original equipment listed in appendix F of the 14 September 2011 report. This has no bearing on the overall budget allocation.
8. Other movements in Appendix A are undertaken under delegated authority by the Director of Finance and are detailed further in and Appendix B.

### **Summary of Current Position as at 30 September 2011**

9. The current revised budget for the year 2011/2012 is £114.330 million, as at 30 September the actual spend plus commitments made was £59.893 million. A full breakdown of these figures is attached in Appendix A.

10. An Examination of the reprofiling of schemes into 2012/2013 has been undertaken and is shown in Appendix A. Further details and updates regarding some of the larger schemes are below.

### **Education schemes**

11. Sarum Academy is progressing well and is being submitted for planning permission. Assuming permission is granted it is currently anticipated that work will begin on site in February 2012. As highlighted in the Period 4 report, much of the budget for this scheme has to be reprogrammed into 2012/2013 to match the anticipated spending pattern. A total of £11.000 million has therefore been moved from 2011/2012 into 2012/2013, which has no impact on the overall project budget, just the profiling of the budget across years. This will be updated further in the next monitoring report.
12. Additional Accommodation schemes comprise 26 individual extension projects across the county. A seven class extension has now started on site at Amesbury Archer School. Subject to the progress of housing developments which have yet to start, £2.000 million of the budget is earmarked to contribute to building new schools. Eight further projects with planned costs of £6.500 million are at the design/planning application stage so spending is likely to commence towards the end of the financial year. As previously indicated in the Period 4 monitoring report much of the planned expenditure is now due to be spent during 2012/2013, therefore £12.786 million has been reprogrammed from 2011/2012 into 2012/2013.
13. New Deals for Schools (NDS) schemes are to fund high priority condition works including roof replacements, rewiring and window replacements. Budgets have been allocated to replace Pratton blocks at schools in Warminster which are currently at the design stage, with work on these sites planned to begin in January. Therefore as indicated in the period 4 report £3.982 million has been reprofiling into 2012/2013.
14. DCSF Primary capital programme. These schemes include funding replacement school buildings at Lydiard Millicent which has been completed, and at Purton St Mary's which is due for completion in December. It also funds extensions to 4 other schools which are due for completion by summer 2012. The budget is therefore anticipated to be largely spent during 2011/2012.
15. DCSF Targeted capital 14 – 19 Special education needs. These schemes are to improve special education needs delivery by building new extensions and altering existing sites. £5.000 million of the budget is allocated to Exeter House Special School which is providing an extension and major refurbishment. This project is experiencing some delays caused by land acquisition issues but it is currently anticipated that will be largely spent during 2011/2012. Other schemes in this area

at Wiltshire College and Devizes School are also on target to complete during 2011/2012.

16. Other Projects New Schools. Old Sarum Primary has been completed and opened in September and a new school in Devizes is also under construction. The provision of a new school in East Trowbridge has been delayed pending the commencement of local housing, therefore £1.002 million of budget has been reprogrammed into 2012/2013 to meet the planned expenditure.

### **Highways schemes**

17. Integrated Transport schemes budget has been allocated across many individual schemes and it is anticipated that there will be no variations to budget at year end. Schemes in progress include Melksham Town Centre – phase 4 plus a number of local safety schemes and the Area Board discretionary highways budget.
18. Bridges and Structural maintenance budgets have been allocated fully to schemes. It is anticipated there will be no variance at year end. Major bridge work to be undertaken includes work at Clatford, Dauntsey, Haxton and Tidworth. Major Structural maintenance schemes include numerous surface and surface dressing schemes, Micro asphalt surfacing, drainage works plus a major scheme around junctions 16 & 17 of the M4.
19. All other Highways schemes are currently anticipated to be on line with no variations at year end.

### **Campus and operational Delivery schemes**

20. The County Hall MECH scheme is progressing well. The costs are slightly behind schedule however the forecast for the end of the year is expected to be on target with the original estimates.
21. Other projects within the operational (Hub) element of the Transformation programme are being reviewed and it is anticipated that minimum spend will be incurred in 2011/2012.
22. Work is ongoing to finalise Resource centres started during 2010/2011. The remainder of the work in this area budget is linked to the development of the Campuses.
23. Expenditure on the Depots review Phase 2 is expected to begin during this financial year on one depot and 2 salt stores, therefore the majority of the budget will be reprogrammed into 2012/2013.
24. Libraries, heritage and arts budgets (which were moved into Campus and Operational delivery during 2010/2011) are now being considered

as part of the Campus projects. The majority of the budget is being reprogrammed into 2012/2013.

25. A paper is being taken to Cabinet in December on the three pilot campuses Salisbury, Corsham and Melksham. Further details will be established following this however it is unlikely significant spend will commence during 2011/2012 so the majority of the budget is being moved into 2012/2013.
26. As a result of the progress shown above on Campus and Operational delivery schemes, £17.383 million is being reprogrammed into 2012/2013 to reflect the likely spending patterns.

### **Other Property schemes**

27. Building repair and maintenance schemes are the planned maintenance works at buildings that are not covered by the Transformation Programme. Works have been programmed covering a variety of buildings including renewal of the mechanical and electrical (m&e) plant and boilers at Malmesbury Activity Zone, a new roof and m&e works at City Hall Salisbury and work to replace the roof at the Shambles Devises. Due to the interrelation between these schemes and the Campus and hub projects further essential projects have been delayed until the plans for certain buildings are finalised. Therefore are highlighted in the period 4 report, £1.000 million is being reprogrammed into 2012/2013 to match with planned expenditure.

### **Housing schemes**

28. Disabled Facilities grants are small grants given to enable private householders to undertake improvements to their properties. As highlighted in the Period 4 report £0.400 million of the programmed expenditure has been reprogrammed into 2012/2013 to match with current spending plans.
29. Corporate Other Housing Grants. As highlighted in the Period 4 report, Budget managers for these schemes have forecast that £0.440 million mainly relating to Gypsies and Travellers sites and Energy Efficiency schemes is to be reprogrammed into 2012/2013.
30. New Housing. Four of the five schemes in this project are now complete and tenants have moved into the sites. Retentions and final payments are to be arranged at these sites but it appears the project spend is lower than was budgeted. Pembroke Road Salisbury is still being worked on and is due to be completed in March 2012. Initial projections are that this scheme will be completed on line to budget. Overall for the new housing Scheme budget managers are anticipating that the budget will underspend by around £0.700 million which can therefore be returned to the centre. Full project closure details will be established during the

coming months so this figure will be updated during the next budget monitoring report.

31. HRA refurbishment of council stock. The 2011/2012 programme of expenditure is well underway and the budget has been committed into numerous schemes to deliver new Kitchens, Bathrooms, roofing etc and is still expected to on line against budget.

### **Waste Schemes**

32. Waste Transformation project budget of £7.761 million is anticipated to be fully spent with a potential small saving on the budget at year end. The majority of the vehicles and equipment have been purchased or ordered and there have been some savings realised on this part of the capital allocation.
33. A part of the original plan for the waste transformation Capital allocation was to pay for circa 50% of a new compost pad with the remainder to be paid to the contractor over the coming years as a revenue charge out of the revenue waste transformation budget. Taking the opportunity to pay for this cost 100% out of the capital allocation enables the council to save on its revenue costs in the coming years as well as saving paying the contractors cost of capital. Therefore this is the best value option for the council and remains well within the capital allocation for Waste Transformation.

### **Proposals**

34. To note the general budget additions largely grant funded of £0.539 million, the £0.375 million for the Wiltshire Incubation Network, the reprogramming of £49.342 million into 2012/2013, and the Period 6 position of the 2011/2012 Capital Programme. Also to recommend to Council, via Cabinet, the approval of the £0.225 million additional budget required for the Rural Estates (County Farms).

### **Environmental Impact of the Proposal**

35. Wiltshire Council is preparing for its mandatory inclusion in the Carbon Reduction Commitment (CRC); 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 2011/2012 assessed the perceived impact of schemes on the Council's carbon footprint and built this into the mechanism for setting the 2011/2012 budget.

### **Equality and Diversity Impact of the Proposal**

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

### **Risk Assessment**

37. The capital budget for 2011/2012, as detailed in this report, has been revised to approximately £114 million. Within this programme there are a number of potential risks such as 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**

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

### **Legal Implications**

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

**Michael Hudson**  
Director of Finance

Report Author: Stephen MacDonald

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



## Capital Programme budget movements 2011/2012

Scheme name
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2011/2012 Budget & Spend Breakdown					
Month 4 Budget 2011/2012	Month 6 Budget Movements Between Schemes	Additional Budget see appendix B	Reprogrammed Expenditure into 2012/2013	Current Budget 2011/2012	Total Spend (Actual + Commitments) as at Month 6
£m	£m	£m	£m	£m	£m

### Education schemes

Wellington Academy
Sarum Academy Salisbury
Extended Schools
Additional Accommodation
NDS Maintenance & Modernisation
Devolved Formula Capital
Access and Inclusion
DCSF Primary Capital Programme
DCSF Targeted Capital 14-19 SEN
Other Projects New Schools
Other Schools Projects - Expansions
Other Schools Projects - Replacements
Sure Start
Other Education schemes finishing in 2011/2012
<b>Total Education schemes</b>

3.646				3.646	2.267
12.281			(11.000)	1.281	0.073
0.493				0.493	0.048
16.894	0.018	0.034	(12.786)	4.161	1.298
9.137			(3.982)	5.156	3.460
1.281				1.281	0.635
0.659	(0.002)			0.657	0.114
6.614	(0.068)	0.068		6.614	3.736
6.825				6.825	0.531
3.227		0.030	(1.002)	2.255	1.384
2.651	0.050			2.701	0.295
0.345			(0.345)	0.000	0.000
0.362				0.362	0.084
0.378		0.248		0.626	(0.053)
<b>64.793</b>	<b>(0.002)</b>	<b>0.381</b>	<b>(29.114)</b>	<b>36.058</b>	<b>13.872</b>

### Highways schemes

Integrated Transport
Bridges & Structural Maintenance
Carriageway Repairs
Footways, ALA, Land Drainage & Other Minor Schemes
<b>Total Highways schemes</b>

2.181		0.131		2.312	1.488
14.023		0.027		14.050	6.503
1.443				1.443	0.113
0.903				0.903	0.411
<b>18.550</b>	<b>0.000</b>	<b>0.158</b>	<b>0.000</b>	<b>18.708</b>	<b>8.514</b>

### Property schemes

Campus & Operational Delivery
Libraries RFID Technology
Buildings Repair & Maintenance
Leisure & Amenities
<b>Total Property schemes</b>

42.383			(17.383)	25.000	19.276
0.547				0.547	0.479
3.226	0.002		(1.000)	2.228	0.747
1.035			(0.631)	0.404	0.018
<b>47.191</b>	<b>0.002</b>	<b>0.000</b>	<b>(19.014)</b>	<b>28.179</b>	<b>20.520</b>

## Capital Programme budget movements 2011/2012

Scheme name	2011/2012 Budget & Spend Breakdown					
	Month 4 Budget 2011/2012	Month 6 Budget Movements Between Schemes	Additional Budget see appendix B	Reprogrammed Expenditure into 2012/2013	Current Budget 2011/2012	Total Spend (Actual + Commitments) as at Month 6
	£m	£m	£m	£m	£m	£m
<b>Housing schemes</b>						
Disabled Facilities Grants	2.836			(0.400)	2.436	1.106
Corporate other housing grants	2.195			(0.440)	1.755	0.153
New Housing	4.666				4.666	1.504
HRA - refurbishment of council stock	4.243				4.243	3.089
<b>Total Housing schemes</b>	<b>13.940</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.840)</b>	<b>13.100</b>	<b>5.852</b>
<b>Waste schemes</b>						
Waste Transformation	7.761				7.761	5.915
Waste Vehicles, Waste Management & Street cleaning	2.856				2.856	2.596
<b>Total Waste schemes</b>	<b>10.617</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10.617</b>	<b>8.511</b>
<b>Other schemes</b>						
Revenue & Benefits IT System	0.756			(0.277)	0.479	0.193
Carbon Reduction	0.991			(0.097)	0.894	0.133
Planning IT System	1.000				1.000	0.080
Adult Social Care Strategy - Older People, LD & Mental health	1.781				1.781	0.963
Other DCS schemes	0.132				0.132	0.002
Area Boards and LPSA PRG reward grants	1.043				1.043	0.234
Economic Development schemes (including Salisbury Vision)	1.680				1.680	1.016
Other DOR Schemes (including County farms)	0.059		0.225		0.284	0.001
Wiltshire Incubation Environment Network	0.000		0.375		0.375	0.000
<b>Total Other schemes</b>	<b>7.442</b>	<b>0.000</b>	<b>0.600</b>	<b>(0.374)</b>	<b>7.668</b>	<b>2.623</b>
<b>Total 2011/2012 Programme</b>	<b>162.533</b>	<b>0.000</b>	<b>1.139</b>	<b>(49.342)</b>	<b>114.330</b>	<b>59.893</b>

**Director of Finance (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME**

CCAC Meeting 

15th November 2011
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Financial Year: 

2011/12
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**SECTION 1 - DELEGATED CFO POWERS - ADDITIONAL FUNDING**

*"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, "*

<b>Project Name:</b>	<b>Schools - Additional Accomodation</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	34,274		
<b>Funding Source:</b>	Section 106 contributions funding capital works at Bradford-on-Avon Christchurch Primary		
<b>Project Name:</b>	<b>Primary Capital Programme</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	68,177		
<b>Funding Source:</b>	Section 106 contributions funding capital works at Stratford-sub-Castle C of E Primary School		
<b>Project Name:</b>	<b>DCE Other Projects - New Schools</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	30,000		
<b>Funding Source:</b>	Contribution from Persimmon towards capital works at Quakers Walk new Primary School		
<b>Project Name:</b>	<b>Aiming Higher for Disabled Children</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	248,487		
<b>Funding Source:</b>	Additional grant allocation to be spent on AHDC projects and equipment in support of short breaks for disabled children and young persons (as per report taken to previous CCAC)		
<b>Project Name:</b>	<b>LTP Integrated Transport</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	131,187		
<b>Funding Source:</b>	Developer & Town Council Contributions towards Integrated Transport Capital Works		
<b>Project Name:</b>	<b>Bridges</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	26,861		
<b>Funding Source:</b>	Contribution from Network Rail towards Bridges Capital Works		
	<b>538,986</b>	<b>Total Delegated Changes Approved by Section 151 Officer</b>	

**SECTION 2 - DELEGATED CFO POWERS - REPROGRAMMING OF SCHEMES**

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

<b>Project Name:</b>	<b>Sarum Academy - Salisbury</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(11,000,000)	11,000,000	
<b>Funding Source:</b>	Reprogramming of Scheme to match anticipated expenditure between financial years		
<b>Project Name:</b>	<b>Additional Accomodation General</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(12,785,648)	12,785,648	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>NDS Maintenance &amp; Modernisation</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(3,981,500)	3,981,500	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>DCE Other Projects New Scools - East Trowbridge Primary School</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(1,001,925)	1,001,925	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>DCE Other Projects - Replacements</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(344,538)	344,538	
<b>Funding Source:</b>			

**Director of Finance (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME**

CCAC Meeting 15th November 2011  
 Financial Year: 2011/12

<b>Project Name:</b>	<b>Campus &amp; Operational Delivery Programme</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(17,382,935)	17,382,935	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Building Maintenance</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(1,000,000)	1,000,000	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Leisure &amp; Amenities</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(631,415)	631,415	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Disabled Facilities Grants</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(400,000)	400,000	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Corporate Other Housing Grants</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(440,000)	440,000	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Revenue &amp; Benefits Combined System</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(276,682)	276,682	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Climate Change Schemes</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(97,460)	97,460	
<b>Funding Source:</b>			
	<b>49,342,103</b>	<b>Total Re-programming</b>	

**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"*

<b>Project Name:</b>	<b>Rural Estates (County Farms)</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	225,000		
<b>Funding Source:</b>	Health & Safety Works across the Rural Estates funded through Borrowing		
<b>Project Name:</b>	<b>Wiltshire Incubation Environment Network</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	375,000		
<b>Funding Source:</b>	Wiltshire Incubation Environment Network funded through Borrowing		
	<b>600,000</b>	<b>Total requests for additional resources</b>	

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

**Director of Finance (CFO):** Michael Hudson

**DATE:** November 2011

**Wiltshire Council**

**Cabinet**

**15 November 2011**

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**Subject: Business Plan Scorecard Report**

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

**Key Decision: No**

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## **Purpose of Report**

1. This is a report to provide a summary of progress against Wiltshire Council's Business Plan. It provides:
  - Performance indicators for Community Results and Council Performance for the period April to September 2011.
  - The status of the Council's main programmes.
  - The Workforce Report from Human Resources

## **Background**

2. Wiltshire Council's four year Business Plan sets out what will be achieved between now and 2015. It highlights the business model for the next five to 10 years. The changes from where we are now are phased so that the first four years sets the foundation to make the council as efficient as possible and equipped for the future. Progress reports are intended to give a rounded picture, covering performance against targets, progress on major programmes and information about the Council's workforce.
3. The performance indicators show results available at September 2011. Some results are not yet available (eg because these become known at the end of the calendar or financial year), and a full list of the indicators to be added later in the year was included in the report to June (see September's Cabinet papers). That list has not been repeated here but is available if required.
4. The status of the Council's main programmes is provided by the Programme Office and shows whether each programme is on track.
5. The Workforce report provides information about the Council's employees, and is also reported to the Staffing Policy Committee.

## **Main Considerations for the Council**

6. Progress against the Business Plan is summarised below.
7. **Community and Council Scorecards** – Most indicators are expected to hit their targets by year end. Two indicators are flagged as 'red': 5001 customer telephone call connection rates and 6001 Alcohol related

hospital admissions. Information about action being taken on these is provided as part of the scorecard – please see **Annex 1**.

8. **Council's Programmes** – Most of the programmes are progressing as expected. Additional information is provided on Procurement.

### **Environmental Impact of the Proposal**

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

### **Equalities Impact of the Proposal**

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

### **Risk Assessment**

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

### **Financial Implications**

12. This is a scorecard report so has no direct financial implications.

### **Legal Implications**

13. As this is a scorecard report there are no direct legal implications.

### **Options Considered**

14. As this is a scorecard report there are no 'options to consider'.

### **Proposal**

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

**Sharon Britton**

**Service Director Policy, Performance and Partnership**

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Report Author: Claire Small, Policy and Partnership Officer  
[claire.small@wiltshire.gov.uk](mailto:claire.small@wiltshire.gov.uk)

Date of report: 25 October 2011

### **Background Papers**

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

### **Appendices**

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

## Business Plan Scorecard Results to September 2011

### Index

- Community Results Scorecard
- Council Performance Scorecard

### Scorecard Key:

H = High (good performance if actual is higher than target); L = Low (good performance if actual is lower than target)

**3 yr trend:** I = Improving; W = Worsening

**On target** (by end of year): Y = Yes; N = No; A = Amber (some concern)



## Community Results Scorecard to September 2011

RESULTS TO SEPTEMBER												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to September	2011/12 Actual to September	On target?	2014/15 target	Lead officer
<b>Protect and Safeguard Vulnerable Children</b>												
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	56.3	60.9	62.8	I	67.4	Not yet profiled	61.5	Y	68	Sharon Davies
<b>Invest in: Children's Attainment</b>												
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	73	71	75	I	75.2	75.2	75	Y	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	53.2	55.4	55.8	I	56.6	56.6	60	Y	60.6	Stephanie Denovan
<b>Protect and Safeguard Vulnerable adults</b>												
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H			8,720	-	9,069	Not yet profiled	6,209	Y	2014 + 2.6%	James Cawley
<b>Invest in: Housing</b>												
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	583	554	648	I	450	300	364	Y	450	Graham Hogg
<b>Economy and Unemployment</b>												
4001	Help create 6,000 additional jobs by Mar 2015	H			455	-	1,500	750	561	Y	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H			370	-	2,000	1,000	2,707	Y	1,500	Alistair Cunningham
<b>Invest in: Waste Management</b>												
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	40.5%	41.4%	I	41.50%	41.50%	44.30%	Y	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	56.0%	47.2%	37.5%	I	37%	37%	37%	Y	25%	Tracy Carter
<b>Invest in: Energy Efficiency</b>												
4006	Lower our carbon emissions by Mar 2015 by 11,823 tCO2	H		61,500 baseline	742 reduction	-	no annual targets		236 reduction	A	11, 823 tCO2 reduction	Alistair Cunningham

## Comments on Community Results Scorecard

### Result with some concern (Amber)

**Ref 4006 - Lower our carbon emissions by Mar 2015 by 11,823 tCO2**

**Target: no annual target, Actual: 236 reduction**

#### **Reason for concern and what we are doing:**

This is shown as Amber because we are currently working on plans to deliver this target and will provide a further update once these are clarified.

### Interesting information relating to Economy and Employment

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

The main contributor to this was the 300 jobs at Westbury with the decision by Welton Bibby & Baron (a bag manufacturer) to move their operations to this location. The Investment Service, Wiltshire Work Grant Placements and Castledown Business Centre are the other main contributors. We are currently working with 6 companies with a view to securing a further 1000 jobs by the end of the year.

#### **Ref 4002: Help safeguard 8,000 existing jobs by Mar 2015**

With the announcement that the Defence Training College will be located at RAF Lyneham, 2500 MOD jobs have been maintained in Wiltshire. The balance of the result is from local businesses with a further 250 expected.

## Council Performance Scorecard to September 2011

RESULTS TO SEPTEMBER												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to September	2011/12 Actual to September	On target?	2014/15 target	Lead officer
<b>Protect and Safeguard Vulnerable Children</b>												
2006	Care leavers in suitable accommodation	H	81.8%	76.5%	97.1%	I	95%	95%	95%	Y	95%	Sharon Davies
2007	Care leavers in suitable education, jobs or training	H	54.4%	41.2%	65.7%	I	68%	Not yet profiled	47%	Y	72%	Sharon Davies
2008	Timely adoptions	H	65.2%	92.9%	100%	I	90%	Not yet profiled	67% (10 adoptions)	Y	90%	Sharon Davies
2009	Safeguarding: initial assessments done in 10 days	H		65.1%	63.6%	-	70%	Not yet profiled	89%	Y	80%	Sharon Davies
2010	Safeguarding: child protection plan reviewed on time	H	100%	97.9%	100%	-	100%	100%	100%	Y	100%	Sharon Davies
<b>Invest in: Our Communities</b>												
3007	Number of volunteers in the library service	H	new	new	new	-	325	325	666	Y	325	Niki Lewis
3008	Satisfaction with area boards	H	n/a	n/a	45%	-	No target set	-	51.70%	-		Niki Lewis
<b>Economy and Unemployment</b>												
4009	Number of businesses assisted	H				-	625		539	Y	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	133 (T)	669 (T)	1,046 (T) 435 (W)	I	Awaiting govt. funding decision		212 (T) 48 (W)	-		Alistair Cunningham
<b>Invest in: Leisure Services</b>												
4012	The number of visits to our leisure centres (000)	H	3,315	3,431	3,364	I	3,040	1,520	1,572	Y	3,040	Mark Smith
<b>Other</b>												
1004	The percentage of budgeted savings achieved	H				-	100%	-	89%	Y	100%	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H			92.6%	-	95%+	95%+	87.6%	N	95%+	Jacqui White
<b>Public Health measures</b>												
6001	Hospital admissions - alcohol related (/100,000)	L	1,338	1,390	1,621	W	1,400		1,619	N		Maggie Rae

## Comments on Council Performance Scorecard

### **Results that are not on target (No)**

#### **Ref 5001 – Customer telephone call connection rates of 95%**

**Target: 95%, Actual: 87.6%**

#### **Reason not on target and what we are doing:**

Call connection rates were below target due to a reduction in staffing levels and small peaks in demand causing pockets of time when the reduced staffing levels were unable to meet demand. Some resource has been put back in from September to drive improvements. We are also working on reducing demand to help increase call connection rates. Figures are currently based on customer services connection rates and this will be extended to other services in future (when data becomes available) to give a fuller picture.

#### **Ref 6001 - Hospital admissions - alcohol related (/100,000)**

**Target: 1400, Actual: 1619**

#### **Reason not on target and what we are doing:**

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






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

































































### **Interesting information relating to Our Communities**

**Ref 3007: Volunteers in library service**, 666 figure is total of the following:




- 360 Home Library; Computer Buddy & Rhymetime volunteers; Summer Reading Challenge Volunteers
- 306 Community Library Volunteers

## Annex 2: Cabinet / CLT Programme Status

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

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

## Summary of red issues

	<b>Programme</b>	<b>Project</b>	<b>Issue</b>
	Procurement	AOWA (Adults of Working Age)	<p>There is a delay due to a change in scope for this particular procurement: Wiltshire Council is seeking to ensure that Customers with a disability are provided with the most suitable forms of accommodation and services which support both improved outcomes for the individual as well as representing best value to the Council. Initially focusing on Residential Care only, this programme has been broadened-out to ensure that it captures all existing and potential accommodation and service options for our Customers (e.g. tenancy arrangements under supported living schemes). In developing this programme it is recognised that, whilst there are similarities in provision, Customers with mental health issues require distinct consideration as to service and accommodation type. Therefore, it is proposed that this work is undertaken via a separate programme.</p> <p><b>Owner: J Cawley</b></p>
	Procurement	Phase 1a Minor Procurements	<p>Detailed work across a range of areas have not yielded savings due to various reasons including reductions in spend, limited market capacity and benchmarking demonstrating that already achieving best value for money.</p> <p><b>Owner: M Hudson</b></p>
	Local Development Framework	Strategic Housing Market Assessment	<p>Scheduled to be completed in September 2011 but external consultants folded just prior to completion of project. Documentation has been received from the consultants and now looking to commission the final stages of the project for expected completion in December 2011.</p> <p><b>Owner: A Cunningham</b></p>

Dr Carlton Brand  
Corporate Director, Transformation & Resources

## Annex 3: Workforce Report

# QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending September 2011

### Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)
- Wiltshire Council figures exclude Fire, Police and Schools
  - **Headcount** = Number of positions that are filled not individual people
  - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of major service reviews.

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

## QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

**WILTSHIRE COUNCIL** (excl. schools) Quarter ended: **September 2011**

### **Management Information Team Observations:**

- During this quarter, Wiltshire Council's (WC) headcount reduced by 178 (3.4%) to 5092, and the FTE by 68 (1.7%) to 4049.
- The number of employees per manager has increased to eight employees for every manager across WC. The Department of Neighbourhood and Planning (DNP) now has the greatest manager to employee ratio of 1:9; this was 1:7 for the previous quarter. The Department of Children and Education (DCE) and The Department of Transformation and Resources (DTR) increased their ratios by two employees for every manager since the last quarter.
- The FTE of managers has decreased this quarter to 613 (-53). These reductions have taken place equally across all departments as part of the savings required within the business plan.
- An expected seasonal increase in sickness rates took place, 8.3 days per FTE (+0.4 days), this quarter. This is consistent with the increase observed for the same time last year (from 8.0 days to 8.4 days). Sickness rates remain below the lower quartile benchmark figure of 8.7 days.
- The lowest levels of sickness, were once again, observed within DTR with only 5.9 days lost per FTE.
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (18.9%).
- The annualised voluntary turnover rate increased slightly this quarter to 9.9%. The highest levels of voluntary turnover were observed in DCE at 13.2% (+1.6%) with 33% of these employees resigning for other employment not with a local authority. The lowest levels of voluntary redundancy were maintained in the Chief Executive Department (CHEX) at 2.1% (-1.1%).
- The number of health and safety incidents per 1000 employees remain below the local authorities' median of 5.9.
- Disciplinary and grievance cases have both decreased this quarter to 4.7 (-0.6) and 2.4 (-2.9) cases per 1000 employees respectively.
- This quarter, the ratio of starters to leavers for WC is 1:1.9. CHEX showed the greatest ratio of one starter to every 14.6 FTE leavers; this was mostly due to the Finance service which saw 17 FTE leavers (7.4 FTE of these due to voluntary redundancy) and no new starters for this period. DNP continued to see the lowest ratio of 1:0.9 due to having 52 FTE starters this quarter, 45 of these in Amenities/Leisure in the Neighbourhood Services section of DNP. This forms part of the restructure within DNP where workers are being transferred to WC contracts post harmonised terms and conditions, job roles and equal pay levels being agreed.
- The cost of sick pay (ytd) is £1,073,539, which equates to £2,147,079 when annualised. Due to Wiltshire Council having lower sickness rates this annualised cost is now £250,908 below the cost that would be expected for an organisation of this size (based upon the median sickness rate seen across local government).
- WC made another saving of £194,098.68 from the organisational pay bill due to employees reducing their hours within this period.



# QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5092	-178 (-3.8%)
FTE (as at end of period)	4049	-68 (-1.7%)
FTE change due to TUPE transfers in vs. out	3.7	8.6
FTE change due to employee hour changes	-12.61	-6.79
Ratio of starters to leavers (FTE)	1:1.9	1:4.3

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

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

How many leavers we have had for every one starter

The % of leavers who completed an exit interview

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:8	1:7
% Exit questionnaires completed (YTD)	17%	10%
% of total vacancies filled by internal appointment - year to date	53%	73%
% management posts filled by internal appointment - year to date	88%	100%
FTE of managers	612	665
Number of redundancies made during quarter	74	98

The % of posts filled by an internal candidate

The FTE of people management posts

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

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	8.3 days	7.9 days
% of total absences over 20 days (ytd)	48.1%	46.0%

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

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	2.7	3.8

Disciplinary and Grievance Cases		
Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	4.7	5.3
New grievance cases per 1000 employees (annualised)	2.4	5.3

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

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	9.9%	8.4%
% <1 year turnover rate (ytd annualised)	30.5%	23.0%
Average leavers' length of service	9.3 years	10.9 years

## QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	WC	Last period
% of headcount (above) paid over £50,000 annual salary	2.10%	2.07%
% of headcount (above) paid over £100,000 annual salary	0.10%	0.09%
% of headcount (above) paid over £150,000 annual salary	0.02%	0.02%

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Additional financial information		
Measure (If the figure is a negative a saving has been achieved)	WC	Last period
Cost of sick pay (ytd)	£1,073,539.93	£538,184.81
<b>Cost/saving</b> of employee hour changes (during period)	-£194,098.68	-£244,979.52

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

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

# QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

## BENCHMARK DATA

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

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.7 (lower q.)	5.7
Average length of absence (FTE days)	5.8	4.9	3.5
% of absences over 20 days	55%	42%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0






Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	7.0%	5.6%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a


































































Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4






## Cabinet / CLT Programme Status

### Key

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

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

## Summary of red issues

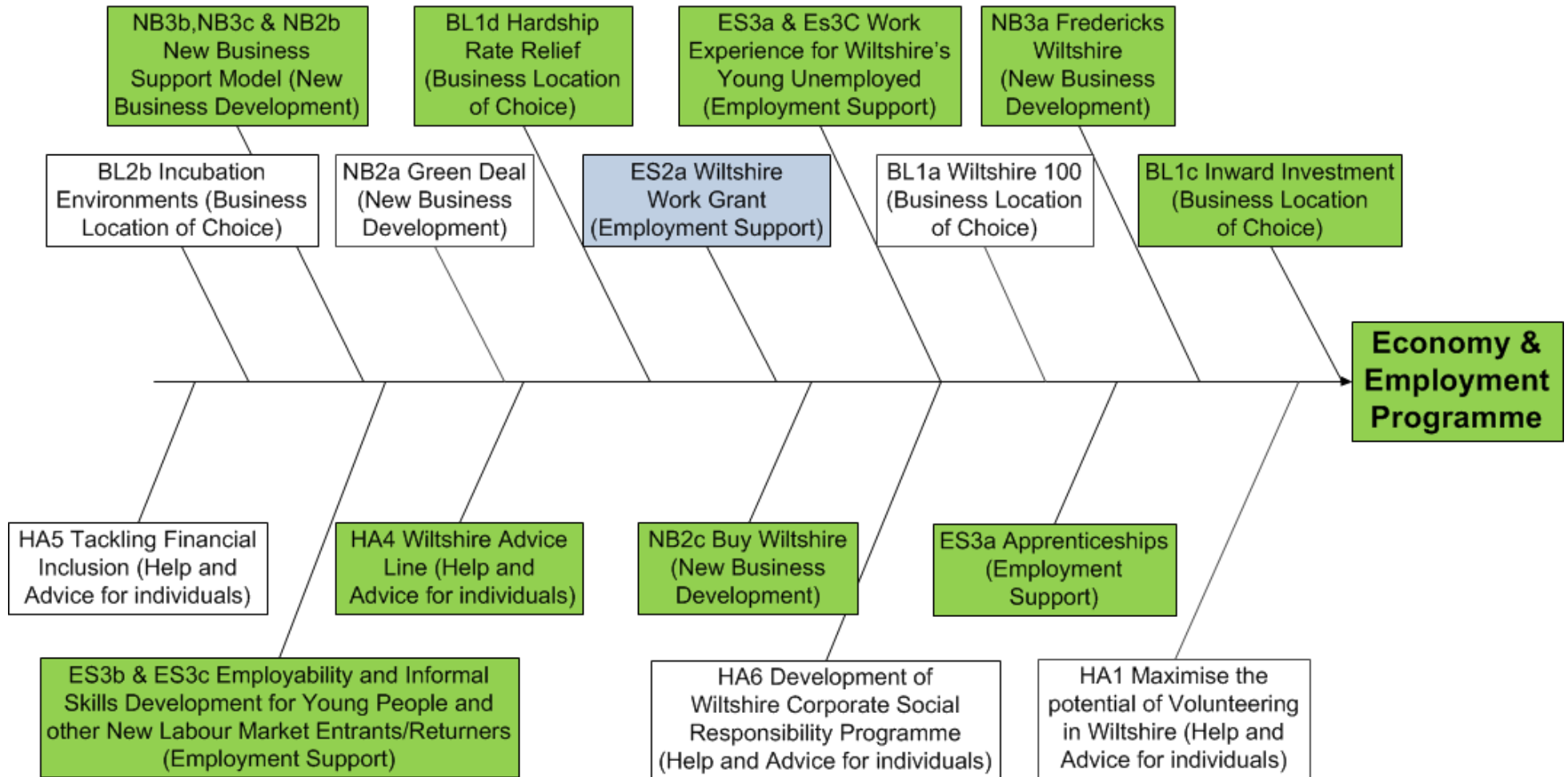
	<b>Programme</b>	<b>Project</b>	<b>Issue</b>
	Procurement	AOWA (Adults of Working Age)	<p>Delay due to a change in scope for this particular procurement, i.e. some elements originally in scope have been removed such as mental health accommodation service costs, which will be subject to a separate opportunity assessment, and other elements have been introduced such as supported living where there is a strong dependency on those services. This has led to a change in the Council's approach to market, which in turn will require further work to be completed on a revised opportunity assessment.</p> <p><b>Owner: J Cawley</b></p>
	Procurement	Phase 1a Minor Procurements	<p>Detailed work across a range of areas have not yielded savings due to various reasons including reductions in spend, limited market capacity and benchmarking demonstrating that already achieving best value for money. Phase 1a is showing a projected saving of £630,000 against £1.2m. Phase 1 is showing a projected saving of £5.4m against £7.6m. Phase 2 is in the early planning stages.</p> <p><b>Owner: M Hudson</b></p>
	Local Development Framework	Strategic Housing Market Assessment	<p>Scheduled to be completed in September 2011 but external consultants folded just prior to completion of project. Documentation has been received from the consultants and now looking to commission the final stages of the project for expected completion in December 2011.</p> <p><b>Owner: A Cunningham</b></p>

Dr Carlton Brand  
 Corporate Director, Transformation & Resources  
 Status: October 2011

# Economy & Employment Programme (Action for Wiltshire)

Programme Manager Alistair Cunningham

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## Economy & Employment Programme (Action for Wiltshire)

### Direction of Travel

**NB3b, NB3c & NB2b New Business Support Model** changed from Amber to Green as a result of project approval being received from the A4W Board on 5<sup>th</sup> October.

**BL1d Hardship Rate Relief (Business Location of Choice)** changed from Amber to Green as there are no major issues with this project.

**BL2b Incubation Environments** changed from Amber to White as waiting on external funding approval.

**NB2a Green Deal (New Business Development)** changed from Amber to White as initiative has not started

**BL1a Wiltshire 100 (Business Location of Choice)** changed from Amber to White as initiative has not started

**BL1c Inward Investment** changed from Amber to Green as a result of project approval being received from the A4W Board on 25<sup>th</sup> May.

**HA5 Tackling Financial Inclusion (help and Advice for Individuals)** changed from Amber to White as this project has not started as awaiting information from the Localism Programme.

**NB2c Buy Wiltshire (New Business Development)** has changed from Amber to Green as a result of project approval being received from the A4W Board on 5<sup>th</sup> October.

**BL2c Regional Growth Fund** has been removed as Wiltshire did not proceed with a full application to the Regional Growth Fund.

**ES3a Apprenticeships** has changed from Amber to Green as a result of project approval being received from the A4W Board on 5<sup>th</sup> October and implementation is already underway.

**ES3b & ES3c Employability & Informal Skills Development** has changed from Amber to Green as a result of project approval being received from the A4W Board on 5<sup>th</sup> October.

**HA6 Development of Wiltshire Corporate Social responsibility Programme (Help and Advice to Individuals)** changed from Amber to White as this project has not started as awaiting information from the Localism Programme.

**HA1 Maximise the potential of Volunteering in Wiltshire (Help and Advice for Individuals)** changed from Amber to White as this project has not started as awaiting information from the Localism Programme.

### Projects Completed

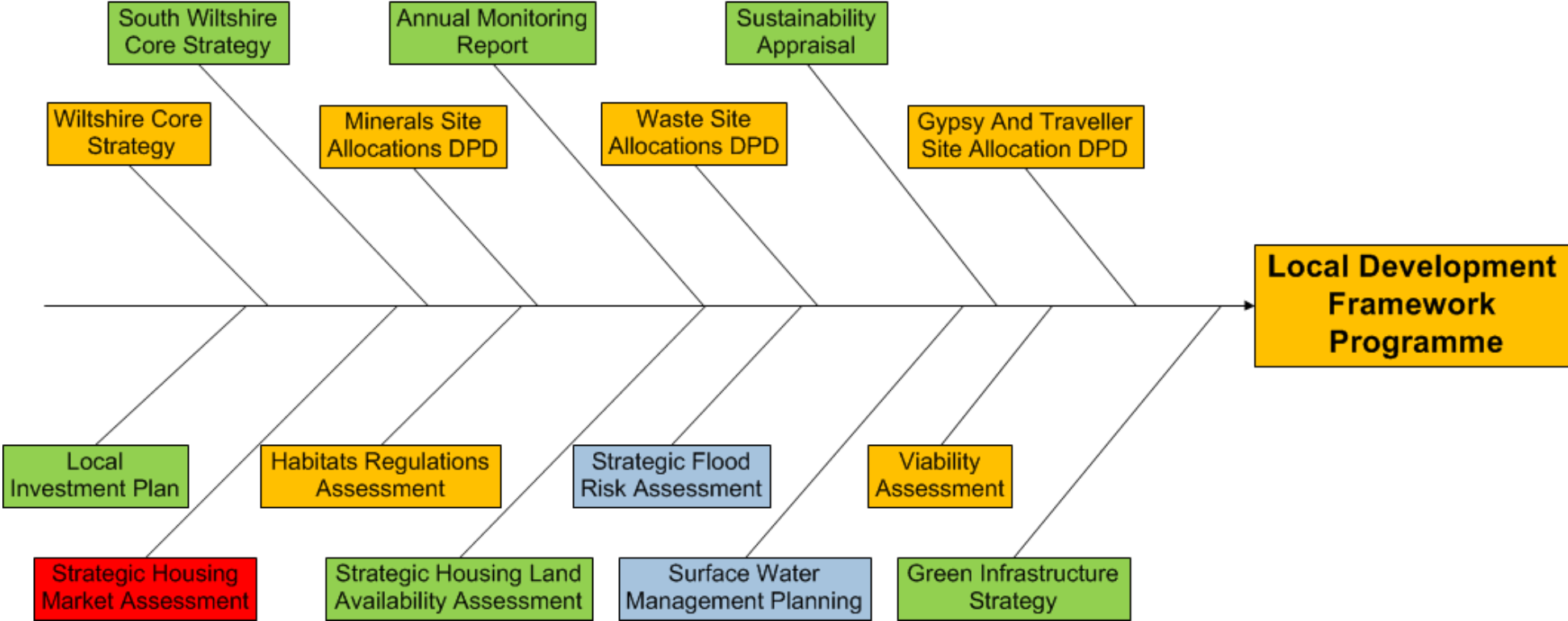
**ES2a Wiltshire Work Grant (Employment Support)**



# Local Development Framework Programme

Programme Manager Alistair Cunningham

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## Local Development Framework

### Direction of Travel

**Wiltshire Core Strategy** changed from Green to Amber due to dependency on other projects within this Programme.

**Minerals Site Allocations DPD** changed from Green to Amber as delayed due to feedback from Consultation and internal resourcing issue.

**Waste Site Allocations DPD** changed from Green to Amber due to feedback from Consultation and democratic process not tying in with Swindon BC.

**Gypsy and Traveller Site Allocation DPD** changed from Green to Amber as delayed by range of external forces (amendment to Government policy) and internal resourcing.

**Habitats Regulations Assessment** changed from Green to Amber as issues identified, they are being resolved and should be back on track for submission.

**Viability Assessment** has changed from Green to amber as it was programmed for 4<sup>th</sup> November but rescheduled due to lack of resource for the 30<sup>th</sup> November 2011.

**Strategic Housing Market Assessment** has changed from Green to Red as scheduled to be completed in September 2011 but external consultants folded very close to completion of the project. Having received the paperwork from the consultancy, plans are in place to commission the final stages of the project for expected completion in December 2011.

### Projects Completed

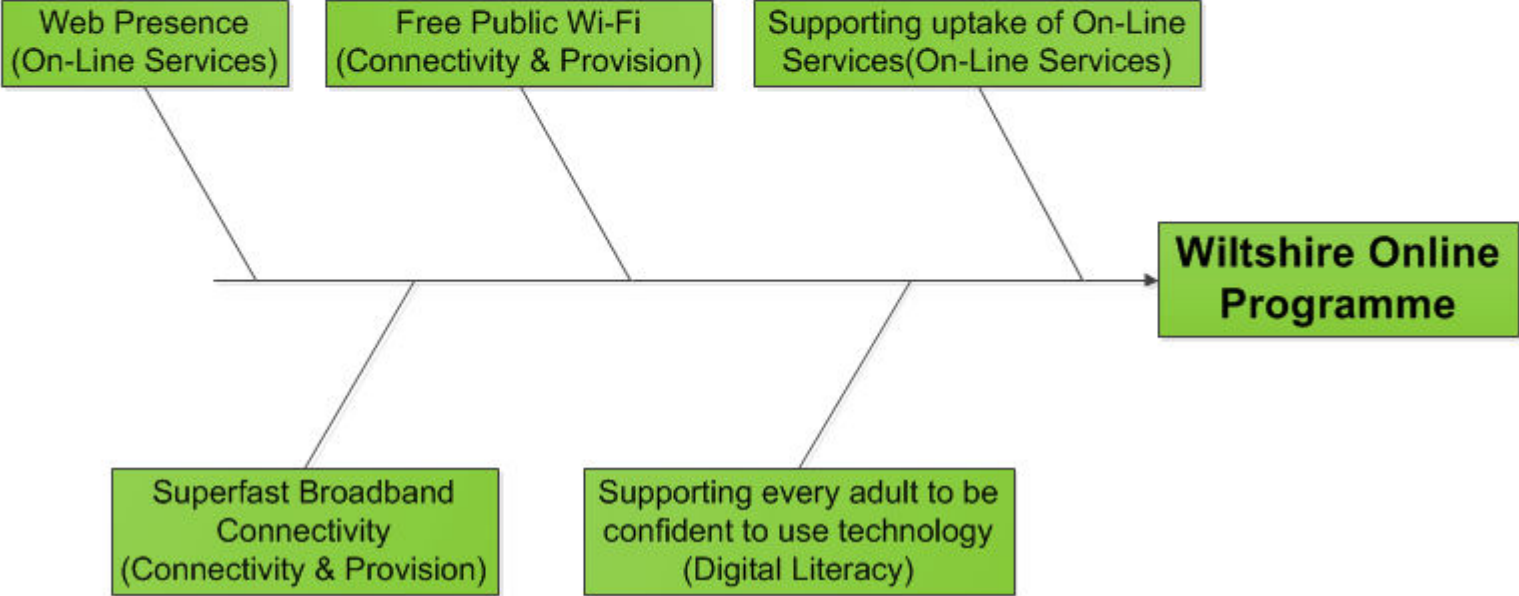
**Strategic Flood Risk Assessment.**

**Surface Water Management Planning.**

# Wiltshire Online Programme

Programme Manager Ian Baker

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## **Wiltshire On-line**

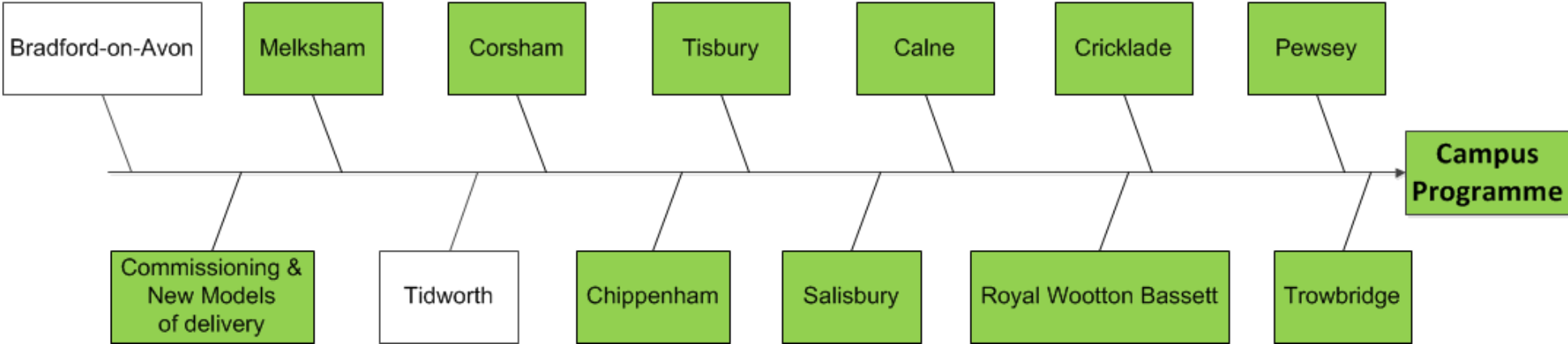
### **Direction of Travel**

There continues to be no major issues within this Programme.

# Campus Programme (including New Models of Delivery)

Programme Manager Lucy Murray-Brown

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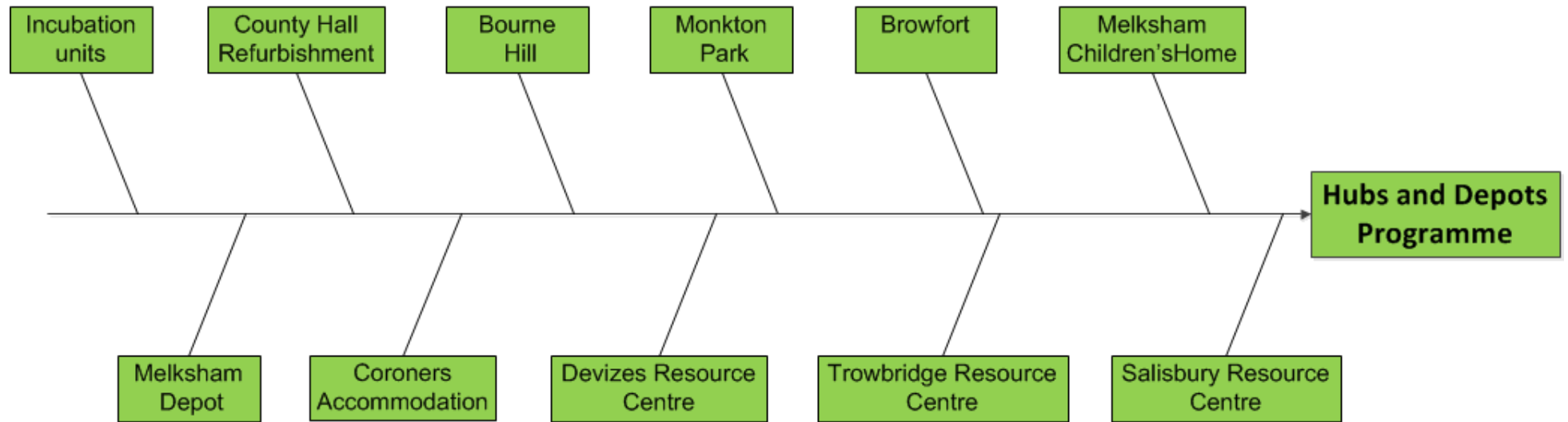
## **Campus Programme**

### **Direction of Travel**

There continues to be no major issues within this Programme.

# Hubs and Depots Programme

Programme Manager Sarah Ward



## **Hubs and Depots Programme**

### **Direction of Travel**

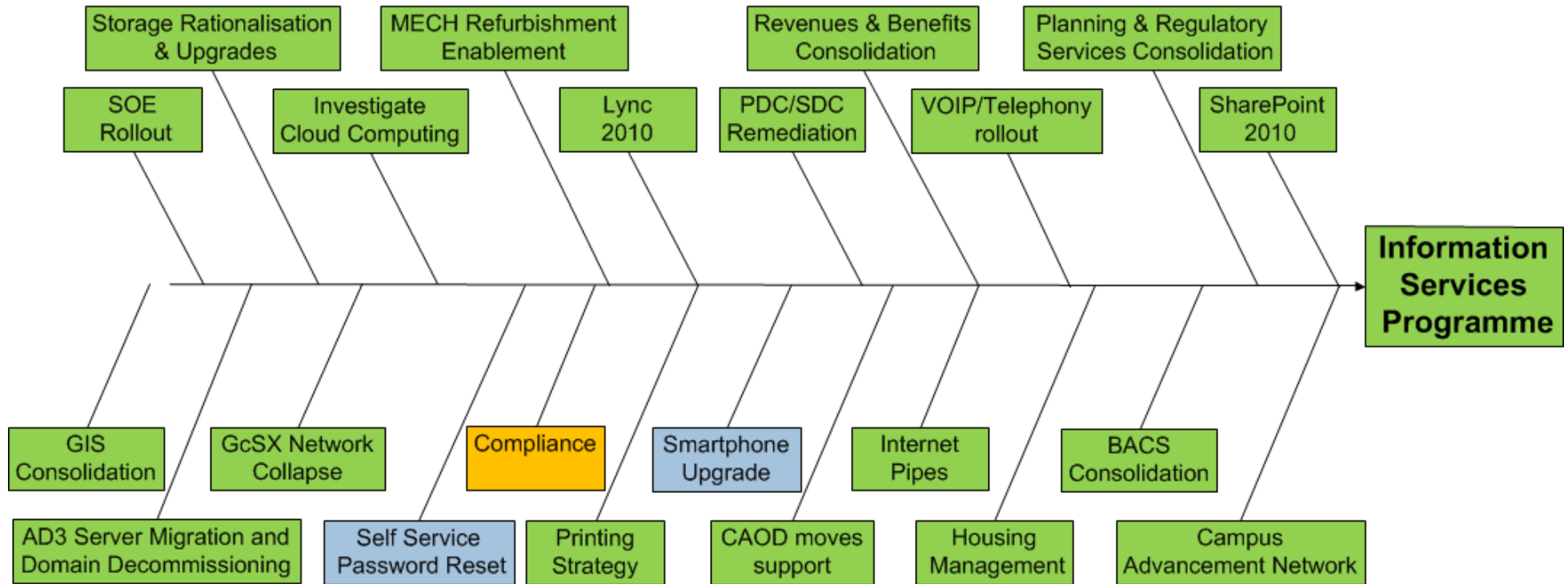
There continues to be no major issues within this Programme.



# Information Services Programme

Programme Manager Karen Perrett

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## **Information Services Programme**

### **Direction of Travel**

**SOE Rollout project** issue has been mitigated and is now back on track for completion end of March 2012.

**Compliance** has changed from Green to Amber as awaiting information from Information Governance team.

### **New Projects**

**MECH refurbishment Enablement**

**Primary Data Centre/Secondary Data Centre remediation**

**GIS Consolidation**

**Printing Strategy**

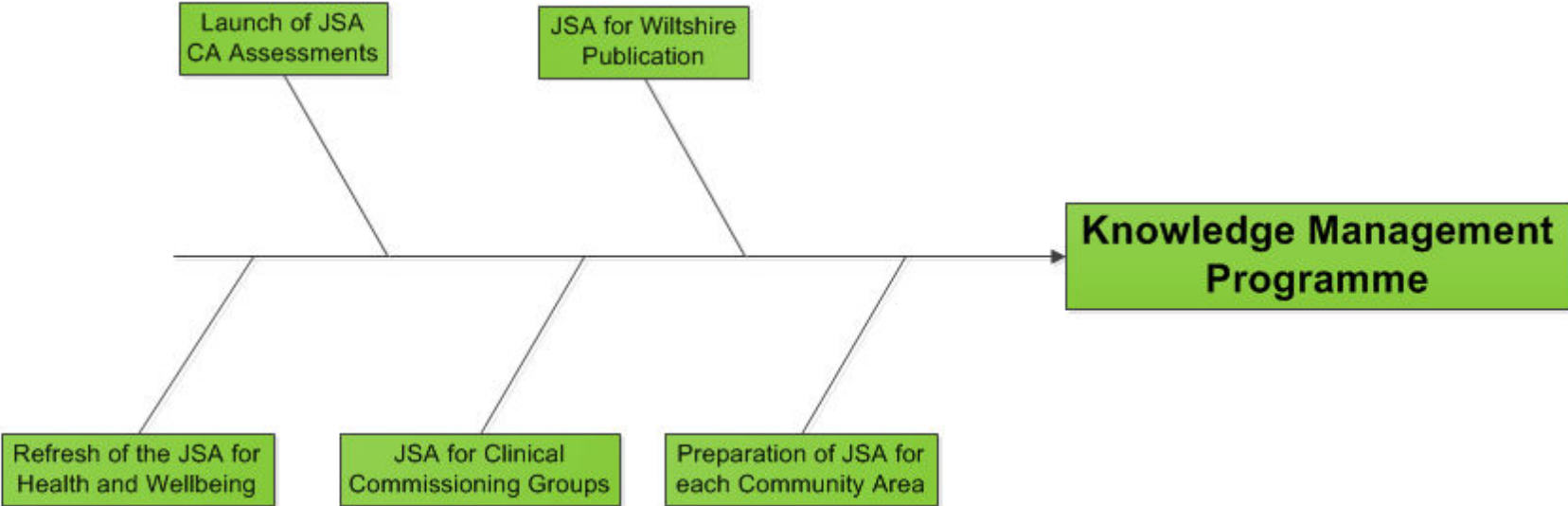
### **Projects Completed**

**Smartphone Upgrade**

**Self Service Password Reset**

# Knowledge Management Programme

Programme Manager Aimee Stimpson



## **Knowledge Management Programme**

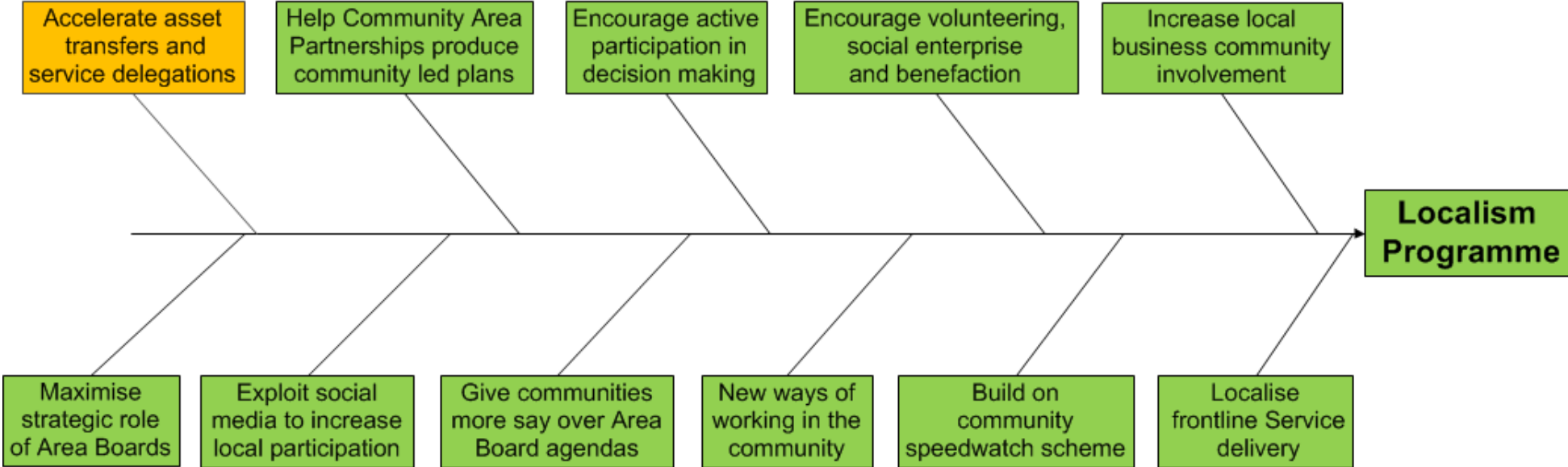
### **Direction of Travel**

There continues to be no major issues within this Programme.

# Localism Programme

Programme Manager Niki Lewis

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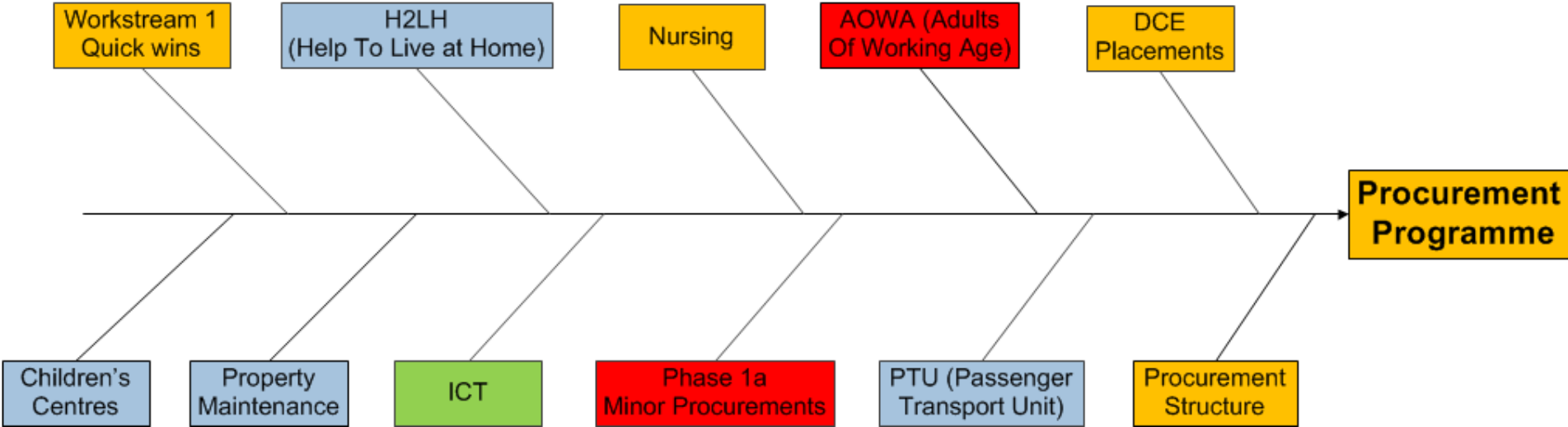
## Localism Programme

### Direction of Travel

**Accelerate asset transfer and service delegations** is Amber because the take up has been low from Town & Parish councils. There has been some expression of interest but very little take up.

# Procurement Programme

Programme Manager Caroline Bee



## Procurement Programme

### Direction of Travel

**AOWA (Adults of a Working Age)** remain red as savings delayed as decision made to include care reviews alongside procurement negotiations.

**ICT** has changed from Amber to Green as back on track.

**Phase 1a Minor Procurements** has changed from Amber to Red as detailed work across a range of areas have not yielded savings due to various reasons including reductions in spend, limited market capacity and benchmarking demonstrating that already achieving best value for money. Phase 1a is showing a projected saving of £630,000 against £1.2m. Phase 1 is showing a projected saving of £5.4m against £7.6m. Phase 2 is in the early planning stages.

**Procurement structure** has changed from Red to Amber as good progress has been made on proposals for a future operating model and restructure of CPU to help facilitate this being discussed with HR for implementation in 2012.

### Projects Completed

**H2LH procurement**

**Children's Centres procurement**

**Property Maintenance procurement**

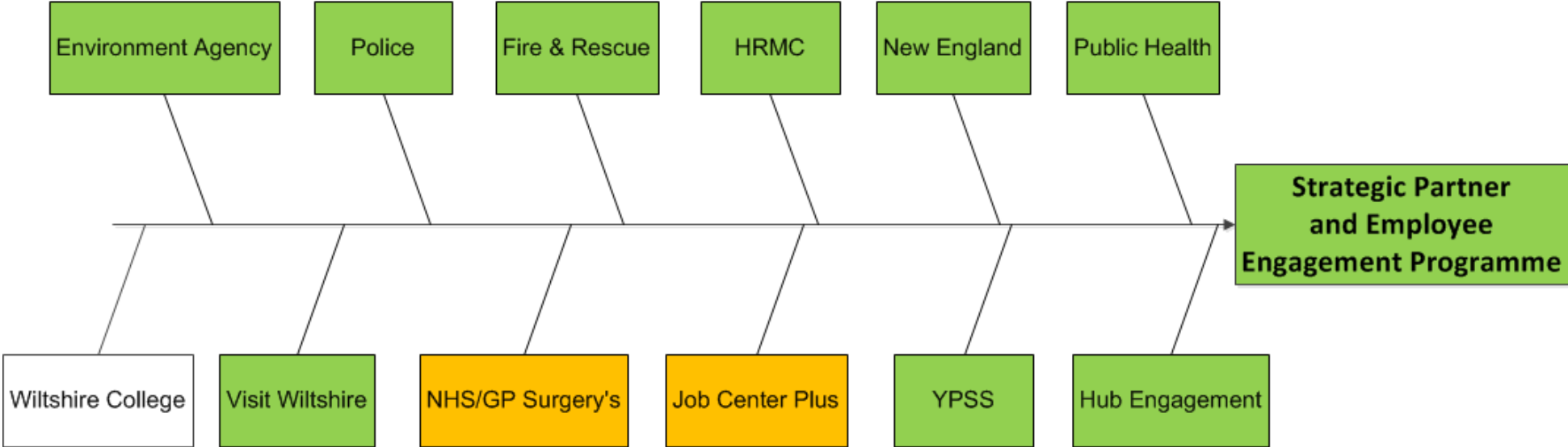
**Passenger transport Unit procurement**



# Strategic Partner and Employee Engagement

Programme Manager Julie Anderson-Hill

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## **Strategic Partner and Employee Engagement Programme**

### **Direction of Travel**

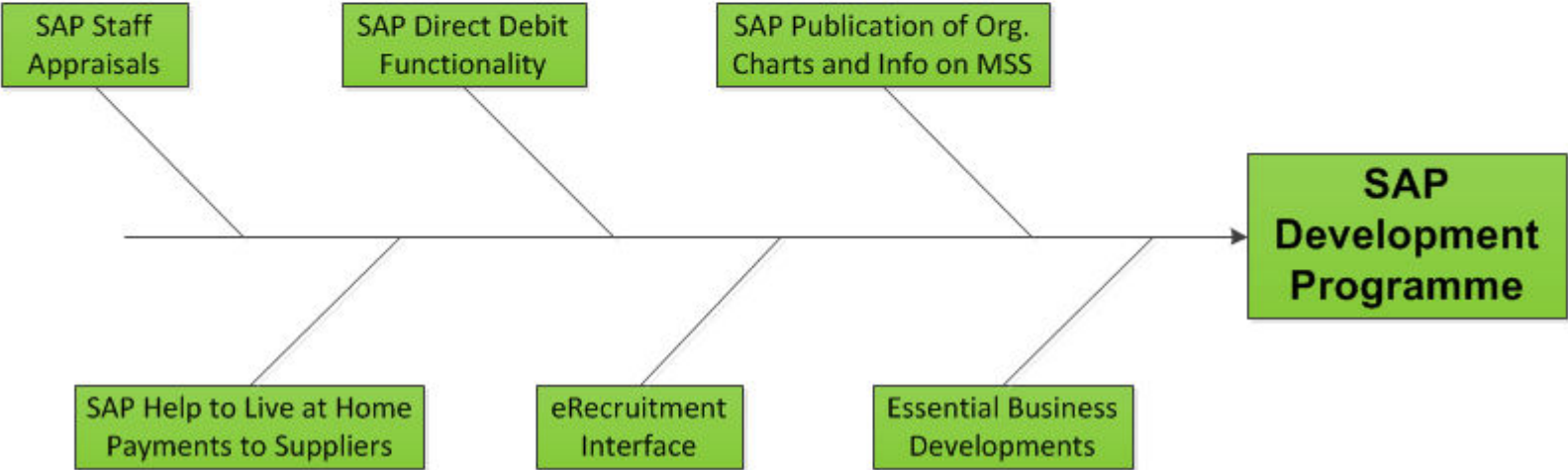
**NHS/GP Surgeries** has changed from Green to Amber

**Job Center Plus** has changed from Green to Amber

# SAP Development Programme

Programme Manager Karen Perrett

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## **SAP Programme**

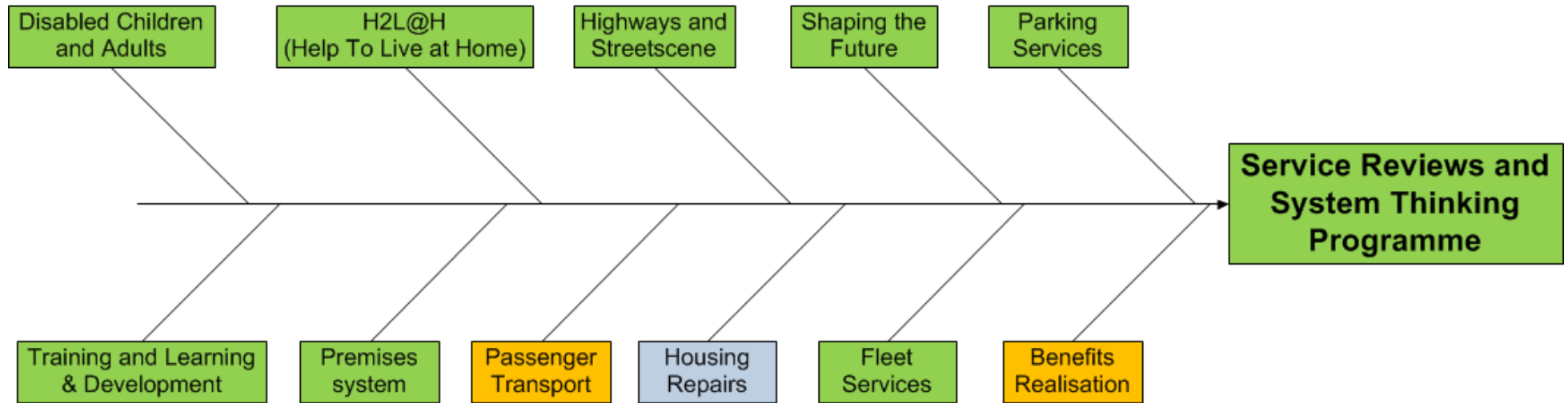
### **Direction of Travel**

There continues to be no major issues within this Programme.

# Service Reviews and System Thinking Programme

Programme Manager John Rogers

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## **Service Reviews and Systems Thinking Programme**

### **Direction of Travel**

**Passenger Transport** has changed from Green to Amber as there is a resource issue within the business, this project will be put on hold.

**Benefits Realisation** has changed from Red to Amber as expectations have been redefined.

### **New Projects**

**Parking Services**

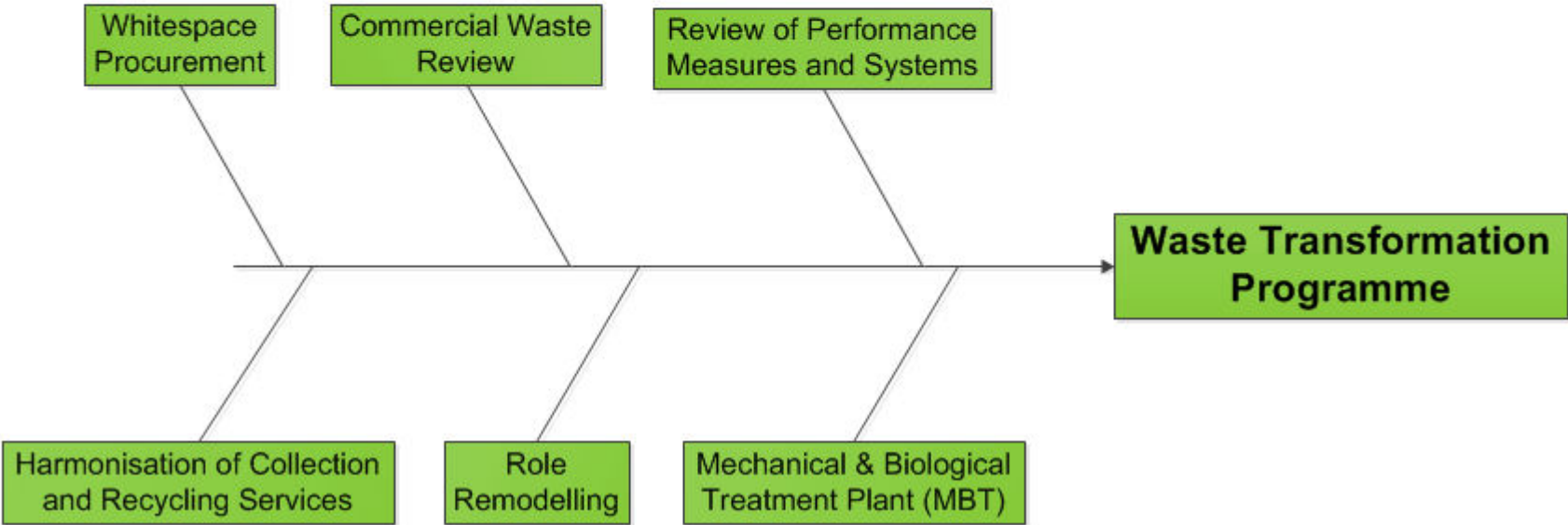
**Fleet services**

**Completed Projects**

**Housing Repairs**

# Waste Transformation Programme

Programme Manager John Geary



## **Waste Management**

### **Direction of Travel**

There continues to be no major issues within this Programme.



## WILTSHIRE COUNCIL

### ORGANISATION & RESOURCES SELECT COMMITTEE

17<sup>th</sup> November 2011

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#### Wiltshire Council's Behaviours Framework

#### Councillor Development Report

#### **Purpose of report**

1. The purpose of this report is to provide an overview of the context and objectives of Wiltshire Council's behaviours framework and introduce the project to embed the framework into the Councillor Development Group initiatives, in preparation for the 2013 induction.

#### **Background**

2. The cultural change work for reshaping and uniting the culture of Wiltshire Council has been progressing since 2008. The Shaping the Future Group commissioned the development of a behaviours framework following the development of the vision and values as outlined in our Business Plan. The framework will clearly outline the attitudes and approach to work required by the workforce, in order to support our values and culture, and has the following objectives:
  - provide a united behaviours framework for one culture; detailing 'how' we carry out our work
  - specify 'core' standards of behaviour – outlining what is acceptable and what is not
  - enable managers and staff to address poor behaviour, with a strong framework for assessing and managing performance
  - integrate HR processes and policies and embed the framework to manage for cultural fit as well as job fit
3. The consultation period ran from the end of July 2011 thorough to mid October 2011, and has had final approval by CLT and Cabinet.

#### **How the behaviours framework will apply to staff**

4. A Project Group is working to fully embed the behaviours framework in preparation for its official launch in February 2012. Areas under review include:
  - the development of an engaging cultural brand and communications plan
  - a new appraisals framework and supporting toolkit
  - a review of HR policies and guidance on using the framework

- the training and development programme available for staff and managers
  - the recruitment processes, job descriptions and contract packs
  - embedding the behaviours into all transformational change programmes
  - embedding the behaviours into the current well-being and staff support initiatives
5. The framework will apply to all Wiltshire Council staff and the standards of behaviour required for individual roles will be clearly defined through job descriptions and appraisal discussions.

### **Adapting the framework for Councillors**

6. A working group led by the Chair of Councillor Development Group, Cllr Allison Bucknell, is working on 2013 Induction for Councillors which will ensure that the Behaviour Framework is embedded into :-
- Constitution
  - Code of conduct
  - Job descriptions
  - Councillor's profiles
  - Training needs analysis
  - Personal Development Plans
  - End of term reviews
  - Any training undertaken.

### **Recommendations**

7. To support the project to adapt and embed the behaviours framework, to apply it to all Wiltshire Council Councillors for the 2013 induction.

**Barry Pirie**  
**Service Director**  
**HR/OD**

---

Emily Till and Lynda Williams  
31<sup>st</sup> October 2011

# Wiltshire Council's Values and Behaviours – Corporate connections





# What is the Wiltshire Council Behaviours Framework?

This framework describes ‘how’ you’re expected to carry out your work. It fits alongside ‘what’ you do, as outlined in your job description. It’s all about ‘how we work’.

The Wiltshire Behaviours framework has been redesigned following major input from employees and managers across the council who attended forums and workshops over several months. The new framework is designed for all employees and supports you in many different ways.

## What do we mean by ‘Behaviour’?

Essentially, it’s about:

- How we do things
- How we treat others
- How we expect to be treated

The Wiltshire Behaviours help you:

- Celebrate achievements
- Talk about aspirations
- Express how you would like to develop

## How do they work?

There are six sets of behaviours for every employee, regardless of their role and grade in the organisation.

Each behaviour has descriptions to help clarify how it relates to the way you work. All staff are required to deliver our expected behaviours and should seek to demonstrate our aspirational behaviours.

During one-to-one meetings and appraisals, managers will clearly set out the specific behavioural category you are expected to exhibit depending on your job role and your responsibilities.

## Vision and values

The Wiltshire Behaviours are designed to reflect the themes characterised in our vision and values.

**Our vision – what inspires us to turn-on not just turn-up**

Is to create stronger and more resilient communities

**Our values make us unique**

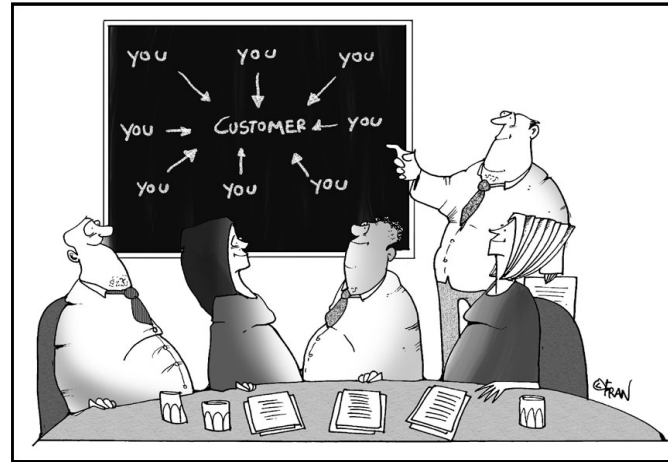
We embrace change, treat everyone fairly, value diversity and we:

- Place our customers first
- Want to strengthen our communities
- Adopt a ‘can-do’ approach in everything we do
- Value our colleagues

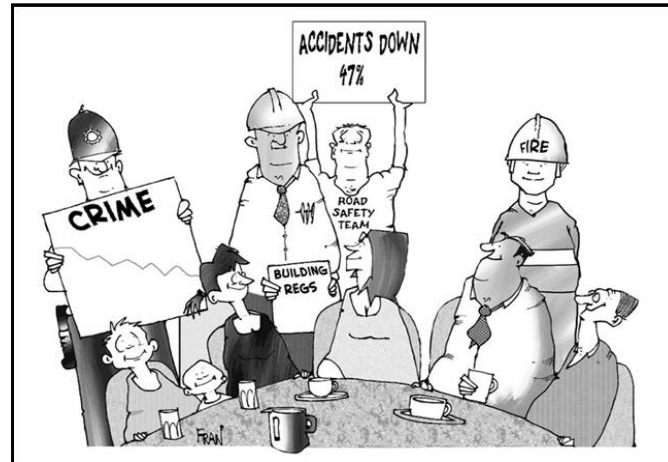
# The Expected and Desirable Behaviours

	Expected Behaviours	Desirable Behaviours
<b>Excellence</b>	<ul style="list-style-type: none"> <li>✓ You are punctual and friendly, and demonstrate a positive professional attitude</li> <li>✓ You take pride in your own work and that of your team members</li> <li>✓ You understand who your customers are and why they matter</li> <li>✓ You are willing to go the extra mile for customers and act upon their feedback</li> </ul>	<ul style="list-style-type: none"> <li>✓ You promote and drive continuous improvement by asking 'How could we do this better?'</li> <li>✓ You work with customers in tailoring services to meet their expectations</li> </ul>
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>✓ You are trustworthy and reliable</li> <li>✓ You seek to learn from your colleagues</li> <li>✓ You review your own performance and ask for feedback to learn and improve</li> <li>✓ You work safely to maintain the health of both yourself and others</li> <li>✓ You use your initiative to solve problems and inform others when you are aware of potential issues</li> <li>✓ You acknowledge when you make mistakes and take responsibility for addressing and correcting them</li> <li>✓ You appropriately challenge assumptions and unhelpful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>✓ You take personal responsibility for delivering services</li> <li>✓ You are flexible in providing solutions to deliver improvements and resolve issues</li> <li>✓ You take accountability for your development needs</li> <li>✓ You plan your own time and workload to meet your objectives</li> <li>✓ You make sure there is a mutual understanding of task responsibility</li> <li>✓ You balance competing priorities to meet standards and expectations</li> </ul>
<b>Working together</b>	<ul style="list-style-type: none"> <li>✓ You work together with colleagues and customers, and take the time to build effective and rational working relationships</li> <li>✓ You celebrate team successes and create a positive team spirit</li> <li>✓ You work well with people who have different ideas, perspectives and backgrounds</li> <li>✓ You share skills and knowledge, and encourage and support others in applying their ideas to work - helping others to help themselves</li> <li>✓ You encourage working together for the benefit of customers</li> </ul>	<ul style="list-style-type: none"> <li>✓ You look to work together, across and outside typical groups; initiating joint approaches to delivering services</li> <li>✓ You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes</li> <li>✓ You listen to and involve colleagues and external customers and respond positively to suggestions before making decisions</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>✓ You live the council's values and lead by example in demonstrating the corporate behaviours; inspiring colleagues to follow your example</li> <li>✓ You have a drive for results and show courage when things don't go to plan</li> <li>✓ You are compassionate, caring and empathetic to both colleagues and customers</li> <li>✓ You enable leadership by engaging and seeking guidance from others on personal, team, organisational and community activities</li> </ul>	<ul style="list-style-type: none"> <li>✓ You recognise good performance and take the time to thank and praise others</li> <li>✓ You are motivational and drive positivity; taking an optimistic approach and engaging others</li> <li>✓ You resolve conflicts and disagreements quickly and professionally</li> <li>✓ You see failure and problems as an opportunity to learn and develop</li> </ul>
<b>Simplicity</b>	<ul style="list-style-type: none"> <li>✓ You use, to full advantage, the available information systems and procedures when working to achieve outcomes</li> <li>✓ You are open to new ideas and suggestions and speak up when you see a better way</li> <li>✓ You communicate relevant information regularly and effectively</li> <li>✓ You change your communication style to best meet the needs of the audience and regularly check that there is a mutual understanding</li> </ul>	<ul style="list-style-type: none"> <li>✓ You look to streamline and interlink processes for a simple approach</li> <li>✓ You summarise complex information to make it understandable</li> <li>✓ You seek others opinions and are open and honest</li> <li>✓ You are an advocate for 'systems thinking'; reviewing and suggesting ways to reduce wasteful steps</li> </ul>
<b>Trust and respect</b>	<ul style="list-style-type: none"> <li>✓ You take the time to build effective relationships with customers, stakeholders, colleagues and partners</li> <li>✓ You are respectful and considerate</li> <li>✓ You understand how your behaviours can be interpreted and consider the impact you have on others</li> </ul>	<ul style="list-style-type: none"> <li>✓ You continue to give time to colleagues who need help, even when the pressure is on</li> <li>✓ You trust colleagues to fulfil their responsibilities</li> <li>✓ You listen carefully to others – showing that you respect and value their input</li> <li>✓ You manage your reactions to situations professionally and calmly</li> </ul>

# In summary, these Behaviours will make us unique and will help us to realise our values



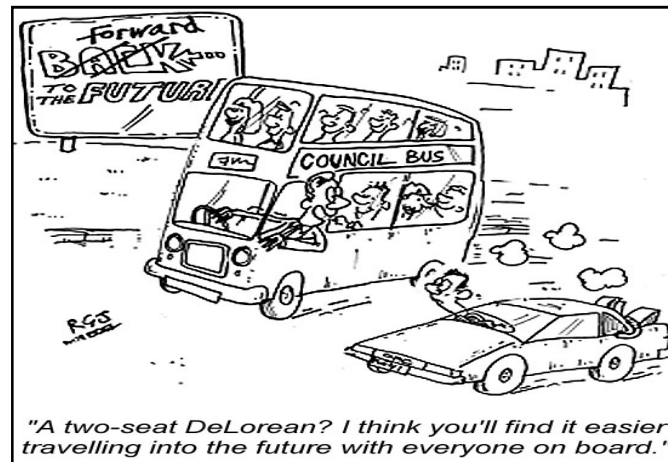
**Customers first** – By working together to provide an excellent, trusted and respected service we will ensure that our customers know that we are putting them first.



**Strengthen our communities** – By involving local people in the decisions that affect them, we will inform, support and empower communities to deal with local challenges.



**Can-do** – By seeking simplicity, we take a proactive and responsible approach to deliver an excellent service to internal colleagues and Wiltshire's communities.



**Value our colleagues** – We value our relationships with colleagues, treating them the same as we would an external customer and demonstrating our trust and respect through regular communication and flexibility in work approaches.



## ✓ Excellence

With enthusiasm, you work to deliver a high quality service to meet personal, organisational and customer expectations. You pursue a 'can-do' attitude in all of the work you deliver, ensuring it meets the needs of all current and potential customers.

<b>Expected</b> Our required behaviours	<b>Desirable</b> Staff should seek to demonstrate these behaviours	<b>Aspirational</b> These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You are punctual and friendly, and demonstrate a positive professional attitude</li> <li>✓ You take pride in your own work and that of your team members</li> <li>✓ You understand who your customers are and why they matter</li> <li>✓ You are willing to go the extra mile for customers and act upon their feedback</li> </ul>	<ul style="list-style-type: none"> <li>✓ You promote and drive continuous improvement by asking 'How could we do this better?'</li> <li>✓ You work with customers in tailoring services to meet their expectations</li> </ul>	<ul style="list-style-type: none"> <li>✓ You plan and anticipate changes in working practice and effectively manage the transition to introduce these new ways of working</li> <li>✓ You logically identify trends and implement the best approach; outlining clear objectives</li> <li>✓ You focus on longer-term outcomes rather than short-sighted initiatives</li> <li>✓ You understand how your team learn and develop and use this knowledge to lead performance improvements</li> <li>✓ You consistently review current practice both in the work you do and in the work of your teams; setting stretching goals to challenge outdated methods</li> <li>✓ You lead by example; influencing and inspiring confidence in others</li> <li>✓ You work to achieve a set vision of customer focus, improvement and excellence within the council, as well as with partners and other external stakeholders</li> </ul>

### How these behaviours create stronger more resilient communities

High quality services, designed around the end customer, will develop the reputation and credibility of Wiltshire Council and build the relationships and associations local communities have with the council.

Engaging and involving Wiltshire's communities will help inform and strengthen their local decision making. By encouraging the community to participate in the services they receive, we will make best use of the available knowledge, improve the quality of services for customers and make Wiltshire a positive and empowering place to work.



### When 'Excellence' is not demonstrated

Examples of behaviours that fail to demonstrate 'Excellence' are outlined below:

- ✗ You stick to outdated methods that have become ineffective
- ✗ You are unwilling to be exposed to change or uncertainty
- ✗ You do not deliver what is expected of you
- ✗ You show a lack of concern in the quality of your work
- ✗ You are actively hampering the improvement and delivery of excellence
- ✗ You display a negative attitude towards colleagues and customers
- ✗ You concentrate on narrow operational objectives and not the bigger picture
- ✗ You focus on the problems and not the solutions

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



# ✓ Responsibility

You take ownership of your work and use your initiative to deliver. You are accountable for your own performance and development, and take responsibility for your actions and decisions.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You are trustworthy and reliable</li> <li>✓ You seek to learn from your colleagues</li> <li>✓ You review your own performance and ask for feedback to learn and improve</li> <li>✓ You work safely to maintain the health of both yourself and others</li> <li>✓ You use your initiative to solve problems and inform others when you are aware of potential issues</li> <li>✓ You acknowledge when you make mistakes and take responsibility for addressing and correcting them</li> <li>✓ You appropriately challenge assumptions and unhelpful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>✓ You take personal responsibility for delivering services</li> <li>✓ You are flexible in providing solutions to deliver improvements and resolve issues</li> <li>✓ You take accountability for your development needs</li> <li>✓ You plan your own time and workload to meet your objectives</li> <li>✓ You make sure there is a mutual understanding of task responsibility</li> <li>✓ You balance competing priorities to meet standards and expectations</li> </ul>	<ul style="list-style-type: none"> <li>✓ You make informed decisions and take accountability for their impact</li> <li>✓ You challenge and confront poor performance</li> <li>✓ You enable a blameless culture; empowering and supporting your team to initiate improvements to services without fear of reprisal</li> <li>✓ You plan for the impact of variability to work; ensuring the appropriate level of system flexibility is available</li> <li>✓ You provide your teams with defined structures and clear direction to enable individuals to have a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes</li> <li>✓ You publically role model the expected behaviours</li> <li>✓ You stand-by difficult decisions and openly acknowledge errors</li> </ul>

## How these behaviours create stronger more resilient communities

Taking responsibility and being preventative avoids the 'blame game' and allows for good service provision from the customer perspective.

With responsibility comes confidence in service delivery, this provides customers with service reassurance and reduces doubt and challenge. When this is applied to partnership working, the confidence and direction is passed onto communities, building community confidence and a shared sense of ownership.



## When 'Responsibility' is not demonstrated

Examples of behaviours that fail to demonstrate 'Responsibility' are outlined below:

- ✗ Blames the system or others; demonstrating an unwillingness to take reasonable risks to do things differently
- ✗ You do not take responsibility for your actions, admit you are wrong or recognise how our actions affect others
- ✗ You ignore problems, don't use your initiative and hide behind your job description
- ✗ You dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things
- ✗ You manage your time poorly and do not deliver what is expected of you
- ✗ You behave in a way that might put others at risk

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



## ✓ Working together

You work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or the communities we serve.

<b>Expected</b> <b>Our required behaviours</b>	<b>Desirable</b> <b>Staff should seek to demonstrate these behaviours</b>	<b>Aspirational</b> <b>These behaviours are required by employees looking to develop and those in senior or managerial positions</b>
<ul style="list-style-type: none"> <li>✓ You work together with colleagues and customers, and take the time to build effective and rational working relationships</li> <li>✓ You celebrate team successes and create a positive team spirit</li> <li>✓ You work well with people who have different ideas, perspectives and backgrounds</li> <li>✓ You share skills and knowledge, and encourage and support others in applying their ideas to work - helping others to help themselves</li> <li>✓ You encourage working together for the benefit of customers</li> </ul>	<ul style="list-style-type: none"> <li>✓ You look to work together, across and outside typical groups; initiating joint approaches to delivering services</li> <li>✓ You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes</li> <li>✓ You listen to and involve colleagues and external customers and respond positively to suggestions before making decisions</li> </ul>	<ul style="list-style-type: none"> <li>✓ You spend time building relationships with partners</li> <li>✓ You support others in working together; helping them to develop common focus</li> <li>✓ You are happy to give up control, power or resource to benefit customers</li> <li>✓ You facilitate member involvement and consult with representative groups when formulating strategies</li> <li>✓ You inspire a 'one-team' culture</li> <li>✓ You build networks, locally, regionally and nationally to help provide support and expertise by shaping and driving forward agendas and addressing concerns</li> </ul>

### How these behaviours create stronger more resilient communities

Tasks and issues rarely fit neatly into one service area. Working together with our partners, customers and communities, will allow solutions to be tailored and resources aligned more effectively and efficiently.

Solutions that work best are often those designed around the needs of those affected. This means we need to actively engage and involve people in developing the solutions in the first place. Staff need to be willing to embrace this partnership and inclusive approach to deliver efficient and effective services in the future.



### When 'Working together' is not demonstrated

Examples of behaviours that fail to demonstrate 'Working together' are outlined below:

- ✗ You do not accept colleagues as internal customers
- ✗ You play power games and use your status to disrupt collaborative working
- ✗ You show little sign of co-operating within your team or working in partnership
- ✗ You close down others by being judgemental, interrupting or talking-over them
- ✗ You have a tick box approach to engagement and do not value the views received
- ✗ You don't ask others for opinions or ideas
- ✗ You choose not to work as a team by pursuing your own agenda

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



# ✓ Leadership

You lead by example through your behaviours and professional approach to work; inspiring your colleagues and driving for results.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You live the council's values and lead by example in demonstrating the corporate behaviours; inspiring colleagues to follow your example</li> <li>✓ You have a drive for results and show courage when things don't go to plan</li> <li>✓ You are compassionate, caring and empathetic to both colleagues and customers</li> <li>✓ You enable leadership by engaging and seeking guidance from others on personal, team, organisational and community activities</li> </ul>	<ul style="list-style-type: none"> <li>✓ You recognise good performance and take the time to thank and praise others</li> <li>✓ You are motivational and drive positivity; taking an optimistic approach and engaging others</li> <li>✓ You resolve conflicts and disagreements quickly and professionally</li> <li>✓ You see failure and problems as an opportunity to learn and develop</li> </ul>	<ul style="list-style-type: none"> <li>✓ You work to build commitment and engagement and improve your team's behaviour</li> <li>✓ You are visible and accessible to all your team/service members</li> <li>✓ You act as a role model for inspirational leadership</li> <li>✓ You evaluate resources, options and consequences in your decision making</li> <li>✓ You articulate vision, meaning and direction to focus service delivery; translating clear objectives for your team</li> <li>✓ You provide feedback on your teams performance during regular one-to-one and team meetings</li> <li>✓ You regularly monitor your teams health, safety and wellbeing and address concerns</li> <li>✓ You recognise talent within your team and develop potential through training, mentoring and coaching</li> <li>✓ You manage the flow of work by leading systems from beginning to end; rather than focusing on specific functions or services</li> <li>✓ You build a shared sense of purpose across your service areas</li> <li>✓ You develop a culture that delivers the best results for Wiltshire's communities</li> <li>✓ You appropriately deploy the skills and behaviours of your team, independently and interactively, in order to best compliment the system and its variability</li> </ul>

## How these behaviours create stronger more resilient communities

Community leadership is at the heart of the council's approach. By demonstrating effective leadership qualities, we will shape and direct team motivation and achievement. Leading by example will inspire customers and partners to adopt these behaviours and empower their communities for confident and direct local decision making.



## When 'Leadership' is not demonstrated

Examples of behaviours that fail to demonstrate 'Leadership' are outlined below:

- ✗ You don't listen to, research or question information for a better understanding
- ✗ You choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance
- ✗ You are self-interested and fail to acknowledge colleague and customer perspectives
- ✗ You use emotional instability as a management tool
- ✗ You adopt a command-and-control approach
- ✗ You refuse to share information to maintain an advantage over others
- ✗ You fail to promote positive health and safety practices

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



## ✓ Simplicity

You communicate clearly and concisely, ensuring that the message is understood by all. You actively seek methods to prevent over-complication or confusion, by a simple non-bureaucratic approach to work.

<b>Expected</b> Our required behaviours	<b>Desirable</b> Staff should seek to demonstrate these behaviours	<b>Aspirational</b> These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You use, to full advantage, the available information systems and procedures when working to achieve outcomes</li> <li>✓ You are open to new ideas and suggestions and speak up when you see a better way</li> <li>✓ You communicate relevant information regularly and effectively</li> <li>✓ You change your communication style to best meet the needs of the audience and regularly check that there is a mutual understanding</li> </ul>	<ul style="list-style-type: none"> <li>✓ You look to streamline and interlink processes for a simple approach</li> <li>✓ You summarise complex information to make it understandable</li> <li>✓ You seek others opinions and are open and honest</li> <li>✓ You are an advocate for 'systems thinking'; reviewing and suggesting ways to reduce wasteful steps</li> </ul>	<ul style="list-style-type: none"> <li>✓ You make sure your team are regularly updated with corporate, service and community information</li> <li>✓ You design, innovate and influence solutions to address inefficiencies</li> <li>✓ You listen to the views of your team; checking that approaches are united and encouraging them to challenge and provide feedback</li> <li>✓ You evaluate the effectiveness of communication and take steps to improve; leading and encouraging open communication at all levels across the organisation</li> <li>✓ You keep focused on the bigger picture; creating clear strategic direction</li> </ul>

### How these behaviours create stronger more resilient communities

Taking a simple approach to service delivery and communication, improves access and removes barriers. This develops the quality of services and can save money by reducing wasteful steps.

Being inclusive and designing processes around the customer experience will focus services on the things that make a difference; creating more value for local communities.



### When 'Simplicity' is not demonstrated

Examples of behaviours that fail to demonstrate 'Simplicity' are outlined below:

- ✗ You over-complicate your approach to work; create bureaucracy and cause frustration to colleagues and customers
- ✗ You purposely put-up barriers to stop working differently; discourage change from happening
- ✗ You choose ways of communicating that confuse the message or are not appropriate for the audience
- ✗ You approach tasks in a disorganised manner
- ✗ You fail to keep customers and colleagues informed
- ✗ You overload others with only written communication

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



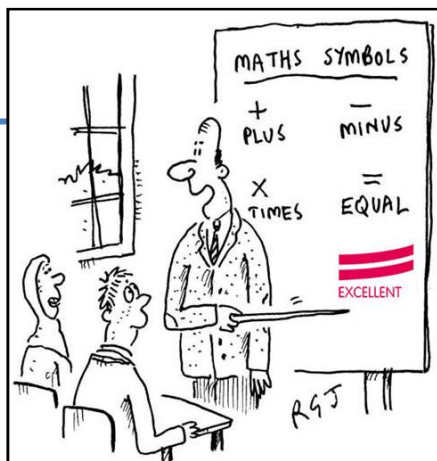
## ✓ Trust and respect

You are aware of your impact on others and your use of resources. You value openness and listen carefully to understand the views of others. You promote the values of diversity and actively work to minimise any harm caused to our climate and surroundings.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You take the time to build effective relationships with customers, stakeholders, colleagues and partners</li> <li>✓ You are respectful and considerate</li> <li>✓ You understand how your behaviours can be interpreted and consider the impact you have on others</li> </ul>	<ul style="list-style-type: none"> <li>✓ You continue to give time to colleagues who need help, even when the pressure is on</li> <li>✓ You trust colleagues to fulfil their responsibilities</li> <li>✓ You listen carefully to others – showing that you respect and value their input</li> <li>✓ You manage your reactions to situations professionally and calmly</li> </ul>	<ul style="list-style-type: none"> <li>✓ You display a clear appreciation of your teams efforts and support them when there are difficulties</li> <li>✓ You encourage team members to recognise and value individual contributions</li> <li>✓ You support the diversity of teams and working groups</li> <li>✓ You involve and gain consensus from those affected by decisions and actions</li> <li>✓ You look to understand other people and their behaviours, and use this knowledge to adapt your approach for effective working relationships</li> <li>✓ You are a role model for an inclusive leadership style; respecting colleagues, partners and customers and treating people according to their needs</li> <li>✓ You instigate changes in behaviour to improve the use of resources</li> <li>✓ You engage with communities, making sure a full range of views are taken into account</li> </ul>

### How these behaviours create stronger more resilient communities

Respecting the diversity and perspectives of Wiltshire's communities is key to ensuring fairness and equality of access. It improves customer relationships, creates mutual trust and removes barriers; helping us to develop a better understanding of community needs and tailor services effectively.



### When 'Trust and respect' is not demonstrated

Examples of behaviours that fail to demonstrate 'Trust and respect' are outlined below:

- × You are disrespectful, insensitive or unhelpful to customers and your manner causes upset to others
- × You don't say 'thank you'
- × You deliberately exclude others from activities when you know they could benefit from being involved
- × You make little or no effort to understand things from your customer's point of view
- × You allow disrespectful or discriminatory behaviour to take place
- × You treat property in a way that is likely to cause damage or allow others to do so
- × You knowingly use the council's resources for personal gain

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.

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## WILTSHIRE COUNCIL

### ORGANISATION AND RESOURCES SELECT COMMITTEE

17 NOVEMBER 2011

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#### SECTION 106 SCRUTINY TASK GROUP – FINAL REPORT

##### Purpose of Report

1. To provide a final update on the work of the Section 106 Scrutiny Task Group.

##### Background

2. The Committee created a Task Group in March 2010 to review the way the authority manages its Section 106 agreements. Over the ensuing months a number of updates have been presented to the Committee and members will be aware that the Task Group has been instrumental in:
  - a) the development of a S106 database and;
  - b) confirming that the Cabinet member for Development has overarching responsibility for Wiltshire's S106's.
3. Following an update in May the Committee asked the Task Group to meet in the autumn to establish if the database had been completed and to confirm how the Cabinet member intended to ensure a coordinated approach towards monitoring.
4. The Task Group met on 31 October, 2011 and the findings are detailed below.

##### Findings

##### Database Development

5. Progress towards the development of a fully functioning database has been extremely positive, with records from the North, South and East of the county all completed for 'pre and post unitary' agreements (see below). In the South approximately 80% of post unitary and 611 of pre-unitary agreements have been catalogued, the only outstanding agreements are minor and are linked to R2 funding in the southern area.

	<b>North</b>	<b>South</b>	<b>East</b>	<b>West</b>
<b>2004 – April 2009</b>	279 of 279 100%	411 of 611 72%	149 of 149 100%	109 of 109 100%
<b>2009 to date</b>	197 of 197 100%	147 of 188 78%	59 of 59 100%	52 of 52 100%

## Monitoring

6. Until the creation of the database, no one in the Council had an overview of the S106 process or funding. The S106 Monitoring Officer now has that overall picture and knows what contributions have been negotiated, which have been made, when the trigger points are and which are outstanding. Each recipient service actively monitors the contributions relating to it and the section 106 database is centrally updated accordingly.
7. The members were told that this liaison between the S106 officer and the key service areas was an area of work that had 'greatly improved' and was now working well.
8. The Task Group also discussed the role of Area Boards and respective Town/Parish Councils in monitoring S106s within their communities; under the umbrella of how accessible the authority makes the database. A report had been prepared for the Malmesbury Area Board which captured all the S106's relevant to their area. As part of this exercise the Board identified that £104,204 from a total £985,705 had not been received; this related to open space funding. The members felt that this would be a useful exercise for all community areas to, and recognising that Town and Parish Councils have access to the Area Board papers it was felt important that they were involved in the process to utilise their detailed local knowledge. The Task Group agreed that the Area Boards should be the ultimate owner/conduit of the process, avoiding the S106 officer having to work directly with approximately 300 Parishes and Town Councils.
9. In addition to the Malmesbury report, requests had been received from Trowbridge, Devizes, South West Wiltshire, Chippenham and Marlborough Area Boards for similar information. The Task Group recognised that it was important that the Community Area Managers (CAMs) were fully aware that the database was capable of producing these reports and have recognised this within the recommendations.
10. After the initial review by Area Boards it was felt appropriate that on an approximate 12 month basis, or on request, the Boards could revisit an updated report on the S106's for their area.

## Succession Planning

11. Following an August site visit by the members, it was suggested that the work that the S106 has been undertaking should be documented in case another officer was required to fulfil the function. The Task Group was pleased that this work was nearly completed.

## Resources

12. The temporary member of staff who had been recruited to support the development of the database had left the authority in August. The report presented to the Task Group stated that if further resources were available they could probably be best directed at working on financial reconciliation, linking the money the Council holds in central accounts back to individual agreements undertake (*for info the Council currently holds £21million of S106 funds*). Current resources meant that this process of producing a report for a community area and allowing the community to confirm it was satisfied



with the information provided could only be done on an area by area basis. The Task Group felt that this work should be accelerated and have attempted to address this within the recommendations.

## **Conclusions**

13. The Task Group is satisfied with the work undertaken to complete the S106 database and congratulates the officers for the progress made since the start of the review. The database will ultimately be incorporated into the new Development Control software, which is programmed to go live by the summer of 2012. The only areas of work outstanding are linked to the R2 funding, introduced originally by Salisbury District Council, where the Task Group felt it would be useful for officers to work with local parish and Town Councillors to ensure completion of the database.

The Task Group has also established that the Cabinet member is accountable for the monitoring of agreements and that there is a comprehensive set of monitoring procedures in place within each of the beneficiary services, which is being linked into the central S106 database.

The Area Boards which would like information will in future have the ability to monitor the delivery of S106's within their community. Current resources mean that this process faces time restrictions but by encouraging joint working with the Community Area Managers it is hoped that Area Boards can play a positive role in ensuring the delivery of S106's for their communities. It was suggested that it would be appropriate for this process to take place to coincide when respective Parishes and Town Councils set their precepts.

## **Recommendations**

### **14. The Organisation and Resources Select Committee is asked:**

- (i) To thank the Task Group for its work and to endorse the concluding findings to emerge from the review;**
- (ii) To congratulate the officers for the work done to date on the S106 database;**
- (iii) To ask the Service Director for Development to nominate officers to attend a future Community Area Managers' meeting to outline the capabilities of the S106 database, to show an example of an Area Board report and ask them to discuss future requirements for information with their Board Chairmen;**
- (iv) To recommend to the Cabinet member that he asks the Service Director for Development to examine the Business Case for directing resources on a short-term basis to support and accelerate the financial reconciliation process.**

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**Report Author – Ceri Williams Scrutiny Team**

**Paul Kelly – Scrutiny Manager and Designated Scrutiny Officer**

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## WILTSHIRE COUNCIL

### ORGANISATION AND RESOURCES SELECT COMMITTEE

17 November 2011

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#### LIBRARY SERVICES REVIEW – UPDATE REPORT

##### Purpose of this report

1. The purpose of this report is to provide an overview for the Organisation and Resources Select Committee of the work undertaken to date in response to Library Service Review approved by cabinet in January 2011.

##### Background

2. In December 2009 the library service started work on a customer focused lean review aimed at making sure that the service was focused to meet customers' needs and fit for purpose. The review had an initial savings target of 10% over 2 years.
3. Extensive consultations were carried out in summer 2010 through Area Boards, the council website, 22 customer and non customer focus groups and staff groups to identify community library service priorities
4. Work on the review was overtaken by the Comprehensive Spending Review in late 2010 and the budget reduction required increased to 28%. Of this;
  - 16 % was achieved in 2010/11 by a senior management restructure which resulted in 17.5 senior managers/professional staff taking voluntary redundancy.
  - 12% £505K additional savings were required over the next two years.
5. With support and guidance from the Portfolio Holder, Corporate Leader, Service Director and Project Manager the Library Service Review paper was approved by Cabinet in January 2011. The paper put forward a strategic vision for the development of the library service in Wiltshire over the next 5 years, placing libraries at the heart of the communities they serve whilst achieving the additional savings required.
6. An important part of the strategy was a successful investment bid for £546K for RFID self service to be rolled out across the county. Self service enables volunteers to work unsupported by avoiding the need to handle personal data or cash. By allowing customers to carry out simple transactions themselves it also enables more efficient use of staff time in larger service points.

7. The changes proposed ensured that all Wiltshire libraries would remain open and the council would be in a position to provide:
  - 21 council operated libraries (accounting for 97% of all physical visits) operating with rationalised opening hours
  - 10 libraries (accounting for 3% of all physical visits) operated in partnership with local communities – providing opportunities for volunteers, embracing the ‘Big Society’ agenda of community involvement as well as ensuring no library closures.
  - Further opportunities for volunteers to extend the library service to make best use of staff to keep libraries open for core/streamlined hours.
  - All five mobile libraries would continue to operate.
8. This would allow the council to maintain a professional and comprehensive library service as defined in the Public Libraries Act 1964 whilst involving local communities in service provision and improving efficiencies to achieve the required by the Comprehensive Savings Review.

#### **Work undertaken to implement the review findings**

9. The key changes recommended in Library Service Review were implemented on Monday 5 September 2011, on target with the project plan time line and within budget. All 31 branch libraries, covering every major Wiltshire town, remain open. The fleet of five mobile libraries continue to provide a service to over 280 other communities and 120 residential homes for both elderly and sheltered housing providers.
10. Specifically the Library Review change programme has delivered:
  - **A full Staffing Restructure** – removing a total of 37 FTE posts and developing new team structures and staffing time tables for 30 library service points
  - **New, rationalised core opening hours**, equalised by the size and customer use level, focusing on periods of highest demand for each library
  - **Radio Frequency Identification (RFID) Self Service** – 42 new RFID self service units were installed by the end of July 2011, with all staff trained on their use, thereby releasing staff time to improve customer interaction.
  - **New Volunteers** – 325 Volunteers for the nine smallest libraries were recruited, CRB checked and trained, by the end of August 2011, in time for the implementation date of Monday 5 September 2011. Additionally, using volunteers has extended the opening hours in five other smaller libraries.
  - One parish council opted to fund the time for a council staff member to operate their local library.

- **Communications** – the outcomes of the review were communicated to all interested parties. Briefing sessions were arranged for Members. Visits were made to all 18 Area Boards and Parish council were briefed. Publicity materials for library users, council members, council staff, parish councillors, the council web site, etc were issued throughout the project
- **Savings** – The changes put in place will allow the required savings of 505K over 2 years will be achieved as follows:

		<b>Savings 2011/12</b>	<b>Savings 2012/13</b>	<b>Total savings for 2 years</b>
		£m	£m	£m
Staff structure delayering	Staff savings	0.077	0.055	0.132
RFID	Staff savings	0.093	0.067	0.160
Core opening hours redefined	Staff savings	0.050	0.014	0.064
	<i>Total staff savings</i>	<i>0.220</i>	<i>0.136</i>	<i>0.356</i>
Reduction in book fund	Stock savings	0.117	0.032	0.149
	<b>Total savings</b>	<b>0.337</b>	<b>0.168</b>	<b>0.505</b>

### Delivering the strategic vision for libraries

11. The Library Review was not just about savings, it gives a clear strategic vision that will enable libraries to offer the service customers want whilst contributing to the broader goals of the council and Big Society objects.
12. Work on the key elements of this vision is listed below. Most of these objectives are long term goals and will continue to inform service planning for the next 5 years
  - **Promoting the library service as the ‘face of the council’.** With 31 service points, 5 mobile libraries, visiting another 400 communities, staff with excellent customer service skills and free public access to the internet libraries are well placed to offer added value to the Council. Examples of work in this area include supporting customers to use Homes 4 Wiltshire, energy monitor loans through libraries, providing space for council officers such as registrars to meet clients and proposals to install teletalk kiosks to provide remote face to face access to council services
  - **Provide a wide range of up-to-date stock of books, organising events and activities to promote literacy and reading for children and adults.** This year 8,000 children participated in the Summer Reading Challenge supported by 150 volunteers. Through the Partners in Literacy project the

library service is working with a wide range of organisations to promote literacy

- **Develop a strong on-line service offer, including on line reference sources, providing Wi-Fi.** The library service will introduce downloadable E-books in January 2012 and work is in progress to further develop on line reference sources and new interactive website features, making the service available 24/7. Wi-Fi will be delivered in libraries as part of a corporate project within the next year.
- **Provide Space and opportunity for people to develop new skills, including I.T.** We are currently working with Learning Curve to provide six week introduction to IT courses at our larger libraries and all library staff are trained to support customers to access the Internet.
- **The library will be part of a campus vision where appropriate.** New libraries are planned for Campus sites at Trowbridge, Corsham and Melksham.
- **Greater community involvement, through the use of local community volunteers.** Currently the library service has 660 volunteers in a wide range of roles. Volunteers continue to be recruited to support the work of the service and enable the extension of opening hours.
- **Increase collaborative ways of working and sharing services across the council and its partners and collaborative working with neighbouring authorities.** The service works in partnership working with the Police to provide a Police Information Point Service and the NHS to provide weekly Health Information Sessions staffed by health professionals at larger libraries. We are part of a regional consortium for the procurement of library stock and are in discussions with neighbouring authorities about future collaborative work.
- **Investigate means of income generation with outside agencies.** We are currently reviewing income generation opportunities including provision of coffee and refreshments, sales of books and reading glasses.
- **Continue to review mobile library service provision to deliver the best possible service to rural areas and to those who cannot access a library building.** A full review of mobile library routes and stops is planned for 2012.

### **Conclusion**

13. We invite the committee –

- To note the work undertaken in response to the ambitions outlined in the Library Service Review approved by Cabinet in January.

- To note the quick and excellent response from our rural communities to support our Library Services.
- To continue support the work to deliver the vision for the service outlined in the Library Service Review.

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Joan Davis:  
Head of Libraries, 01225 718518

Date of Report 7 November 2011

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**Wiltshire Council**

**Organisation and Resources Select Committee**

**17 November 2011**

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## Task Group Update

<b>ICT Task Group</b>			
Membership:	Cllr Carter (Ch)	Last Meeting	13 October 2011
	Cllr Hill	Next Meeting:	15 December 2011
Cllr Hubbard	Cllr Seed		
	Cllr While		
<p>The task group continues to receive regular budget updates for ICT.</p> <p>The restructure of the ICT team has been closely overseen by the Task Group and a “final” update is expected at the next meeting as the remaining posts are filled. An update on the implementation of Sharepoint 2010 is also on the forward work plan for the next meeting.</p> <p>At the last meeting the task group received a presentation on SAP and agreed to set up three Rapid Scrutiny meetings to receive feedback from officers on how their services use SAP, the outcomes of which will be reported at the December meeting. Members of the task group selected their area of concerns as follows:</p> <ol style="list-style-type: none"> <li>1. Procurement</li> <li>2. HR</li> <li>3. Financial Management</li> </ol>			

<b>Campus and Operational Delivery Programme (CAOD) Task Group</b>			
Membership:	Cllr Jeans	Last Meeting	13 July 2011
	Cllr Osborn (Ch)	Next Meeting:	28 November 2011
Cllr Carter	Cllr Rooke		
	Cllr Seed		
	Cllr Howard		
	Cllr Deane		
<p>The Task Group is scheduled to next meet on 28 November where members will consider the Business Cases for the pilot campuses in advance of Cabinet in December.</p> <p>The Task Group was scheduled to meet in October but this date was rescheduled to reflect the revised Cabinet timetable.</p>			

**Procurement & Commissioning Task Group**

Membership:	Cllr Carter Cllr Deane Cllr Doyle Cllr Hubbard Cllr Hutton (Ch) Cllr Moss Cllr Packard	Last Meeting	3 October 2011
		Next Meeting:	29 November 2011

The Task Group will meet again for the third time on 29 November. The Committee will be aware that the Task Group’s focus is to monitor the delivery of the 4 year Business Plan £36 million savings, with £7.4m targeted for this financial year.

To date members have been circulated benefits tracking reports for each of the meetings which have confirmed that the team is working to achieve the (£7.4m) financial year target. Adult Social Care is one of the key contributors to the savings target and the Task Group received an update from the Service Director with responsibility for Commissioning at its last meeting. The Task Group was informed that the Adults of Working Age (AOWA) savings would be later than predicted because the officers felt it prudent to group together the ‘hotel costs’ and care packages when testing the market. The other key challenge is in the Phase 1a area which targets minor procurements such as fuel, salt, stationary etc. Savings have proven difficult in this area as the Council has already reduced its spend and benchmarking has demonstrated that it is already achieving best value for money.

The Cabinet member has reassured the Task Group that the savings will be found and work is ongoing to identify future opportunities to contribute to the £36 million required.

**Partnerships**

Membership:	Cllr Allen Cllr Burton Cllr Colmer Cllr Humphries Cllr Osborn Cllr Seed Cllr While (Ch)	Last Meeting	June 2011
		Next Meeting:	tbc

The Committee will be aware that the Partnerships Task Group second key area of work was to review the work of the Housing Partnership. Since the decision to review this area was taken there has been significant political and operational changes within Housing. As a result rather than exploring the work of a well established partnership, the Cabinet member has felt it appropriate to spend some time reviewing the whole approach towards Housing before discussing with scrutiny any future priorities. As a

consequence the Task Group has not met since these changes were introduced.

Strategically the wider 'Family of Partnerships' is also going through a period of transition as it determines its priorities post Local Area Agreement. Again, this work has made it difficult for the Task Group to focus on alternative partnership activity as this too is subject to change.

Recognising the current period of transition for partnership working in Wiltshire and the fact that it is not identified as a Business Plan priority, it is felt appropriate that the Committee should ask the Task Group to discontinue its work. Key partnership issues that emerged in the short term could then be absorbed into the work programme of the select committee. The longer term issue of how scrutiny engages with partners will be incorporated into the wider review of Overview & Scrutiny, scheduled to be taken to full council in February.

**Recommendation:**

- 1) The Committee is asked to recognise the current period of transition taking place within the partnership landscape and in response to stand down its Partnerships Scrutiny Task Group;
- 2) To acknowledge that the future relationship with Partnerships will be incorporated into the current review of Overview & Scrutiny taking place; and
- 3) To ask the Select Committee to absorb into its work plan any key Partnership issues that emerge in advance of the completion of the Overview & Scrutiny review.

**Member Support in the Locality Task Group**

Membership:	Cllr Seed (Ch) Cllr Ody Cllr Wayman Cllr Westmoreland Cllr West Cllr Allen	Last Meeting	6 September 2010
		Next Meeting:	tbc

This Task Group had initially been asked by the Councillor Development Group to review a revised version of the Councillors' Handbook and provide comments and suggestions for improvement. However, at its meeting on 21 September, the Councillor Development Group decided that the handbook required a complete, holistic review rather than just updating. It will now receive a proposed new format and table of contents for the new Handbook at its meeting on 16 November. The Task Group will then be asked to consider these and suggest improvements.

Longer term, it is envisaged that a draft version of the new Councillor's Handbook will be ready in February 2012. The Task Group will then be asked to review this and send comments back to the Councillor Development Group, who will sign-off the final version.

# Area Board Good practice

“Wiltshire’s Area Boards have been around for just over two years. I’m delighted that satisfaction with the Boards has improved by 12% over that period. These improvements have been achieved because of a willingness to experiment and try new and innovative ways of working.

“The Area Board Chairmen and the Community Area Managers met together on 27 June 2011 to review how things are going, we talked about what has worked well and how further improvements can be made. This Good practice guide is the product of that meeting

“The guide is intended to be used by Area Boards and Community Area Managers to identify ways of improving participation, inclusion and public satisfaction with the Boards. It is intended to be used along with the annual Area Board satisfaction survey – to identify where improvements are most needed and what approaches might help.

“Of course, this list is not exhaustive and Area Boards will continue to experiment with new and innovative approaches as we move forward into the future.”

**Councillor Chris Williams**  
Portfolio Holder

## Meetings, meetings, meetings...

Experience shows that the biggest influence on attendance is the content of the agenda. Ensuring that the agenda is focused on important local, rather than ‘corporate’ presentations will make people more likely to turn up.



“I hope this bullhorn will make this meeting a little less boring.”

**3 Zoom-in...**  
Consider thematic or single issue meetings that target ‘hot topic’ issues. This can encourage participation from people interested in the issue but who might not otherwise attend a meeting.

**4 Keep it simple...**  
Use clear friendly language on the agenda – avoid jargon and meaningless headings. For example, it is better to have a heading: ‘Building homes and jobs for the future’ rather than ‘Consultation on the Core Strategy and Development Plan Document.’

**1 Engage & consult...**  
Find out what the community wants to talk about. Ask the Community Area Network to suggest items, conduct local surveys, talk to different groups about their issues. Test out the agenda in advance; consult on the Forward Plan to ensure that it is addressing things that matter in the area.

**2 Focus...**  
Experience shows that the biggest influence on attendance is the content of the agenda. Ensuring that the agenda is focused on important local, rather than ‘corporate’ items will make people more likely to turn up. Don’t shy away from contentious issues.

**5 Respond...**  
Showcase achievements, highlight issues that have been resolved, allow people to ‘report back’ - such as local Community Speedwatch groups. This shows that the board is making a difference and taking action to address local concerns.

**6 Manage...**  
Avoid ‘marathon meeting syndrome.’ It is better to have fewer agenda items handled well than too many items that are rushed as this can stifle debate leaving people angry and frustrated. Get the ‘hot topics’ up to the front of the agenda.

## Point of order...

We have just looked at ways of getting people to turn up, but keeping them happy is often down to the way the meeting is managed.



“Thank you all for coming along this evening...”

**3 Death by...**  
Nothing destroys the energy of meeting more than a long, dull Powerpoint presentation. Ask to see the presentation in advance and if it’s no good bin it. Q&A should be included at the end and a paper and electronic summary provided (not the slides). Make sure speakers can be seen at the front.

**4 Beat the clock...**  
Be realistic about timings and prepare to be flexible. It is better to overrun on the ‘hot topic’ than curtail debate. Be prepared to juggle and have a strategy to deal with a long overrun (i.e. items that can be axed). If you run behind, ask the audience if they are happy to continue for a set period.

**1 Welcome...**  
A friendly welcome will put people at ease and help break the ice. Make sure people are welcomed at the door; that they can have a cup of tea and a chance to mingle. For first timers it can be a bit scary - it is important that things are explained to them to put them at ease. Be on hand to provide a friendly word. Why not some music?

**2 Chair or compère?**  
A good chair will introduce and describe the purpose of each item; encourage participation (but not monopolisation by one or two voices). Listen to the range of views expressed and summarise discussions fairly as they go.

**5 Show of hands...**  
Nothing gives people more of a sense of involvement than having a vote – either by show of hands or with handheld voting units. Encourage participation; get a sense of the feeling in the room before formal votes are taken. Don’t over formalise the vote.

**6 Talk, talk...**  
Consider breaking up meetings into segments using round table discussions, multimedia presentations, votes, demonstrations and activities. Allow different groups or members to lead on some items and allow space at the end for people to raise issues with the Board.

## It's not just meetings...

Area Boards are the place where the Council does business in the community. However, the success of the Boards depends upon how well they are connected to all sections of the wider community. Encouraging and widening participation is essential if the Boards are to reflect the needs of everyone in the area.



Would it kill you to update your Twitter status if you're going to stay out so late?

**1 It's as easy as ABC...**  
The Area Board Chair's meeting (ABC) is a place where the performance of the Board can be discussed. It helps if these meetings are inclusive – think of inviting the CAP and the local Town Council. Make sure your service director is attending regularly and ensure time is spent discussing ways of increasing participation

**2 Remove barriers...**  
Allow people to mingle before meetings and ensure that officers and members are available to talk to people 1-2-1. Pre-meeting activities – such as pin boards, information stands, and adverts on screen can give a sense of purpose.

**3 Round tables...**  
people tell us that they like to be part of the decision making process. This can be encouraged by picking items that can be discussed 'around the table' and feedback given by the audience.

**4 Votes...**  
Nothing demonstrates our willingness to involve more than giving participants the vote. Ask for a 'show of hands' and use the handheld voting system (but don't overdo it!). Use participatory voting to give people *real power* to decide how the money is spent.

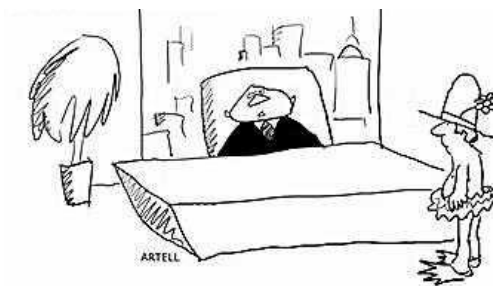
**5 Keep in touch...**  
Over 10,000 people are now signed up to receive information from the Boards. Ensure you are making the most of the CAN through monthly online newsletters (JaM). Make sure that you are using social networking and local polls to get people involved in the issues

**6 Reach out...**  
There are some people who find it difficult to participate – maybe they cannot attend meetings. It is our job to go out and reach these people. Consider 'tea and chat' sessions for particular target groups. Business breakfasts, parish forums and 'fun' activities can all be useful.

**7 Get personal...**  
Why should people come along? It makes a huge difference if people receive a personal invitation from the Chair of the Board, setting out why their views are important and the difference this will make. This approach really works.

## What works...?

Finding things that work in the locality will depend on all sorts of factors. This is a list of things that have been tried and found to work, but do experiment with new ideas so that we can expand this list. Avoid falling into the trap of formulaic approaches – mix it up, try new things and make it work for you.



I WANT YOU TO START THINKING BACK INSIDE THE BOX.

**1 Councillors leading...**  
Some Boards have given individual councillors lead roles – either thematic or task and finish. Both approaches can work well and put local councillors at the heart of the Board's work

**2 Problem solving...**  
Issues that seem intractable can often be resolved by getting the right people round a table. Usually some compromise can be found when the facts are laid out and discussed respectfully. Round table problem solving has yielded some very positive results.

**3 You decide...**  
Participatory budgeting – you can agree to set aside a budget and let the community decide how it is spent. We have seen how this really works and increases satisfaction with decisions. There is no more tangible example of our commitment to empowerment.

**4 Talking therapy...**  
Getting to hear peoples' take on local issues can be really helpful – it can balance out the noisy voices. In Warminster, ordinary everyday folk are interviewed before meetings and the recordings played before issues are debated. It is a cheap and effective approach.

**5 Map it...**  
Several Area Boards have started to use Google Maps to show where grants have been awarded, where Speedwatch has been deployed and where Payback schemes have taken place. There is no limit to the way this can be used. Are you using this technology to show how your Board is making an impact?

**6 Camera, lights...**  
On a good night over 100 people might turn up at the Board, but how many more might be interested in that key presentation? Some Boards have now recorded key presentations and posted them on Youtube where many hundreds of people can view them and comment.

**7 Priorities...**  
Several Boards have allowed the community to select priorities for the Board. The Board has responded by: setting aside money, calling for projects, starting campaigns and holding local events. At the end of the year the Board reports back to the community on what it has achieved.

**8 I'd like to thank...**  
Two Area Boards sponsor community awards evenings and reward volunteers at an Area Board meeting. This shows that we want to recognise others, rather than focus continually on 'the business.'

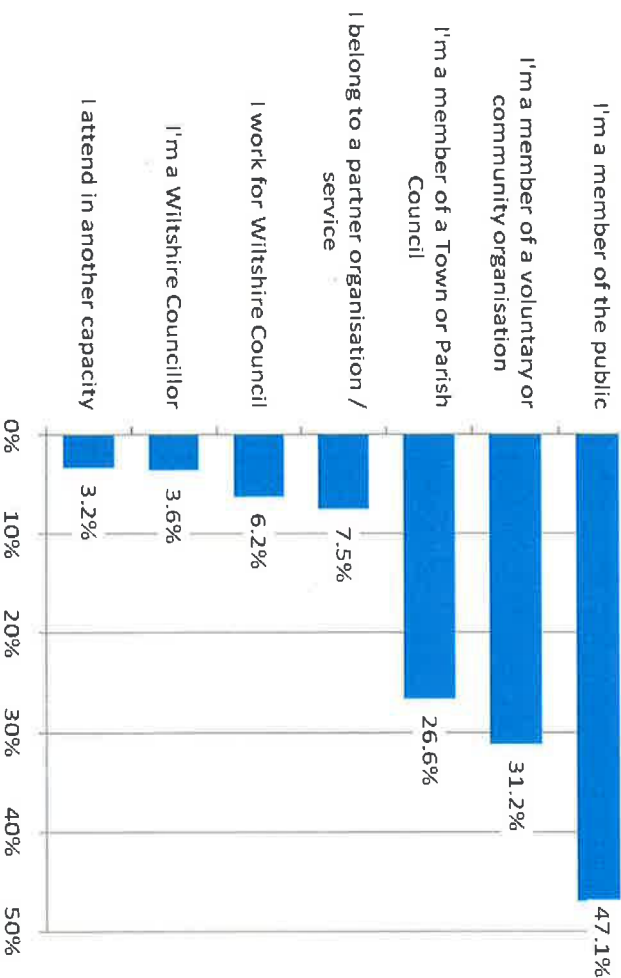
**9 Your idea here...**  
Area Boards can experiment. All of these examples were developed by the Area Boards, so why not use your own idea and the ideas of those in your own local community to find what works best for you.

## Area Boards review, 2011: summary of survey results

1406 responses were received to an electronic survey distributed between 14<sup>th</sup> July and 7<sup>th</sup> September 2010. The number of respondents that had attended at least one Area Board meeting was 875 and this forms the base of respondents used in the following tables

### Respondents

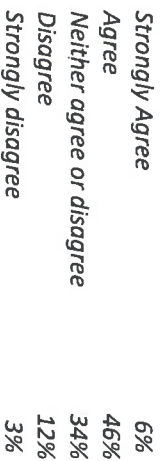
(Base 871)



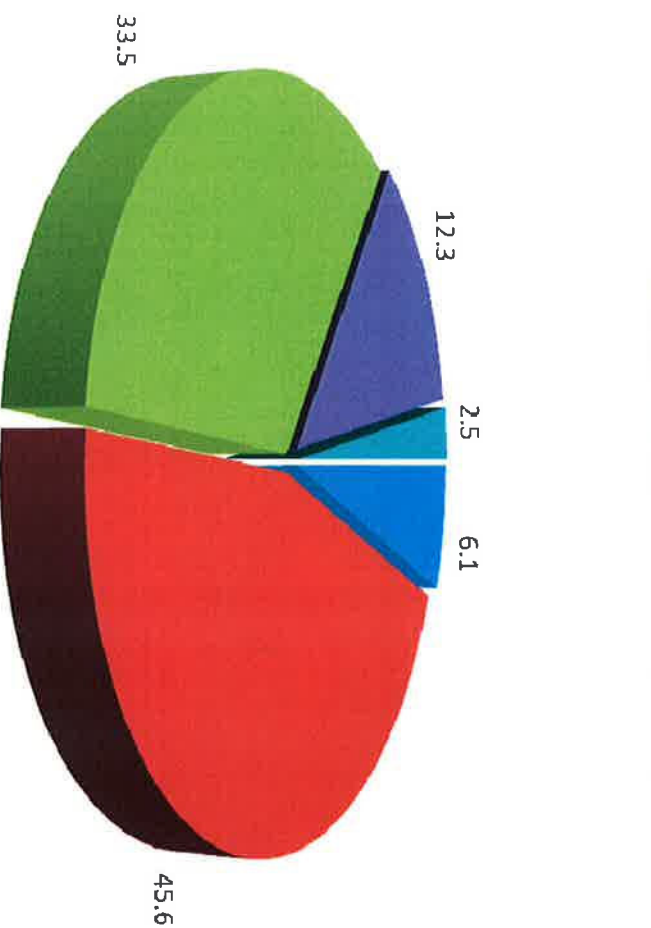
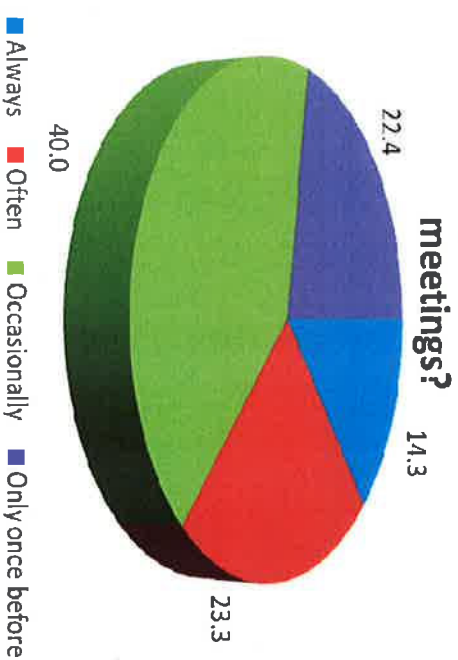
### Overall satisfaction with the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. Overall 51.7% of respondents agree that the Area Boards are working well while 14.9% disagree.

Overall the area board is working well (Base 875)

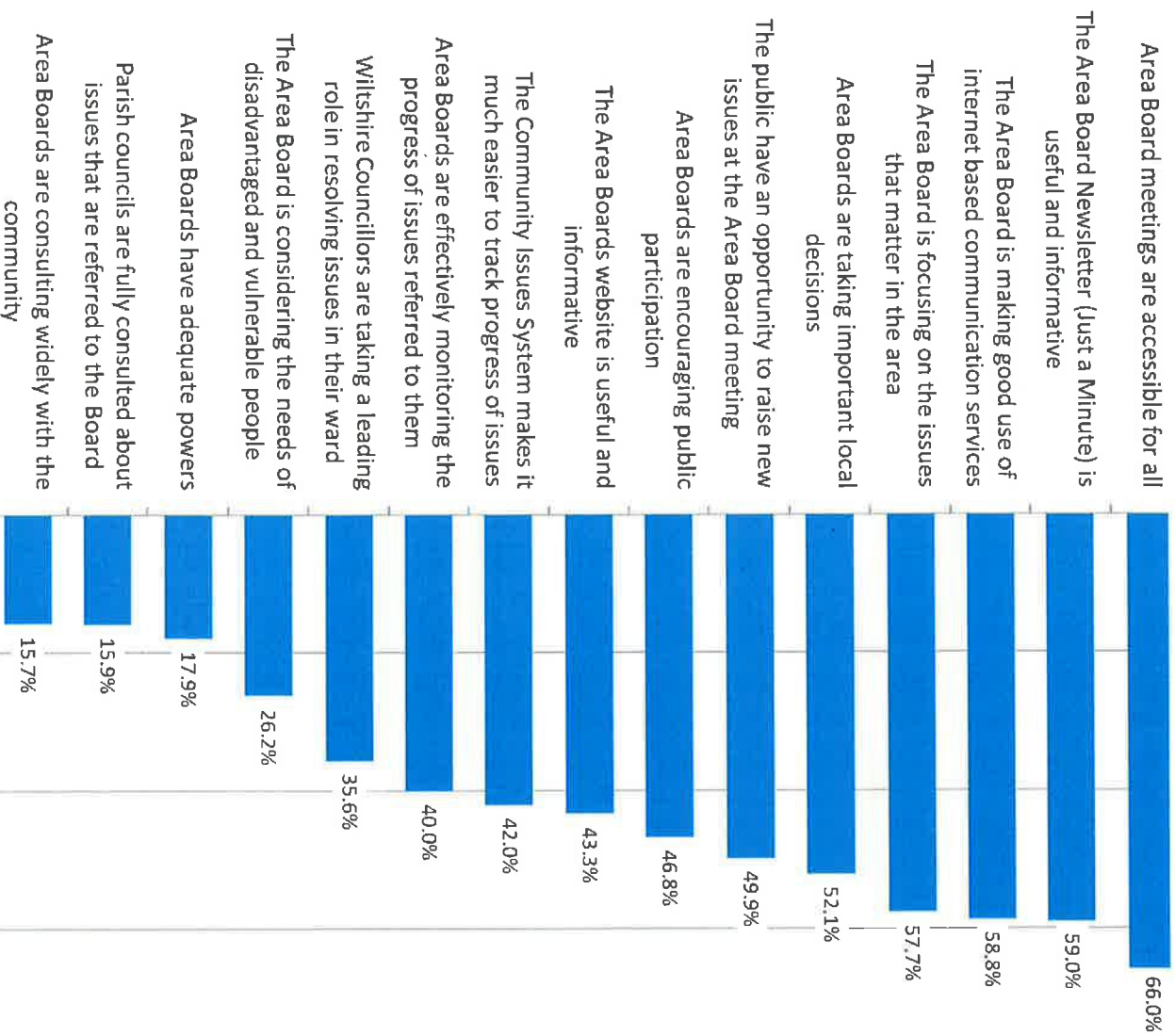


### How often do you attend Area Board meetings?



## Operation of the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. The ranking has been derived by subtracting negative scores from positive scores to achieve a 'net satisfaction' rating (Base 868)









## Operation of the Area Boards (Base 868)

	Agree	Disagree	Net agree
Area Board meetings are accessible for all	78.8%	12.8%	66.0%
The Area Board Newsletter (Just a Minute) is useful and informative	65.1%	6.0%	59.0%
The Area Board is making good use of internet based communication services	67.5%	8.8%	58.8%
The Area Board is focusing on the issues that matter in the area	68.4%	10.6%	57.7%
Area Boards are taking important local decisions	65.4%	13.3%	52.1%
The public have an opportunity to raise new issues at the Area Board meeting	67.0%	17.1%	49.9%
Area Boards are encouraging public participation	64.7%	17.9%	46.8%
The Area Boards website is useful and informative	50.9%	7.5%	43.3%
The Community Issues System makes it much easier to track progress of issues	50.2%	8.2%	42.0%
Area Boards are effectively monitoring the progress of issues referred to them	50.8%	10.8%	40.0%
Wiltshire Councilors are taking a leading role in resolving issues in their ward	52.3%	16.6%	35.6%
The Area Board is considering the needs of disadvantaged and vulnerable people	39.6%	13.4%	26.2%
Area Boards have adequate powers	39.5%	21.6%	17.9%
Parish councils are fully consulted about issues that are referred to the Board	31.9%	16.0%	15.9%
Area Boards are consulting widely with the community	42.3%	26.6%	15.7%

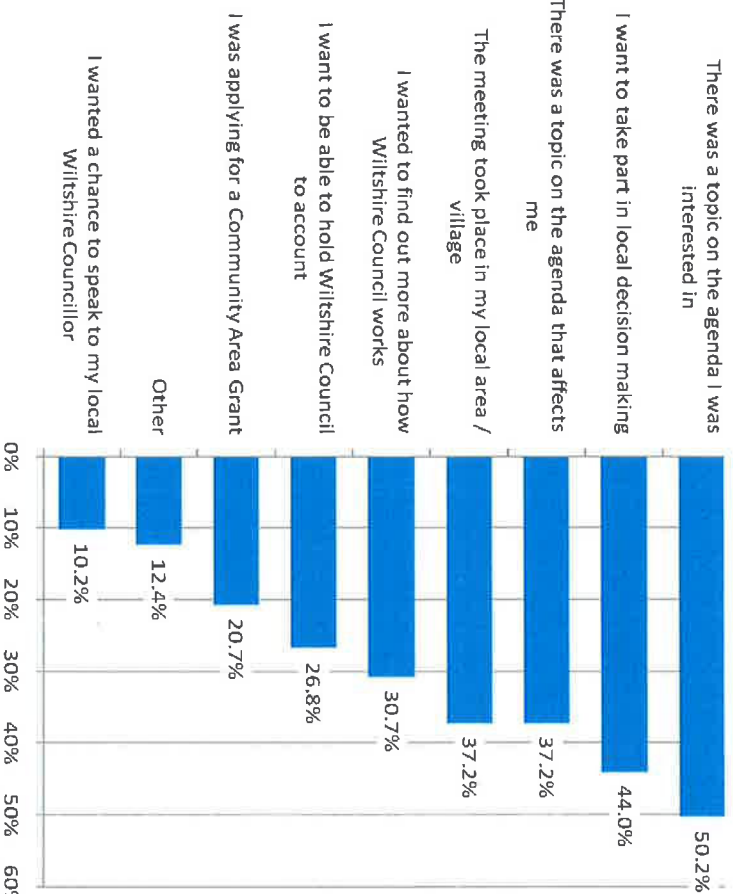
**Key**

	%	No concerns
	%	No serious concerns
	%	Some concern
	%	Serious concern

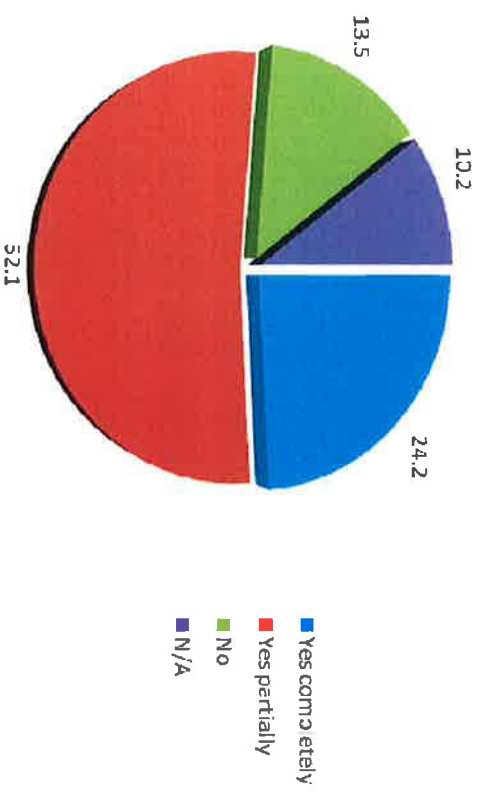
## Attendance at Area Board meetings

The survey in 2011 included a number of new questions regarding why people go to area board meetings, whether they got what they wanted out of attending the meeting and a number of measures that might encourage them to attend more often in future.

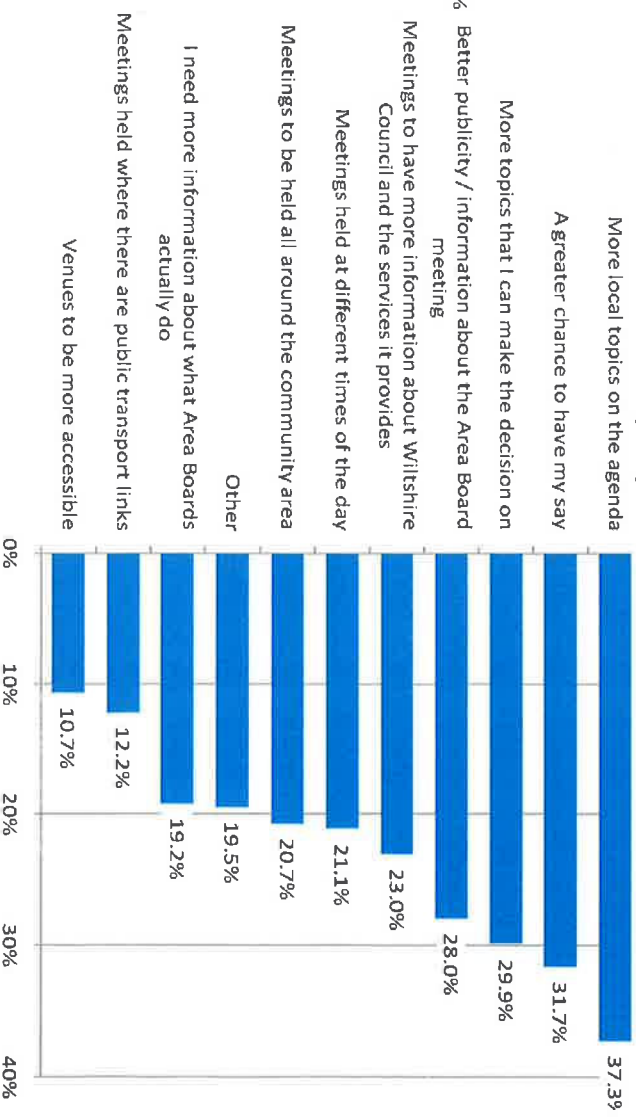
### Why attendees come to Area Board meetings: (Base 866)



### Did attending the Area Board meeting satisfy these reasons? (Base 875)



### What would make people attend more often?

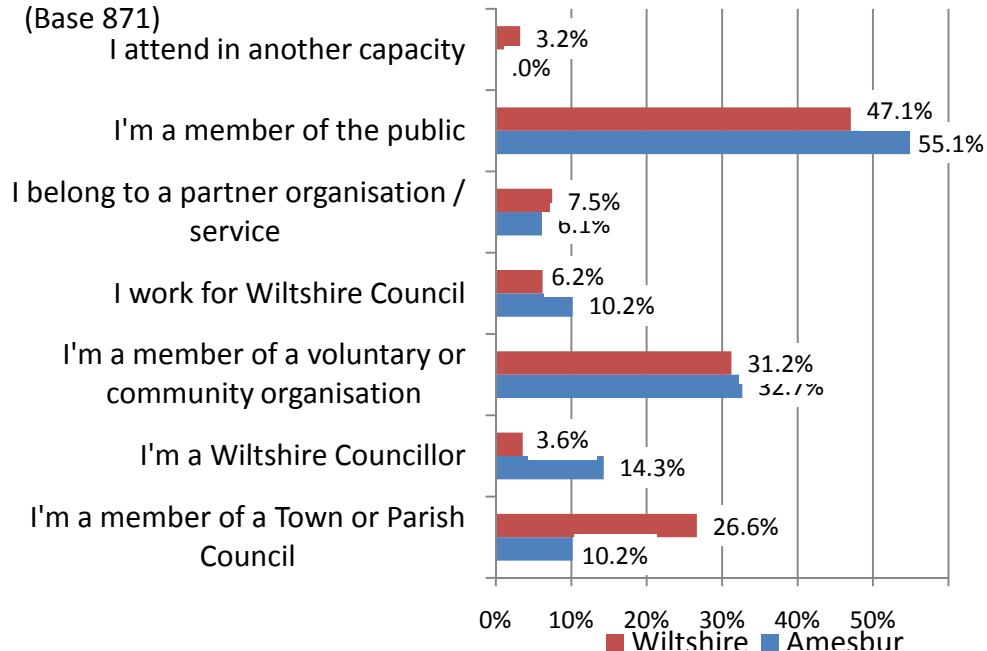


# Area Boards review, 2011: summary of survey results – Amesbury Area Board

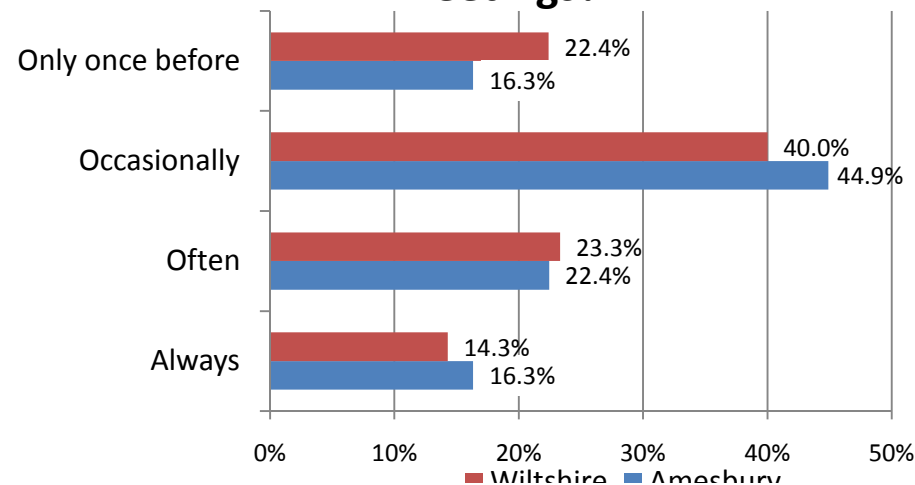
1406 responses were received to an electronic survey distributed between 14<sup>th</sup> July and 7<sup>th</sup> September 2010. The number of respondents that had attended at least one Area Board meeting was 875, including 49 who had been to an Amesbury Area Board. These figures form the base of respondents used in the following tables

## Respondents

(Base 871)



## How often do you attend AreaBoard meetings?

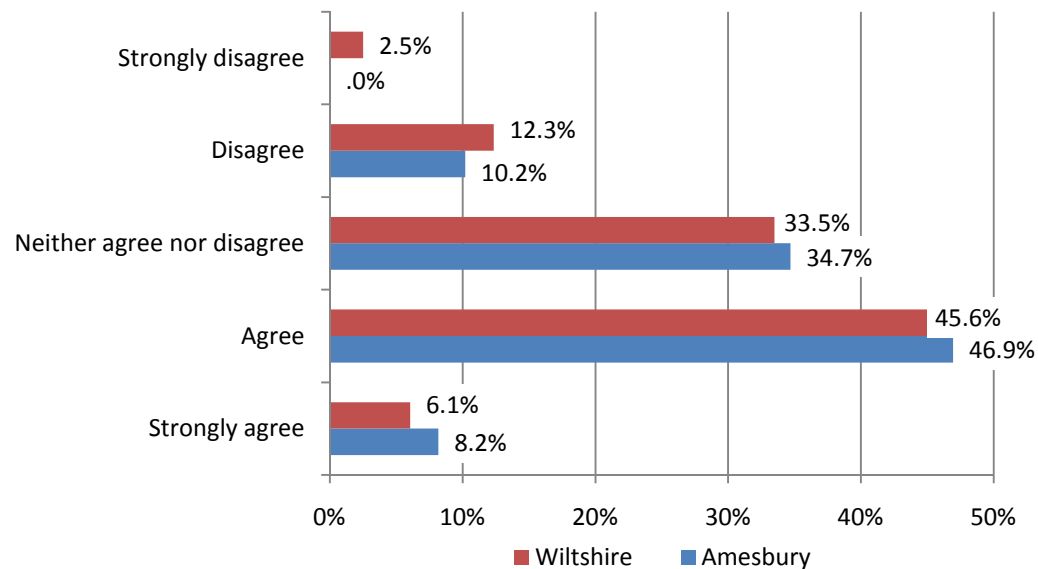


## Overall satisfaction with the Area Board

This graph shows the views of those who have attended at least one meeting of the Area Boards. Overall 51.7% of respondents agree that the Area Boards are working well while 14.9% disagree. This compares to 55.1% of Amesbury attendees who agree and 10.2% who disagree

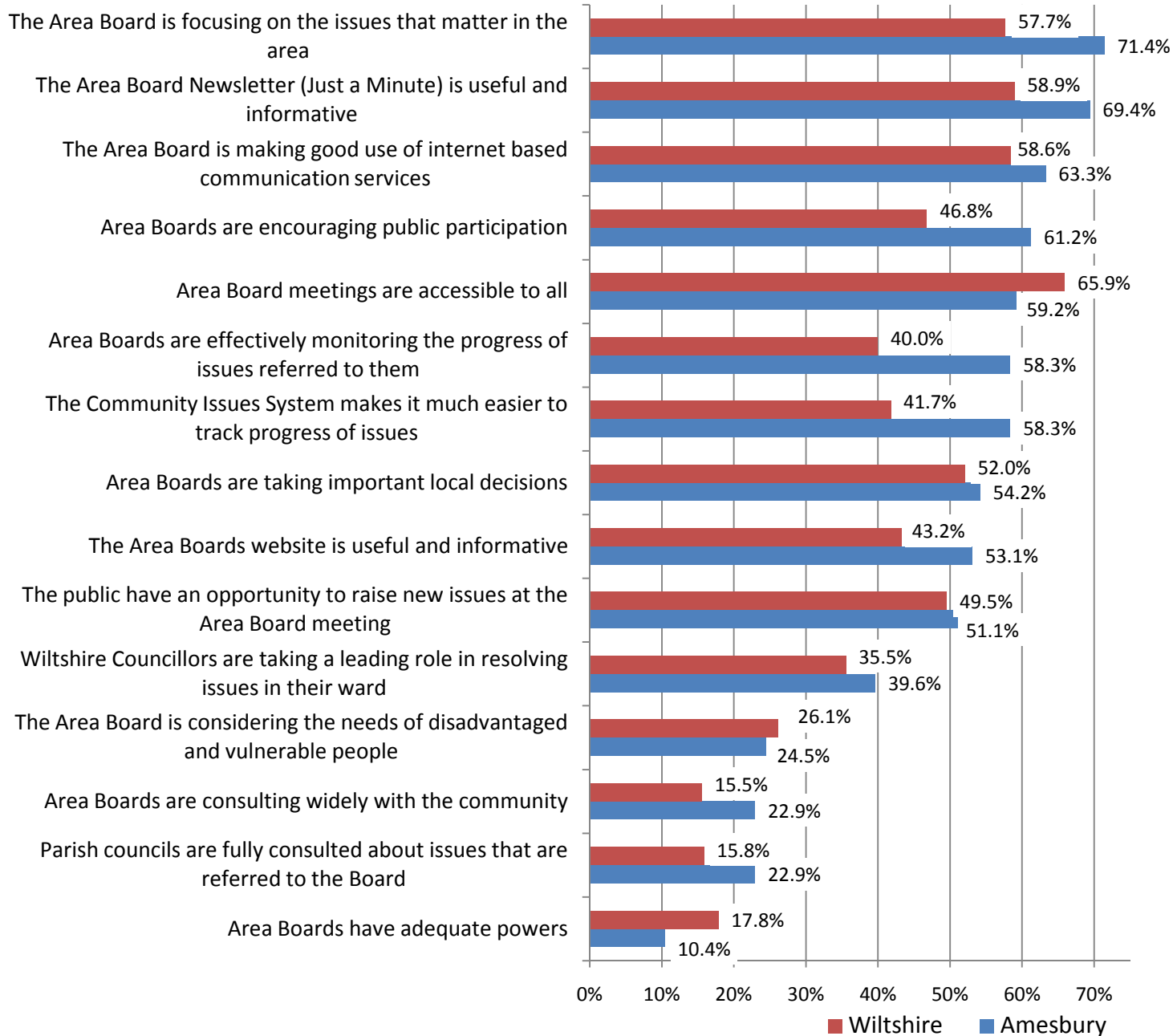
**Overall the area board is working well (Base 49)**

	Wilts	Amesbury
Strongly Agree	6%	8%
Agree	46%	47%
Neither agree or disagree	34%	35%
Disagree	12%	10%
Strongly disagree	3%	0%



# Operation of the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. The ranking has been derived by subtracting negative scores from positive scores to achieve a 'net satisfaction' rating (Base 868)



## Operation of the Area Boards (Base 49)

	<i>Agree</i>	<i>Disagree</i>	<i>Net agree</i>
The Area Board is focusing on the issues that matter in the area	75.5%	4.1%	71.4%
The Area Board Newsletter (Just a Minute) is useful and informative	69.4%	0.0%	69.4%
The Area Board is making good use of internet based communication services	73.5%	10.2%	63.3%
Area Boards are encouraging public participation	75.5%	14.3%	61.2%
Area Board meetings are accessible to all	73.5%	14.3%	59.2%
The Community Issues System makes it much easier to track progress of issues	58.3%	0.0%	58.3%
Area Boards are effectively monitoring the progress of issues referred to them	64.6%	6.3%	58.3%
Area Boards are taking important local decisions	64.6%	10.4%	54.2%
The Area Boards website is useful and informative	59.2%	6.1%	53.1%
The public have an opportunity to raise new issues at the Area Board meeting	68.1%	17.0%	51.1%
Wiltshire Councillors are taking a leading role in resolving issues in their ward	52.1%	12.5%	39.6%
The Area Board is considering the needs of disadvantaged and vulnerable people	38.8%	14.3%	24.5%
Area Boards are consulting widely with the community	45.8%	22.9%	22.9%
Parish councils are fully consulted about issues that are referred to the Board	33.3%	10.4%	22.9%
Area Boards have adequate powers	33.3%	22.9%	10.4%

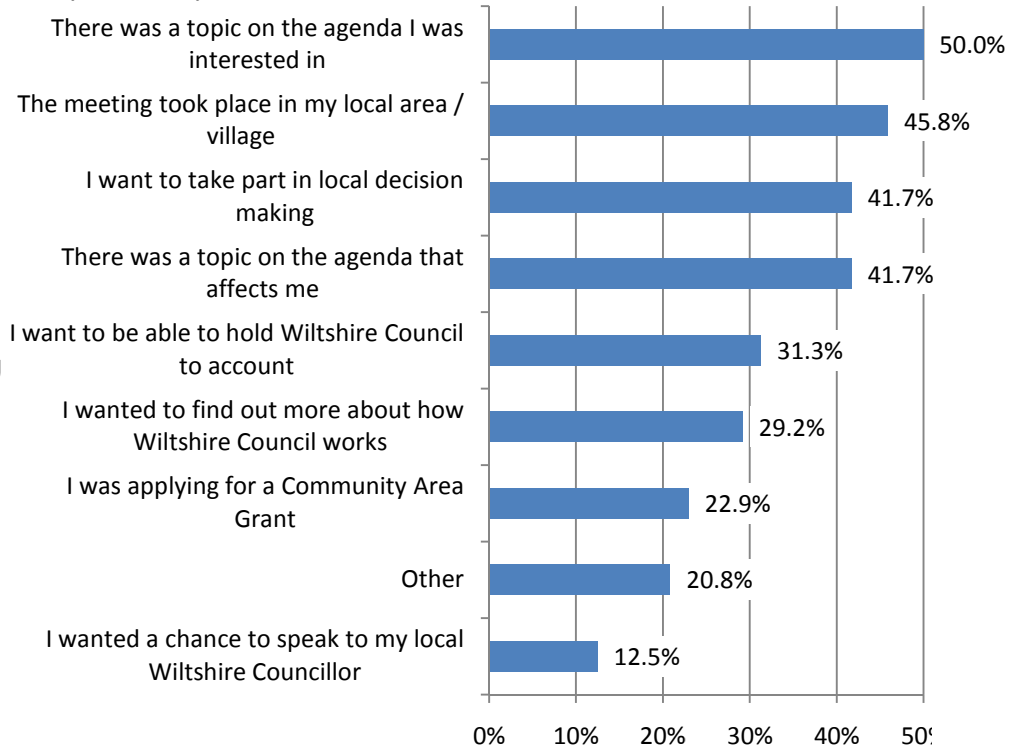
### Key

%	No concerns
%	No serious concerns
%	Some concern
%	Serious concern

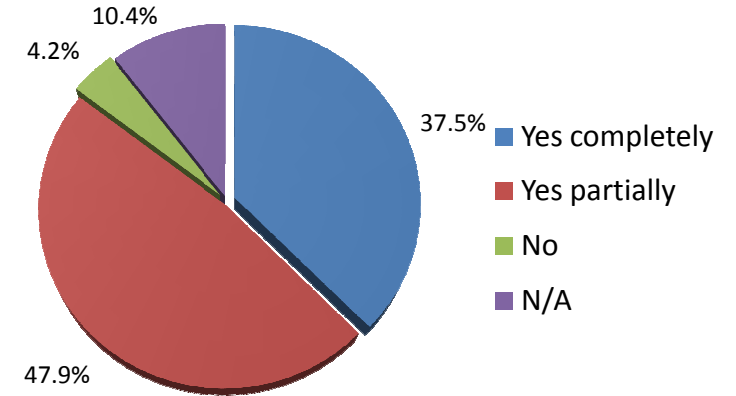
# Attendance at Amesbury Area Board meetings

The survey in 2011 included a number of new questions regarding why people go to area board meetings, whether they got what they wanted out of attending the meeting and a number of measures that might encourage them to attend more often in future.

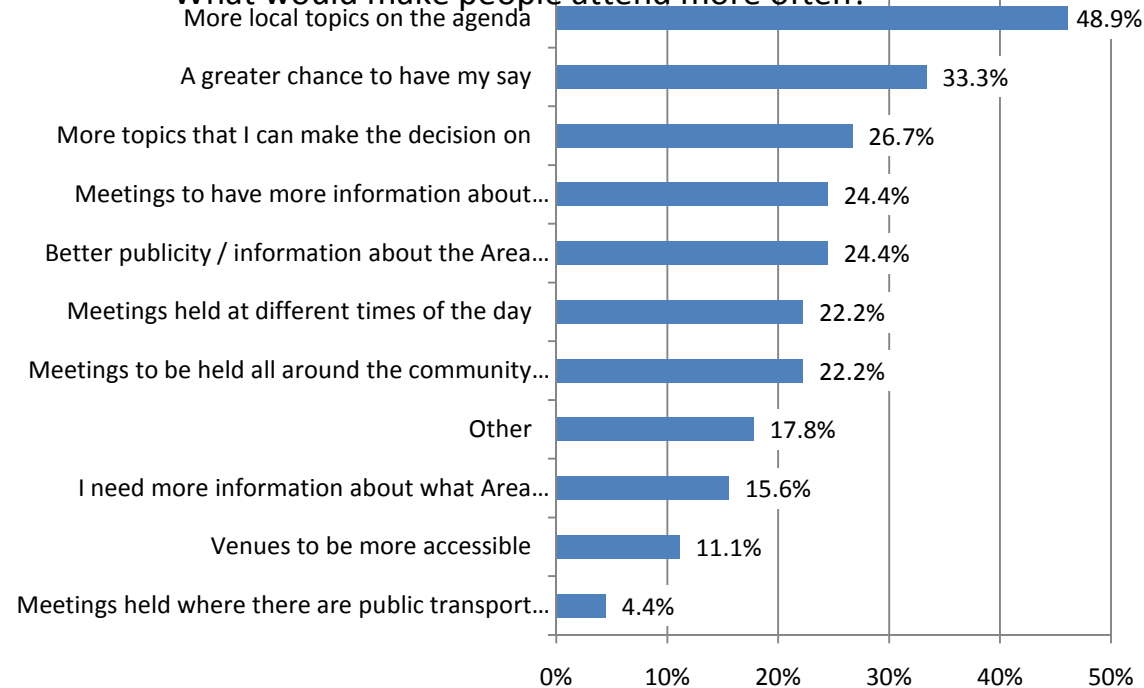
## Why attendees come to the Amesbury Area Board (Base 48)



## Did attending the Area Board meeting satisfy these reasons? (Base 48)



## What would make people attend more often?



**Councillors Briefing Note**  
**No. 73**

**Department:** Chief Executive's

**Further Enquiries to:** Ian P Brown

**Date Prepared:** October 2011

**Direct Line:** (01380) 734743

**Re: Implementation of New Software for Housing and Council Tax Benefit Claims**

As part of its continuous improvement Wiltshire Council is changing the way in which it administers claims for housing and council tax benefit.

The service currently operates different software in each former district and we have chosen the Northgate solution which is currently in use at the north hub. Through the introduction of a new computer system, all claims formerly dealt with by the district councils in Wiltshire will be administered on one system. This means residents can contact any former council office and have their claim or query dealt with by any of our staff.

The change involves the merge of data held on all four systems and this merger will take place throughout November. In council tax terms the merger will create the 9<sup>th</sup> largest council tax database in England holding records on 202,000 domestic properties, 14,000 non-domestic properties and will enable the management of 32,000 benefit claims. It will enable the collection of £245 million council tax, £126 million in non-domestic rates and payout £132 million in housing and council tax benefit, this year.

Paying benefit is a vital service to some of the most vulnerable members of our community. In order to create time to merge data we are making advance payments, at the end of October and paying some claims until 5 December, then closing down legacy systems in the south, east and west. This means claims will not be amended or processed in three of the four hubs until the merge has been completed at the end of November 2011. This may mean you get queries regarding the process, if there are any technical queries or urgent matters please refer them to Ian Brown (Head of Revenues and Benefits) on 34743 or via the Internal email system (note it is Ian P Brown as there are two).

The project is being lead through the council's approach to project management, and as such there is a Lead Member (Cllr Pip Ridout), along with an in-house specialists

team from revenues and benefit who have over seen every aspect of the project with considerable help from the council's IT team, finance team and a dedicated project manager.

Every effort will be made to reduce down time and to resume normal working as soon as is practical. The change will enable the council to provide a more responsive and cohesive service and will certainly save money. As part of our process of continual improvement, further changes are now possible, including a new dedicated telephone line for council and another for housing benefits, will also be announced toward the end of the year.



**Overview & Scrutiny Organisation and Resources Select Committee**

**Rolling Work Plan from November 2011**

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

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Member Support in the Locality	Task Group	January 2012 (tbc)	The Councillor Development Group are considering the Members Handbook. Once at an appropriate stage the Task Group will hold its next meeting.	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	
Scrutiny Review	Committee	January 2012	To provide an update on the scrutiny review being undertaken to ensure the most appropriate allocation of resources	Paul Kelly	Cllr Jane Scott
Consultancy/Agency Staff Update	Committee	March 2012	To receive an annual update on consultancy/agency staff	Barry Pirie	Cllr John Noeken
Shaping the Future Group	Committee	tbc	To receive the Action Plan for consideration once available	Laurie Bell	Cllr Laura Mayes/ Cllr Allison Bucknell