

## AGENDA

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**Meeting:** Overview & Scrutiny Organisation and Resources Select Committee  
**Place:** Council Chamber, Bradley Road, Trowbridge  
**Date:** Wednesday 18 January 2012  
**Time:** 12.00 pm

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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)

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### Membership:

Cllr John Brady	Cllr John Noeken
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 - 12)*

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 17 November 2011.

3. **Declarations of Interest**

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

4. **Chairman's Announcement**

5. **Public Participation and Councillors Questions**

The Council welcomes contributions from members of the public.

#### **Statements**

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

#### **Questions**

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than 5pm on Wednesday 11 January 2012. 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 13 - 36)

- i. The relevant extract of the latest bi-monthly budget monitoring report as considered by Cabinet on 13 December 2011 is attached.
- ii. A copy of the Capital Monitoring report to be considered by the Cabinet Capital Assets Committee on 18 January 2011 is attached.
- iii. Members are reminded that the Joint Overview and Scrutiny Select Committee Meeting will be held on 9 February 2012 where the 2012/13 Revenue Budget and Capital Programme will be considered.

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

7. **Corporate Management Restructure** (Pages 37 - 64)

At the request of the Chairman a report on progress resulting from the senior management restructure conducted September through December 2011 is attached.

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

8. **Wiltshire Online Project** (Pages 65 - 76)

A report on the Wiltshire Online Project is attached which includes an update on the progress of the Procurement Programme.

As highlighted within the report, the Council is approaching its next phase of entering into the procurement for superfast broadband for Wiltshire. As a result the Cabinet Member for Adult Care, Communities and Housing has requested that the Committee consider whether it wishes to appoint a representative to sit on the Project Board responsible for overseeing the delivery of the Community Project.

The Committee is asked to consider the report and decide on the most appropriate scrutiny involvement.

9. **Task Group Update** (Pages 77 - 80)

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

10. **Scrutiny Representation on Project Boards**

To receive an update on Project Board activity where available.

11. **Forward Work Programme** *(Pages 81 - 82)*

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

12. **Date of next Meeting**

5 April 2012.

13. **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 17 NOVEMBER 2011 AT COUNCIL CHAMBER, MONKTON PARK, CHIPPENHAM.**

#### **Present:**

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

#### **Also Present:**

Cllr John Brady, Cllr Allison Bucknell, Cllr Laura Mayes, Cllr John Noeken, Cllr Pip Ridout and Cllr John Thomson.

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#### **200. Apologies and Substitutions**

Apologies were received from Cllr Nick Fogg.

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

The minutes of the meeting held on 15 September 2011 were approved and signed as a correct record.

#### **202. Declarations of Interest**

There were no declarations of interest received.

#### **203. Chairman's Announcement**

The Committee at its last meeting considered the difference between statutory and discretionary spend as covered within item 192 of the previous minutes. This would be discussed further under Item 6 of the agenda.

The Chairman took the opportunity following recent experiences to confirm to the Committee that his role was impartial, non-political and was representative of all back-bench members. However should members have a concern then he would be happy to reconsider his position. A number of members spoke in support of the impartial and professional way in which he performed his role.

204. **Public Participation and Councillors Questions**

There was no public participation.

205. **Budget Monitoring**

Prior to further consideration of the information provided within the agenda, the Chairman raised the issue of statutory and discretionary spend. The attending Corporate Director confirmed that the way in which the authority delivered the 400 plus services was at the authority's discretion and that an attempt to differentiate between statutory and discretionary could therefore be misleading and, as a result, unhelpful to members of the Committee. This was recognised by members.

The Chairman, in presenting the item to the Committee confirmed that the Committee's priority would hereafter focus on the budget base for the next financial year. With this in mind, the Chairman and Vice Chairman had held a useful meeting with the Cabinet member for Finance, Chief Finance Officer, Corporate Director for Resources and other officers to discuss progress in relation to the setting of budgets for 2012/13.

Information provided with the agenda for consideration included:

- i) The latest bi-monthly budget monitoring report as considered by Cabinet on 18 October;
- ii) A extract of the minute arising from the Health and Adult Social Care Select Committee meeting held on 6 October 2011 in relation to the Budget Update item; and
- iii) The Capital Programme Monitoring Report to be considered by the Cabinet Capital Assets Committee on 15 November 2011.

With the assumption that members had considered the information provided the Chairman opened up discussion to the floor where the following points were made:

- i) **Bi-monthly monitoring report.**

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

The 2010/11 outturn report proposed setting aside £0.5m for various projects relating to transformation. This was subsequently transferred to the general fund. Transformational work however had continued, which included Systems Thinking, SAP, Project Management and Cloud Computing services. The report proposed that this work therefore be funded from general fund reserves.

## **Chief Executives Office**

The £0.5m overspend identified within Legal & Democratic services related to costs associated with the increased demand faced across the Council, including children's social care and development control. The removal of the internal legal fees recharge has also resulted in costs, previously shared across all departments, now falling within one service line.

A review of all vacancies and agency staff within the debt recovery area was being undertaken which was anticipated to result in a balanced budget by financial year end.

Members also asked some specific questions in relation to DNP and DCS which were answered at the meeting.

### ii) HASC Minute Extract

Since the publication of the minute extract a further meeting of the Committee had been held where members were provided with a clearer understanding of the pressures faced by DCS. A panel exercise was also undertaken later that same day which also highlighted the issues faced by the Department.

### iii) Capital Programme Monitoring Report

The Committee noted a slippage to the capital programme with approximately £49m to be reprogrammed into 2012/13.

Completion of the first half of the County Hall refurbishment scheme was expected to be completed in the summer of 2012. This would include the Customer Access Centre and Library. County Hall was expected to be fully re-opened by late autumn 2013.

The Chairman thanked both officers and Cabinet members for their attendance.

## **Resolved:**

## **To note the information provided.**

### 206. Business Plan Scorecard

A report providing a summary of progress against the Council's Business Plan was circulated with the Agenda together with a status breakdown for each of the Council's 13 main programmes.

The Corporate Director for Transformation and Resources, Service Director for Policy, Performance and Partnership and Cabinet members for Resources and Finance, Performance and Risk were in attendance to answer questions arising.

Upon discussion clarification was provided that the anticipated reduction in leisure service visits by the public had been considered in response to the current economic situation although this would continue to be reviewed.

The Council projected 1,800 new affordable homes by March 2015, which equated to an average of 450 per annum. It was recognised that much of this number would be met by external sources, such as housing associations. A conference was scheduled later this year to encourage further external participation.

In relation to the Information Services Programme clarification was provided that a briefing paper would be circulated to members by the end of December ahead of its planned release in January. Training on the system would be available to access on-line.

Although the scorecard for customer telephone call connection rates indicated that the Council was not on target for 2011/12 improvements had been made in the past two weeks and therefore this was likely to be achieved.

In raising concern over the red categorisation of AOWA (Adults of Working Age) and Phase 1a Minor Procurements as detailed within the Procurement Programme fishbone the Cabinet Member clarified that this was in part due to the service taking a people centred approach which had changed the specification of the procurement programme. Consultations would also delay the programme further and had therefore contributed to the red category given.

The Committee was reminded that the authority was seeking to secure approximately 10% procurement savings across the organisation this financial year. Approximately 5% had been achieved to date with other avenues being explored to secure additional savings. The Procurement and Commissioning Task Group were monitoring this area and the Procurement Board, lead by the Chief Finance Officer, were satisfied with the progress being made. The Task Group would be requested to include details of the Procurement Programme fishbone as part of its considerations at its next meeting.

The Workforce Report was also considered where it was noted that an increase in sickness rates had taken place. The seasonal increase was consistent with the previous year figures and was low in terms of industry standards.

The cost of replacing leavers of the organisation equated to £2m per annum. The recruitment process was being addressed which was expected to reduce this cost in the future. To further assist the Committee the Chairman requested that further details on the costs associated with consultancy and agency staff also be provided following the meeting.



The Committee welcomed the information provided and recognised that once further training had been undertaken on the Sharepoint system members would be able to drill down further within each Programme.

**Resolved:**

- 1) To thank Cabinet members and officers for the information provided;**
- 2) That the Committee would await Sharepoint training before deciding on whether further steps were required; and**
- 3) That the Procurement and Commissioning Task Group would be asked to include details of the Procurement Programme fishbone as part of its considerations at the next meeting.**

207. **Behavioural Framework**

A report providing an overview of the context and objectives of Wiltshire Council's Behaviours Framework ahead of its induction in 2013 was presented.

The Portfolio Holders for Organisational Culture and Customer Care, Service Director for HR and Operations were in attendance to present the report and answer questions arising.

Upon discussion clarification was provided that the framework had been established for officers initially but would be adapted to fit the needs of councillors in addition.

The Framework consisted of four key values as follows:

- To place customers first
- To strengthen communities
- To adopt a 'can-do' approach in everything we do
- To value our colleagues

There were six themes for help deliver the values as follows:

- Excellence
- Responsibility
- Working Together
- Leadership
- Simplicity
- Trust and Respect

The framework would be embedded throughout the organisation including within all aspects of recruitment, training and the appraisal system. The Member Support in the Locality Task Group would also scrutinise the Framework once adapted for Councillors.

**Resolved:**

**To thank officers and Cabinet members for the information provided.**

208. **S106 Task Group**

A final report from the S106 Task Group, established in March 2010, was presented following its last meeting held on 31 October 2011.

The Chairman of the Group, in attendance to present the report and ensuing recommendations, confirmed that the Group had been established to review the way in which S106 agreements were managed within the authority.

Congratulations were given to officers for the hard work undertaken to ensure details of S106 agreements were incorporated within the new database since the start of the review. Area Boards now also had the ability to monitor the delivery of S106's within their community areas.

Ensuing discussion included that two members of the Committee had served on a recent peer review of the Development Control service. It was understood that there had been a report arising from the review with several recommendations for improvement. With this in mind members proposed that the Environment Select Committee should be requested to create a Task Group to monitor the delivery of the arising Action Plan to emerge from the recommendations made, the membership of which it was proposed should include those members who had served on the S106 Task Group.

The future implementation of the Community Infrastructure Levy (CIL) was also raised. However, it was noted that the Environment Select Committee Forward Work Programme already had CIL within its future scrutiny work.

The Chairman thanked the Task Group for the work undertaken.

**Resolved:**

- 1) **To thank the Task Group for its work and endorse the concluding findings to emerge from the review;**
- 2) **To congratulate the officers for the work done to date on the S106 database;**
- 3) **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;**

- 4) To recommend to the Cabinet member and Service Director for Development to return to the Committee in May 2012 to provide an update on implementation of the recommendations; and**
- 5) To recommend that the Environment Select Committee considers creating a task group to monitor the delivery of the Action Plan to emerge from the recent peer review of the Development Control service.**

**209. Library Services Review**

The Committee, at its meeting held on 26 May 2011, received details of the communications/consultation plan undertaken in relation to the Library Services Review and resolved to receive a further update report six months later to ascertain whether the service aims were being successfully implemented.

The Cabinet member, Adult Care, Communities and Housing, Service Director Communities, Libraries, Heritage & Arts and Head of Libraries were in attendance to present the report and answer questions arising.

Upon discussion it was noted that the nine smallest libraries across the County now had a full complement of volunteers in place for the implementation date of 5 September. As over 600 volunteers had expressed an interest, the authority was now able to further extend opening hours in five other smaller libraries which had resulted in the authority reaching 28% budget savings whilst reducing opening hours by just over 6%.

In recognising the positive contribution of volunteers, the Committee however recognised that larger libraries were still required to employ full-time members of staff in order to retain existing opening hours.

The Committee praised the work undertaken by the officers to achieve the savings needed with minimum impact on services and whilst a new scanning system was implemented. In addition the department was also looking to implement an electronic book service further information of which would be publicised in due course.

Reassurance was provided that although the department was still required to make further savings in 2012/13, these had been programmed in to the budget and were being managed.

**Resolved:**

- 1) To note the work undertaken in response to the ambitions outlined in the Library Service Review approved by Cabinet in January 2011;**
- 2) To note the quick and excellent work response from our rural communities to support our library services;**
- 3) To continue to support work to deliver the vision for the service outlined in the Library Services Review; and**
- 4) To congratulate the officers for the speed of the review whilst retaining the service.**

**210. Task Group Update**

The Chairman introduced the update report on Task Group activity which was provided with the Agenda. The following information was highlighted:

ICT Task Group.

The next meeting to be held on 15 December would include consideration of Sharepoint as well as further information on the ICT team restructure.

Three areas of concern were identified by the Task Group at its last meeting for further fact finding meetings to take place on how these services used SAP. These were:

- Procurement
- HR
- Financial Management

The outcome of these meetings would be presented to the Committee at its next meeting.

Campus and Operational Delivery Programme (CAOD) Task Group

The business case for the three pilot campuses was now to be presented to Cabinet in December. The Task Group would meet on 28 November to consider the cases prior to their submission.

Procurement & Commissioning Task Group

The Committee were reminded that the focus of the Group was to monitor the delivery of the 4 year Business Plan £36m million savings, £7.4m of which had been targeted for this financial year. Reassurance was given at the previous

meeting that the savings would be realised and that work continued to identify opportunities to contribute to the £36m required.

### Partnerships

The Committee noted that the 'Family of Partnerships' was undergoing a period of transition whilst the authority determined its priorities.

Recognising that partnership working had not been identified as a Business Plan priority and the current review of Scrutiny arrangements, the Task Group provided recommendations for the disbandment of the Group with any future partnership issues incorporated within the Committee's work programme.

The Committee agreed to this approach.

### **Resolved:**

- 1) 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) That the future relationship with Partnerships would be incorporated into the current review of Overview and Scrutiny arrangements; and**
- 3) That the Committee would absorb into its work plan any key Partnership issues that emerge in advance of the completion of the Overview and Scrutiny review.**

### Member Support in the Locality Task Group

The Committee noted that the Group would consider the proposed new format and table of content for the new Councillor's Handbook at its next meeting.

## 211. **Area Board Performance Indicators**

The Committee at its meeting held on 24 March 2011 considered an update on the implementation of recommendations arising from a review of Area Boards and requested that further detail on the Council's benchmarking of Area Boards, including performance measures, be presented at a future meeting.

Further information was duly circulated with the agenda papers which included:

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

Within this item Cllr Peter Doyle, as a member of the Committee, had requested prior to the meeting that consideration also be given to whether the Committee should undertake scrutiny of the Area Board Community Issues System (CIS) as it was understood that the system operation varied across the County.

The Cabinet Member for Communities informed the Committee that the system had been developed internally by the Head of Area Boards as a tool to monitor issues raised within individual communities. Issues were not removed from the system without the agreement of the members of the individual Area Boards.

It was noted that the recent Area Boards performance survey had shown that the CIS had been well supported. The Service Director for Communities, Libraries, Heritage and Arts however welcomed suggestions for improvement.

In addressing the Committee Cllr Doyle confirmed that since his request it was understood that some of the concerns raised with him had now been addressed and with the reassurance provided within the meeting agreed that no further scrutiny would be required at the present time.

In relation to the performance of Area Boards, clarity was given that the performance framework had been developed with the Chairman of each of the Area Boards and that the survey conducted on performance would be undertaken on an annual basis to allow individual area boards to develop action plans where required to further improve performance.

Further work was also being undertaken to improve public involvement at Area Boards including better on-line accessibility.

**Resolved:**

**To note the information provided.**

212. **Scrutiny Representation on Project Boards**

**Revenue and Benefits Project Board**

The Committee considered the update provided with the agenda which included a copy of the Councillor's Briefing Note circulated on 19 October in relation to the Implementation of the New Software for Housing and Council Tax Benefit Claims.

The Scrutiny representative was also in attendance and confirmed that the Project Board had met on 17 November where it had been reported that the new system would 'go live' as planned for 28 November. The new revenue and benefits system was also expected to achieve further savings for the council.

**Resolved:**

**To thank the scrutiny representative for the update provided.**

Staffing Management Executive Board

The scrutiny representative was not in attendance to provide an update.

213. **Forward Work Programme**

**Resolved:**

**To note the Forward Work Programme provided.**

214. **Date of next Meeting**

19 January 2012.

215. **Urgent Items**

There were no urgent items for consideration.

(Duration of meeting: 10.30 am - 1.20 pm)

The Officer who has produced these minutes is Sharon Smith, of Democratic 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  
13 December 2011**

**Organisation & Resources Select Committee  
18 January 2012**

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## **Budget Monitoring Period 7 October 2011**

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

**Key Decision: No**

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### **Relevant extract of the budget monitoring report as presented to Cabinet on 13 December 2011**

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

1. As at the end of period 7 (31 October 2011) the Department is now forecasting a small overspend of £0.150 million with actions being taken to return the position to a balanced budget by year end.
2. The pressure reported within the Transformation Programme on property related costs, in particular reactive repairs and maintenance and the previously reported structural budget deficits connected with property, have meant a forecast overspend of £0.350 million being reported. Every effort was being made to contain these costs within the service line, however pressures arising from structural problems on business rates, in year costs from increasing utility prices and shortfall on lettings income has required this prudent year end forecast.
3. The overspend within transformation is being offset by an underspend within Strategic Property Services estimated at £0.300 million which is down to the effective management of the services staffing establishment.
4. Business Services are forecasting an overspend of £0.100 million. This is as a result of a shortfall on income from trading with schools, due to the impact of Academies not purchasing services and assumptions on inflation for the insurance contract were inadequate; both are being offset by holding vacancies across the service.

## Chief Executives Office

5. There have been no changes in the previously reported £0.600 million overspend within Legal & Democratic Services, although discussions with DCE have identified scope for viring budget to cover this as a large element relates to increase costs arising from protecting vulnerable children.
6. The forecast overspend within Finance, Procurement & Internal Audit has been reduced from £0.100 million to £0.020 million. Capitalisation of staff within the Revenues & Benefits Service working on the implementation of the new system has been maximised to bring down the overspend; it is envisaged that the service will close the small gap to balance with further effective budget management.
7. The underspend anticipated on Communications & Branding has been increased by £0.030 million to £0.060 million as a result of vacant posts within the service; this forecast takes into account the anticipated shortfall on the income target of £0.350 million.

## Corporate

8. As reported to the Cabinet Capital Assets Committee on 15 November 2011, the Council has indentified a slippage on the capital programme in 2011/2012. It is estimated that this will lead to an underspend of £1.500 million as a result of re-programming of capital expenditure and the revenue financing cost associated with those. This is an increase on the £0.750 million reported at the last period.

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**Contact Name:**

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Report author: Matthew Tiller, Chief Accountant

## Appendix A: Individual Departmental Risk Analysis

Department and Service	Original Budget	Restructure Virements	In Year		Revised Budget	In year		
			Original Budget (restructured)	Virements to Period 5		Period 5	Virements Periods 6 & 7	Revised Budget Period 7
	£m	£m	£m	£m				
<b>Children and Education</b>								
Early Years	9.784	(0.390)	9.394	0.087	9.481	0.000	9.481	
School Buildings & Places	0.251	(0.251)			0.000	0.000	0.000	
School Improvement	4.544	(0.314)	4.230	2.089	6.319	(0.019)	6.300	
Traded Services	(0.377)	0.377			0.000	0.000	0.000	
Special Educational Needs	5.938	(5.938)			0.000	0.000	0.000	
Business & Commercial Services	0.000	(0.303)	(0.303)	1.044	0.741	(0.025)	0.716	
Targeted Services & Learner Support	0.000	8.004	8.004	1.405	9.409	(0.088)	9.321	
Commissioning and Performance	2.135	1.015	3.150	(0.256)	2.894	0.161	3.055	
Funding Schools	0.000	0.000	0.000	1.968	1.968	0.000	1.968	
Safeguarding	0.796	0.000	0.796	0.044	0.840	(0.001)	0.839	
Connexions Service	1.887	(1.887)			0.000	0.000	0.000	
Youth Development Service	2.081	(2.081)			0.000	0.000	0.000	
Youth Offending Service	1.616	(1.616)			0.000	0.000	0.000	
Young People's Support Service	0.173	(0.173)			0.000	0.000	0.000	
Other Targeted Services	1.834	(1.834)			0.000	0.000	0.000	
Children's Social Care	28.586	(0.224)	28.362	(0.370)	27.992	(0.156)	27.836	
Integrated Youth	0.000	5.615	5.615	0.036	5.651	(0.067)	5.584	
Policy, Performance & Partnership	0.000	0.484	0.484	(0.001)	0.483	0.084	0.567	
Digital Inclusion					0.000	0.252	0.252	
<b>Total</b>	<b>59.248</b>		<b>0.484</b>	<b>59.732</b>	<b>6.046</b>	<b>65.778</b>	<b>0.141</b>	<b>65.919</b>
<b>Community Services</b>								
Older People	40.070	(0.098)	39.972	4.091	44.063	(0.009)	44.054	
Physical Impairment	7.976	0.000	7.976	(0.174)	7.802	0.000	7.802	
Learning Disability	39.589	0.000	39.589	(2.681)	36.908	(0.177)	36.731	
Mental Health	21.770	0.278	22.048	(1.110)	20.938	0.021	20.959	
Resources, Strategy & Commissioning	3.073	0.309	3.382	(0.301)	3.081	1.967	5.048	
Supporting People	7.190	0.000	7.190	(0.063)	7.127	0.000	7.127	
Libraries Heritage & Arts	4.832	0.000	4.832	(0.060)	4.772	(0.036)	4.736	
Community Leadership & Governance	2.932	0.000	2.932	0.207	3.139	(0.062)	3.077	
Housing Services	0.000	2.928	2.928	(0.147)	2.781	(0.005)	2.776	
Extra Non ring fenced grant	0.000	0.000	0.000	2.000	2.000	(2.000)	0.000	
<b>Total</b>	<b>127.432</b>		<b>3.417</b>	<b>130.849</b>	<b>1.762</b>	<b>132.611</b>	<b>(0.301)</b>	<b>132.310</b>
<b>Neighbourhood and Planning</b>								
Highways and Street Scenes	14.775	0.185	14.960	2.930	17.890	(0.047)	17.843	
Highways Strategic Services	8.196	(0.342)	7.854	0.111	7.965	(0.019)	7.946	
Public Transport	12.590	0.059	12.649	(0.107)	12.542	(0.009)	12.533	
Education Transport	8.560	0.098	8.658	(0.133)	8.525	(0.001)	8.524	
<b>Revised Budget Period 7</b>	<b>(7.330)</b>		<b>0.000</b>	<b>(7.330)</b>	<b>0.258</b>	<b>(7.072)</b>	<b>(0.028)</b>	<b>(7.100)</b>
Waste	29.060	0.000	29.060	(2.457)	26.603	(0.011)	26.592	
Leisure	3.389	0.000	3.389	(0.585)	2.804	(0.049)	2.755	
Economy & Enterprise	4.129	0.001	4.130	(0.009)	4.121	0.433	4.554	
Development Services	2.038	0.000	2.038	(0.253)	1.785	(0.013)	1.772	
Strategic Housing	2.949	(2.949)	0.000	0.000	0.000	0.000	0.000	
Management & Business	1.143	(0.000)	1.142	(0.430)	0.712	(0.004)	0.708	
<b>Total</b>	<b>79.498</b>		<b>(2.948)</b>	<b>76.550</b>	<b>(0.675)</b>	<b>75.875</b>	<b>0.252</b>	<b>76.127</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	0.000	0.203	
HR	3.247	0.000	3.247	(0.011)	3.236	(0.002)	3.234	
ICT	17.746	(0.051)	17.695	(0.236)	17.459	(1.148)	16.311	
Shared Services and Customer Care/ Business Services	4.836	0.858	5.694	(0.011)	5.683	(0.012)	5.671	
Strategic Property Services	12.880	(10.310)	2.570	(0.031)	2.539	0.042	2.581	
Business Transformation	0.193	(0.193)	0.000	0.000	0.000	0.000	0.000	
Transformation Programme	0.000	10.792	10.792	0.842	11.634	2.341	13.975	
Performance & Risk	0.343	(0.343)				0.000	0.000	
Chief Executive	0.507	(0.507)				0.000	0.000	
Policy & Communications	2.215	(2.215)				0.000	0.000	
Finance Teams	15.109	(15.109)				0.000	0.000	
Procurement	2.358	(2.358)				0.000	0.000	
Legal & Democratic	4.228	(4.228)				0.000	0.000	
Revenues & Benefits	0.107	(0.107)				0.000	0.000	
<b>Total</b>	<b>63.972</b>		<b>(23.771)</b>	<b>40.201</b>	<b>0.553</b>	<b>40.754</b>	<b>1.221</b>	<b>41.975</b>
<b>Chief Executive</b>								
Chief Executive		0.507	0.507	(0.023)	0.484	0.000	0.484	
Finance & Procurement		9.872	9.872	(0.247)	9.625	(0.106)	9.519	
Legal & Democratic		4.229	4.229	1.855	6.084	0.161	6.245	
Public Health and Wellbeing		4.519	4.519	(0.084)	4.435	(0.013)	4.422	
Revenue & Benefits Subsidy		0.107	0.107	0.000	0.107	0.000	0.107	
Comms & Branding		1.786	1.786	0.172	1.958	(0.010)	1.948	
<b>Total</b>		<b>21.020</b>	<b>21.020</b>	<b>1.673</b>	<b>22.693</b>	<b>0.032</b>	<b>22.725</b>	
<b>Corporate</b>								
Movement To/ From Reserves	(1.867)	0.000	(1.867)	(7.292)	(9.159)	(0.500)	(9.659)	
Capital Financing	22.321	0.000	22.321	0.000	22.321	0.216	22.537	
Restructure and Contingency	7.023	0.000	7.023	(0.600)	6.423	(1.061)	5.362	
Specific and General Grants	(32.299)	0.000	(32.299)	(2.067)	(34.366)	0.000	(34.366)	
Corporate Levys	0.000	6.317	6.317	0.600	6.917	0.000	6.917	
<b>Total</b>	<b>(4.822)</b>		<b>6.317</b>	<b>1.495</b>	<b>(9.359)</b>	<b>(7.864)</b>	<b>(1.345)</b>	<b>(9.209)</b>
<b>2011-2012 Budget Requirement</b>	<b>329.847</b>		<b>0.000</b>	<b>329.847</b>	<b>0.000</b>	<b>329.847</b>	<b>(0.000)</b>	<b>329.847</b>
HRA Budget	(0.411)	0.000	(0.411)	0.000	(0.411)	0.000	(0.411)	
<b>Total</b>	<b>329.436</b>		<b>0.000</b>	<b>329.436</b>	<b>0.000</b>	<b>329.436</b>	<b>(0.000)</b>	<b>329.436</b>

**Appendix B: Individual Departmental Risk Analysis**

	£m
<b>Department of Children and Education</b>	
<b>Revised Budget Period 5</b>	<b>65.778</b>
<i>In Year Virements period 6 &amp; 7</i>	
Health & Safety Maintenance Contracts moved (to DCE)	0.069
Transfer to Performance team	0.085
Digital Inclusion release from Corporate	0.252
Telephone Centralisation (to DTR)	(0.265)
<b>Revised Budget Period 7</b>	<b>65.919</b>
<b>Department of Community Services</b>	
<b>Revised Budget Period 5</b>	<b>132.611</b>
<i>In Year Virements period 6 &amp; 7</i>	
Transfer to Performance team (to DCE)	(0.049)
Telephone Centralisation (to DTR)	(0.252)
<b>Revised Budget Period 7</b>	<b>132.310</b>
<b>Department of Neighbourhood and Planning</b>	
<b>Revised Budget Period 5</b>	<b>75.875</b>
<i>In Year Virements period 6 &amp; 7</i>	
Allocation of financial plan investment for Economy to Service	0.443
Telephone Centralisation (to DTR)	(0.191)
<b>Revised Budget Period 7</b>	<b>76.127</b>
<b>Department of Transformation and Resources</b>	
<b>Revised Budget Period 5</b>	<b>40.754</b>
<i>In Year Virements period 6 &amp; 7</i>	
Health & Safety Maintenance Contracts moved (to DCE)	(0.069)
Finance restructure - posts to Business Services (from CEX)	0.068
ICT restructure - team to Legal (from DTR)	(0.168)
Transfer of posts to Performance (to DCE)	(0.013)
Telephone Centralisation	0.753
Transformation money released (from Corporate)	0.600
Energy efficiency money release (from Corporate)	0.050
<b>Revised Budget Period 7</b>	<b>41.975</b>
<b>Chief Executive's Department</b>	
<b>Revised Budget Period 5</b>	<b>22.693</b>
<i>In Year Virements period 6 &amp; 7</i>	
Transfer post to Performance team (to DCE)	(0.023)
Finance restructure - posts to Business Services (to DTR)	(0.068)
ICT restructure - team to Legal (from DTR)	0.168
Telephone Centralisation (to DTR)	(0.045)
<b>Revised Budget Period 7</b>	<b>22.725</b>
<b>Corporate</b>	
<b>Revised Budget Period 5</b>	<b>(7.864)</b>
<i>In Year Virements period 6 &amp; 7</i>	
Allocation of financial plan investment for Economy to DNP	(0.443)
Digital Inclusion release (to DCE)	(0.252)
Transformation money released from Investments (to DTR)	(0.100)
Transformation money released from reserves (to DTR)	(0.500)
Energy efficiency money release (to DTR)	(0.050)
<b>Revised Budget Period 7</b>	<b>(9.209)</b>
<b>SUMMARY TOTALS</b>	
<b>Revised Budget Period 5</b>	<b>329.847</b>
<b>Revised Budget Period 7</b>	<b>329.847</b>
HRA Budget (Unchanged)	<b>(0.411)</b>

## Appendix C: Individual Departmental Risk Analysis

31-Oct-11

		Original Budget	Revised Budget Period 7	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>SUMMARY</b>								
Children and Education	Gross	388.194	353.305	186.307	170.712	353.151	(0.154)	(0.0%)
	Income	(328.462)	(287.386)	(7.505)	(22.470)	(287.386)	-	-
	Net	<b>59.732</b>	<b>65.919</b>	<b>178.802</b>	<b>148.242</b>	<b>65.765</b>	<b>(0.154)</b>	<b>(0.2%)</b>
Community Services	Gross	150.743	151.958	92.453	90.875	154.444	2.486	1.6%
	Income	(19.894)	(19.648)	(11.965)	(11.929)	(21.096)	(1.448)	7.4%
	Net	<b>130.849</b>	<b>132.310</b>	<b>80.488</b>	<b>78.946</b>	<b>133.348</b>	<b>1.038</b>	<b>0.8%</b>
Neighbourhood and Planning	Gross	107.855	110.923	59.652	59.443	110.218	(0.705)	(0.6%)
	Income	(31.305)	(34.796)	(20.329)	(22.634)	(32.646)	2.150	(6.2%)
	Net	<b>76.550</b>	<b>76.127</b>	<b>39.323</b>	<b>36.809</b>	<b>77.572</b>	<b>1.445</b>	<b>1.9%</b>
Transformation & Resources	Gross	49.366	51.011	29.764	31.096	51.061	0.050	0.1%
	Income	(9.165)	(9.036)	(5.271)	(4.601)	(8.936)	0.100	(1.1%)
	Net	<b>40.201</b>	<b>41.975</b>	<b>24.493</b>	<b>26.495</b>	<b>42.125</b>	<b>0.150</b>	<b>0.4%</b>
Chief Executive	Gross	165.956	168.115	98.067	(67.296)	168.325	0.210	0.1%
	Income	(144.936)	(145.390)	(84.811)	70.921	(145.040)	0.350	(0.2%)
	Net	<b>21.020</b>	<b>22.725</b>	<b>13.256</b>	<b>3.625</b>	<b>23.285</b>	<b>0.560</b>	<b>2.5%</b>
Corporate								
Corporate Levys		6.317	6.917	3.685	1.027	6.917	-	-
Restructure & Contingency		7.023	5.362	2.333	1.449	5.362	-	-
Non Ringfenced Government Grants		(32.299)	(34.366)	(20.908)	(24.796)	(34.366)	-	-
Debt & Capital Investment Revenue Financing		22.321	22.537	4.771	4.536	21.037	(1.500)	(6.7%)
Movement on General Fund Reserve		(1.867)	(2.367)	(1.381)	-	(2.367)	-	-
Movement on Earmarked Reserves		-	(7.292)	(6.953)	(7.292)	(7.292)	-	-
	Net	<b>1.495</b>	<b>(9.209)</b>	<b>(18.453)</b>	<b>(25.076)</b>	<b>(10.709)</b>	<b>(1.500)</b>	<b>16.3%</b>
WILTSHIRE COUNCIL GENERAL FUND TOTAL	Gross	<b>863.609</b>	<b>826.103</b>	<b>447.790</b>	<b>259.754</b>	<b>826.490</b>	0.387	0.0%
	Income	<b>(533.762)</b>	<b>(496.256)</b>	<b>(129.881)</b>	<b>9.287</b>	<b>(495.104)</b>	1.152	(0.2%)
	Net	<b>329.847</b>	<b>329.847</b>	<b>317.909</b>	<b>269.041</b>	<b>331.386</b>	<b>1.539</b>	<b>0.5%</b>
Housing Revenue Account	Gross	22.322	22.322	13.021	11.630	22.322	-	-
	Income	(22.733)	(22.733)	(13.261)	(13.363)	(22.733)	-	-
	Net	<b>(0.411)</b>	<b>(0.411)</b>	<b>(0.240)</b>	<b>(1.733)</b>	<b>(0.411)</b>	-	-
<b>TOTAL INCLUDING HRA</b>		<b>329.436</b>	<b>329.436</b>	<b>317.669</b>	<b>267.308</b>	<b>330.975</b>	<b>1.539</b>	<b>0.5%</b>

## Appendix C: Individual Departmental Risk Analysis

31-Oct-11

		<i>Original Budget</i>	<i>Revised Budget Period 7</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	0.118	0.133	0.203	-	-
	Income	-	-	-	-	-	-	-
	<b>Net</b>	<b>0.203</b>	<b>0.203</b>	<b>0.118</b>	<b>0.133</b>	<b>0.203</b>	-	-
Human Resources & Organisational D	Gross Costs	3.777	3.824	2.231	2.030	3.824	-	-
	Income	(0.530)	(0.590)	(0.344)	(0.486)	(0.590)	-	-
	<b>Net</b>	<b>3.247</b>	<b>3.234</b>	<b>1.887</b>	<b>1.544</b>	<b>3.234</b>	-	-
ICT - Business Services	Gross Costs	17.985	16.598	9.686	10.068	16.598	-	-
	Income	(0.290)	(0.287)	(0.168)	(0.269)	(0.287)	-	-
	<b>Net</b>	<b>17.695</b>	<b>16.311</b>	<b>9.518</b>	<b>9.799</b>	<b>16.311</b>	-	-
Transformation Programme	Gross Costs	14.430	17.428	10.166	11.689	17.678	0.250	1.4%
	Income	(3.638)	(3.452)	(2.014)	(1.862)	(3.352)	0.100	(2.9%)
	<b>Net</b>	<b>10.792</b>	<b>13.976</b>	<b>8.152</b>	<b>9.827</b>	<b>13.976</b>	<b>0.350</b>	<b>2.5%</b>
Business Services	Gross Costs	9.056	9.033	5.269	5.687	9.133	0.100	1.1%
	Income	(3.362)	(3.362)	(1.961)	(2.440)	(3.362)	-	-
	<b>Net</b>	<b>5.694</b>	<b>5.671</b>	<b>3.308</b>	<b>3.247</b>	<b>5.671</b>	<b>0.100</b>	<b>1.8%</b>
Strategic Property Services	Gross Costs	3.915	3.925	2.294	1.489	3.625	(0.300)	(7.6%)
	Income	(1.345)	(1.345)	(0.784)	0.456	(1.345)	-	-
	<b>Net</b>	<b>2.570</b>	<b>2.580</b>	<b>1.510</b>	<b>1.945</b>	<b>2.580</b>	<b>(0.300)</b>	<b>(11.6%)</b>
<b>Sub Total</b>	<b>Gross Costs</b>	<b>49.366</b>	<b>51.011</b>	<b>29.764</b>	<b>31.096</b>	<b>51.061</b>	<b>0.050</b>	<b>0.1%</b>
	<b>Income</b>	<b>(9.165)</b>	<b>(9.036)</b>	<b>(5.271)</b>	<b>(4.601)</b>	<b>(8.936)</b>	<b>0.100</b>	<b>(1.1%)</b>
	<b>Net</b>	<b>40.201</b>	<b>41.975</b>	<b>24.493</b>	<b>26.495</b>	<b>42.125</b>	<b>0.150</b>	<b>0.4%</b>

## Appendix C: Individual Departmental Risk Analysis

31-Oct-11

		<i>Original Budget</i>	<i>Revised Budget Period 7</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	0.511	0.298	0.385	0.511	-	-
	Income	(0.027)	(0.027)	(0.016)	(0.008)	(0.027)	-	-
	Net	<b>0.507</b>	<b>0.484</b>	<b>0.282</b>	<b>0.377</b>	<b>0.484</b>	-	-
Communications & Branding	Gross Costs	2.156	2.318	1.352	1.148	1.908	(0.410)	(17.7%)
	Income	(0.370)	(0.370)	(0.216)	(0.012)	(0.020)	0.350	(94.6%)
	Net	<b>1.786</b>	<b>1.948</b>	<b>1.136</b>	<b>1.136</b>	<b>1.888</b>	<b>(0.060)</b>	<b>(3.1%)</b>
Finance, Procurement & Internal Audit	Gross Costs	19.186	18.751	10.938	11.174	18.771	0.020	0.1%
	Income	(9.313)	(9.232)	(5.385)	(3.416)	(9.232)	-	-
	Net	<b>9.873</b>	<b>9.519</b>	<b>5.553</b>	<b>7.758</b>	<b>9.539</b>	<b>0.020</b>	<b>0.2%</b>
Revenues & Benefits - Subsidy	Gross Costs	133.339	133.339	77.781	(88.811)	133.339	-	-
	Income	(133.232)	(133.232)	(77.719)	76.647	(133.232)	-	-
	Net	<b>0.107</b>	<b>0.107</b>	<b>0.062</b>	<b>(12.164)</b>	<b>0.107</b>	-	-
Legal & Democratic Services	Gross Costs	5.032	7.049	4.112	5.132	7.649	0.600	8.5%
	Income	(0.804)	(0.804)	(0.469)	(0.800)	(0.804)	-	-
	Net	<b>4.228</b>	<b>6.245</b>	<b>3.643</b>	<b>4.332</b>	<b>6.845</b>	<b>0.600</b>	<b>9.6%</b>
Public Health & Public Protection	Gross Costs	5.709	6.147	3.586	3.676	6.147	-	-
	Income	(1.190)	(1.725)	(1.006)	(1.490)	(1.725)	-	-
	Net	<b>4.519</b>	<b>4.422</b>	<b>2.580</b>	<b>2.186</b>	<b>4.422</b>	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>165.956</b>	<b>168.115</b>	<b>98.067</b>	<b>(67.296)</b>	<b>168.325</b>	<b>0.210</b>	<b>(0.091)</b>
	<b>Income</b>	<b>(144.936)</b>	<b>(145.390)</b>	<b>(84.811)</b>	<b>70.921</b>	<b>(145.040)</b>	<b>0.350</b>	<b>(0.2%)</b>
	<b>Net</b>	<b>21.020</b>	<b>22.725</b>	<b>13.256</b>	<b>3.625</b>	<b>23.285</b>	<b>0.560</b>	<b>2.5%</b>

## Appendix D: Individual Departmental Risk Analysis

### TRANSFORMATION & RESOURCES SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
<b>SERVICE REVIEW</b>										
<b>BUSINESS SERVICES - Jacqui White</b>										
1	Registration staffing reduction	24,000				24,000	24,000			
2	Registration income			32,000		32,000		32,000		
3	BS Finance staff reduction	141,000				141,000	141,000			
4	BS Payroll staff reduction	84,000				84,000	84,000			
5	Occupational Health				67,000	67,000	67,000			
6	BS Customer Services staff reduction	200,000				200,000	200,000			
<b>Business Services Total</b>		<b>449,000</b>	<b>0</b>	<b>32,000</b>	<b>67,000</b>	<b>548,000</b>	<b>516,000</b>	<b>32,000</b>	<b>0</b>	<b>0</b>
<b>HR &amp; OD - Barry Pirie</b>										
1	HR Transformation	151,000				151,000	151,000			
2	HR Harmonisation Team one off spend	(300,000)				(300,000)	(300,000)			
<b>HR &amp; OD Total</b>		<b>(149,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(149,000)</b>	<b>(149,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUSINESS TRANSFORMATION - Jacqui White</b>										
1	Reduction in FTE	25,000				25,000	25,000			
<b>Business Transformation Total</b>		<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ICT &amp; IM - Mark Stone</b>										
1	DaD savings				211,000	211,000		211,000		
2	Inhouse of Steria contract	685,000				685,000	685,000			
3	IM, Business & Programme				205,000	205,000	205,000			
4	Removal of post within SAP support	35,000				35,000		35,000		
5	ICT & IM restructure	360,000				360,000	360,000			
<b>ICT &amp; IM Total</b>		<b>1,080,000</b>	<b>0</b>	<b>0</b>	<b>416,000</b>	<b>1,496,000</b>	<b>1,250,000</b>	<b>246,000</b>	<b>0</b>	<b>0</b>
<b>STRATEGIC PROPERTY - Neil Ward</b>										
1	Removal of posts within Property	238,000				238,000	238,000			
2	Workplace savings re: FM Monkton Park				175,000	175,000	120,000	55,000		
<b>Strategic Property Total</b>		<b>238,000</b>	<b>0</b>	<b>0</b>	<b>175,000</b>	<b>413,000</b>	<b>358,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL DTR SERVICE REVIEW SAVINGS</b>		<b>1,643,000</b>	<b>0</b>	<b>32,000</b>	<b>658,000</b>	<b>2,333,000</b>	<b>2,000,000</b>	<b>333,000</b>	<b>0</b>	<b>0</b>
<b>MANAGEMENT REVIEW</b>										
MR	Business Services	293,000				293,000	293,000			
MR	HR & OD	148,000				148,000	148,000			



MR Business Transformation	69,000				69,000	69,000			
MR ICT & IM	52,000				52,000	52,000			
MR Strategic Property					0				
<b>TOTAL DTR MANAGEMENT REVIEW</b>	<b>562,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>562,000</b>	<b>562,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>PROCUREMENT BOARD</b>									
PR Telephony Savings		287,000			287,000		287,000		
PR Applications		681,000			681,000		681,000		
PR Maintenance Contract		310,000			310,000	110,000			200,000
<b>TOTAL DTR RELATED PROCUREMENT BOARD SAVINGS</b>	<b>0</b>	<b>1,278,000</b>	<b>0</b>	<b>0</b>	<b>1,278,000</b>	<b>110,000</b>	<b>968,000</b>	<b>0</b>	<b>200,000</b>

**TRANSFORMATION & RESOURCES SUMMARY - As per Financial Plan Totals**

Service Review	1,643,000	0	32,000	658,000	2,333,000	2,000,000	333,000	0	0
Management Review	562,000	0	0	0	562,000	562,000	0	0	0
Procurement Board	0	1,278,000	0	0	1,278,000	110,000	968,000	0	200,000
<b>TRANSFORMATION &amp; RESOURCES GRAND TOTAL</b>	<b>2,205,000</b>	<b>1,278,000</b>	<b>32,000</b>	<b>658,000</b>	<b>4,173,000</b>	<b>2,672,000</b>	<b>1,301,000</b>	<b>0</b>	<b>200,000</b>

**CHIEF EXECUTIVE OFFICE SAVINGS 2011/12 - TRACKING**

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
<b>SERVICE REVIEW</b>										
<b>CHIEF EXECUTIVE - Andrew Kerr</b>										
1	Removal of post	50,000				50,000	50,000			
2	Removal of misc budget lines				10,000	10,000	10,000			
<b>Chief Executive Total</b>		<b>50,000</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COMMUNICATIONS & BRANDING - Laurie Bell**

1	None taken					0				
<b>Communications &amp; Branding Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FINANCE - Michael Hudson**

1	Finance restructure	222,000				222,000	222,000			
2	Revenues & Benefits restructure	61,000				61,000	61,000			
3	External audit fee				30,000	30,000			30,000	
4	NNDR Discretionary relief				100,000	100,000	100,000			
5	Insurance fund credit				250,000	250,000	250,000			
6	Consultants, lease cars, bailiffs				72,000	72,000	36,000		36,000	
7	Postage costs				15,000	15,000		15,000		
<b>Finance Total</b>		<b>283,000</b>	<b>0</b>	<b>0</b>	<b>467,000</b>	<b>750,000</b>	<b>669,000</b>	<b>15,000</b>	<b>66,000</b>	<b>0</b>

<b>LEGAL &amp; DEMOCRATIC - Ian Gibbons</b>										
1	Removal of posts within Legal	75,000				75,000	75,000			
2	Additional income		25,000			25,000	25,000			
3	Removal of posts within Democratic	151,000				151,000	151,000			
4	Training, professional fees, scrutiny panel			31,300		31,300	31,300			
5	Lease Cars			7,700		7,700	7,700			
6	Removal of posts within Governance	36,000				36,000	36,000			
7	Removal of posts within Elections	20,000				20,000	20,000			
<b>Legal &amp; Democratic Total</b>		<b>282,000</b>	<b>0</b>	<b>25,000</b>	<b>39,000</b>	<b>346,000</b>	<b>346,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>PUBLIC PROTECTION - MANDY BRADLEY</b>										
1	Increase income through PWS		22,000			22,000		22,000		
2	W & M Procurement			20,000		20,000		20,000		
3	Additional W & M budget removal			10,000		10,000	10,000			
4	Sampling			17,000		17,000		17,000		
5	Professional Fees			10,000		10,000	10,000			
6	Restructure (removal vacant posts/redundancy)	334,086				334,086	334,086			
7	Various reductions in discretionary budget lines			33,411		33,411	33,411			
<b>Public Protection Total</b>		<b>334,086</b>	<b>0</b>	<b>22,000</b>	<b>90,411</b>	<b>446,497</b>	<b>387,497</b>	<b>59,000</b>	<b>0</b>	<b>0</b>

<b>COMMUNITY SAFETY - MANDY BRADLEY</b>										
1	ASB/Crime reduction activity			20,000		20,000	20,000			
2	Staff Saving	27,505				27,505	27,505			
3	Reduction form settlement			38,000		38,000	38,000			
<b>Community Safety Total</b>		<b>27,505</b>	<b>0</b>	<b>0</b>	<b>58,000</b>	<b>85,505</b>	<b>85,505</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>EMERGENCY PLANNING - MANDY BRADLEY</b>										
1	Reduction in post (Head of Emergency Planning)	39,998				39,998	39,998			
<b>Emergency Planning Total</b>		<b>39,998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,998</b>	<b>39,998</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL CHIEF EXECUTIVE OFFICE SERVICE REVIEW SA'</b>		<b>1,016,589</b>	<b>0</b>	<b>47,000</b>	<b>664,411</b>	<b>1,728,000</b>	<b>1,588,000</b>	<b>74,000</b>	<b>66,000</b>	<b>0</b>
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<b>MANAGEMENT REVIEW</b>										
MR	Chief Executive					0				
MR	Communications & Branding	337,000				337,000	337,000			
MR	Finance	658,000				658,000	658,000			
MR	Legal & Democratic	344,000				344,000	286,000			58,000
MR	Public Protection	197,000				197,000	197,000			
MR	Community Safety	43,000				43,000	43,000			
MR	Emergency Planning					0				
<b>TOTAL CHIEF EXECUTIVE OFFICE MANAGEMENT REVIE</b>		<b>1,579,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,579,000</b>	<b>1,521,000</b>	<b>0</b>	<b>0</b>	<b>58,000</b>

<b>CHIEF EXECUTIVE OFFICE SUMMARY - As per Financial Plan Totals</b>										
<b>Service Review</b>		<b>1,016,589</b>	<b>0</b>	<b>47,000</b>	<b>664,411</b>	<b>1,728,000</b>	<b>1,588,000</b>	<b>74,000</b>	<b>66,000</b>	<b>0</b>

Management Review	1,579,000	0	0	0	1,579,000	1,521,000	0	0	58,000
<b>CHIEF EXECUTIVE OFFICE GRAND TOTAL</b>	<b>2,595,589</b>	<b>0</b>	<b>47,000</b>	<b>664,411</b>	<b>3,307,000</b>	<b>3,109,000</b>	<b>74,000</b>	<b>66,000</b>	<b>58,000</b>

**CORPORATE SUMMARY - As per Financial Plan Totals**

Service Review				150,000	150,000			150,000	
Management Review	250,000				250,000	250,000			
Procurement Board		845,000			845,000		490,000	215,000	140,000
Systems Thinking Review				6,000	6,000				6,000
<b>CORPORATE GRAND TOTAL</b>	<b>250,000</b>	<b>845,000</b>	<b>0</b>	<b>156,000</b>	<b>1,251,000</b>	<b>250,000</b>	<b>490,000</b>	<b>365,000</b>	<b>146,000</b>

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**Wiltshire Council**

**Cabinet Capital Asset Committee  
18 January 2012**

**Organisation & Resources Select Committee  
18 January 2012**

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**Subject: Capital Monitoring Period 8 (November) 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 Programme as at 30 November 2011.

The report also details changes to the budget such as reprogramming of schemes which are to be noted by Cabinet. There is also a change to reflect the purchase of E Recruitment Software which requires approval by Council following recommendation to Cabinet.

**Proposal**

- a. Note the current position of the capital programme as at Period 8 in Appendix A.
- b. Note total budget increases of £0.528 million and the £0.620 million reprogramming of spend between 2011/2012 and 2012/2013.
- c. Recommend to Council, via Cabinet the approval of £0.085m of additional budget for E Recruitment Software to be funded from general capital receipts.

**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  
18 January 2012**

**Organisation & Resources Select Committee  
18 January 2012**

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**Subject: Capital Monitoring Period 8 (November) 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 November 2011 and note budget changes and reprogramming of expenditure, and to recommend to Council unfunded budget additions.

**Budget movements**

2. Between the Period 6 monitoring report presented to the CCAC at the meeting on 15 November and this Period 8 monitoring report, the budget is proposed to be adjusted as detailed in the table below.

	<b>£m</b>	<b>Notes</b>
<b>Capital budget as per CCAC Period 6 monitoring report (15 November 2011)</b>	<b>114.330</b>	
<b>Additions/amendments to the capital programme 2011/2012 since Period 6 monitoring report</b>		
E Recruitment Software additional expenditure	0.085	See below for further explanation.
Other Additional budgets	0.443	See below and Appendix A & B for further explanation.
Reprogramming adjustments between 2011/2012 and 2012/2013	0.620	See Appendix A & B
<b>Total movements in Period</b>	<b>1.148</b>	
<b>Proposed Revised Capital budget 2011/12</b>	<b>115.478</b>	

3. E Recruitment software has been procured in order to provide the authority with an easier, cheaper and faster solution to recruitment. This system is also to provide functionality to support redeployment, and online testing to support managers in making the best recruitment decisions. Initially this procurement was planned to be financed out of revenue budgets but given the recent reprogramming there is scope within the programme to capitalise this expenditure and ease the pressure on the Revenue budget. An additional £0.085 million budget is therefore requested to be recommended to Council, via Cabinet in order to capitalise this item. As the software has been procured with a short asset life this will be financed by adjusting the overall financing, using capital receipts to minimise the revenue cost of borrowing.
4. Other budget increases of £0.443 million are detailed in Appendix A and B. These are undertaken under delegated authority by the Director of Finance. They primarily relate to additional funding being made available during the year for instance additional grant or Section 106 Developer contributions.
5. 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.

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

6. The revised budget proposed for the year 2011/2012 is £115.478 million. As at 30 November the actual spend plus commitments made was £82.283 million (71% of spend to date). A full breakdown of these figures is attached in Appendix A.
7. Some further reprogramming of schemes into 2012/2013 has been undertaken in addition to the major reprogramming undertaken in the previous monitoring statement. This is shown in Appendix A. Further details and updates regarding some of the larger schemes currently being undertaken are below.

#### **Education schemes**

8. Wellington Academy is currently showing a minor overspend due to outstanding open commitments to finish the project. The final account for this project is yet to be completed so this is not the projected outturn position. Further examination of the project is being undertaken by officers and the project manager in time for the Month 10 budget monitoring report, where the final position will be known. It is currently anticipated that the outturn will be online to budget.
9. Sarum Academy. As detailed in the previous monitoring report it is currently anticipated that work will begin on site in February 2012

therefore the majority of the costs of this scheme will be incurred in 2012/2013. A full cashflow forecast has now been developed which has further changed the spending profile from last period. This means an additional £0.459 million has been reprogrammed into 2012/2013 to match the new anticipated spending pattern.

10. 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 previous monitoring reports much of the planned expenditure is now due to be spent during 2012/2013, therefore an additional £0.810 million has been reprogrammed from 2011/2012 into 2012/2013.
11. New Deals for Schools (NDS) schemes are to fund high priority condition works including roof replacements, rewiring and window replacements. Budgets have also 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. In the period 6 report, £3.982 million was reprogrammed into 2012/2013, to match the likely spending pattern of some of the schemes. On further examination of the schemes currently in progress some are more advanced than previously thought so £0.687 million of the amount previously reprogrammed has been brought back from 2012/2013 into 2011/2012.
12. 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. The Scheme at Wiltshire College is on target to complete during 2011/2012 but there have been some delays to the scheme at Devizes School, which means £0.700 million has been reprogrammed into 2012/2013 to match the revised spending profile.
13. 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 local housing scheme in East Trowbridge is now under way allowing the scheme for the new school there to progress, with the first payment to the contractor now due this financial year. This project has moved forward quicker than expected therefore £0.650 million of previously reprogrammed budget has been brought back into 2011/2012 to match the planned expenditure profile.



14. Other Schools Projects – Expansions and Replacements. These schemes are to provide expanded capacity at schools by provision of new classrooms and blocks etc. Major schemes are underway and on schedule to complete in 2011/2012 at Clarendon College and Westbury Junior School. Other major schemes at Monkton Park Primary School, Devizes School, and some minor schemes are not now due to complete until 2012/2013. Therefore reprogramming of £0.815 million of budget into 2012/2013 has been actioned to match the planned expenditure profile
15. In addition to the above there have been other minor reprogramming of Education schemes which are detailed in Appendix A. All other education schemes are currently anticipated to be online against budget.

### **Highways schemes**

16. 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 (£0.360 million) plus a number of local safety schemes and the Area Board discretionary highways budget.
17. Bridges Schemes have been allocated fully to schemes. Major Bridge work is progressing well at Clatford, Dauntsey, Haxton and Tidworth. Significant expenditure has been allocated to road over rail conversions with the majority of the expenditure anticipated to be spent in early 2012. A potential scheme at Whaddon Canal Bridget may now be delayed until 2012/2013. As much of the expenditure has been programmed to occur early in 2012 this area is being closely monitored but at present it is anticipated that spend will be online against budget at year end.
18. Major Structural Maintenance schemes. £4.600 million of budget has been allocated to surfacing and surface dressing schemes. Many surfacing schemes are now complete with road markings now taking place. The major scheme at junction 16 and 17 of the M4 is progressing well with J17 completed and the final account being agreed. Drainage investigations are progressing well with much of the spend on repairs programmed to be spent in early 2012. Some schemes are currently being examined and may be pushed back into the 2012/2013 year. As a large proportion of the budget is still to be spent this area is under close observation but at present is expected to be online against budget at year end, with only minor variations at year end.
19. All other Highways schemes are currently anticipated to be on line with no major variations at year end with the exception of the Highways vehicles budgets. This budget is currently running over spent due to the purchase of additional street cleaning vehicles. Further work examining spend on vehicles in this area, and the overall spend on vehicles across the capital programme is currently being undertaken. This is in order to review all funding sources and ensure the complete schedule of vehicles

to be replaced are built into the budget in time for the February budget setting report.

### **Campus and Operational Delivery (CAOD) schemes**

20. Budgets within CAOD have been separated into their separate workstreams for clarity as shown in Appendix A.
21. The County Hall MECH scheme is still progressing well and the site is due to be opening during 2012. The costs incurred to date are slightly behind profiled budget however the forecast for the end of the year is expected to be on target with the original estimates.
22. Other projects within the operational (Hub) element of the Transformation programme are being reviewed and it is anticipated that minimal spend will be incurred in 2011/2012, reprogramming of this area was undertaken in the month 6 report.
23. ICT expenditure has been reprogrammed bringing budget forward from 2012/2013 into 2011/2012. This is to allow work to continue at an accelerated pace to ensure that all the necessary ICT infrastructure is in place to deliver the rest of the Transformation programme. This means a reprogramming of expenditure of £2.100 million from 2012/2013 into 2011/2012 has been undertaken in this report.
24. The majority of the budget for Campus projects was reprogrammed into 2012/2013 in the month 6 report. A paper was taken to Cabinet in December on the three pilot campuses Salisbury, Corsham and Melksham. The budget setting report for 2012/2013 will cover any reprogramming and detail funding requirements in future years.

### **Housing schemes**

25. Disabled Facilities grants are small grants given to enable private householders to undertake improvements to their properties. In previous monitoring reports amounts have been reprogrammed into 2012/2013 and against the current budget the schemes are progressing well, however further reprogramming may be required into 2012/2013 which will be confirmed in the next budget monitoring report.
26. Corporate Other Housing Grants. Previous monitoring reports have highlighted reprogramming of expenditure into 2012/2013 and it is currently anticipated that there will be more reprogramming required in the next monitoring report particularly in the Affordable Housing and Private Sector Housing schemes. This will be confirmed and actioned as part of the month 10 report in February.
27. 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. Underspending schemes which have potential for returning budgets to the centre will be considered in the Month 10 report. This will enable the budgets to align with the 2012/2013 capital budget setting report which will also be presented in February.

### **Waste Schemes**

28. Waste schemes as detailed in the previous reports are well advanced and are anticipated to be fully spent with a potential small saving on the budget at year end.

### **Other schemes**

29. Revenue & Benefits IT system. The software for this scheme has been bought and installed and the system went live on the 28<sup>th</sup> November. The scheme is now nearing completion but final accounts have not been completed. It is currently anticipated that spend to be broadly on line to budget.

### **Proposals**

30. To note the general budget additions that are largely grant funded of £0.443 million, the net reprogramming of £0.620 million between 2011/2012 and 2012/2013, and the Period 8 position of the 2011/2012 Capital Programme. Also to recommend to Council, via Cabinet, the approval of the £0.085 million additional budget required for the E Recruitment Software.

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

31. 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**

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

### **Risk Assessment**

33. The capital budget for 2011/2012, as detailed in this report, has been revised to approximately £115 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**

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

### **Legal Implications**

35. 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

<b>Scheme name</b>
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### 2011/2012 Budget & Spend Breakdown

Month 6 Budget 2011/2012	Month 8 Budget Movements Between Schemes	Additional Budget see appendix B	Reprogrammed Expenditure Between 2011/2012 & 2012/2013	Current Budget 2011/2012	Total Spend (Actual + Commitments) as at Month 8
£m	£m	£m	£m	£m	£m

#### Education schemes

Wellington Academy	3.646			3.646	3.762
Sarum Academy Salisbury	1.281		(0.459)	0.822	0.316
Extended Schools	0.493			0.493	0.047
Additional Accommodation	4.161	0.034	(0.810)	3.385	2.532
NDS Maintenance & Modernisation	5.156		0.687	5.842	5.474
Devolved Formula Capital	1.281			1.281	0.849
Access and Inclusion	0.657		(0.031)	0.626	0.219
DCSF Primary Capital Programme	6.614		(0.002)	6.612	6.345
DCSF Targeted Capital 14-19 SEN	6.825		(0.700)	6.125	5.012
Other Projects New Schools	2.255	0.382	0.650	3.287	1.890
Other Schools Projects - Expansions & Replacements	2.701	0.039	(0.815)	1.926	1.696
Sure Start	0.362			0.362	0.198
Aiming High for Disabled Children	0.249			0.249	0.100
Other Education schemes finishing in 2011/2012	0.377			0.377	0.333
<b>Total Education schemes</b>	<b>36.058</b>	<b>0.000</b>	<b>(1.480)</b>	<b>35.033</b>	<b>28.772</b>

#### Highways schemes

Integrated Transport	2.312			2.312	2.224
Bridges & Structural Maintenance	14.050			14.050	9.688
Carriageway Repairs	1.443			1.443	0.442
Footways, ALA, Land Drainage & Other Minor Schemes	0.903			0.903	0.559
Highways, Winter Fleet & Street Cleaning Vehicles	0.277			0.277	0.676
<b>Total Highways schemes</b>	<b>18.985</b>	<b>0.000</b>	<b>0.000</b>	<b>18.985</b>	<b>13.590</b>

#### Campus and Operational Delivery schemes

Hub Programme Office rationalisation	12.475			12.475	11.134
Hub Programme ICT	4.540		2.100	6.640	5.325
Operational Estate	1.635			1.635	0.956
Highway Depot & Office Strategy	4.350			4.350	0.000
Libraries RFID Technology	0.547			0.547	0.480
Campus	2.000			2.000	0.658
<b>Total CAOD schemes</b>	<b>25.547</b>	<b>0.000</b>	<b>2.100</b>	<b>27.647</b>	<b>18.553</b>

## Capital Programme budget movements 2011/2012

Scheme name	2011/2012 Budget & Spend Breakdown					
	Month 6 Budget 2011/2012	Month 8 Budget Movements Between Schemes	Additional Budget see appendix B	Reprogrammed Expenditure Between 2011/2012 & 2012/2013	Current Budget 2011/2012	Total Spend (Actual + Commitments) as at Month 8
	£m	£m	£m	£m	£m	£m
<b>Other Property schemes</b>						
Buildings Repair & Maintenance	2.228				2.228	1.284
Leisure & Amenities (inc Cemataries)	0.404				0.404	0.047
<b>Total other Property schemes</b>	<b>2.632</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2.632</b>	<b>1.330</b>
<b>Housing schemes</b>						
Disabled Facilities Grants	2.436				2.436	1.377
Corporate other housing grants	1.755				1.755	0.193
New Housing	4.666				4.666	2.288
HRA - refurbishment of council stock	4.243				4.243	3.561
<b>Total Housing schemes</b>	<b>13.100</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>13.100</b>	<b>7.420</b>
<b>Waste schemes</b>						
Waste Transformation	7.761				7.761	7.430
Waste Management & Waste Vehicles	2.579				2.579	2.160
<b>Total Waste schemes</b>	<b>10.340</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10.340</b>	<b>9.591</b>
<b>Other schemes</b>						
Revenue & Benefits IT System	0.479				0.479	0.473
Carbon Reduction	0.894				0.894	0.157
Planning IT System	1.000				1.000	0.090
Adult Social Care Strategy - Older People, LD & Mental health	1.781				1.781	0.844
Social Care Infrastructure & Community Safety	0.132				0.132	0.010
Area Boards and LPSA PRG reward grants	1.043		(0.012)		1.031	0.431
Economic Development schemes (including Salisbury Vision)	2.055				2.055	0.913
Rural Estates	0.275				0.275	0.036
Cross Departmental Initiatives & Other Schemes	0.009		0.085		0.094	0.073
<b>Total Other schemes</b>	<b>7.668</b>	<b>0.000</b>	<b>0.073</b>	<b>0.000</b>	<b>7.741</b>	<b>3.027</b>
<b>Total 2011/2012 Programme</b>	<b>114.330</b>	<b>0.000</b>	<b>0.528</b>	<b>0.620</b>	<b>115.478</b>	<b>82.283</b>

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

CCAC Meeting  
Financial Year:

18th January 2012

2011/12

**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>	2011/12	2012/13	2013/14
	33,912		
<b>Funding Source:</b>	Section 106 contributions funding capital works at Paxcroft Primary		
<b>Project Name:</b>	<b>Other Schools Projects - New Schools</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	381,902		
<b>Funding Source:</b>	Section 106 contributions funding capital works at Quakers Walk Primary		
<b>Project Name:</b>	<b>Other Schools Projects - Expansions &amp; Replacements</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	39,426		
<b>Funding Source:</b>	Section 106 contributions funding capital works at Clarendon College		
<b>Project Name:</b>	<b>Area Boards</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	(12,232)		
<b>Funding Source:</b>	Reduction in allocation to projects, returned to grant fund to reallocate at a later date		
<b>443,008</b>	<b>Total Delegated Changes Approved by Section 151 Officer</b>		

**SECTION 2 - DELEGATED CFO POWERS - REPROGRAMMED EXPENDITURE BETWEEN 2011/2012 AND 2012/2013**

*"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>	2011/12	2012/13	2013/14
	(458,609)	458,609	
<b>Funding Source:</b>	Reprogramming of Scheme to match anticipated expenditure between financial years		
<b>Project Name:</b>	<b>Schools Additional Accomodation Projects</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	(810,188)	810,188	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Schools NDS Maintenance &amp; Modernisation</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	686,962	(686,962)	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Schools Access &amp; Inclusion Projects</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	(30,876)	30,876	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>DCSF Primary Capital Programme</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	(2,217)	2,217	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>DCSF Targeted Capital 14-19 SEN</b>		
<b>Budget Change:</b>	2011/12	2012/13	2013/14
	(700,000)	700,000	
<b>Funding Source:</b>			

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

CCAC Meeting 18th January 2012  
Financial Year: 2011/12

<b>Project Name:</b>	<b>Schools Other Projects - New Schools - East Trowbridge Primary School</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	650,000	(650,000)	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Schools Other Projects - Expansions &amp; Replacements</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	(815,040)	815,040	
<b>Funding Source:</b>			
<b>Project Name:</b>	<b>Hub Programme ICT</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	2,100,000	(2,100,000)	
<b>Funding Source:</b>			
	<u>(620,032)</u> Total Re-programming between years		

**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>Cross Departmental Initiatives &amp; Other Schemes - E-Recruitment System</b>		
<b>Budget Change:</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	85,000		
<b>Funding Source:</b>	Purchase of E-Recruitment System funded by capital receipts		
	<u>85,000</u> Total requests for additional resources		

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:** January 2012



**Wiltshire Council**

**Organisation & Resources Select Committee**

**18 January 2012**

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## **Corporate Management Restructure – Update Report**

### **1. Purpose**

- 1.1. The purpose of this short report is to update members of the Resources Select Committee on progress resulting from the senior management restructure conducted September through December 2011.

### **2. Background**

- 2.1. In September 2011 Cabinet consulted on a new senior management structure; moving from a model of a Chief Executive and four Corporate Directors to a model of three Corporate Directors only. This change represents a capacity reduction of 40% and a cost saving of £400,000 p.a. in a full year.
- 2.2. The rationale, benefits and risks associated with this proposal are detailed in the original Cabinet report in Appendix 1.
- 2.3. During October and November the Chief Executive volunteered for redundancy and two of the Corporate Directors competed for a single role in the new structure. The unsuccessful candidate then volunteered for redundancy. Both the Chief Executive and unsuccessful Corporate Director have now left the council's employment.
- 2.4. The new structure shown in Appendix 2 was confirmed by the new Corporate Directors (CDs) in consultation with members and came into full effect from December 1, 2011. The CDs together with a number of Service Directors holding statutory positions form the new Corporate Leadership Team (CLT).
- 2.5. The CDs will manage the organisation both vertically down through the line management arrangements shown, and also across through the themes discussed later. This is common practice in large organisations and addresses to some extent the silo working that can exist between departments and teams of professionals.

### **3. Discussion**

- 3.1. The new Corporate Directors moved quickly to define a series of critical success factors (CSFs) for their first 90 days in position – in effect the period

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December through to the end of March 2012. These are shown in Appendix 3. These are important to the Corporate Directors as they are designed to address feedback from staff and members and their own priorities for an immediate impact on the organisation.

- 3.2. With the extended Leadership Team of twenty Service Directors, they also defined the cross cutting themes by which some organisational management will be conducted in the future. These are shown in Appendix 4. These themes were defined from the members' priorities set out in the Business Plan 2011-2015.
- 3.3. Both the CSFs and the cross cutting themes provide the organisation with a focus and priority for work to be undertaken between now and the next election, May 2013. Potentially, they also provide Scrutiny with a focus for their work programme over the next sixteen months.
- 3.4. It should be noted by the Committee that there has inevitably been national interest in Wiltshire's new Leadership model from across the local government community. This interest will continue and the Executive and Corporate Directors will support that debate with appropriate input where required.
- 3.5. It is also worth noting that since Wiltshire made this change, a small number of other councils have indicated interest in potentially adopting a similar model, with Kent CC in the process of doing so.

#### **4. Outcomes**

- 4.1. It is too early to assess the outcomes associated with this change in leadership model, but it has been a good start. The organisation continues to operate well in terms of performance, budget and risk management.
- 4.2. The Leader and three CDs have met with all managers during December at a number of management forums to introduce themselves and to set out the objectives and goals for the next year or so. This will be expanded to include all 5,200 non-schools staff over the next six weeks.
- 4.3. The 90 day Critical Success Factors (CSFs) are work in progress and are on schedule to be in place and being delivered during the period.
- 4.4. The Cross Cutting Themes continue to be a focus for CLT and ELT and are the primary focus for managing objectives and delivery of the Business Plan over the next sixteen months.

#### **5. Conclusions**

- 5.1. The primary purpose of the senior management restructure has been successfully delivered with a saving in 2012/13 of £400k, £1.4m over the period of the current business plan 2011-15.

5.2. The new three Corporate Directors are working towards their 90 day critical success factors and managing the organisation through the vertical line management arrangements detailed in Appendix 2 and the Cross Cutting Themes detailed in Appendix 4.

## **6. Recommendations**

6.1. The committee are asked to note the contents of this report and consider the impact on their own work programme of the 90 day critical success factors and the cross cutting themes driven from the Business Plan.

**Dr Carlton Brand**  
**Corporate Director**

### **Attachments**

1. Senior Management Restructure Cabinet report – October 2011
2. New organisation structure chart
3. 90 Day critical success factors (CSFs)
4. Cross Cutting Themes

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**Wiltshire Council**

**Cabinet**

**6 October 2011**

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**Subject: Proposal for Senior Management Restructure**

**Cabinet member: Councillor Jane Scott, Leader of the Council**

**Key decision: No**

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**Executive Summary**

To consider proposals to make changes to the senior management of the Council following consultation with the relevant staff. If approved, this would result in the removal of the posts of Chief Executive and one Corporate Director.

**Proposals**

That Cabinet:

- (a) Approve the proposed new senior management structure attached in Appendix 1 at corporate director level on the understanding that the alignment of services below that level will be determined by the Head of Paid Service following discussion by the corporate directors and in consultation with the leader and cabinet in accordance with paragraph 4.7 of the report;
- (b) Subject to (a) above:
  - (i) recommend Council to designate the statutory function of Head of Paid Service to the Service Director, Human Resources and Organisational Development;
  - (ii) note that the appointment of the Returning Officer, the arrangements for the support of the lieutenancy and any consequential changes to the constitution, including the scheme of delegation to officers will be the subject of a separate report to Council and
  - (iii) to adopt formal individual external appraisals for corporate directors.

**Reason for Proposals**

Since the formation of Wiltshire Council in April 2009 we have made radical and positive changes saving more that £14 million in the first year.

A four year Business Plan has been produced setting out actions to deliver the vision. The plan is bold, ambitious and realistic. It reflects the impact of the general election in May

2010, and how this has changed the way in which the council needs to be organised to manage the financial challenges it faces. However the financial pressures cannot be underestimated.

Over 4 years (2010-2015) the council has to absorb a cut of 28.4 per cent of grant funding from the government.

Next year 2012/13 the council will need to find savings of £36 million.

Given the financial pressures the Council is faced with, to achieve savings on the senior management costs of the Council in order to minimise the reduction of resources on front line services and to continue to deliver the Business Plan.

**Jane Scott**  
**Leader of the Council**

**Wiltshire Council**

**Cabinet**

**6 October 2011**

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**Subject: Proposal for Senior Management Restructure**

**Cabinet member: Councillor Jane Scott, Leader of the Council**

**Key decision: No**

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**1. Purpose of Report**

- 1.1 To seek Cabinet's approval to make changes to the senior management of the Council, following consultation with relevant staff since 7 September 2011 on a proposal to remove the post of chief executive and a corporate director post.

**2. Background**

- 2.1 Since its formation in April 2009 Wiltshire Council has made radical and positive changes. The merger of five councils into a new unitary council was upheld nationally as exemplary and a role model for managing change and making significant efficiencies. More than £14 million was saved in our first year
- 2.2 We made significant progress focusing on the transition to one council and in the past two years we have been transforming the way we work and deliver services. We have a clear vision; to create stronger and more resilient communities. And, our vision is underpinned with three clear goals: Provide high quality, low cost, customer focused services; ensure local, open and honest decision making and to work with partners to support Wiltshire's communities.
- 2.3 We have published a four year business plan, which sets out our actions to ensure we deliver our vision. The plan is bold, ambitious and realistic. It reflects the impact of the general election in May 2010, and how this has changed the way in which we need to be organised to manage the financial challenges we face.
- 2.4 Over 4 years (2010-2015) the council has to absorb a cut of 28.4 per cent of grant funding from the government.
- 2.5 We also know that there will be fundamental changes in the growth of the number of older people and younger people needing council services in the next few years. The business plan sets out how the council will meet these challenges, how we will allocate our resources, and how we will deliver the savings required. Becoming a unitary has allowed us to be

ambitious and to do more than other local authorities. Over the next few years it will invest over £85 million into frontline services, protect the most vulnerable in local communities and save over £100 million.

### 3. Proposal

- 3.1 The financial pressures cannot be underestimated. Next year - 2012/13 – we will need to find savings of £36 million.
- 3.2 Whilst the areas for making these savings are set out in the business plan the corporate leadership team and cabinet met in July to review these areas. A proposal from the chief executive and corporate leadership team was presented to cabinet to further reduce management costs by £500,000. This proposal was in addition to the £8 million that has already been saved as a result of reducing the number of managers by 220.
- 3.3 As the leader, I gave this proposal serious and extensive consideration and worked with the deputy leader to evolve the proposed senior management model. The proposal is a reflection of the strong position that we are currently in, and the strategic plan that we have sets out how we intend to manage the challenges over the next few years. Our key priority is to make sure that we focus on delivering the plan.
- 3.4 It is in this context that the senior management model is proposed. It is critical that we continue to deliver our front line services and to minimise the reduction of resource in these services.
- 3.5 The proposal reflects on the need to focus on delivery. It reduces the strategic capacity by deleting two posts; the chief executive and one corporate director, reducing the number of corporate directors from four to three. The proposed senior management structure is attached in Appendix 1.
- 3.6 Whilst the proposal may be considered radical, it is based on delivering what I believe is best for the people of Wiltshire at this time and over the next few years. It reduces resources from senior strategic posts in order to minimise the impact on front line service delivery. I am aware that different models of leadership are being reviewed, applied and tested across local authorities nationwide. It is, however, difficult to make any direct comparisons, as each local authority will decide what is best for their community. I fundamentally believe that the proposal that we are considering is the best for Wiltshire communities.
- 3.7 We need to consider the proposal in the context of the new style leader and cabinet executive model of governance which Wiltshire Council has adopted in its Constitution since 2009. Under this model the leader decides how executive functions are to be exercised within the council's budget and policy framework, except where these are specifically reserved to the cabinet e.g. proposing the budget to council or proposing new policies (or amendments to existing policies) within the policy framework.



In practice, in the interests of openness and transparency, the leader chooses to take significant policy matters to cabinet, but has also agreed arrangements for delegation of executive functions to cabinet committees, individual cabinet members, area boards and officers. The proposal envisages that the existing decision making arrangements will, broadly, remain the same, subject to any necessary changes to the officer scheme of delegation to reflect the removal of the chief executive post. Advice and recommendations on decisions to be made will continue to be put forward to cabinet by the corporate leadership team, and the leader and cabinet will provide the strategic direction of the council within the overall budget and policy framework set by the council.

- 3.8 It is envisaged that all corporate management decisions will be made by the three corporate directors, supported and advised by appropriate senior officers, where necessary. Corporate leadership team meetings will be chaired by one of the corporate directors on a rotating basis.
- 3.9 In addition, the council will continue to have in place the jointly funded post of director of public health and protection and an extended leadership team consisting of twenty service directors. This team has the knowledge, capacity and capability to continue to deliver excellent services and new initiatives for the people of Wiltshire in line with the business plan priorities.
- 3.10 I invited feedback on the proposal as part of the consultation process. A joint response was received from the current four corporate directors, affected by the proposal and the joint director of public health. This is attached in Appendix 2.
- 3.11 The response states their joint commitment to the proposal, and their view that the proposal reflects the changing role of local authorities which will require new models of leadership to be developed and tested.
- 3.12 They have outlined how they view the role of the corporate directors and how the proposed new senior management structure could work to deliver the business plan, manage the budget and financial pressures that we face and embed a culture that places our customers first, focuses on communities and working locally, and adopts a can-do approach in everything we do.
- 3.13 The priorities of the corporate director's role will change. There will be less focus on departmental performance and operations and more emphasis on corporate business planning, policy development with cabinet, and overseeing the direction of cross cutting, transformational change and improvement programmes. Whilst this is already reflected in the current generic corporate director job description, it will be refreshed to ensure these priorities are clear.
- 3.14 It is envisaged that the corporate directors will work with members to promote and lead the culture, values and success of Wiltshire Council. The selection criteria for the appointments process will include an

assessment of the ability to remove silo thinking and working and developing one culture supporting our values.

- 3.15 I have already indicated that the corporate director posts will focus on corporate management as highlighted in 3.12 – 3.14. The detail of which service functions that will be aligned under each of the three corporate directors will be considered by the newly appointed corporate directors working closely with cabinet. The decision will take into account the feedback received during the consultation process. The final arrangements and sign off by the head of paid service through his/her delegated power.
- 3.16 The joint response in Appendix 2 also proposes that we adopt formal individual external appraisals for corporate directors. This replicates good practice and still enables elected members to be involved in the process. It is in the interests of the corporate directors, and the council, that robust appraisal processes are in place and an externally facilitated appraisal arrangement will contribute to both clarity and transparency.
- 3.17 The proposed senior management re-structure will reduce annual management costs by approximately £200,000 in 2011/12 and this will deliver full year savings in 2012/13 of £400,000. That is a saving of £1.4 million over the period of the current business plan 2011-2015.
- 3.18 The council has a statutory duty under Section 4 Local Government and Housing Act 1989 to designate one of its officers as the head of its paid service. The Council's Constitution currently designates the chief executive as the head of paid service. It can, however, be discharged by any officer, other than the monitoring officer.
- 3.19 The head of paid service has a duty, where they consider it appropriate to do so, to prepare a report to the council setting out their proposals in respect of the following matters:
- the manner in which the discharge of the different functions of the council is co-ordinated
  - the number and grades of staff required by the council for the discharge of its functions
  - the organisation of the council's staff; and
  - the appointment and proper management of the council's staff.

Under the Officer Employment Procedure Rules in the Constitution (incorporated as a statutory requirement) the function of appointment and dismissal of, and taking disciplinary action against, a member of staff of the council (other than specified senior officers) must be discharged, on behalf of the council, by the head of paid service or by an officer nominated by him. In the case of senior officers, including the head of paid service, corporate directors and service directors, responsibility for these functions rest with members.

- 3.20 The statutory role of the head of paid service most closely aligns with the responsibilities of the service director human resources and organisational development and it is proposed that the role is designated to this post, subject to council's approval. This has the advantage of providing appropriate checks and balances, together with the monitoring officer and Section 151 Officer, within the corporate leadership team. I recognise that the proposed designation of the head of paid service role to a post below the most senior level in the organisation, though lawful, could be seen to create a challenge for the postholder in discharging the role. However, in common with all of our other statutory posts that also sit at service director level, the role transcends the hierarchical organisational arrangements and the council will ensure direct and unfettered access to senior decision makers on any issues where the statutory role is being exercised. The joint response in Appendix 2 also supports this proposal, and I believe that this designation will work effectively within the context of the structure that is proposed.
- 3.21 It is proposed that the service director human resources and organisational development will continue to be a member of the corporate leadership team as head of paid service, as well as the director of public health and protection, solicitor to the council/monitoring officer, chief finance officer, service director communications and service director policy, performance and partnership.

#### 4. **Consultation responses**

- 4.1 The consultation on the proposed senior management structure started on 7<sup>th</sup> September. Feedback and alternative proposals to deliver savings of £500,000 from senior management costs were invited from the four corporate directors and chief executive. Feedback and alternative proposals were also invited from staff as part of the consultation process.
- 4.2 The deadline for receipt of feedback and alternative proposals was 21<sup>st</sup> September. The feedback and comments received have been considered in the preparation of this report.
- 4.3 The four corporate directors and joint director for public health provided a joint response on the proposal, as outlined in paragraphs 3.10 to 3.12, 3.16 and 3.20 and in Appendix 2. No formal response has been received from the chief executive.
- 4.4 Feedback has been received from eighteen staff or groups of staff. In three cases there was support for the proposal. One questioned whether there would be a relative reduction in cabinet and portfolio responsibilities and eleven related to questions on the make up of the three director areas. These issues do not relate to the question of structure but rather relate to the implementation phase.
- 4.5 There are three cases where feedback has challenged the proposed deletion of the chief executive post. The feed back in those three cases

questions where the accountability for management will sit, how decisions will be made, who will take responsibility for the decisions made and who will provide the vision for the Council. These points have been addressed in paragraphs 3.7 to 3.9 above.

- 4.6 There have been no suggestions from staff that indicate a need to retain four corporate directors.
- 4.7 In all other cases the feedback is concerned with how services will be aligned in the three directorates proposed. Whilst the proposed senior management structure (Appendix 1) includes a proposal about how services could be aligned, it is suggested that this should be considered further by the new corporate directors, working closely with cabinet and taking into account the feedback and proposals from staff on how services should be aligned to deliver the councils objectives and 4 year business plan. This will then be signed off by the head of paid service. (see para 3.15).
- 4.8 It will be important to ensure that the council's statutory responsibilities for safeguarding are met. There is no statutory requirement to have a chief executive for safeguarding purposes. However, in the absence of this post it may be prudent to include some element of external review to assist the leader in overseeing the effectiveness of the council's safeguarding arrangements.
- 4.9 Consideration will also need to be given to the arrangements for support of the lieutenancy, which is currently provided through the chief executive.

### 5. Legal Advice

- 5.1 It is open to the council within the context of the challenging financial situation it faces to reduce the number of senior officers in the manner proposed. Whilst the removal of the post of chief executive may be unusual for an organisation of this size, it is an option that the council may lawfully adopt. It is necessary to ensure that the governance arrangements underpinning the proposed new structure are sound and robust, particularly with regard to decision making and accountability, and the proposal has been developed with this in mind. Subject to cabinet's approval of this proposal, the council's scheme of delegation to officers will need to be revised to reflect the changes and ensure that decision making responsibilities are clearly defined. This would be a constitutional change requiring the approval of council.
- 5.2 There would be further constitutional changes requiring council approval, including designation of the statutory role of head of paid service, as referred to above, and the appointment of the returning officer. As already identified in paragraph 4.9, the arrangements for supporting the lieutenancy would need to be agreed and would be the subject of a separate report to council in the event that this proposal is agreed. Interim

arrangements could be put in place, if necessary, pending council's consideration of these matters.

- 5.3 The proposal involves the re-allocation of duties among fewer senior officers and creates a potential redundancy situation for the staff concerned. The council's policy and process for redundancy is being followed to ensure fairness and minimise the risk of legal challenge.
- 5.4 Implementation of this proposal, if approved, will be carried out by the senior officer's employment sub-committee and the officer appointments sub-committee. These bodies will decide on the non executive staffing related implementation issues arising from the new structure if cabinet approves these proposals. Any recommendation for the dismissal of the chief executive is subject to confirmation of the council.

### 6. **Financial Implications**

- 6.1 The proposed senior management re-structure will reduce annual management costs by approximately £200,000 in 2011/12 and this will deliver full year savings in 2012/13 of £400,000. That is a saving of £1.4 million over the period of the current business plan 2011-2015.
- 6.2 A review of administrative support services is currently underway and once completed it is anticipated that further savings will be found.
- 6.3 The cost of any redundancies is difficult to accurately quantify at this stage until the individuals have been identified but will be in line with the Council's policies. However a redundancy fund exists that would fund these one-off costs.

### 7. **Equalities and Diversity Implications**

- 7.1 The Council recognises its responsibilities to comply with the requirements of the Equality Act 2010 including its responsibilities as an employer and its general equality duty as a public authority under Section 149 of the Equality Act 2010. It has carried out an initial equalities assessment of the proposals and has concluded that there are no specific equalities implications relating either to service delivery or to employment issues arising out of this report. However there will be a full equalities impact assessment carried out prior to the cabinet meeting on the 6<sup>th</sup> October 2011. The Council will continue to take full account of its equalities responsibilities through the implementation of any proposals.

### 8. **Risks**

- 8.1 In proposing the senior management re-structure a number of risks have been considered, namely:

**Legal issues** and risks are covered at point 5 above.

The risk of legal challenge by any interested party is being managed by following proper processes and advice from relevant officers.

**Financial implications** - the risk is that the proposal does not achieve the anticipated savings.

The report sets out the anticipated savings, and these have been verified by the chief financial officer. Direct costs associated with this change mainly relate to redundancy. These will be met from the provision set aside for redundancies in the financial plan. This means that savings from the changes may be realised without the Council having to find additional budget for redundancy costs.

- **Short term impact on delivery:** The risk is that there will be a short term disruption to focus and activity due to uncertainty and anticipated reorganisation of services into new departments.

The proposal is based on Wiltshire Council being a strong local authority with a clear and robust business plan and financial plan. The existing controls and management arrangements remain in place in the interim period, and staff have been reassured about the focus on the delivery of services and are being kept informed. The period of uncertainty is short. All this should help to minimise any short term detrimental impact.

- **Capacity to deliver:** The risk is that senior management will not have sufficient capacity to deliver the business plan and financial plan, and the changes being made by government.

Wiltshire has a four year business plan and financial plan that sets a strong direction for the future. The roles of corporate directors will change to include responsibility for the performance of the council as a whole, and this will be reflected in the roles of the service directors. The corporate leadership team and Cabinet will work closely together. The scheme of delegation to officers will be reviewed to facilitate clear accountability and efficient decision making whilst ensuring that any significant policy decisions are made by members. It is proposed that we will engage an element of external review to assist the leader in overseeing the effectiveness of the council's safeguarding arrangements.

- **Reputation and confidence:** the risk is that the council's reputation may be damaged.

The proposal has raised interest, both locally and nationally. Communications activity has been put in place, both internally for staff and councillors and externally for the public, partners, the media, government and external auditors.

## **APPENDIX 1**

- 8.2 It is important to balance the need for local people to be informed with the need to ensure that the decision making process is fair and protects the interests of the council and of the individuals concerned.
- 8.3 Based on risks outlined above the overall risk is assessed as Medium, but will be kept under review.

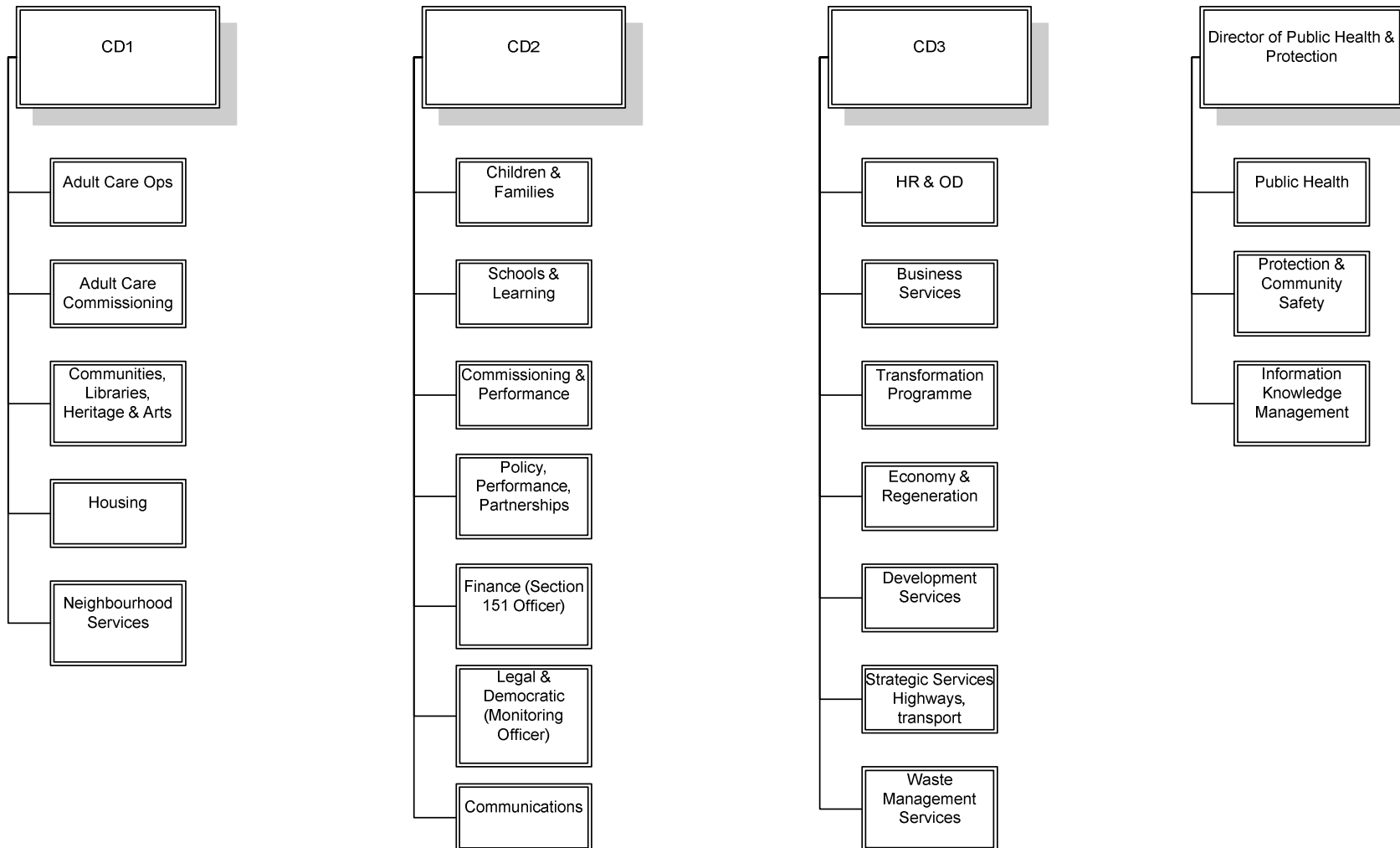
**Jane Scott**  
**Leader of the Council**

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APPENDIX 1

Proposed CLT Structure – September 2011



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### Joint Response to the Proposed Senior Management Restructure

#### Background and context

The four corporate directors directly affected by the proposed senior management restructure, together with the Joint Director of Public Health, welcome the opportunity to feedback on the proposal for a new leadership model for Wiltshire Council that will delete the post of chief executive and reduce the number of corporate directors from four to three.

Our combined response sets out our thoughts and considerations and is an illustration of our joint commitment to the vision presented in the proposal. It reaffirms our belief that together we can be a strong and dynamic senior management team that can lead the organisation to deliver its four year plan and effectively manage the challenges that it faces over the next few years.

We recognise that the council is in a strong position and that the strategic plans, that are in place, clearly set out what we will achieve and deliver for the people of Wiltshire in the next few years. We also recognise that these plans must be delivered.

We acknowledge and understand the financial challenges facing the council and the need to make substantial savings over the few years, including £36 million next year.

In this context, we have reflected on the proposal and are confident that by continuing to work closely with the cabinet that the 4 year business plan will be delivered, the budget and financial pressures will be managed, and that we will promote and embed a culture that places our customers first, focuses on communities and working locally, and adopts a can-do approach in everything that we do.

#### The proposed model – leading the council

We are quite clear that the leadership of the council is the politicians who set the vision, direction and policies for the council, and that the corporate leadership team manages staff, plans and resources to deliver this vision.

Whilst we realise that the model will take some time to develop and evolve, and that its success will be based on establishing close and effective working relationships, we believe that the team is mature enough to achieve this and that the organisation is ready for a new model.

The changing role of local authorities' means new models of leadership must be developed and tested. We recognise the need to continue to build closer relationships with communities and partner organisations and we have all signed up to the principals that our communities and customers are at the forefront of everything we do. This model reflects that culture.

### (Appendix 2 to the Cabinet Report)

The proposal will place Wiltshire Council in the spotlight and we will be viewed as a vanguard being the first unitary to adopt such a model. We welcome this opportunity to be part of developing and testing a new model and to work with the leader, deputy leader and the cabinet to make this exciting opportunity a model of best practice leadership for other authorities to adopt.

### **The role of the corporate directors**

The role of the corporate directors will need to change from our current definition. A reduction of forty per cent in capacity at senior management level will mean a fundamentally different role.

This will include:

- Delivering the business plan
- Delivering a balanced budget
- Future business and financial planning
- Being the champions for safeguarding across the organisation
- Policy development with cabinet – responding to emerging legislation changes - particularly around the community and place agenda
- Transformational change and improvement programmes, and
- Shaping and embedding our values and behaviours to reflect a culture of excellence and can-do.

The test of success for this model will be our approach and working together with a focus on the whole organisation. We will have a corporate overview, building our knowledge, insight and understanding of all service areas. The proposed structure will also mean working closely with the service directors to enhance their role and visibility in the organisation to deliver the business plan and the organisational values and behaviours.

We would suggest that the corporate directors:

- Work closely with the cabinet to advise and deliver
- Deliver the business and financial plan
- Share responsibility for all the management decisions
- Have equal responsibility and accountability for all aspects of the business, including the budget and service performance, risk and reputation management
- Are accountable for embedding the council's values and behaviours and are role models for the organisation
- Focus on building a team with the service directors
- Deliver consistent messages and effective communication to all staff and members
- Support and challenge one another to encourage improved performance and delivery

### **How the new model CLT could work**

## APPENDIX 1b

(Appendix 2 to the Cabinet Report)

How the new model CLT works together will be vital. The organisation will look to this team as its role model for performance, delivery and behaviours.

We would propose that:

- CLT meets weekly and that part of the meeting is allocated as time to meet with the leader, deputy leader and other relevant cabinet members, as appropriate, to ensure clear policy advice and development, communication and fast decision making.
- There would be real benefit from having the additional membership of the statutory officers of the council, namely the 151 officer, the monitoring officer, as well as communications (and as appropriate other posts). This will be critical over the next 2-3 years, as we strive to embed the values and behavioural change in the organisation. We will be a dynamic corporate team, accountable for increasing organisational effectiveness and performance and we will provide strong and clear leadership.
- With the help and expertise of the PAs in the corporate and cabinet offices we will review the support arrangements and agree the best model for the future.
- Responsibilities including those previously held by the chief executive post will be shared equitably across the team. We would propose that the Head of Paid Service is allocated to the Director for HR and Organisational Development as this is essentially a role related to staff management.
- Each corporate director would have a statutory responsibility in addition, CD1 (adults), CD2 (children), CD3 (returning officer).
- The scheme of delegation is reviewed and revised to meet the changes proposed in line with the new model.
- Cabinet and CLT will continue to meet regularly – at least monthly.
- A formal individual external appraisal system is adopted with a provider such as SOLACE, or similar to provide objective feedback, constructive challenge and development for the corporate directors.

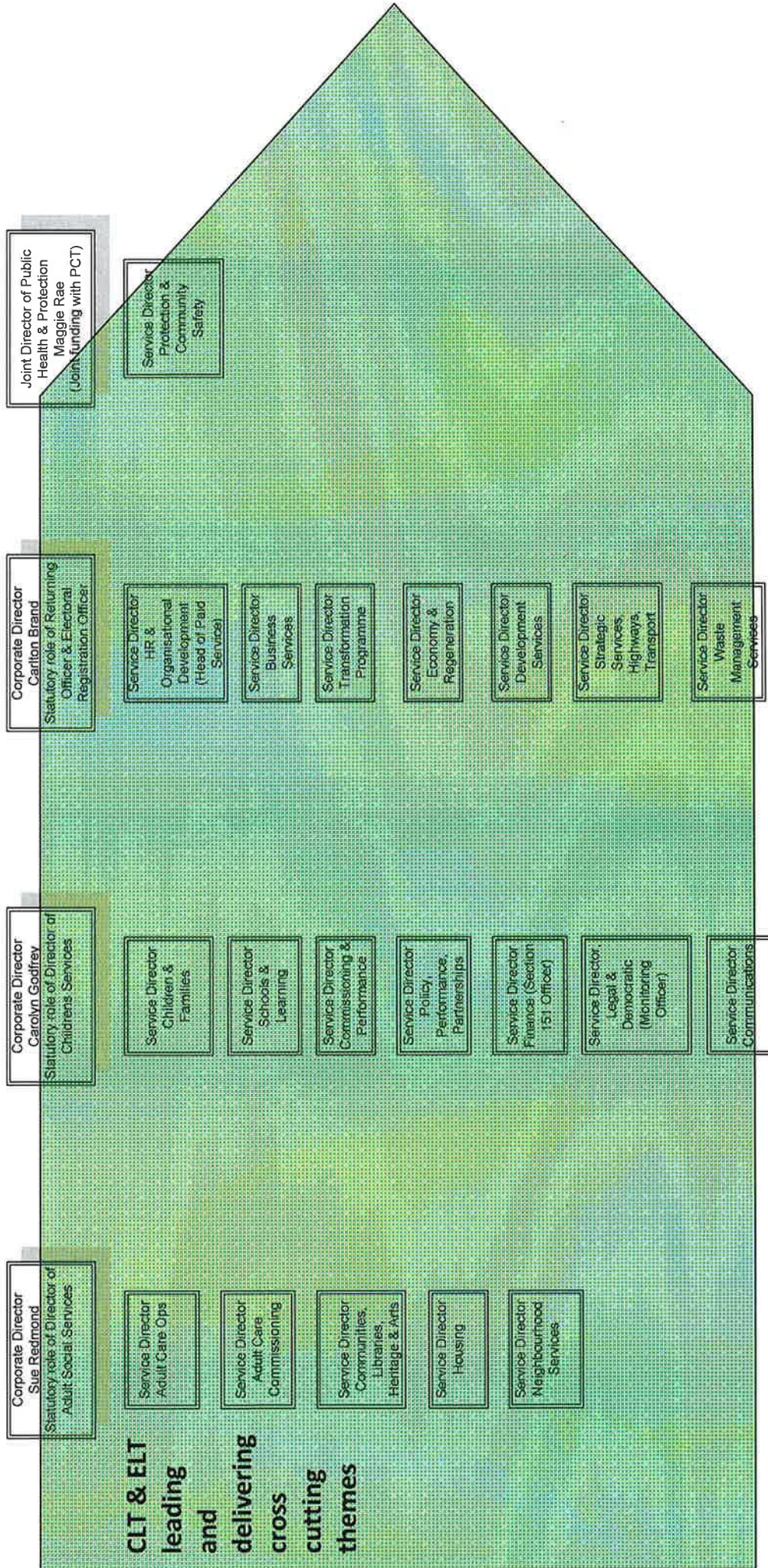
Mark Boden  
Carlton Brand  
Carolyn Godfrey  
Maggie Rae  
Sue Redmond

21 September 2011

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# Appendix 2

Council Structure – November 2011



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**90 Day Objectives** (1.12.11 to 31.3.12)

Objective	Lead	Measure of Success
1. Leadership visibility	SR, CG, CB	Weekly hub meetings with staff; weekly leadership update
2. Culture, behaviour, values, attitudes, OD	CB, SR, CB	Behaviours framework rolled out to 600 managers; 4,600 staff
3. Administration review	BP, all ELT	£1m savings, 60 posts deleted
4. 12-13 Budget	MH, CLT	Balanced budget meeting Business Plan objectives
5. Business Plan refresh	SB, CLT	Refreshed BP aligned to political objectives & budget
6. Planning Change Programme	CB, BF	Change programme scoped, resourced, approved and started
7. Reinvigorating market towns	CG, AC	identify targeted support for priority towns above generic "toolkit"
8. Council meeting	LB, all ELT	Visual impact, showcase successes,
9. Scrutiny operating model	CB, IG	New model defined, discussed and approved with members
10. Salisbury (external, internal)	CG, LB	relationship with TC; external summit held; internal staff meetings
11. CCTV	CB, MS, MS	Change programme scoped, resourced, approved and started

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## Operating Model & Cross Cutting Themes

(some ongoing, some task & finish)

<u>Theme</u>	<u>Lead</u>	<u>Forum</u>	<u>Critical Success Factors (CSFs)</u>
<i>Cabinet &amp; Corporate Director Priorities</i>			
1. Culture, behaviours, OD, leadership model	CB, LB, BP	Prog Board	
2. Business plan (refresh & delivery)	SB / CLT	CLT	
3. Communications (external, internal, marketing/PR)	LB		
4. Communities (ABs, community budgets, etc)	SR	RCSG	
5. Transformation, incl. campuses, COBs	CB, MS	Prog Board	
6. Planning Improvement Change Programme	CB, BF, ELT	Prog Board	
7. Salisbury (external & internal)	CG	ELT	
8. Highways-Amenities contract (commissioning)	CB, MSm, PK	Prog Board	
9. Economic dev (incl market towns), Core Strat.	CG, AC		
10. Health (well being boards, joint delivery, etc.)	SR		
<i>Corporate Director Priorities</i>			
11. Democratic liaison (process, relationships, etc.)	CB	Group leaders	
12. Partnerships	SR / SB		
13. Public health	MR		
14. Vulnerable families, safeguarding	CG		
15. Equalities	NL / BP		
16. Housing management improvement plan delivery	SR / GH		
17. Organisational performance & Peer Review	CG, SB		
18. Emergency planning	MR		
19. Admin review	BP	ELT	
20. Building as a system	JW	ELT	
21. Council provider / commissioner model strategy	CB, CG, SR	CLT	

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## WILTSHIRE COUNCIL

### Organisation & Resources Select Committee

18<sup>th</sup> January 2012

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#### **Subject: Wiltshire Online Project – Project Overview and Procurement Progress**

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

#### **1. Purpose of Report**

- 1.1 To provide the Committee with an overview of the Wiltshire Online Project and an update on the progress of the Procurement Programme and requests the Committee to consider whether it wishes to appoint a representative to sit on the Project Board responsible for overseeing the delivery of this important Community Project.

#### **2. Background**

- 2.1 The Wiltshire Online Project aims to bring superfast broadband to homes and businesses across the County. At present, not all parts of Wiltshire have access to broadband and those that do may experience slow speeds and poor service. This means that residents and businesses in the County struggle to make full use of the internet and online services. Poor broadband services are seen as a major obstacle to sustained economic growth and investment in the County.

- 2.2 To support the project, at its meeting in February 2011 Council approved £16 million investment to improve access to digital services. Added to this the Government has agreed to allocate Wiltshire a grant of £4.7 million and we will be looking to industry to invest in the project making a total of at least £30 million to provide access to superfast broadband services throughout the County. The main aims of the project are:

- To improve access to broadband for citizens and businesses by providing access to broadband services of minimum of 2Mbps, with 85% of premises having access to superfast broadband.
- Encourage Wiltshire citizens to use Wiltshire services online
- To get everyone in Wiltshire feeling confident in using the internet and technology.

- 2.3 The programme is strongly linked to a number of key partnerships and Wiltshire Council plans and plays a strategic role in supporting many expected outcomes including:-

- Wiltshire Community Plan 2011-2026
- Wiltshire Council Business Plan 2011-2015
- Wiltshire Core Strategy
- Wiltshire Economic Strategy
- Wiltshire Local Enterprise Partnership
- Climate Change Strategy
- Wiltshire Transportation Plan

- 2.4 Wiltshire's project also meets the government priority objectives of stimulating investment in the UK's broadband infrastructure. The Government initiated a Broadband Delivery Programme covering the delivery of the Government's investment and policy approach to bring forward network infrastructure upgrades and to improve the accessibility of services in locations where there is a weak commercial investment case. Broadband Delivery UK (BDUK) has been created within the Department for Culture, Media and Sport (DCMS) to be the delivery vehicle for the government's policies relating to stimulating private sector investment using government funding.
- 2.5 In developing the National Project, BDUK has undertaken detailed discussions with Local Authorities on their plans for delivering broadband in each area. BDUK identified a high level of commonality between many projects in terms of individual requirements and procurement processes. As a result of this work, BDUK has developed a framework agreement that individually, most local bodies would benefit from calling off rather than running their own procurements and in aggregate would maximise the marketplace's capacity to deliver the Government's wider broadband delivery objectives.
- 2.6 As part of the Digital Inclusion programme the connectivity and provision will ensure that all premises are able to access standard broadband (2Mbps) by 2015 and a minimum of 85% and possibly up to 95% of all premises to be able to access superfast broadband by this time. The Council is one of three local bodies (Norfolk and Devon & Somerset) working with Broadband Delivery UK (BDUK) to put together a national framework contract for the provision of superfast broadband. The framework is progressing well and is now approaching the second round of bidder dialogue. The intention is to have the framework contract awarded early in April (target date 2<sup>nd</sup> April), after which these three "early call-off" local bodies will be able to run their own mini-competitions to select a contractor from the list of companies that will be on the approved national framework. BDUK will then schedule the other local bodies (approximately 40) into a pipeline over the course of the year; thereby helping to manage the workload for bidders and ensure a consistent demand and supply chain. Access

### **3. Considerations for the Council**

#### Procurement Project

- 3.1 After consideration of all possible procurement options for the service, the Council's Wiltshire On-line Programme Board at its meeting in June 2011

decided that the National Framework being developed by BDUK offered significant advantages including process and cost savings compared to carrying out an individual procurement exercise. As a result of this decision the Council is part of the National Framework Delivery Board and benefits from being one of three pilot schemes being used as initial 'call offs' from the Framework Contract. Working with BDUK also means the Council benefits from an umbrella 'State Aid' application to the European Commission covering the use of Public Funds in the project funding arrangements mitigating one of our major project risks.

- 3.2 The framework approach has significant benefits for bidders, and the approach will help the market reduce bidding resources and costs without compromising proposals. The framework will also allow suppliers and Authorities later in the process than Wiltshire to have a better view of the project pipeline and anticipate potential project problems and bottlenecks.

#### Call Off Arrangements

- 3.3 Once complete, the framework will allow the Council, to optimise the solution to meet our local needs through a mini competition and call-off the complete solution necessary to deliver Wiltshire's aims and objectives. The BDUK framework will act as a 'short cut' and will standardise much of the procurement process.
- 3.4 The Council will initiate the mini-competition by announcing our requirement to all suppliers on the framework. This shortlist of suppliers will have already demonstrated they have the appropriate capability and the capacity and can deploy credible solutions in order to be awarded a place on the national framework. However, not all suppliers may have local capability or may be over-stretched and choose to qualify themselves out immediately.
- 3.5 The call-off will follow a standard process but will allow the Council to identify the important local Wiltshire objectives and any local requirements that are incremental to the pre-agreed core requirements. Suppliers on the framework will then be able to develop their 'baseline' solutions and supply chain to quickly propose a solution meeting the Council's requirements. Further work is still required to establish how community funded objectives can be secured through the Call-Off process.
- 3.6 This arrangement will allow Wiltshire to be able to have 'dialogue' with suppliers but this will be focused on identifying 'added value' and optimising solutions to meet local objectives, rather than spending time on re-opening core requirements agreed in the framework.
- 3.7 After requesting final bids, bidders will submit pricing in standard financial templates, which would be comparable between projects, to provide a level of Value for Money protection even if local competition is weak. The Council will also have a measure of confidence that some BDUK assurance has taken place on the 'baseline' solutions at least. Only following the detailed analysis of

the Value for Money position and project affordability will a contract be entered into.

### Current Position

- 3.8 As a member of the National Framework Delivery Board, the Council has been actively involved in the procurement process and the decision making and governance of the project. The public notice to start the procurement of the National Framework commercial in September 2011, with the publication of the notice in the Official Journal of the European Union. The procurement process involves a number of key stages and following formal response, potential bidders have now already been through several stages of the procurement process including the Pre-Qualification, Invitation to Tender and nine bidders now remain in the process.
- 3.9 Following a period of dialogue, bidders are now working up detailed solutions prior to evaluation and further down selection of the current list of nine bidders. Invitation to submit final tenders will be issued in January and the completion of the process has recently been brought forward by BDUK and the proposed Framework Signature date is 2<sup>nd</sup> April 2012. A timetable for the remainder of the process is attached as Appendix 1 to this report.
- 3.10 If this date is achieved Local Authorities will be able to commence their call-off arrangements immediately after the 2<sup>nd</sup> April. A detailed project plan for the call-off process is currently being drawn up with BDUK and it is hoped to have this available in early December 2011. The intention is to complete the call-off process by the end of August 2012 to ensure a start on site in September 2012. At the end of the process the Council will be committing to use the grant funding allocated by BDUK and the £16 million allocated in to the budget to match investment by the successful bidder in infrastructure capable of bringing superfast broadband services to the majority of the County.
- 3.11 The Project has strong corporate arrangements and progress is regularly monitored by a Programme Board chaired by a Corporate Director and Board members include the Deputy Leader and the Cabinet Member Resources. To further improve governance and transparency, the Project will also be periodically reviewed by the Corporate Procurement Board and as part of the Corporate Risk Register. Updates will be provided to the Corporate Leadership Team and Cabinet at key milestones within the project timetable.

### Project Funding

- 3.12 BDUK formally announced funding to all Local Authorities in September 2011. At this time the allocation for Wiltshire was £4.9m, which was £240k higher than expected. After seeking clarification from BDUK it was discovered that the allocation for Swindon had been included. This was based up an assumption by BDUK that the two authorities were putting in a joint submission. This was inaccurate and no joint work had been undertaken. Discussions were then initiated by BDUK to see if Swindon would join Wiltshire's procurement. A joint



procurement was suggested because the size of Swindon's investment was felt to be too to attract interest from any bidder. After initial reluctance from Swindon (They were unable to match fund the £240k from BDUK) their Cabinet has subsequently approved matched funding. Hitesh Patel, Group Director, Business Transformation is the lead for Swindon and has confirmed they can commit to the matched funding requirement. Further discussions with Swindon have confirmed that they are willing to accept Wiltshire Council's key priorities, i.e. not to delay the procurement, and to provide local resources to support the preparation work required pre and post contract.

- 3.13 South Gloucestershire was in a consortium with Bristol City and Bath and North East Somerset. The latter authority has subsequently pulled out of the consortium due to funding constraints and is unable to be able to match fund their BDUK allocation. BDUK are brokering a partnership between Wiltshire and South Gloucestershire to work together and join the council's procurement. South Gloucestershire has already completed a reasonable amount of preparation, e.g. market analysis, confirmation of ability to match fund and cost benefit analysis. The council has also confirmed that it has capacity to undertake the necessary work in the lead-up to call-off.
- 3.14 South Gloucestershire also includes Bristol City as a partner. The City Council has a very limited amount of funding (£35,000) from BDUK. Bristol would be represented by South Gloucestershire in any joint procurement.
- 3.15 The funding for Swindon is £240,000 with 14,000 eligible premises. South Gloucestershire's funding is £740,000 and 35,000 premises. Both Councils are presently looking to match fund only. The spend per eligible premise ranges between £34 and £42 (including BDUK funding but excluding any investment from the successful contractor), this is significantly lower than Wiltshire's investment per premise of approximately £226 (excluding an investment from the successful contractor). The solution in each Local Authority is therefore likely to be different, for example the percentage of premises able to access superfast broadband. This difference will need to be made clear to all bidders when the Invitation To Tender (ITT) is launched.

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

- 3.16 There are no direct Environmental Impacts as a result of the proposals but, the roll out of superfast broadband services does have the potential to make a significant contribution to Carbon Reduction in the County. The successful Bidder will also be required to work with BDUK and the Council to meet sustainability goals within the contract, the solution provided must be capable of being upgraded as technology improves.
- 3.17 Depending on the solution offered the implementation stage will have some environmental implications. The infrastructure needed to provide improved broadband services is likely to require civil engineering and highways works and this work may require planning approval.

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

- 4.1 All of the services provided under the contract will be available for all residents and businesses in Wiltshire if they choose. The use of superfast broadband services will improve access to online services.
- 4.2 The Council recognises its responsibilities to comply with the requirements of the Equality Act 2010 including its general equality duty as a public authority under Section 149 of the Equality Act 2010. There are no specific equalities implications relating to the proposal covered in this report. However, the Council will continue to take full account of its equalities responsibilities through the implementation of any proposals and throughout the call-off process.

#### **5. Risks**

- 5.1 The Digital Inclusion Project is included on the corporate risk register and its rating is regularly reviewed. Project risks are also regularly reviewed by the Project Board set up to oversee the delivery of the project.
- 5.2 A number of major risks were identified initially relating particularly to the procurement and state aid if the Council embarked on a 'stand alone' project. These were considered by the Project Board at the meeting in June 2011 and it was decided that these could be mitigated by being part of the National Framework project. Risks considered included amongst others;
- Resource issues in building and funding a team with the necessary capacity to manage a successful stand alone tender;
  - Supplier capacity bottlenecks delaying submissions due to suppliers responding to multiple individual projects and competing with BDUK framework as well;
  - Greater risks of challenge to a standalone procurement award or state aid award by suppliers;
  - Insufficient supplier interest;
  - 'Piecemeal' approach to solution provided (suppliers cherry picking projects).
- 5.3 It is recognised that risks do exist with the framework solution but, it is considered that these are robustly managed by the BDUK team. Risk Management remains as a high priority for the National Framework Board and status is regularly reviewed. As stated previously, Wiltshire Council is represented on the Board by the Project Directors.
- 5.4 There are also potential risks in respect of the Council's management of the operational project including payment of 'milestone payments' within the contract. It is considered that these risks will be mitigated through effective contract management and close working with BDUK.
- 5.5 The current overall risk status of the project is 'amber'.

5.6 The Wiltshire Online procurement has a number of key dates that cannot be changed and by which time any partner Local Authorities must have provided confirmation regarding a number of points. These have been discussed and agreed with both Local Authorities, they are:

- End of December: Confirmation of by both Local Authorities that the can provide the necessary resources for pre and post contract. (for named project manager, data / mapping requirements, demand stimulation, contract management)
- End of January: Agreement will need to be reached confirming how the call-off contract will be structured to include three local authorities and appropriate governance structures in place.
- Mid February: Public consultation at this point the Councils will need to show the entire footprint of the project, i.e. Wiltshire, South Gloucestershire and Swindon.
- Mid February: Confirmation of investment by each partner local authority.
- Mid March: completion of the Invitation To Tender and call-off contracts and Local Authorities' requirements.

5.7 This revised approach does bring additional risks; these have been identified as:-

- Lack of transparency over per premise funding. Investment will need to be targeted within each Local Authority which is proportional to their individual budgets.
- Partner Authorities fail to keep to agreed time scales, e.g. collection of local data and delay the procurement. Robust governance and reporting will need to be implemented to allow each Local Authority to monitor and manage progress.
- Partner Authorities do not provide adequate resource. An escalation to project sponsors and or Chief Executives will need to be put into place to provide early intervention.
- Put something in about the governance of the evaluation at call-off contract.

5.8 However, the revised approach does bring additional benefits including:-

- The area for procurement will increase from approximately 90,000 eligible premises to 140,000. This will increase the size of the contract and therefore its attractiveness to the market, economies of scale and value for money.
- Premises on or near the borders of the Local Authorities will benefit and not be potentially dependent upon another Local Authority solution.
- Wiltshire Council will be able to access additional capacity to support the programme, for instance legal, financial support and possibly technical. This will assist with the evaluation of bids during the call-off stage and post contract management.

To mitigate against the risks a governance document will need to be agreed by all Local Authorities by the end of January. This will need to be signed by the relevant officer from each Local Authority with approval from their respective Cabinets.

## **6. Financial Implications**

6.1 As outlined in paragraph 2.2 above project funding has been secured through the Council's budget setting process (£16m) and by securing a grant (£4.7m) from the Government. The current tender process will require suppliers to 'match fund' this investment and their proposals will form a significant part of the Tender Evaluation process within both the National Framework and the local call off.

6.2 In addition to the long term capital funding, a first year revenue budget of £300,000 to develop the project has been approved and this is regularly monitored by the Project Board. This is currently on forecast.

6.3 Members of the Corporate Finance Team are involved in both the internal Project Board and as part of the BDUK framework development team and will be able to quickly raise any concerns during the procurement process.

6.4 As outlined above in paragraph 3.14 and 3.15, South Gloucestershire and Swindon will be responsible for payments associated with their individual requirements identified in the ITT.

## **7. Legal Implications**

7.1 To mitigate legal risks, a member of the Council's Legal team works as part of the internal project team and advisor to the BDUK national framework project team. BDUK are represented by legal advisors from the DCMS and are also supplemented by external legal advisors.

7.2 The Council may rely on various powers which enable it to procure the services envisaged within the contract.

Section 2 of the Local Government Act 2000 provides that the local authority has the power to do anything which it considers likely to provide or improve the economic, social or environmental well-being of its area.

7.3 The power may be exercised in relation to or for the benefit of:-

- a) The whole or any part of the local authority area or;
- b) All or any persons resident or present in a local authority's area.

7.4 This includes the power to provide staff, goods, services or accommodation to any person. In exercising this power the Council must have regard to its Strategic Planning and Community Strategy and any guidance from the Secretary of State. Paragraph 2.3 above demonstrates the significance of this

project in relation to the Council's corporate priorities and those of the Wiltshire Assembly.

- 7.5 Section 1 of the Local Government (Contracts) Act 1997 reinforces the power of a local authority to enter into a contract to provide assets or services in connection with, the discharge of its functions.
- 7.6 Due to the financial structure of the project the contract will be subject to strict EU rules on 'State Aid'. Being part of the national framework will mitigate these risks.

## **8. Options Considered**

8.1 A number of procurement options have been considered and the national framework supplemented by local call off arrangements outlined above is considered to be the most suitable for the Council. The actions outlined previously in the report will provide the most robust contracting position and will achieve the quickest delivery of the desired project outcomes.

8.2 At a high level the main options are:

- To enter into a contract on the basis set out in the report;
- Stop the framework process and start a stand alone contract or;
- Not to enter into the contract;

The Project Board is not aware of any reasons for the Council not to enter into the contract.

## **9. Conclusion**

9.1 The Council supporting BDUK believes a framework will benefit both projects and suppliers in focussing the resources of both to heighten quality, reduce cost and address market capacity. Standardisation of common and core requirements, terms and conditions, pricing, etc. increases transparency and competition and this will allow local project resources to focus on our local needs and dialoguing the very best solution for Wiltshire during our own call-off.

9.2 Cabinet recently approved proposals to meet internal governance requirements and to provide the market with evidence of 'high level' support for the project. This decision delegated award of the Call-off Contract to Corporate Director Children's Services in consultation with the Deputy Leader, Cabinet Member Resources, the Head of Legal Services and the Chief Finance Officer.

## **10. Proposals**

10.1 That the Organisation and Resources Select Committee:-

- i) Note the progress towards delivering the 'Wiltshire Online Programme';

- ii) Note the use of the National Framework Contract currently being delivered by Broadband Delivery UK and the subsequent local 'Call Off' contract leading to the appointment of an approved supplier;
- iii) Note the recent decision to include Swindon and South Gloucestershire in the Procurement processes;
- iv) Considers whether it wishes to appoint a representative to sit on the formal Project Board responsible for delivery of the project.

## **11. Reason for Proposals**

11.1 Stimulating investment into the Wiltshire Broadband infrastructure is a corporate priority. The Council approved vision is for Wiltshire to be a digitally inclusive County, supporting infrastructure projects, access to online services and the ability of citizens and businesses to be confident users and maximise the benefits which being online can bring.

11.2 To achieve this vision it is necessary to invest in the major infrastructure delivering broadband services and the actions in the proposal will ensure that formal arrangements with a preferred supplier can be concluded to ensure the delivery of the project to the corporate target of 2015.

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### Background Papers

- Project files
- Correspondence with BDUK
- Broadband Delivery Programme – Delivery Model
- Broadband Grant Application

Appendix 1 – Revised Framework Timetable

## Proposed Timetable

Stage	Activity	Duration (Estimated)	Date (subject to change)
Detailed solutions	ISDS Issued (updated ITPD)	1 day	17 <sup>th</sup> Oct-11 (~13:00)
	ISDS Bidding Period	5 weeks	17 <sup>th</sup> Oct-11 to 21 <sup>st</sup> Nov-11 (09:00am)
	Mid bid CQ (face-to-face)	Clarification session (half day per bidder)	31 <sup>st</sup> Oct to 2 <sup>nd</sup> Nov-11
Evaluation	ISDS Evaluation	4 weeks	21 <sup>st</sup> Nov to 14 <sup>th</sup> Dec-11
	Notify Shortlist	-	15 <sup>th</sup> Dec-11
	Invitation to Continue Dialogue	-	15 <sup>th</sup> Dec-11
Dialogue	Dialogue Phase 2	Up to 9 days per Bidder (including parallel sessions)	20 <sup>th</sup> Dec-11 to 22 <sup>nd</sup> Dec-11 4 <sup>th</sup> Jan to 16 <sup>th</sup> Jan-12
Draft final tender	Issue draft Invitation to Submit Final Tender (ISFT)		23 <sup>rd</sup> Jan-12
	Draft final tender preparation	1 week	23 <sup>rd</sup> Jan to 27 <sup>th</sup> Jan-12
	Bidder presentation and checkpoint	Half day per Bidder	30 <sup>th</sup> Jan-12 to 1 <sup>st</sup> Feb-12
Final tender	Confirm any variations to ISFT and start bidding period (close dialogue, ~3 <sup>rd</sup> Feb-12)	3 weeks	3 <sup>rd</sup> to 27 <sup>th</sup> Feb-12 (09:00am)
Evaluation	Final tender evaluation	3 weeks	27 <sup>th</sup> Feb to 16 <sup>th</sup> Mar-12
	Notify Bidders	-	~16 <sup>th</sup> Mar-12
Framework award	Contract finalisation (includes standstill)	2 weeks	19 <sup>th</sup> Mar to 2 <sup>nd</sup> Apr-12
	Framework Signature	-	~2 <sup>nd</sup> Apr-12

## Notes:

ISDN Invitation to Submit Detailed Solutions  
ITDD Invitation to Participate in Dialogue  
CQ Clarification Questions  
ISFT Invitation to Submit Final Tender

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**Wiltshire Council**

**Organisation and Resources Select Committee**

**18 January 2012**

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## Task Group Update

<b>ICT Task Group</b>			
Membership:	Cllr Carter (Ch)	Last Meeting	15 December 2011
	Cllr Hill	Next Meeting:	March/April 2012 (tbc)
Cllr Hubbard	Cllr Seed		
	Cllr While		
<p>The Task Group continues to receive regular budget and staffing updates for ICT.</p> <p>At the last meeting the Task Group received feedback on the three fact finding meetings (with officers clarifying how their services use and the benefits of SAP) in the following areas:</p> <ol style="list-style-type: none"> <li>1. Procurement</li> <li>2. HR</li> <li>3. Financial Management</li> </ol> <p>The Task group will receive an update on the implementation of Sharepoint 2010 at its next meeting which is expected to take place in March/April 2012.</p>			

<b>Campus and Operational Delivery Programme (CAOD) Task Group</b>			
Membership:	Cllr Jeans	Last Meeting	28 November 2011
	Cllr Osborn (Ch)	Next Meeting:	20 February 2012
Cllr Carter	Cllr Rooke		
	Cllr Seed		
	Cllr Howard		
	Cllr Deane		
<p>The Task Group met on 28 November where a Part II report was tabled which outlined the business cases for the first tranche of campuses (namely Corsham, Melksham and Salisbury).</p> <p>Arising from the meeting were several recommendations which included that an update on programme delivery would be provided to members via the Elected Wire and that following the Cabinet decision in relation to the business plans submitted further timeframe details would be provided to the Group.</p>			

The Group also recognised that the long term financial benefits of new builds could be better communicated to local communities. With this in mind the Group proposed that a presentation could be made to all Councillors, possibly at Full Council, to ensure all members were fully briefed.

The next meeting will take place on 20 February where the Group is expected to consider the above timescales and budgets for the delivery of the campuses as outlined above and also the report to be considered by Cabinet in relation to Browford, Urchfont and Bradley Road.

### **Procurement & Commissioning Task Group**

Membership:	Cllr Carter Cllr Deane Cllr Doyle Cllr Hubbard Cllr Hutton (Ch) Cllr Moss Cllr Packard	Last Meeting	29 November 2011
		Next Meeting:	Late February 2012

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.

At the Group's November meeting, the Cabinet Member reported that although procurement savings were adrift by approx. £1.5M (approx. 20%) he believed the savings target would be exceeded by year end.

Members noted that in some cases procurement savings had been achieved, but counted under service savings and therefore not shown on the procurement benefits tracking sheet. Members asked that for future meetings, full details are provided where this has occurred to enable members to properly track and scrutinise all procurement savings.

Members received an update on the procurement and commissioning programme's governance review. This would clarify ownership of the achievement of procurement savings. Services departments would own the savings and value realisation, and the procurement team would be responsible for optimising those savings. There would be more opportunities for harnessing competition, more extensive analysis of SAP procurement data and market information. A fuller update would be provided at the next meeting.

An update was received on the tendering of the Council's Facilities Management contract (likely to be signed in April and going live in June). The new contract(s) would need to be flexible in order to meet the needs of future campus developments and the new Mech at County Hall. Contracts' extension would be dependent on contractor performance. Members questioned who would be responsible for contracting FM services for

campuses, noting that FM services for all of the campuses would constitute a significant amount of money and close monitoring of it would be required.

The Task Group will next meet in late February, by which point any amendments to Procurement saving targets will be known.

**Member Support in the Locality Task Group**

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

This Task Group has been asked by the Councillor Development Group to review a revised version of the Councillors' Handbook. This is currently being developed along with a councillor induction programme to follow the elections in 2013. It is envisaged that these will at some point be considered by the Task Group with comments and suggestions for improvement being referred back to the Councillor Development Group. It is to be confirmed at what stage the Task Group's involvement would be appropriate and a verbal update on this will be provided at the meeting.

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

**Rolling Work Plan from April 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

SUBJECTS	COMMITTEE/ TASK GROUP	NEXT DATE TO O & S COMMITTEE	SPECIFIC ISSUES FOR DISCUSSION	REPORT AUTHOR	CABINET MEMBER/ PORTFOLIO HOLDER
Member Support in the Locality	Task Group	Ongoing	The Councillor Development Group are considering the Members Handbook. Once at an appropriate stage the Task Group will hold its next meeting which is anticipated to be January 2012.	Henry Powell	Cllr Laura Mayes
Scrutiny Representation on Project Boards	Committee	Ongoing	Scrutiny representatives to provide written updates where applicable on: <ul style="list-style-type: none"> <li>• Revenue and Benefits Project</li> <li>• Staffing Management Executive Board</li> </ul>	Cllr Ricky Rogers Cllr Pip Ridout	
Budget Monitoring	Committee	April 2012	To consider the latest budget monitoring report	Michael Hudson	Cllr John Brady
Consultancy/Agency Staff Update	Committee	April 2012	To receive an annual update on consultancy/agency staff	Barry Pirie	Cllr John Noeken
S106	Committee	June 2012	That the Cabinet member and Service Director for Development provide an update on implementation of the S106 Task Group recommendations	Brad Fleet	Cllr Toby Sturgis