



RUNNYMEDE BOROUGH COUNCIL

CORPORATE MANAGEMENT COMMITTEE

30 SEPTEMBER 2004

APPENDICES

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Runnymede Borough Council

CORPORATE MANAGEMENT COMMITTEE

2 September 2004 at 7.30 p.m.

Members of the Committee present: Councillors R.K. Habgood (Chairman), N. Thewlis (Vice-Chairman), J.R. Furey, Mrs. L.M. Gillham, P.A. Greenwood, C.J. Norman, Ms. C.M. Simmons, P.J. Waddell and G.B. Woodger

Member of the Committee absent: Councillor P.B. Tuley

MINUTES

The Minutes of the meeting of the Committee held on 27 July 2004 were confirmed and signed as a correct record.

APOLOGIES FOR ABSENCE

Apologies were received from Councillor P.B. Tuley.

LEGISLATION AFFECTING LOCAL GOVERNMENT - UPDATE

(Ref: Minutes of Corporate Management Committee, September 2003, page 426, para. 271)

The Committee received a report setting out details of the recent or proposed legislation which was likely to affect the powers and duties of local authorities, and noted the potential resource implications insofar as they were known at this stage.

The range of potential new legislation was not as great as in the last report and in most cases the details had already been reported to Members. The most significant proposals appeared to be contained in the Housing and Civil Contingencies Bills. These were major pieces of legislation which conferred substantial new functions on local authorities. Members recalled that the Housing Bill was due to introduce an extensive new licensing regime as well as extending the power of local authorities to tackle poor housing conditions and anti-social behaviour in social housing. It also sought to amend the Right to Buy scheme in order to tackle exploitation by property developers and tenants, and to make detailed amendments to social housing legislation. Resource implications would arise from training on the new legislation and implementation of the licensing regime, particularly if the discretionary components were adopted. Some additional demand on the local search service was also likely to result from a new duty on vendors to supply a home information pack of standard documents, including title matters and searches.

The purpose of the Civil Contingencies Bill was to define and rationalise the duties of local authorities and other agencies for dealing with civil emergencies. District Councils, amongst others, would be obliged to periodically assess the risks and maintain plans to enable them to continue to perform their functions. They would also have to maintain plans to ensure that, so far as possible, they could take action to prevent a likely emergency and mitigate the effects of such an incident. Suitable public information arrangements would have to be maintained. The Council already expended considerable resources in responding to emergencies as they occurred and in maintaining suitable plans on a discretionary basis. Nevertheless, existing plans and arrangements would have to be re-assessed and there would undoubtedly be some additional resource implications in assimilating and maintaining the new requirements. Further detailed reports on the legislation would be provided to Members in due course.

Amongst the rest of the legislative programme, the Children Bill, expected to become law in November 2004, was part of an attempt by Government to bring better focus and co-ordination to Agencies charged with the protection of children. District Councils, which presently had limited powers and duties in this area, would be placed under a duty to co-operate with the Children's Services Authority (the County Council) to improve the wellbeing of children. Districts would also have a new general duty to safeguard and promote the welfare of children and increased powers to share information relevant to child protection with other authorities. It was difficult to define any specific operational resource implications, but both staff and Members would have to bear

the new duties in mind when making relevant decisions and there would be a need to review existing policies and procedures. A new inspection regime on children's services would be likely to have some impact on Housing and Leisure Services.

Members noted that the Government was also believed to be considering introducing legislation in a wide range of other areas relevant to local authorities. The position would become clearer following the Queen's Speech in the autumn.

CASH RECEIPTING SYSTEM - ON LINE PAYMENTS

Members gave consideration to an upgrade of the Council's cash receipting system which would enable the public to pay for all goods and services on-line.

The Committee noted that the existing software could accommodate on-line payments only where invoices had already been generated. Members of the public seeking to pay for a service which had not been invoiced, such as the booking of a Council facility, could not do so via the internet. A module was, however, now available for the cash receipting system which would be able to handle on-line payments for all goods and services.

Members recognised that the new module would not significantly alter the overall proportion of payments received electronically. Direct Debit remained the preferred method for the Council Tax payments which accounted for the majority of transactions. Nevertheless, modest efficiencies could be gained by converting a number of the payments made at the Cash Office or through the Post Office for services such as Leisure facilities and play schemes, or the payment of Council house rent, into internet payments. This would also help meet Government targets for local authorities to provide for secure electronic payment for all services. The upgrade would necessitate changes of procedures in service delivery sections, and the impact of changes in booking and payment methods would be closely monitored to ensure that those members of the public without internet access were not disadvantaged.

Members noted that the total cost of the module would be £17,050, a sum which included purchase, installation and testing. This could be funded from the Council's Implementing Electronic Government grant received from the Office of the Deputy Prime Minister. The annual support and maintenance costs and capital charge were expected to amount to approximately £5,400, for which a supplementary estimate would be required.

RECOMMEND that -

- i) capital programme provision and a capital estimate of £17,050 be approved for the purchase, configuration and installation of Paris.NET, to be funded from the IEG3 grant; and**
- ii) a supplementary revenue estimate of £5,400 be approved to meet the associated support and maintenance costs and capital charge.**

APPOINTMENTS TO OUTSIDE BODIES

The Committee agreed to defer a series of appointments to outside bodies in order to allow the opportunity for nominations to be submitted by local Members.

RESOLVED that -

consideration of the appointments to the Surrey Museums Consultative Committee (substitute representative) and the Grange Community Infant School, and a nomination for Community Governor to the Englefield Green Infant School, be deferred.

INFORMATION STRATEGY MEMBER WORKING GROUP - MINUTES

The Minutes of the meeting of the Information Strategy Member Working Group held on 27 July 2004, attached at Appendix 'A' were received and noted.

PERSONNEL SERVICES MEMBER WORKING GROUP – MINUTES

The Minutes of the meeting of the Personnel Services Member Working Group held on 29 July 2004, attached at Appendix 'B', were received and noted.

URGENT ACTION - STANDING ORDER 42

Members noted details of the following action which had been taken after consultation with the Chairman of the Committee under Standing Order 42:

<u>Officer</u>	<u>Action Taken</u>	<u>Central Index No.</u>
Director of Technical Services	Purchase of an ex contract hire Ford Transit van cab tipper vehicle for use by the Partnership Team at a cost of £5,500 plus VAT and approval of a supplementary estimate of £1,500 in respect of the acquisition.	549

WRITE OFFS

By resolution of the Committee, the press and public were excluded from the meeting during the consideration of this matter under Section 100A(4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information of the description specified in paragraph 7 of Schedule 12A to Part 1 of the Act.

The Committee agreed that a number of debts should be written off as irrecoverable. In doing so, however, Members sought further detail on the circumstances which had led to the case of rent arrears. It was noted that arrears sometimes accrued because of difficulties in obtaining full possession of the property. Officers were asked to examine means by which it might be possible to avoid such cases in future.

RESOLVED that -

- i) the Council Tax arrears, totalling £3,696.72, as detailed in Exempt Appendix '1' to the Agenda, be written off as irrecoverable;**
- ii) the non-domestic rate arrears, totalling £2,871.55, as detailed in Exempt Appendix '2' to the Agenda, be written off as irrecoverable; and**
- iii) the rent arrears, totalling £2,199.35, as detailed in Exempt Appendix '3' to the Agenda, be written off as irrecoverable.**

Chairman

(The meeting ended at 7.58 p.m.)

Business Case for CMS

Much of the effectiveness of a Web site depends on the accessibility of the site in terms of the ease with which people are able to identify the information they want and fostering a favourable impression so that they will return to the site and make it their preferred means of doing business with the Council. According to the Gartner Group, 50% of Web sales are lost because customers can't find the right content fast enough. The content management system will allow the Council to pursue the twin goals of increasing the volume and comprehensiveness of information being made available to the general public while at the same time making each individual item of information easier to locate.

In achieving these goals the CMS will also offer the following specific advantages:

- C1 Lowered transaction costs: Each online transaction costs a fraction of the cost of other means of performing the same task. There is therefore the potential for substantial savings per transaction for the Council in all departments not only in the expensive labour time taken for each item of business but also in printing costs. However, the increase in the number of transactions that will be generated by enhanced access to Council information means that this cost per transaction saving is unlikely to be translated into a fall in overall costs of providing a particular service.
- C2 Improved presence for the Council: Content management will allow the Council to expand the deployment of information and the services provided and to expand the Council as a first point of contact for information relating to the Runnymede area. The ability to mix and match digital assets will allow the Council to present itself and its content in new and innovative ways at potentially very low marginal cost.
- C3 Greater access to corporate information: Runnymede will also obtain a greater return on its other corporate IT investments by specifically unlocking data held in the Document Management System (DMS), Geographic Information System (GIS), Revenues and Benefits and Housing systems. By providing an access and management layer on top of this information, the Council will be able to liberate the value of the underlying data selectively, securely and efficiently. With a system in place allowing the Council to confidently manage and publish over the Internet, it can make greater use of its content on behalf of staff and residents and businesses in Runnymede.
- C4 Speedier publishing of information: The "time to market" can be greatly accelerated by the deployment of an effective Content Management System. Printing and distributing information material and customer support material necessarily takes time. Effective content management coupled with Internet delivery will enable all parts of the Council to dramatically reduce the time it takes this material to be moved from the content owners to the content consumers.
- C5 Improved Productivity: According to the Working Council for CIO's, knowledge workers spend 50% of their time looking for information and the other 50% actually working on the content. Good content management can substantially reduce the time spent finding and verifying information and reduce the possibility that staff will create their own parallel record systems.
- C6 Reduced Time: The time spent on web production and updates will be reduced through the reduction in effort in propagating changes throughout multiple versions of the same content. CMS vendor Documentum argues that a single manager in a typical company manages less than 1,000 WebPages but that this number can be expanded ten fold, with a good content management system.
- C7 Enhancing the effectiveness of the DMS: Working with the Document Management System, the move towards reducing the flow of paper can be reinforced. The CMS will be an effective publishing media for much of the information that could be locked in the DMS.
- C8 Accuracy: Inaccurate web content can almost always be traced back to haphazard publishing processes. The ability of the CMS to "roll back" content to a particular date and time reduces potential costs and risks associated with recreating an older version of the site for regulatory or legal reasons.
- C9 Traceability: The content management system can provide an essential audit trail on what was published when, where, by whom and on what authority.
- C10 Service providers information control: The deployment of the CMS will put service providers in control of online communications preventing web publishing becoming marginalised into distinct IT and press and publicity silos. Greater automation and non-technical interfaces put end users in control of what gets published, when and how. This will invest these staff more in the Council's online success.
- C11 Brand image: Maintaining clarity and consistency for the Council's identity, messaging and brand image can be very difficult with many diverse staff involved in publishing information. By separating content from presentation, the automated CMS will enforce consistency and will also increase the

Council return on investment in design, usability and user experience enhancement by propagating the Council's website interfaces, via a series of controlled templates.

- C12 User satisfaction and loyalty: An important goal of the content management system will be to provide more value to residents and businesses in Runnymede by offering them a faster, more relevant and timely and deeper online experience. This would be translated into greater page-views and longer user sessions and promotion of the Council as an effective well run organisation supporting local residents and business, thus helping to achieve a key objective of the Leader's Position Statement.
- C13 Enhancing agility: For some time now local government has operated in an environment in which change is the norm. New duties and responsibilities are continually being imposed on the Council by new legislation, while existing duties and responsibilities change or are lost. It is therefore important that the Council has systems that can evolve quickly and can be readily modified to interface with the systems of partners as yet unknown.
- C14 Controlled and enhanced security: The content management system has the capability of improving security. By providing tighter control of web publishing, the security of both systems and their content can be improved.
- C15 Skills specialisation and development: Specialisation is facilitated by the CMS. Designers can concentrate on designing, engineers on the inner workings of the Council's business logic and publishing system and content owners can focus on the quality and relevance of their information.



Office of the Deputy Prime Minister

Creating sustainable communities

**DEFINING E-GOVERNMENT OUTCOMES FOR 2005 TO
SUPPORT THE DELIVERY OF PRIORITY SERVICES &
NATIONAL STRATEGY TRANSFORMATION AGENDA
FOR LOCAL AUTHORITIES IN ENGLAND – VERSION 1.0**



local e-gov

Priority Service & National Strategy transformation outcomes for local e-government in December 2005

Introduction

"E-Government is not an end in itself. It is at the heart of the drive to modernise government. Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy"

The National Strategy for Local e-Government (November 2002), p5

Linking local e-government investment to the delivery of service improvement in shared priority areas will ensure that it addresses the real concerns of citizens, as well as providing a focus for local authorities up to the 2005 target and beyond.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes,

*"assisting local government to achieve 100% capability in electronic delivery of **priority services** by 2005, in ways that customers will use"*.

In order to define what is meant by the term "priority services" and for the Government to measure progress towards the PSA target, a set of e-government priority outcomes for each local authority in England has been proposed. It is expected that each local authority as part of its e-government investment programme will deliver these priority outcomes by December 2005.

The priority outcomes set out in this paper are derived primarily from the shared priorities agreed between central and local government. For practical purposes, the shared priorities have been translated into a set of 10 priority service and 4 National Strategy transformation areas. This list of 14 priority service and transformation areas has then been broken down into a set of specific priority outcomes that should be delivered by local authorities by December 2005.

The priority outcomes provide a focus for priority working within the Prime Minister's target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). They do not seek to add to the requirements measured by BVPI 157, but rather ensure that the e-enablement of local authority services is delivered in a way that enhances the quality, convenience and availability of these services. Local authorities will be incentivised through the IEG capital funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06. They will also be supported in delivering outcomes through the outputs from the ODPM Local E-Government National Project programme (see www.localgov.gov.uk). Progress in delivering the priority outcomes will be monitored through the IEG process.

These arrangements affect English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare IEG statements. Separate guidance is being issued for National Park Authorities. The position of Fire & Rescue Authorities is currently being reviewed.

Shared priorities for local government

The National Strategy for local e-government listed the shared public service delivery priorities that were agreed between the Government and the Local Government Association in July 2002¹. The Strategy made it clear that e-government is a key part of our collective approach to delivering them.

¹ see http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2002_0278
Priority Outcomes Final - Version 1.0

The priority outcomes set out in this paper are primarily derived from the seven shared priorities agreed between central and local government, translated into specific outcomes that can be achieved in appropriate and innovative ways at the local level. The shared priorities are:

- raising standards across our schools;
- improving the quality of life of children, young people, families at risk and older people;
- promoting healthier communities by targeting key local services, such as health and housing;
- creating safer and stronger communities;
- transforming our local environment;
- meeting local transport needs more effectively;
- promoting the economic vitality of localities.

The seven shared priorities give a set of broad aims for public service delivery and cover the key issues that will impact most on the lives of local people. However, some additional work is needed in order to translate these broad aims into a set of specific outcomes for local e-government. This work is reflected in the table below.

National Priorities

In addition to defining local e-government outcomes around the shared priorities, the ODPM also supports local government to achieve:

- progress in terms of the electronic delivery of key high volume / high impact local government services identified as priorities in terms of user benefit and efficiency savings, i.e.
 - schools admissions;
 - voting;
 - consultation;
 - planning applications; and
 - payments (including Council Tax Benefit & Housing Benefit);
- the transformation of people's experience of public services through the application of local e-government as described in the National Strategy for local e-government published in November 2002.

Therefore, these issues are also reflected in the list of priority outcomes set out in the table below.

Interpretation & Support

Progress towards priority service and transformation outcome objectives will be measured through the IEG return process in 2004/05 and 2005/06. At this stage, local authorities will be required to provide evidence that they are using IEG grant to make progress in delivering the outcomes set out in this paper.

As well as outputs from the ODPM's National Project programme (www.localgov.gov.uk), we shall be working with the Improvement & Development Agency (IDeA) to support this initiative with a more detailed elucidation of these requirements designed around the needs of practitioners involved in implementing these priority outcomes. The IDeA package of support will include help to local authorities through the work of the Strategic Support Unit (SSU) and Implementation Support Unit (ISU) designed to provide in-depth support for local e-government implementation.

Ongoing work within the IDeA's Electronic Service Delivery (ESD) Toolkit (www.esd-toolkit.org) will also reflect this initiative, including an interpretation for practitioners of the

individual BVPI 157 types of service interaction falling within the remit of the priority outcomes set out in the table below.

Guidance to local authorities on standards is also available through the Local e-Government Standards Body (www.localgov-standards.gov.uk).

The definition and requirements for priority outcomes will be version controlled. The ODPM reserves the right to make adjustments to published requirements in this version based on the need to maintain the expediency and validity of individual outcomes.

Partnerships

Local authorities can choose whether they wish to deliver the priority outcomes by working individually, or through partnerships. However, there is a strong expectation that where existing partnership infrastructures are viable, they represent a preferred way forward to help deliver outcomes in those priority areas that demand an integrated or joined-up approach. Therefore, it is expected that a proportion of IEG grants to individual local authorities should be earmarked and pooled accordingly.

Particularly in the light of the ongoing Efficiency Review of the public sector, those local authorities already working to deliver local e-government through partnership activity are expected to retain the viability of these infrastructures in order to support the delivery of priority outcomes and ensure:

- joined up service delivery at a local level;
- efficiencies and economies of scale in related procurement activity; and
- rapid take-up and roll-out of associated national project solutions.

Authorities that do not continue to support such existing viable partnership activity in their local area through IEG grant in 2004/05 may be asked to explain their policy position.

Funding

The ODPM announced further funding support for Councils on 12 February 2004². All local authorities in England will receive £500K capital grant over the next two years (£350k in 2004/05 and £150k in 2005/06 subject to submitting satisfactory IEG progress reports) to help deliver e-government. Priority services will be included as a new section in the IEG proforma to reflect their importance as an integral part of the implementing e-government process.

The approach to defining priority outcomes for 2005 requires all councils to focus resources to achieve a higher standard of electronic delivery of priority services supported by corporate service transformation objectives. The national requirement to e-enable 100% of services by December 2005 remains in force.

² See <http://www.localgov.gov.uk/Nimoi/sites/ODMP/resources/Funding%20press%20notice.doc>
Priority Outcomes Final – Version 1.0

The ODPM is currently discussing certification arrangements for IEG grant with the Audit Commission. Authorities not meeting IEG requirements in 2004/05 will be excluded from further IEG funding in 2005/06. There will be no mechanism to carry forward IEG funding beyond the end of March 2006. The ODPM also reserves the right to invoke retroactive 'recovery' of IEG grants in exceptional circumstances where there is evidence that grants have not been used to support IEG activity.

Outcomes

The proposed outcomes for each priority service and transformation area are defined in terms of:

- 1) **Required outcomes** – these refer to specific online facilities that must be in place in every area of the country for citizens, organisations, councillors and local authority staff to use by the end of December 2005. Where applicable, these online facilities should be available on a 24/7 basis. Such outcomes must be at Green stage in IEG self-assessment terms by December 2005 (i.e. the work has been implemented);
- 2) **“Good” e-government outcomes** – the precise approach to achieving these outcomes may be locally determined, but all local authorities are expected to commit to these objectives in order to qualify for further IEG4 funding in 2005/06. As a minimum, such outcomes must be at Amber stage in IEG self-assessment terms by December 2005 (i.e. where work has been approved for funding and is actively being implemented) and at Green stage by 1 April 2006.
- 3) **“Excellent” e-government outcomes** – high performing local authorities that have already achieved, or largely achieved, the defined required and “good” e-government outcomes, will be asked to agree a baseline and targets for promoting awareness and take-up of e-services, in return for greater discretion in applying IEG grant to meet locally-defined priorities.

Arrangements for Two-Tier Authorities

It is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed in the table below. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, there is a clear responsibility on all local authorities in two-tier areas to join up local public services in ways that make sense to the customer. Therefore, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility must be to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. Please note that a link to a home page is not sufficient in these circumstances. Such 'deep linking' also requires authorities to plan and have the relevant resources to check the ongoing integrity of these links.

PRIORITY AREAS AND OUTCOMES

Priority Area	Main Associated National Projects & Initiatives (see www.local.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>1. Schools</p> <p>To help raise education standards and allow e-enabled processing of pupil support services to the public.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - raising standards across all our schools - school admissions 	<ul style="list-style-type: none"> - School Admissions NP (www.local.gov.uk & www.wandsworth.gov.uk/admissionsproject) - LAWS NP (www.laws-project.org.uk) - E-Citizen NP 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry³ (R1); • Access to information about educational support services that seek to raise the educational attainment of Looked After Children⁴ (R2). 	<ul style="list-style-type: none"> • Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools (G1). 	<p>Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children (E1).</p>

³ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

⁴ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DFES as Children in Public Care).

Priority Area	Main Associated National Projects & Initiatives (see www.local.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>2. Community information</p> <p>To deliver integrated information about services for the community, delivered by local & regional partnerships where appropriate, and connected to a national infrastructure.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - Creating safer and stronger communities - Promoting healthier communities and narrowing health inequalities - Supporting the economic vitality of localities 	<ul style="list-style-type: none"> - Reducing Youth Offending Generic National Solution (RYOGENS) (www.yogens.gov.uk) - Enterprise Workflow Knowledge Management LAWS (www.laws-project.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • One stop direct access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List⁵ (see www.laws-project.org.uk) (R3); • Local authority and youth justice agencies to coordinate the secure sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community (R4). 	<ul style="list-style-type: none"> • Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events (G2). 	<ul style="list-style-type: none"> • Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives (E2).
<p>3. Democratic renewal</p> <p>To promote greater public involvement in local decision making and to enhance the representative role of councillors in the community through the use of technology.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - e-voting / e-consultation 	<ul style="list-style-type: none"> - e-Democracy - electoral modernisation - LAWS (www.laws-project.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily (R5); • Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves (R6). 	<ul style="list-style-type: none"> • Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics (G3); • Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files) (G4). 	<ul style="list-style-type: none"> • Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction (E3).

⁵ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005. Priority Outcomes Final – Version 1.0

Priority Area	Main Associated National Projects & Initiatives (see www.local.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>4. Local Environment</p> <p>To help improve the quality cleanliness and safety of our public space by using technology to integrate relevant functions more closely.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - transforming our local environment - creating safer and stronger communities - e-Planning 	<ul style="list-style-type: none"> - Planning & Regulatory Services Online (PARSOL) (www.parsol.gov.uk) - Knowledge Management (www.knowledgemanagement.nl.org.uk) - LAWS (www.laws-project.org.uk) - E-Trading Standards - Local Environment Planning Portal (www.planningportal.gov.uk) - NLPG (www.nlpg.org.uk) - NLIS (www.nlis.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling) (R7); • Receipt and processing of planning and building control applications (R8). 	<ul style="list-style-type: none"> • Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information (G5); • Sharing of Trading Standards data between councils for business planning and enforcement purposes (G6); • Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour (G7). 	<ul style="list-style-type: none"> • Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings (E4).
<p>5. e-Procurement⁶</p> <p>To support business improvement through cost effective and efficient purchasing of goods and services through corporate procurement. Working with local suppliers to equip them to take advantage of e-procurement activities.</p> <p>Shared Service / National Priority:</p>	<ul style="list-style-type: none"> - e-Procurement (www.nepp.org.uk) - Working With Business (www.workingwithbusiness.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment (R9). 	<ul style="list-style-type: none"> • establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions) (G8) • regional co-operation on 	<ul style="list-style-type: none"> • Access to virtual e-procurement 'marketplace' established (E5); • inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits

⁶ i.e. automation of the internal and external processes associated with buying goods and services.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>- promoting the economic vitality of localities</p>			<p>e-procurement between local councils (G9).</p>	<p>within local community (E6);</p> <ul style="list-style-type: none"> Agreed targets for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVP1 8) (E7).
<p>6. Payments</p> <p>To support service improvement and collection efficiency by providing for all payments to the council for goods and services to be made online or by telephone.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> e-payments 	<ul style="list-style-type: none"> e-Pay (www.localgov.gov.uk) LAWS (www.laws-project.org.uk) Valuebill (www.newham.gov.uk/valuebill) Smart Cards (www.scnf.org.uk) Government Gateway (www.govtalk.gov.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers) (R10); delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling (R11). 	<ul style="list-style-type: none"> demonstration of efficiency savings and improved collection rates from implementation of e-payments (G10); registration for Council Tax and Business Rates e-billing for Direct Debit payers (G11). 	<ul style="list-style-type: none"> provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone) (E8); adoption of smart cards as standard for stored payments (e.g. replacing swipe cards) (E9); agreed baseline and targets for reductions in unit costs of payment transactions (E10).
<p>7. Libraries, Sports & Leisure</p> <p>To provide easy and convenient access to a range of online information to encourage productive use of leisure time and healthier lifestyles, including enablement of local library, sports and leisure services.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> promoting healthier 	<ul style="list-style-type: none"> Smart Cards (www.scnf.org.uk) LAWS (www.laws-project.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> renewal and reservations of library books and catalogue search facilities (R12); booking of sports and leisure facilities, including both direct and contracted-out operations (R13). 	<ul style="list-style-type: none"> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services (G12). 	<ul style="list-style-type: none"> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings (E11).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>communities and narrowing health inequalities</p>				
<p>8. Transport</p> <p>To meet transport needs more effectively through the provision of real time local transport information and utilising technologies to improve traffic and transport management.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> Meeting local transport needs more effectively 	<ul style="list-style-type: none"> Smart Cards (www.scnf.org.uk) IDTV (www.digitv.org.uk) LAWS (www.laws-project.org.uk) Mobile technology / Home Visits (NOMAD) (www.localgov.gov.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> The public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning (R14); Public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results (R15). 	<ul style="list-style-type: none"> E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures (G13); GIS-based presentation of information on roadworks in the local area, including contact details and updated daily (G14). 	<ul style="list-style-type: none"> Agreed baseline and targets for customer satisfaction and efficiency savings (E12).
<p>9. Benefits</p> <p>To meet the needs of claimants and their agents through the provision of online access to the Housing and Council Tax Benefit claim process, or via intermediate technology in their homes.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> Improving the quality of life of older people and of children, young people and families at risk e-Payments 	<ul style="list-style-type: none"> Benefits (www.localgov.gov.uk) Mobile Technology / Home Visits (NOMAD) (www.localgov.gov.uk) Enterprise Workflow (www.workflowNP.org.uk) CRM (www.crmnp.org.uk) Government Gateway (www.govtalk.gov.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office (R16); Citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms (R17). 	<ul style="list-style-type: none"> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes (G15); 	<ul style="list-style-type: none"> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals (E13); Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filing of relevant claim forms (E14).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>10. Support for vulnerable people</p> <p>To meet the needs of vulnerable children and adults and their carers by increasing the accessibility of services, offering quick, comprehensive assessments, and reducing risk by improving communication and access to information between agencies.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - Improving the quality of life for older people - Improving the quality of life of children, young people and families at risk 	<ul style="list-style-type: none"> - LAWS (www.laws-project.org.uk) - CRM (www.crmnp.org.uk) - FAME (www.localgov.gov.uk) - RYOGENS (www.ryogens.org.uk) - Mobile Technology / Home Visits (NOMAD) (www.localgov.gov.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • comprehensive and dedicated information about access to local care services available over the web and telephone contact centres (R18); • remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates (R19). 	<ul style="list-style-type: none"> • Systems to support joined-up working on children at risk across multiple agencies (G16); • Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field (G17). 	<ul style="list-style-type: none"> • Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPJ 57) (E15);
<p>11. Supporting new ways of working</p> <p>Active policy and practice enabling council members and staff to work from home or away from the office base.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy 	<ul style="list-style-type: none"> - Mobile Technology / Home Visits (NOMAD) (www.localgov.gov.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Email and Internet access provided for all Members and staff that establish a need for it (R20); • ICT support and documented policy for home/remote working (teleworking) for council members and staff (R21); • Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy (R22). 	<ul style="list-style-type: none"> • Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen") (G18). 	<ul style="list-style-type: none"> • Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working (E16).

Priority Area	Main Associated National Projects & Initiatives (see www.local.gov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
<p>12. Accessibility of services</p> <p>All council services are supported outside of standard working hours via the Internet or telephone contact centres.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy - Freedom of Information Act 2000 	<ul style="list-style-type: none"> - LAWS (www.laws-project.org.uk) - CRM (www.crmnp.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday) (R23); • Implementation of a content management system (CMS) to facilitate devolved web content creation and website management⁷ (R24). 	<ul style="list-style-type: none"> • Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf) (G19); • Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI) (G20); • Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (G21). 	<ul style="list-style-type: none"> • Agreed baseline and targets for efficiency savings based around improved accessibility of services and information (E17).
<p>13. High take up of web-based transactional services</p> <p>Development of web based services as a major access channel for interactions between the citizen and the council.</p>	<ul style="list-style-type: none"> - LAWS (www.laws-project.org.uk) - E-Citizen (www.local.gov.gov.uk) - iDTV (www.digitv.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Publication of Internet service standards, including past performance and commitments on service availability (R25); 	<ul style="list-style-type: none"> • Establishment of internal targets and measures for customer take-up of e-enabled access channels (G22); • Adoption of recognised guidelines for usability of website design (see 	<ul style="list-style-type: none"> • Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile

⁷ i.e. allowing users to create, modify, arrange and delete content without needing to understand HTML and without having to rely heavily on their web or IT teams.

Priority Area	Main Associated National Projects & Initiatives (see www.local.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
Shared Service / National Priority: - ODPM National Strategy	<ul style="list-style-type: none"> - CRM (www.crmnp.org.uk) - Enterprise Workflow (www.workflowNP.org.uk) - Working With Business (www.workingwithbusiness.org.uk) - NLPG (www.nlp.org.uk) 	<ul style="list-style-type: none"> • Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users (R26). 	<ul style="list-style-type: none"> • Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management (G24); • Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address (G25). 	telephone) by 2005/06, including efficiency savings (E18).
14. Making it easy for citizens to do business with the council Systems are in place to ensure effective customer relationship management. Shared Service / National Priority: - ODPM National Strategy	<ul style="list-style-type: none"> - CRM (www.crmnp.org.uk) - Enterprise Workflow (www.workflowNP.org.uk) - Working With Business (www.workingwithbusiness.org.uk) - NLPG (www.nlp.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery (R27); • All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response (R28); • 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies (R29). 	<ul style="list-style-type: none"> • Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology (E19). 	

**Implementing e-Government
Defining e-Government Outcomes for 2005
Requirements to Achieve Compliance**

This document should be read in conjunction with the ODPM "*Creating sustainable communities*" paper (Appendix D) which describes in full the expected Outcomes.

These have been abbreviated in the tables below.

The 73 Outcomes specified in the Priority Outcomes tables consist of:

- 29 that are Required
- 25 that are deemed Good
- 19 that demonstrate an Excellent outcome.

In each of these categories there are outcomes that will be the sole or primary responsibility of Runnymede, those that should or could be shared with the Surrey e-Partnership and others that are the primary or sole responsibility of Surrey County Council.

The tables below classify the outcomes in this way and identifying the current situation or developments that would be relevant in achieving the specified outcome.

In the table the following conventions have been used:

- 1 Projects that should be addressed by Runnymede on its own (RBC)
- 2 Projects that should be addressed by Surrey County Council on its own (SCC)
- 3 Projects that could/should be delivered via existing Surrey e-Partnership

Code	Outcome		Comments/Notes	Systems Required
R3	A-Z information on ALL LA services	SeP	Already in place but would be developed locally as part of R24	Content Management System
R4	Info sharing re crime detection		Should be developed based on BIM – need to generalise this solution	
R5	Minutes and Agendas and Diary on-line	Already in place but would be developed as part of R24		
R6	Web site for every Councillor	Choices between R24 and use of Externalised facility with links from RoL		
R7	BIM/Environmental info on-line	Development of BIM		
R8	Planning/Building Control on-line	Already largely in place but requires Content Management/Document Management integration to be cost effective		
R10	Secure payment on-line	Upgrade to Cash Receiving software already approved		
R24	Content Management System	Requires Content Management System		
G20	Website accessibility standards adopted	Could readily be incorporated in achieving R24		
G2	Promoting local organisations etc to go online	LAWS guidelines as part of specification		
G23	Adoption of recognised guidelines for usability in website design	RBC	Would require development beyond R27	
G8	CRM to support working with businesses		Would require additional work on R16 to increase scope of its utilisation	
R27	CRM across access channels to provide "first time fix"		A number of solutions available both from Sx3 (LG45 or Onyx) and other suppliers such as Northgate and Lagan	
R16	One Stop resolution CTax/Benefit/Housing issues using CRM and Workflow software		Would influence specification and selection of CRM product. DMS integration required	
G24	Integration of CRM and Workflow to achieve complete automation of business process management			CRM
R18	Access to local care services on-line/phone	SeP	Decision required how to move forward with this.	CRM/Portal

Code	Outcome		Comments/Notes	Systems Required
R23	Self-service/mediated access to ALL council services outside standard working hours via internet or telephone contact centre	RBC	Decision required how to move forward with this.	CRM, Portal and CMS
R19	Remote web access to information outside standard working hours about care packages	SeP	Inter agency approach most appropriate as care packages are often provided by more than one service provider	CRM/Portal
R11	Portal for citizens		Strong authentication required	Portal/Authentication Software
R13	Sports and Leisure booking on-line		Enhancement to Egham Leisure Centre software required to link with R10	Upgrade to Microcache
R17	Forms on-line and ability to calculate entitlement on-line		Tele-form upgrade required.	Forms online
R22	Access to home/remote working facilities for all Council Members and staff that qualify under R21 policy		VPN expansion	VPN
R9	e-Procurement	RBC	Separate project	Suitable software and perhaps market place participation
G3	Citizen participation via email/SMS alerts etc.		Would only require the development of existing facilities and perhaps acquisition of a fully featured Bulletin Board software	Updated bulletin board software
G13	e-Forms for Parking appeals		R17 required.	Forms Software
R26	Monitoring website to demonstrate increased usage		Already in place – heavier duty analysis software might be appropriate as volumes increase	
R15	Public consultation re Transport matters	SeP	Integrated facility across the County might be most appropriate	No additional systems required
R12	Renewal/Reservation library books on-line	SCC	Only hypertext links from RoL required	
R20	Email/internet access for all Members and staff who require it	RBC	Already in place	
R21	ICT support / policy for teleworking for council Members and staff		Staffing implications	

Code	Outcome		Comments/Notes	Systems Required
R25	Publication of internet service standards		Noted	
R28	All email and web form acknowledgements to include unique reference number for tracking		Noted	
R29	100% email enquiries answered in one working day		Procedural and staffing implications	
G1	Education admissions portal	SCC	See R1 and R2	
G4	Development of on-line multi-media resources		Mostly staffing implications	
G5	On-line GIS		Currently being tested on-site	
G6	Sharing Trading Standards data between councils			
G7	Integrated data to aid decision making around the prevention of anti-social behaviour	SeP	Would require BIM expanded with real back-end data linkage	
G9	Regional co-operation on e-Procurement		Desire to move forward on this Good Outcome to be considered in conjunction with R9 and choice of supplier	
G10	Demonstration of efficiency savings and improved collection rates from implementation of e-payments			
G11	CTax and Business rates Direct Debit e-billing	RBC		
G12	Integrated ICT Infrastructure based on e-enabled back offices and smart card interfaces		Smart cards probably only efficient when used on a County/Region wide basis.	
G14	GIS based presentation of information on roadworks	SCC	County responsibility with links from RoL?	
G15	Facility of process Council Tax and Housing Benefits claims from residents homes	RBC	Trials in progress	

Code	Outcome		Comments/Notes	Systems Required
G16	Support for joined-up working on children at risk across agencies	SeP		No additional systems required
G17	Joint assessments of vulnerable people using mobile technology			
G18	e-Skill training form members and staff with recognised qualification	RBC	Training already in place – decision required on European Driving Licence etc.	
G19	Adoption of ISO 15489 methodology		Documentation required	
G21	Compliance with e-GIF standards including metadata standard e-GMS		Currently mandatory for all new application procurements	
G22	Establishment of internal measured targets for takeup of e-Services		Resource and staffing implications	
G25	Single notification of a change of address		Was done with ihavemoved.com until they folded.	
R1	School places application on-line	SEF		
R2	Educational support services on-line	SCC	Only hypertext links from RoL required	
E5	Access to virtual e-procurement 'marketplace'	RBC	To be achieved as part of S9	
E6	Inclusion of SME's in e-procurement			
E7	Agreed targets for efficiency savings by 31Dec2005 including BV/PI 8			
E8	Credit/debit card payments via SMS for parking fines			
E10	ABaT for reductions in unit costs of payment transactions			
E11	ABaT for takeup library, sports and leisure services online			
E12	ABaT for customer satisfaction and efficiency savings re Transport		SeP	

Code	Outcome		Comments/Notes	Systems Required
E13	ABaT for turnaround in processing Ctax and Housing Benefits claims BVPI 78	RBC		
E14	Pre-qualification of claimants for other eligible entitlements including pre-filing of relevant claim forms			
E15	ABaT customer satisfaction in support for vulnerable people BVPI57	SeP		
E16	ABaT for new ways of working			
E17	ABaT re improved accessibility to information and services			
E18	ABaT re migration to new channels of delivery	RBC		
E19	ABaT for percentage of enquires resolved at first point of contact and efficiency savings arising from investment in CRM and Workflow			
E9	Adoption of smart cards			

The proposed Code

Honesty, Integrity, Impartiality and Objectivity

1. An employee must perform his duties with honesty, integrity, impartiality and objectivity.

Accountability

2. An employee must be accountable to the authority for his actions.

Respect for Others

3. An employee must:
 - a) treat others with respect;
 - b) not discriminate unlawfully against any person; and
 - c) treat members and co-opted members of the authority professionally.

Stewardship

4. An employee must:
 - a) use any public funds entrusted to or handled by him in a responsible and lawful manner; and
 - b) not make personal use of property or facilities of the authority unless properly authorised to do so.

Personal Interests

5. An employee must not in his official or personal capacity:
 - a) allow his personal interests to conflict with the authority's requirements; or
 - b) use his position improperly to confer an advantage or disadvantage on any person.

Registration of Interests

6. An employee must comply with any requirements of the authority:
 - a) to register or declare interests; and
 - b) to declare hospitality, benefits or gifts received as a consequence of his employment.

Reporting procedures

7. An employee must not treat another employee of the authority less favourably than other employees by reason that that other employee has done, intends to do, or is suspected of doing anything under or by reference to any procedure the authority has for reporting misconduct.

Openness

8. An employee must:
- a) not disclose information given to him in confidence by anyone, or information acquired which he believes is of a confidential nature, without the consent of a person authorised to give it, or unless he is required by law to do so; and
 - b) not prevent another person from gaining access to information to which that person is entitled by law.

Appointment of staff

9. (1) An employee must not be involved in the appointment of any other decision relating to the discipline, promotion, pay or conditions of another employee, or prospective employee, who is a relative or friend.
- (2) In this paragraph:
- a) "relative" means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the preceding persons; and
 - b) "partner" in sub-paragraph (a) above means a member of a couple who live together.

Duty of trust

10. An employee must at all times act in accordance with the trust that the public is entitled to place in him.

RUNNYMEDE BOROUGH COUNCILCODE OF CONDUCT FOR STAFF

The Council has approved the introduction of a Code of Conduct for staff to apply to all members of staff. The Code of Conduct is primarily intended to give staff more detailed advice and guidance in what can sometimes be a difficult area for those of us working in the public service and is designed to protect your individual interests as much as the Council's.

The Code gives detailed advice and guidance in a number of specific areas as follows :

<u>Section</u>	<u>Subject</u>
1	Standards
2	Disclosure of Information
3	Political Neutrality
4	Relationships
5	Appointments and other Employment Matters
6	Outside Interests
7	Personal Interests
8	Equality Issues
9	Separation of Roles during Tendering
10	Corruption
11	Use of Financial Resources
12	Gifts and Hospitality
13	Sponsorship - Giving and Receiving
14	Conference Attendance
15	Use of the Council's Materials etc.
16	Interest of Staff in Contracts
17	Financial Regulations and Standing Orders
18	Politically Restricted Posts - Restrictions on Political Activity
19	Politically Restricted Posts - Declaration of Personal Interests
20	Wills and Legacies.

You should read the attached copy of the Code - further copies are available from Personnel. If in any doubt as to the meaning of any section, or its precise implications for you, you should seek clarification from your Director in the first instance. In particular, please note that you are now required to report to me full details of :

- a) personal relationships with contractors or potential contractors (Section 4 of the Code);
- b) personal and/or financial interests which could bring about conflict with the Authority's interests, and membership of any external organisation requiring formal membership and commitment of allegiance and with secrecy about its rules or conduct (Section 7 of the Code);
- c) hospitality received and offered (Section 12 of the Code);
- d) potential benefit from or interest in sponsorship by the Authority (Section 13 of the Code);
- e) personal interests in contracts (Section 16 of the Code);
- f) direct and family interests in various matters by holders of Politically Restricted Posts (Section 19 of the Code).

A simple pro-forma for recording details of any of these relationships and interests is available from my secretary and should be completed as appropriate and forwarded to me in confidence as soon as possible, updating the information as and when circumstances change. Again, if there are any problems (e.g. the extent of detail required) please consult me.

Any information you give me about your interests etc. will be maintained in strict confidence in a Register which will be available for inspection only by Members of the Council and myself or members of staff authorised by me in the course of their duties.

I again emphasise that the purpose of the Code and the Register is to avoid situations where a member of staff might be unfairly accused of having some potentially conflicting interest in anything he or she may be involved in through their work with the Council. However, as with any matters relating to conduct, a significant breach of the Code of Conduct could, in appropriate circumstances, be subject to the Council's Disciplinary Procedures. Equally, the Council's Grievance Procedure would apply if any member of staff is unhappy at the way the Code is applied in his or her case.

Copies of the Code of Conduct are always available for reference in Personnel, and all staff should feel free to refer to the Code or to seek clarification on any point at any time or to seek a confidential meeting with me on any specific matter arising from the Code. If in doubt on any matter arising from the Code, then it will always be best to seek advice as soon as possible.

Chief Executive Officer

RUNNYMEDE BOROUGH COUNCIL

CODE OF CONDUCT FOR STAFF

REGISTER OF INTEREST(S)

Staff should use this form to register with the Chief Executive Officer details of any interest(s) they may have under Sections 4, 7, 12, 13, 16 and 19 of the Code of Conduct for staff. Please note that if in any doubt, advice may be sought (in confidence if required) from the Chief Executive Officer.

Name

Post

DATE	DETAILS OF INTEREST	SECTION OF CODE

RUNNYMEDE BOROUGH COUNCIL

**INDEX OF STAFF WHO HAVE REGISTERED INTERESTS
IN ACCORDANCE WITH THE CODE OF CONDUCT**

The staff named below have registered interest(s) in Sections 4, 7, 12, 13, 16 and 19 of the Code of Conduct as indicated. Details of each interest are held in the Register of Interest in alphabetical order of name.

NAME	POST	SECTION OF CODE

RUNNYMEDE BOROUGH COUNCIL

CODE OF CONDUCT

Introduction

The public is entitled to expect the highest standards of conduct from all staff who work for Runnymede Borough Council. Public confidence in staff's integrity would be shaken were the least suspicion, however ill-founded, to arise that they could in any way be influenced by improper motive. This Code outlines existing laws, regulations, standing orders, instructions and conditions of service and provides further guidance to assist and protect staff in their day-to-day work. The Code is produced in the light of the challenges that staff face in the new and more commercially orientated environment. This includes the introduction and extension of compulsory competitive tendering (CCT), market testing, etc.

Unless stated otherwise failure to follow the various guidelines and requirements will result in disciplinary action being taken. It is important, therefore, that staff familiarise themselves with the contents of this Code.

1. Standards

- 1.1 You are expected to give the highest possible standard of service to the public, and where it is part of your duties, to provide appropriate advice to Councillors and fellow staff with impartiality. You will be expected, through agreed procedures and without fear of recrimination, to bring to the attention of the appropriate level of management any deficiency in the provision of service. You must report any impropriety or breach of procedure. Normally this would be to the Line Manager but in exceptional cases may be direct to the Director of the department or the Chief Executive Officer.

2. Disclosure of Information

- 2.1 It is generally accepted that open government is best. The law requires that certain types of information must be available to Members, auditors, government departments, service users and the public. You must be aware of which information is and is not open, and act accordingly.
- 2.2 The Council's practice is to make as much information available to the public as possible. In preparing committee reports, for example, items should not be made 'exempt', even though this might be technically possible, unless disclosure would prejudice the position of the Council, or the individual or organisation concerned. Whenever possible, such information should be restricted to an exempt appendix. Generally therefore you may release factual information unless
- (i) it is (or is likely to be) the subject of an exempt report
 - (ii) it relates to the personal circumstances of a member of staff, or a member of the public or organisation, or
 - (iii) it is covered by restrictions under the Data Protection Act.

Guidance can be obtained from the Director of Administration and Leisure.

- 2.3 Particular attention must be paid to requests for statements to the Press and other media. Only the Directors or other authorised senior members of the department may make any sort of statement to the media. If information is given, although it may be factually correct, it may well be open to misinterpretation in the form in which it is published or broadcast.

- 2.4 Information concerning a member of staff's private affairs must not be supplied to any person unless the consent of that member of staff is first obtained.
- 2.5 You should not use any information obtained in the course of your employment for personal gain or benefit, nor should you pass it on to others who might use it in such a way. Any particular information received by you from a Councillor which is personal to that Councillor and does not belong to the Authority should not be divulged by you without the prior approval of that Councillor, except where such disclosure is required or sanctioned by the law.

3. Political Neutrality

- 3.1 You serve the Authority as a whole. It follows you must serve all Councillors and not just those of the controlling group, and must ensure that the individual rights of all Councillors are respected.
- 3.2 You must not be required to advise any political group of the Council, either as to the work of the group or as to the work of the Council, neither are you to be required to attend any meetings of any political group. Directors may occasionally be invited to advise a political group of the Council. They are not obliged to agree to any such request. If they do so, they can insist on any safeguards necessary to ensure that their political neutrality in Council matters is not put at risk and that their role is not misunderstood. They may seek the advice of the Chief Executive Officer if in any doubt.
- 3.3 Whether or not politically restricted, you must follow every lawful expressed policy of the Authority and must not allow your own personal or political opinions to interfere with your work.
- 3.4 Political assistants appointed on fixed term contracts in accordance with the Local Government and Housing Act 1989 are exempt from the standards set in paragraphs 3.1 to 3.3.

4. Relationships

4.1 Councillors

You are responsible to the Authority through its Senior Managers. For some, your role is to give advice to Councillors and Senior Managers and all are there to carry out the Authority's work. Mutual respect between staff and Councillors is essential to good local government. Close personal familiarity between staff and individual Councillors can damage the relationship and prove embarrassing to other staff and Councillors and should therefore be avoided.

4.2 The Local Community and Service Users

You should always remember your responsibilities to the community you serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by the policies of the Authority.

4.3 Contractors

All relationships of a business or private nature with external contractors, or potential contractors, should be made known to the Chief Executive Officer. Orders and contracts must be awarded on merit, by fair competition against other tenders, and no special favour should be shown to businesses run by, for example, friends, partners or relatives in the tendering process. No part of the local community should be discriminated against.

- 4.4 If you engage or supervise contractors or have any other official relationship with contractors and have previously had or currently have a relationship in a private or domestic capacity with contractors, you should declare that relationship to the Chief Executive Officer.

4.5 **Attendance at Outside Functions**

As a general rule it is important that the profile of the Council is well represented both within the community and in the various regional and professional bodies that exist in the public sector. Support of voluntary groups is encouraged by attending AGMs, gatherings, social or other. The important criterion here is to ensure that support is seen to be broadly based and we do not obviously favour one organisation greater than another. It makes sense that you avoid being compromised in discussion that may, for example, relate to a potential client's application, assistance in kind or the provision of information gleaned whilst working at Runnymede which may be of a sensitive nature.

5. **Appointments and Other Employment Matters**

- 5.1 If you are involved in appointments you should ensure that these are made on the basis of merit. It would be unlawful to make an appointment which was based on anything other than the ability of the candidate to undertake the duties of the post. In order to avoid any possible accusation of bias, you should not be involved in an appointment where you are related to an applicant, or have a close personal relationship outside work with him or her.
- 5.2 Similarly, you should not be involved in decisions relating to discipline, promotion or pay adjustments for any other member of staff who is a relative, partner, etc.

6. **Outside Interests**

- 6.1 If you are graded in accordance with management scales you must not engage in any other business or take up any additional appointment without the consent in writing of the Chief Executive Officer.
- 6.2 You should not engage in an activity or paid employment which is in potential conflict with the Council's interests. For example you should not prepare plans for planning or building control purposes in respect of any property in the Borough other than your principal residence.
- 6.3 You should not become involved in the processing or consideration of any matter in which you have a personal interest. For example you should not take any part in the processing or consideration of grant applications in which you have a personal interest.

7. **Personal Interests**

- 7.1 You must declare to the Chief Executive Officer any non-financial interests that you consider could bring about conflict with the Authority's interests.
- 7.2 You must declare to the Chief Executive Officer any financial interests which could conflict with the Authority's interests.
- 7.3 You should declare to the Chief Executive Officer membership of any organisation not open to the public without formal membership and commitment of allegiance and which has secrecy about rules or membership or conduct.
- 7.3.1 Staff are expected to record with the Chief Executive Officer membership of Freemasonry.
- 7.3.2 It is a condition of service of staff that upon taking up a post they record with the Chief Executive Officer membership of Freemasonry but candidates for posts will not be asked and need not declare whether they are Freemasons.

8. Equality Issues

- 8.1 You should ensure that policies relating to equality issues as agreed by the Authority are complied with in addition to the requirements of the law. All members of the local community, customers and other staff have a right to be treated with fairness and equity.

9. Separation of Roles During Tendering

- 9.1 If you are involved in the tendering process and dealing with contractors you should be clear on the separation of client and contractor roles within the Authority. If you are a senior member of staff who has both a client and contractor responsibility you must be aware of the need for accountability and openness.
- 9.2 If you work in contractor or client units you must exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors.
- 9.3 If you are privy to confidential information on tenders or costs for either internal or external contractors you should not disclose that information to any unauthorised party or organisation.
- 9.4 If you are contemplating a management buyout you should, as soon as you have formed a definite intent, inform the Chief Executive Officer and withdraw from the contract awarding processes.
- 9.5 You should ensure that no special favour is shown to current or recent former staff or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.

10. Corruption

- 10.1 You must be aware that it is a serious criminal offence for you corruptly to receive or give any gift, loan, fee, reward or advantage for doing, or not doing, anything or showing favour, or disfavour, to any person in your official capacity. If an allegation is made it is for you to demonstrate that any such rewards have not been corruptly obtained.

11. Use of Financial Resources

- 11.1 You must ensure that you use public funds entrusted to you in a responsible and lawful manner. You should strive to ensure value for money to the local community and to avoid legal challenge to the Authority.

12. Gifts and Hospitality

- 12.1 You should only accept offers of hospitality if there is a genuine need to impart information or represent the Local Authority in the community. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where the Authority should be seen to be represented. They should be properly authorised and recorded in a register maintained by the Chief Executive Officer.
- 12.2 When hospitality has to be declined those making the offer should be courteously but firmly informed of the procedures and standards operating within the Authority.
- 12.3 You should not accept significant personal gifts from contractors and outside suppliers, although you may keep insignificant items of token value such as pens, diaries, etc.

- 12.4 It is recognised that staff often find themselves in a difficult position when a gift is proffered as a genuine expression on the part of a client, Council Tax payer or contractor to mark any exemplary or especially helpful piece of behaviour. These will often be in the form of flowers, chocolates, wine, etc. The safest advice in these circumstances is to indicate that the Council's policy prevents you from accepting. If the party concerned is anxious to press the gift then it can be accepted but passed to one of the local charities, day centres or hospitals with a letter to the giver confirming our gratitude and the action taken. Such a letter should go from the Section Head, Divisional Head or Director rather than the recipient of the gift themselves.
- 12.5 All other gifts regardless of source must be declined save where an exchange of gifts may take place with visiting groups typically from other Local Authorities or City Governments from abroad. Should they however be left in the premises or delivered to your home address, it is clearly necessary that the Director/Chief Executive be advised at the earliest practicable date to determine what action should be taken.
- 12.6 When receiving authorised hospitality you should be particularly sensitive as to its timing in relation to decisions which the Authority may be taking affecting those providing the hospitality.
- 12.7 Acceptance of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal, where the Authority gives consent in advance and where the Authority is satisfied that any purchasing decisions are not compromised. Where visits to inspect equipment, etc. are required, you should ensure that the Authority meets the cost of such visits to avoid jeopardising the integrity of subsequent purchasing decisions.
- 12.8 A reasonably modest luncheon that is a legitimate extension of business discussions or is seen to be in the general interests of the Authority can be justified. A careful watch on the cost per head and venue chosen is always wise and as a reasonable guide caution should be exercised where the price for a meal is likely to exceed £25 per head.
- 12.9 Whilst individual Directors and their Departments do not have specific hospitality budgets there is a public relations and promotions budget which can support reciprocation providing always that beneficial business or dialogue on the part of the Authority is being transacted. A hospitality register is held by the Chief Executive Officer in which the following details of hospitality offered and received should be entered :-
- names of those providing and receiving hospitality and their company
 - details of hospitality, estimated value, time and location
 - nature of the discussion
 - details of any "permission" or work the other party is interested in securing
 - approval of the Chief Executive Officer (or should it be him the Director of Administration and Leisure or Director of Finance) on a "compliance with rules" certificate.
- 12.10 It should be remembered that reciprocation is one of the best methods to neutralise any potential compromise where hospitality has been extended by an outside organisation.

13. Sponsorship - Giving and Receiving

- 13.1 Where an outside organisation wishes to sponsor or is seeking to sponsor a Runnymede Borough Council activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.
- 13.2 Where the Authority wishes to sponsor an event or service neither you nor any partner, spouse or relative must benefit from such sponsorship in a direct way without there being full disclosure to the Chief Executive Officer of any such interest. Similarly, where the Authority through sponsorship, grant aid, financial or other means, gives support in the community, you should ensure that impartial advice is given and that there is no conflict of interest involved.

14. Conference Attendance

- 14.1 The attendance at conference or other seminars, summer schools or similar gatherings greater than a day in duration is at least in part covered by Section J7 of the Personnel Policies and Procedures Handbook. All attendances at such gatherings greater than a day should be approved by the Chief Executive Officer and be demonstrably beneficial to the Authority or to your training and development or profession.
- 14.2 In view of the rapidly escalating costs of such attendance and the fact that leading Members have consciously declined involvement in their political conferences (e.g. A.D.C.) sensitivity must always be exercised. Attendance should seldom require more than one representative of the Authority who should be responsible for preparing a brief of the important/useful issues discussed or make the full set of papers and other publications provided available within the organisation. As good practice, the expenses and fees associated with such attendance should be countersigned by the Chief Executive Officer or should it be him then by the Director of Administration and Leisure or Director of Finance.

15. Use of the Council's Materials, Equipment or Resources

- 15.1 It is important that a relationship of trust exists between the Council and its staff. The Council's property and resources are provided in respect of its work. No improper use should be made of any of its facilities such as vehicles, equipment, stationery or secretarial services. Only in the most exceptional circumstances will a Director grant approval for Council facilities to be used for any purpose other than on Council business. It is recognised, however, that on occasions you might need to have access to a telephone, fax machine or photocopier for personal use. Provided that such use is minimal and that the Council is reimbursed costs on the forms provided, you may use these facilities.

**16. Interest of Staff in Contracts and Other Matters
(Extract from Standing Orders)**

- 16.1 If you know that you have a "disclosable pecuniary interest" in any contract or other matter, other than :-
- a) your contract of employment with the Authority, or
 - b) the tenancy of any dwelling provided by the Authority
- you must give written notice of the fact to the Chief Executive Officer as soon as possible. This duty is in addition to any duty under Section 117 of the 1972 Act or other provisions.
- 16.2 For the purposes of this Standing Order, a "disclosable pecuniary interest" is an interest which would require disclosure under Section 94 of the 1972 Act if you were a Member of the Council.
- 16.3 The Chief Executive Officer must register any notice given by you under Section 117 of the 1972 Act or paragraph 39.1. This book must be available for inspection by any member of the Council during office hours.
- 16.4 Wherever possible, you must avoid personal involvement in a matter in which you have declared an interest either by statute or under this Standing Order. If this is not practicable, you must mention in any report on the matter you have made such a declaration and give brief details of it, in a separate paragraph at the commencement of the report. If you are advising a meeting orally you must mention your declaration orally.

17. Financial Regulations and Standing Orders Relating to Contracts

- 17.1 Standard procedures have been agreed which govern the Council's financial matters and detail arrangements for handling money.
- 17.2 Likewise Standing Orders detail the procedures to be followed in awarding contracts for work or services.
- 17.3 If your work involves the handling of money or awarding of contracts you must familiarise yourself with the requirements of the Council's Financial Regulations and appropriate Standing Orders. Failure to follow the correct procedures will be treated as a serious matter.

18. Politically Restricted Posts - Restrictions on Political Activity

- 18.1 The Local Government Officers (Political Restrictions) Regulations 1990 place political activity restrictions on Local Government staff who hold politically restricted posts.
- 18.2 In general terms in Runnymede, politically restricted posts are those at Director level or those who report directly to a Director and senior staff whose salaries are equivalent to or beyond spinal point 44 of the NJC Scales. Also included are those staff who advise committees or who speak to the media on behalf of the Authority.
- 18.3 Parts 1 and 2 of the Schedule to the regulations which detail the restrictions are available in the Personnel Office.

19. Politically Restricted Posts - Declaration of Personal Interests

- 19.1 A register is maintained by the Chief Executive Officer on a strictly confidential basis. If you hold a politically restricted post you should detail in the register direct and family interests in shares, bonds, unit trusts and similar securities (but not savings), above the level of £5,000 for each company or 1% of the share capital whichever is the smaller. Any personal interest in property or other assets within the Borough, personal or family connections with those known to do business with the Authority, and membership of professional, voluntary, charitable, or other organisations and bodies either of a national or local nature should also be noted. For this purpose "family" includes spouse and children or other persons normally residing with you.
- 19.2 This provision is issued as guidance and therefore failure to comply is not in itself a disciplinary matter. However, failure identified as part of other supervisory or disciplinary procedures would weigh in terms of the actions proposed by the Authority.

P & R 31/1/95, 28/6/95

20. Wills and Legacies

- 20.1 Members of the public, particularly those in receipt of services for older people, might, from time to time, name a member of staff as a beneficiary in their Will as a mark of appreciation for services provided during their lifetime. If staff become aware of such an intention, the individual should be firmly but courteously informed that staff are not permitted to receive such gifts. If the member of staff only becomes aware of the legacy following the death of the member of the public then the Executor of the deceased's Estate must be informed firmly but courteously that staff are not permitted to accept such gifts. A legacy from a member of the public shall not be accepted by staff when their relationship has arisen or developed through contact only in an official capacity as a member of staff of this Council.
- 20.2 In a community such as the Borough of Runnymede, where many staff live within the Borough, it is possible that staff might have a pre-existing relationship with a member of the public prior to taking up a post with the Council. Where a member of staff is named as a beneficiary in the Will of a member of the public whom they have served but the staff member can show there was a pre-existing relationship between them and the member of the public prior to their appointment to the Council's service the legacy may be retained by the member of staff. However, it would be advisable for staff in these situations to declare to the Chief Executive Officer the fact that they are a named beneficiary in the Will of a member of the public whom they are serving/have served as soon as possible.
- 20.3 Unless a pre-existing relationship has existed, staff are advised not to accept an appointment of Executor or Administrator in respect of a member of the public whom they are serving/have served. Individuals requesting such assistance should be directed to the Citizens Advice Bureau or Age Concern for advice.

Corporate Management 30/5/02

**A PROCEDURE FOR HELPING STAFF TO RETURN TO WORK
AFTER AN EXTENDED PERIOD OF SICKNESS ABSENCE**

Runnymede Borough Council recognises the value of supporting staff who are returning to work after a long period of sickness absence.

As a matter of course and good practice, Managers will keep in touch with staff during their sickness absence. This may include home visits, or contact by telephone no less frequently than on a monthly basis. The following procedure will apply when an imminent return to work seems appropriate.

If you have been ill and unable to work for a number of weeks, it can sometimes be difficult to return to your normal working hours and/or duties in one step. This might particularly be the case if your absence has been due to stress or mental illness. You will be referred to our Occupational Health Doctor who, after consulting you, if appropriate (with your written permission), your GP, and any other specialists treating you, may suggest a phased return to work. This cannot be an automatic right as it will need to be discussed with your Manager to make sure it is workable, but the Authority will try to be as flexible as possible if it will enable you to return to work more quickly and that the return is successful.

Steps that might be considered could include:

- A temporary change of work patterns, reduced hours etc.
- Re-training
- A temporary change of location or role
- A temporary reduction in the number of meetings or meetings with fewer people
- Any reasonable adjustments that are required under the Disability Discrimination Act

Steps that are taken will be those that are appropriate to assist you and that are practical for the Council and the type of work you do. In agreeing an appropriate way forward you may discuss the situation with a line manager of the same gender if you feel uncomfortable in discussing medical matters with someone of the opposite sex.

In most cases a rehabilitation period for a maximum period of six weeks will be sufficient and during this time you will be paid your full salary. By the end of this period it is hoped that you will be working your normal hours and/or duties. However, if this is not the case, a further discussion will take place with you to agree a way forward. It might be appropriate to agree that you should continue to build up your hours and/or duties for a specified longer period. If this is the case your pay during this extended period will be based on either the number of hours you are working or the level of your remaining sick pay entitlement, whichever is the greater. This will ensure that you are not disadvantaged financially by returning to work as opposed to remaining on sick leave. In order to avoid a reduction in pay, you may, if you wish, cover the shortfall in working hours with annual leave.

The ultimate aim will be for you to return to your full hours and duties. Clearly, if after an appropriate period of time this aim seems impractical, a further discussion will be held with you to identify a permanent solution. This could include, if practical, making permanent any temporary measures agreed, redeployment to another suitable position or, failing other options, action through the Council's capability procedure.

You may of course consult, and be accompanied by, your Trade Union or other representative at any stage during this process including home visits.

In all cases coming within the scope of the Disability Discrimination Act, statutory provisions and entitlements of that legislation shall apply.