

GOVERNMENT & PUBLIC SECTOR JOURNAL

SPRING/SUMMER 2014



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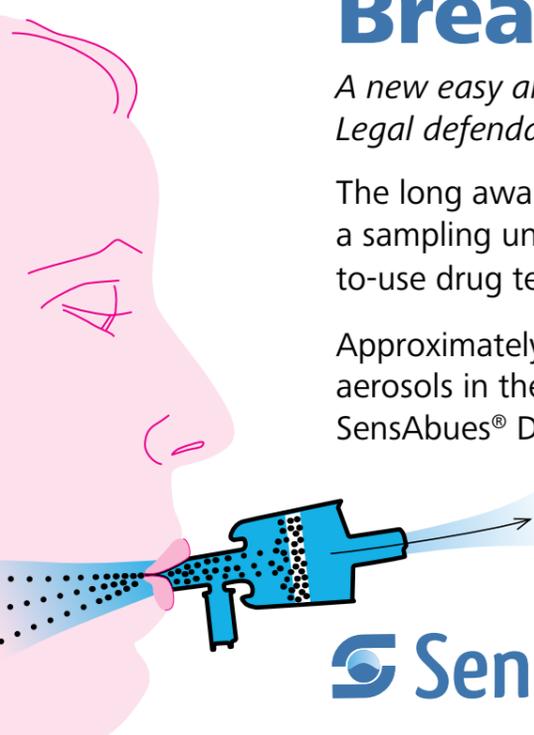
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GPSJ

Government and Public Sector Journal is read by politicians, chief executives, senior management, heads of departments, buyers and specifiers in the government and public sectors throughout the UK.

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ARMED FORCES TRAINING RECEIVES £250M BOOST

Training for our Armed Forces will receive a multi million pound boost with the development of a brand new, state-of-the-art Defence training college in Hampshire, Defence Minister Andrew Murrison has announced.

The new £250 million Defence College of Logistics, Policing and Administration will provide world class facilities for our Armed Forces and will bring together the training for key support roles from each of the Services onto one site for the first time.

The new college will cover such diverse areas as catering, supply, transport and military human resources. It will enable the Ministry of Defence to train personnel more efficiently and effectively so that they can provide the best possible support for military operations.

The development, which will be built at Worthy Down in Hampshire, will provide purpose-built training facilities, living accommodation for up to 2,000 students and staff. The Ministry of Defence has awarded the contract for the construction to Skanska Plc.

This is the just the latest investment in training facilities for our troops after Dr Murrison announced a £121 million

contract for a new Defence College of Technical Training at Lyneham in Wiltshire earlier this year.

Defence Minister Dr Andrew Murrison said: "The new College will ensure our Servicemen and women have state-of-the-art training with great accommodation in which to live and learn. By co-locating activities for all three Services we are improving efficiency and saving taxpayers' money by making the best use of the Defence estate."

The contract was awarded by the Defence Infrastructure Organisation, the Ministry of Defence's property and services provider. Construction will begin in late 2014 and is expected to be completed by late 2018. Training will continue at the site throughout the construction period.



FREIGHT JOURNEY PLANNER FOR READING BOROUGH COUNCIL

HGV routing specialists PIE Mapping has secured a Reading Borough Council grant to provide freight operators with a journey planner for Reading which includes weight, height and width restrictions for larger vehicles.

The Freight Journey Planner is an online routing system that Heavy Goods Vehicle operators and drivers can access via the Council website. The Freight Journey Planner (FJP) to Reading Borough Council from Reading Borough Council's Sustainable Travel Challenge Fund.

Freddie Talberg, CEO of PIE Mapping, said:

"The FJP makes it much easier for HGV drivers to access information about the right roads for their size of vehicle and that has the knock on effect of improved journey times, safer routes and reduced congestion."

Tony Page, Reading Borough Council's Lead Member for Strategic Environment, Planning and Transport, said:

"Too many narrow, residential streets in Reading still suffer from HGVs trying to use them by slavishly following out-of-date and inaccurate SATNAV systems. Even though our road

signs indicate width and height restrictions and cul-de-sacs, it is far too often the case that drivers ignore these because their SATNAV's are advising them wrongly.

"The Freight Journey Planner is an innovative approach to transport planning that aims to ease congestion, with potentially long lasting benefits for our area and beyond. The system will provide freight operators with routing information within Reading for different types of delivery vehicle, however there remains a need for suppliers to work together across the freight industry to ensure this information is used rather than out of date sat nav systems. The Journey Planner will also include a facility for residents to report sightings of freight vehicles if they do use inappropriate routes. We look forward to getting the system live as soon as possible."

Any road restriction information included by Reading Council also feeds into a National Freight Journey Planner (www.freightjourneyplanner.co.uk) making the data much more widely available than just Reading.

RAF ENLISTS ECHO MANAGED SERVICES TO MANAGE SOCIAL MEDIA INTERACTIONS

The Royal Air Force has enlisted the help of outsourced contact centre services specialist – Echo Managed Services – to support the handling of its Facebook and Twitter social media interactions.

Echo is a specialist provider of complex multi-channel customer contact services, and has been selected to curate and manage the RAF's official @RAFReserves and @RAFCareers Twitter feeds, as well as the operation and staffing of its RAF Regiment Recruitment and RAF Careers Facebook presences. Echo has in-depth experience of working closely with RAF Careers to support its multi-channel interactions, and is now extending its expertise to deliver further support across social media channels.

According to Adam Proctor, Digital Media Manager for the Royal Air Force: "Due to the 24x7 nature of social media we want to ensure we respond as efficiently and intelligently as possible to questions and posts on our multiple Facebook and Twitter channels. We previously managed all of our social media marketing using our in-house marketing team, but were really keen to work with Echo to expand our capabilities and to increase out-of-hours social activity support. Echo has a proven track record of providing RAF Careers with an excellent multi-channel service – with impressive results – so we were keen to take advantage of their in-depth operational expertise to ensure that we delivered the same high quality service standards across our key Facebook and Twitter channels. "Echo offers a comprehensive out-of-hours service with dedicated RAF-trained agents

who now check our social media accounts every 15 minutes and respond to enquiries. The same trained Echo agents also answer voice calls for RAF Careers, so they're fully up to speed with our requirements - providing a consistent level of support across our multiple channels," continued Adam Proctor. "Engaging Echo to handle these additional social media channels will allow us to provide a more responsive Facebook and Twitter presence to match recruit expectations – especially as social media channels are an increasingly popular choice for the younger generations – our key target demographic for recruits is the 16-24 age group."

"Having an effective social media presence is an essential component of today's customer journey, and an essential contact channel for major organisations such as the Royal Air Force, particularly as interaction volumes scale and potential recruits expect further support outside of normal office hours," added Nigel Baker, Managing Director, Echo Managed Services. "Here at Echo we are constantly looking to help clients adopt new communication channels and, for the RAF, Twitter and Facebook are proving dynamic and effective communication method to reach out to their target audience age group. Our agents are expert at curating social channels and providing immediate answers to queries, while also understanding the need to identify and escalate more complex requests – such as sensitive posts - as required. It is great that the RAF understands and has recognised the value Echo can deliver to them in terms of supporting their complex multi-channel requirements."



NORTH POLE MARATHON SUCCESS FOR PC NICOLA HUGHES CHARITY



Bryn Hughes (left) with wife Natalie Hughes (centre) and friend Rob Stapleton - training before the marathon at the Chill Factor in Manchester.

Bryn Hughes, the father of PC Nicola Hughes who was killed whilst on duty in Manchester with her colleague PC Fiona Bone, has completed a North Pole Marathon to raise funds for a charity he has set up in her memory.



PC Nicola Hughes

Bryn told GPSJ: "After 12 months of training in a very mild winter here in the UK we braved temperatures down to as low as -37 to compete in the worlds coolest marathon.

"Myself and Rob joined 45 other marathon runners at Ice Camp Barneo at around 2am on Wednesday 9th April following a 2 1/2 hour flight from Svalbard, a briefing followed from the base commander (In Russian) who warned us about the temperatures, dangers from ice pressure ridges and the realistic threat of polar bears, 3 had been spotted near the camp the day before.

"After a couple of hours sleep and a 'basic' breakfast we started the race at 11am that morning, conditions on the runway part of the course were very good and led us to believe a decent time would ensue, how wrong we was!!!

"The snow conditions were horrendous with none compacting snow meant we were treading through snow above our ankles for the majority of the course.

"Several stops during the 12 laps to allow us to change clothing, especially balaclavas, and to take on fluid and food saw us finish around 11 hours later.

"It says a lot when the winner of the race, a professional runner from USA, doubled his usual marathon time and describe it as the hardest marathon he has ever competed in.

"Overall a fantastic experience but at times for me personally a huge reminder of why I was taking part, there were several laps where I found it difficult, without the constant reminder of Nicola I would probably not have succeeded."

FIRST CAREER COLLEGE SPECIALISING IN DIGITAL TECH

Following official approval by the Career Colleges Trust recently, Oldham College will open the UK's first Career College specialising in digital industries and technologies this September.

The Career Colleges Trust* has granted licences for only two Career Colleges to open this Autumn, following an intensive approval process. Hugh Baird College in Bootle, Liverpool will be opening a Catering and Hospitality Career College.

Oldham College's pioneering

facility will ensure students are both academically and practically prepared for work within technically and creatively driven industries. The creative courses on offer to 16-18 year olds include Design and Development for web, Fashion & Textiles Game Design, Media, Music, Photography and Fine Art to Networking and Infrastructure and Software Development.

The GCSE curriculum for 14-16 year olds is being reviewed using the Digital Career College's employer advisory board and will

start in September 2015. Future pathways of study also under review for 2015 include Product Design, Digital Marketing and Technology in Business.

Career Colleges, launched by Lord Baker last year, are a new innovation in employer-led education. They take advantage of the Government's decision to allow FE colleges to recruit at 14, increasing the range and choice of opportunities for 14-19 year olds. A Career College provides the opportunity to combine academic and vocational studies within

a specific industry specialism, improving career prospects for young people in the local labour market.

Each Career College is supported by employers, who will help design and deliver the curriculum. Alongside rigorous academic teaching in maths, English and other core subjects, Career Colleges will offer 'real-world' challenges, coupled with work experience, enabling students to develop their wider employability skills.

PROPUMP FOAMED CONCRETE FILLS VICTORIAN UNDERGROUND WALKWAY

When a disused underground walkway in Eastbourne required infilling to prevent the road above from collapsing, Propump Engineering's foamed concrete proved to be the ideal solution to strengthen and stabilise the road.

Believed to be an undercover route for guests in the Queen's Hotel to get to the nearby Royal Hippodrome Theatre or possibly a staff entrance, the Victorian walkway beneath Collonade Gardens had rotting steel I beams

and jack arch supports which were structurally unsound. With the safety of the road users paramount, Propump was appointed by East Sussex County Council and contractor Kier May Gurney to deliver a foamed concrete solution.

Propump supplied 150m³ of foamed concrete at a density of 1,100kgs/m³ and a strength of 1-2 N/mm² which was required to complete the infill of the disused 40 metre long walkway beneath Collonade Gardens.

'Foamed concrete was by far the best option to fill this underground walkway.' commented Thurston Yapp, Structures Engineer, East Sussex County Council. 'Kier May Gurney chose Propump with their extensive experience, to work alongside their own team, to deliver a thoroughly successful solution.'

Increasingly popular with designers and engineers, foamed concrete is perfect for filling voids where access is difficult or when a

lightweight mix is needed to meet restricted loading limits. Its most common applications include bridges, floor and roof screeds, pre-cast panels, sewers and tunnels.

With the Victorian tunnel now filled with foamed concrete, Propump used their extensive experience combined with a dedication and philosophy to work with Kier May Gurney team to deliver a thoroughly successful solution.

ASSET MANAGEMENT EVENT AT BIRMINGHAM

Yotta, the infrastructure asset management technology arm of OMG plc, welcomed over 300 industry professionals to its Annual Meeting at the National Exhibition Centre (NEC). Attracted by keynote speakers from the Department of Transport and Surrey County Council the 'From Data to Decisions' conference has grown into what is thought to be the largest event of its kind for asset management practitioners in the UK.

Keynote presentations were followed by industry specific conference streams with topics included Street Lighting, Highways Asset Management, Waste and Street Works as well as workshops and open floor debate sessions. Case studies and industry updates were also

provided with presentations by senior representatives of UK Power Networks, BT Openreach, Amey, Kent County Council and Transport Research Laboratory, for example.

Nick Smee, CEO of Yotta, who provided opening and closing presentations at the one day event, commented, "This a fantastic turn out of asset management practitioners making it what we believe to be the biggest industry event of its type in the UK. There was a real vibrancy to the day's proceedings and the mix of end user case studies and industry updates clearly reflected a growing maturity in the asset management arena".

"As this was our first major event since the acquisition of Mayrise Systems last year it

was the perfect opportunity to bring all our customers and partners together. The majority of attendees were existing or potential users of Mayrise or Yotta systems and services and there was therefore considerable interest in new developments and in particular the latest Horizons Asset Management platform," continued Smee.

The conference branded 'From Data to Decisions' took place on the 20th May 2014 at the National Exhibition Centre (NEC), Birmingham. The free to attend event attracted over 300 registered delegates in addition to representatives from industry associations, partner organisations and the asset management supply chain. Keynote presentations from Haydn Davies from the

Highways Maintenance Efficiency Programme at the Department for Transport and Jason Russell, Assistant Director Highways at Surrey County Council, were followed by four application themed streams.

Delegates on the day could move between a wide variety of hands on workshops, end user case studies and industry and academic updates including presentations from East Sussex, Suffolk and Lancashire County Councils, Telensa, the LANTERNS Project and a past president of the Institution of Lighting Professionals (ILP). To maximise the benefit for attendees the conference was CPD certified and included free onsite parking, lunch and refreshments, and was followed by a well-attended drinks reception.



SIGNIFICANT RESEARCH REVIEW ON CHILDREN AND YOUNG PEOPLE WITH HARMFUL SEXUAL BEHAVIOURS PUBLISHED

Research in Practice has published its latest Research Review: Children and young people with harmful sexual behaviours. Written by international expert Professor Simon Hackett, the Review provides leaders in safeguarding and child protection with essential evidence for developing strategy and services in this challenging area.

This comprehensive review draws together UK and international research findings to provide a fundamental contribution to emerging national strategic initiatives to create and test a national framework for children and young people with harmful sexual behaviours for use by local areas.

Pat Branigan, the NSPCC's development manager for sexual abuse said: "The publication

of this review is timely. The NSPCC is currently chairing a national strategic group which is developing a strategy for harmful sexual behaviour. This review provides essential insight for a consistent and effective approach to this work."

The scale of the problem is significant and underreporting is likely due to the stigma and shame surrounding this issue (Masson, 2001). Despite this, children and young people account for approximately a quarter of all sexual abuse convictions against victims of all ages (Vizard, 2004) and a third of all sexual abuse coming to the attention of professionals in the UK (Erooga and Masson, 2006). The review also highlights that in many cases, children and young people are both perpetrators and victims of abuse.

Professor Hackett said:

"Knowledge has developed steadily about children and young people with harmful sexual behaviours over the last two decades. It's now time to take stock of what's been learnt and consolidate the excellent pockets of practice that exist in the UK.

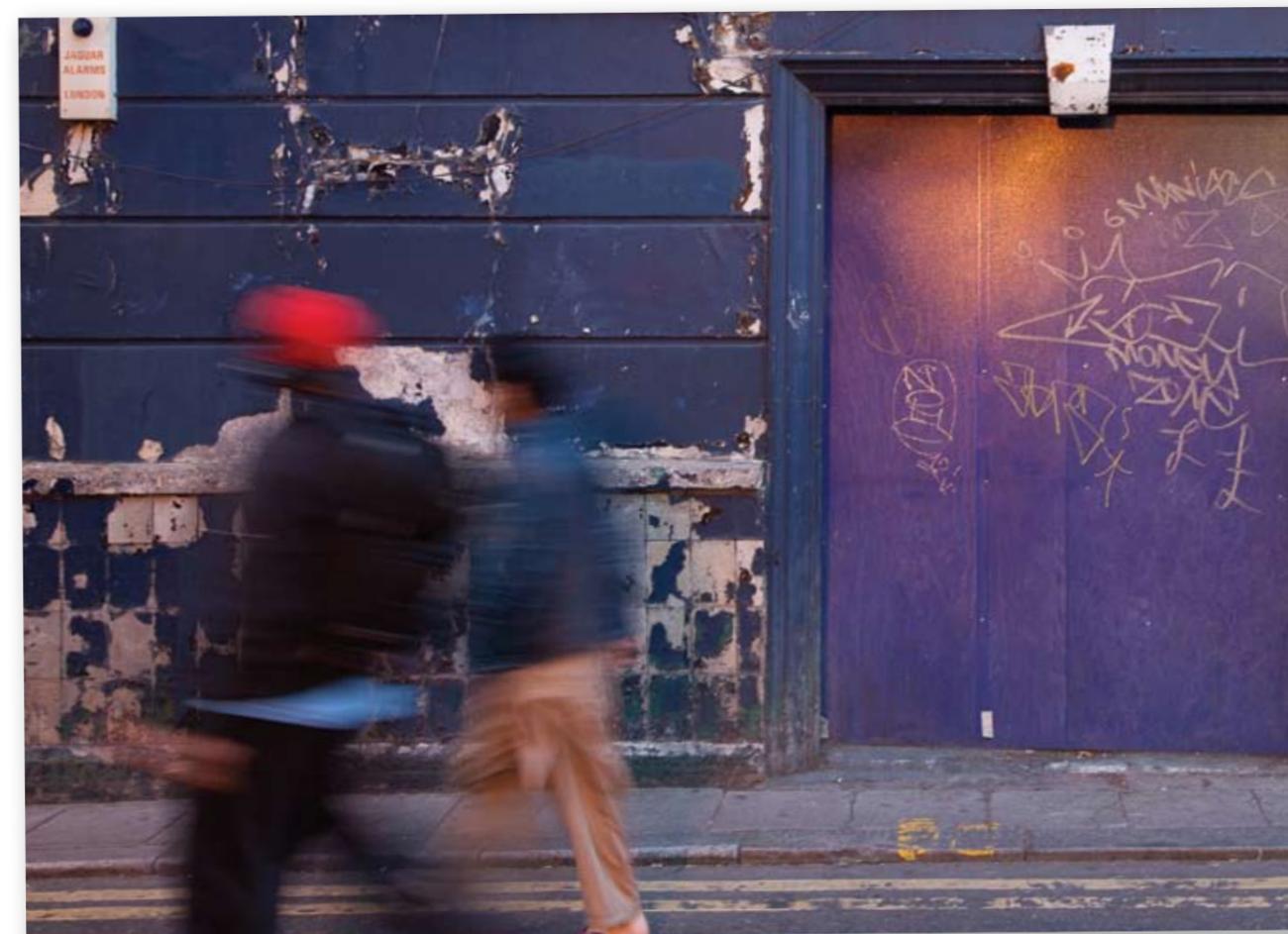
It's a complex problem that carries with it immense stigma for children and their families. We need a balanced approach to this issue that recognises both the risks and needs of children presenting with harmful sexual behaviours."

With concise, robust and accessible research findings, the review is written and edited to speak directly to local policy makers and leaders. It clarifies terminology in the field and offers up to date insights from research and innovative practice into assessment and intervention. The review will support local leaders

and decision makers in developing policy, practice and service multi agency service improvement, providing the knowledge and tools to navigate a path through this complex terrain.

Dez Holmes, Director of Research in Practice said: "Local Authorities are eager to embrace a more strategic approach in this area. Indeed much of the expertise needed for developing a national framework exists at a local level. We are therefore delighted to be publishing this Review and expect it to be an immediate resource both for service delivery and for development of a national framework."

Children and young people with harmful sexual behaviours is available at www.rip.org.uk/hsb.



High-Tech Bridge's online on-demand web penetration testing service ImmuniWeb® safeguards Government websites' security

On-demand ethical hacking service delivers a new approach to website security assessment while its manually-written report guarantees zero false-positives.

High-Tech Bridge's innovative web application and website security testing SaaS (Software-as-a-Service) ImmuniWeb® is already being used to assess the security of Government websites.

UN agency, the International Telecommunication Union (ITU), uses ImmuniWeb as part of its toolset to ensure that the governmental websites of its 195 Member States are secure. With government and local authority websites under constant threat of attack, ImmuniWeb is a web application that provides security assessment solutions with a Software-as-a-Service (SaaS) delivery model.

What is the ImmuniWeb assessment?

The ImmuniWeb web security scanner is a unique hybrid of an automated vulnerability assessment and an accurate manual web application penetration test performed in parallel by security experts – guaranteeing local authority, emergency services and Government agency websites improved security and reduced cyber threat risks.

"This partnership with High-Tech Bridge, within the framework of the ITU-IMPACT initiative, will assist Member States, in particular developing and least developed countries, to use these tools to improve the security of their websites and counter cyber

threats and related vulnerabilities," said ITU Secretary-General Dr. Hamadoun I. Toure.

ImmuniWeb's unique hybrid of accurate manual web application penetration test and cutting-edge vulnerability scanning performed in parallel enables anyone, regardless of company size, geographical location or technical knowledge, to hire professional ethical hackers online for just \$990. The price includes 12 hours of manual testing, 12 hours of automated testing and 6 hours of results analysis and reporting and is substantially more cost-effective than hiring a third party ethical hacker.

Manual testing by professional High-Tech Bridge web penetration testers guarantees zero false-positives and significantly minimizes the number of false-negatives in the report. The automated side of the assessment is performed by ImmuniWeb Security Scanner, developed by High-Tech Bridge from scratch. Project configuration and management, secure online payment and report delivery is done online via ImmuniWeb Portal.

ImmuniWeb's hybrid approach to web application security testing outshines the quality of the automated tools, scanners and services that currently dominate the market. Every ImmuniWeb report is manually written by a professional penetration tester who provides customised solutions for each weakness and vulnerability detected, ensuring that the customer can easily understand the issues and implement fixes.



Tested on thousands of websites

Tested on thousands of small and several hundreds of large live websites, ImmuniWeb's efficiency has been proven on websites that use different web frameworks, platforms and web programming languages. Vast majority of security assessments already performed by ImmuniWeb demonstrated the best vulnerability detection rate compared to traditional vulnerability scanners and automated SaaS solutions.

Even long-established industry analyst houses are singing ImmuniWeb's praises: "It certainly appears that the hybrid approach [of web application security testing], introduced to the global market by ImmuniWeb, represents a highly efficient, new generation solution, offering speed, simplicity, cost-effectiveness and additional quality, afforded by the parallel manual penetration testing" said Alexander Michael, Director of ICT Consulting at Frost & Sullivan.

The ImmuniWeb service isn't just a web vulnerability scanner, hunting for flaws on customers' websites – instead, at the same time as that is running, High-Tech Bridge also has a team of ethical hackers, with years of professional web security experience, manually attempting to penetrate websites,

and searching for flaws and weaknesses.

Introduced to the market by High-Tech Bridge in 2013, this hybrid approach to testing web application security benefits from an on-demand SaaS delivery model, a simple set up, an assessment with zero false positives, a comprehensive report and competitive pricing. ImmuniWeb SaaS also successfully received CWE and CVE compatibility certification from MITRE in 2013 so is a trusted security solution.

Iliia Kolochenko, High-Tech Bridge's CEO, comments: "We are very happy to offer ImmuniWeb on-demand web penetration testing to organisations big and small as it's a very important milestone for our company and a positive change for the web security market in general. The general availability of our ImmuniWeb solution is the outcome of four years of development and one year of very intensive Beta testing where we spoke to a number of different organisations, governments and independent experts about how to make our service better and easier. We considered every opinion to improve and perfect ImmuniWeb, and this cost-effective solution is now available for those seeking to ensure their websites are – and stay – secure. Simply visit <https://www.htbridge.com/immuniweb/> for more information and to start your website security assessment."

For more information please contact: Iliia Kolochenko, CEO, on info@htbridge.com

Inspiring success



POLCON5

THE FIFTH ANNUAL CONFERENCE OF THE HIGHER EDUCATION FORUM FOR LEARNING AND DEVELOPMENT IN POLICING

3-4 September 2014

Teesside University

BRIDGING THE GAP: future directions for policing and higher education partnerships



During this time of austerity and restricted budgets, the police service is under considerable pressure to improve the level of service it provides to the public. Police managers and police crime commissioners are being asked to put 'what works' at the heart of their joint spending and policy decisions, particularly with regards to reducing crime.

'What works' will form the back-drop for this conference, examining how universities and the police service can collaborate to develop the evidence base and to foster excellence in policing.

KEYNOTE SPEAKERS INCLUDE:

- Michael Brown
- Peter Neyroud, CBE QPM
- Peter Spindler
- Professor Nick Tilley
- Rachel Tuffin OBE
- Dr Dominic Wood

CALL FOR ABSTRACTS

To be considered for presenting a paper at the conference, please submit an abstract of no more than 250 words to polcon5@tees.ac.uk by 30 June 2014.

MORE INFORMATION
tees.ac.uk/polcon5

How Allstar makes cutting fuel costs simple for public sector fleet managers under pressure to save

Allstar Fuel Card Services is offering public sector organisations running fleets of cars and light vans, the chance to reduce the cost of managing business and personal mileage claims, providing its HMRC-compliant Business Mileage Monitor (BMM) software free to all new customers.

Allstar is the UK's most popular fuel card, accepted in 96% of fuel outlets in the UK. Allstar fuel cards are used by over 40,000 customers and 1.1 million drivers at petrol stations run by major oil brands and low cost supermarkets.

Allstar comes with some of the most sophisticated control and reporting tools available, making it a great choice for public sector fleet managers looking for maximum control over spending and card use.

Allstar's Business Mileage Monitor uses sophisticated automated software that calculates personal and business mileage. It also provides HMRC-compliant data for precise reimbursement, reporting and payment of taxes to HMRC.

Brian Flood, Allstar's vice president non-fuel products, commented: "Allstar offers a fully integrated system that captures all necessary fuel purchase data at the point of sale and provides a single consolidated VAT invoice to customers meaning that there is no need for customers to rely on separate reports or documentation to support their VAT reclaim process.

"We are offering free use of BMM to new customers so that procurement and fleet managers

can experience its accuracy and the peace of mind of being HMRC compliant. It's simple to use and can be implemented quickly with no set up fee."

Features of BMM technology include:

- automated pence per mile and mileage calculation full journey detail recording
- integration of journeys with fuel card data
- journey plotting by postcode
- management reporting
- online manager claim approval
- work related and private mileage capture
- pre-populated journey records

Business Mileage Monitor is just one of the tools that public sector managers can use to control fuel costs:

- We offer a supermarket card that limits drivers' access to supermarket sites that offer everyday low prices. Drivers continue to earn loyalty points, saving them and their employers money
- Allstar's Premier Programme offers access to discounted diesel in 1700 fuel outlets across the UK. This can offer public sector customers massive savings of up to £20,000 a year on diesel for

a typical fleet of one hundred vehicles plus savings of 4 pence per litre on diesel and unleaded fuel compared with the national average – even more compared with motorway and other expensive sites.

Allstar Premier Programme customers have two fuel cards - an Allstar card plus an Allstar Discount Diesel card for use in the discount diesel network. Fleet managers receive just one invoice and one data report covering all Allstar and Allstar Discount Diesel transactions

- Later this year the company will be introducing chip & PIN enabled cards, a further step forward in card security and driver spending control as well as highly accurate n detailed data recording of fuel spending
- Allstar provides all its customers with discounted AA Breakdown Recovery and Fuel Assistance & Mis-Fuel support
- Fuel transactions are managed on a new world-class global platform (GFN) that creates sophisticated management reports and paperless billing
- For drivers, an Allstar smartphone app helps those on the road to find the cheapest, nearest fuel wherever they are.

Adds Brian Flood: "Fuel is an area prone to fraud and waste. If councils and other public bodies allow their workers to simply pay and reclaim their fuel purchases, they are putting themselves in a dangerous position."

"There is the potential cost of fraud which can be cut dramatically once fuel cards are



used. Then there is the cost of wasted fuel caused by people driving overly long distances to fill up," he added.

Allstar card users have an app showing the nearest, cheapest locations to refuel. Also, there is the cost of allowing drivers to select which fuel stations to use. For example, a driver using high cost service station outlets, could be spending far more per transaction than they would using a fuel card that could be set to limit where spending could take place, without compromising on convenience.

"Administration and expenditure on fuel are dramatically reduced by using fuel cards to cut costs and make life easier. This means not just saving tax payers' money but also allowing managers to focus on providing public services rather than running a fleet," concluded Brian Flood.

For more information on how Allstar's range of intelligent fuel management services can cut costs, contact us on

0870 419 2849 or visit www.allstarcard.co.uk

Brian Flood



Helping the public sector avoid procurement pitfalls

As pressure continues to be placed on budgets, there is an even greater need to improve the way that goods and services are procured across the public sector. With an annual spend of more than £230bn, the focus is on the public sector to demonstrate that the highest professional standards are being applied when this money is spent on behalf of taxpayers to ensure that they get best value on every purchase. However, according to recent independent research, UK public sector procurement is not only the most expensive in the EU but it also takes the longest time to complete.

Many public sector bodies are now making extensive use of professional buying organisations such as ESPO, which offers a diverse range of freely available frameworks to make the procurement process a faster and easier process. These organisations are working hard to enable the public sector to achieve best value and maximise available budgets on every contract. For those organisations that choose to go it alone, procurement can be a hit and miss exercise as they often lack the experience to avoid the many pitfalls that can trap the unwary.

EU procurement regulations Compliance with EU procurement is an important consideration for the public sector when procuring goods, services and works. All contracts with a value of more than £172,000 over their full term are subject to legislation in the form of the Public Contracts Regulations 2006 to ensure fairness and transparency. Public sector bodies seeking to make a purchase exceeding this threshold must advertise the contracts in the EU's Official Journal, and follow regulatory guidelines to undertake such procurement. Whilst the

threshold might initially seem high, it can easily be exceeded with a wide range of contracts such as catering, grounds maintenance and photocopiers. Failure to follow these published regulations can result in legal challenges from suppliers, who can sue for loss of profits as well as legal costs. A fully compliant tendering process will then have to be re-run leading to further costs and delays.

Resisting high pressure sales tactics

There are many different products and services where the public sector has to deal with salespeople employing high pressure sales tactics and offering



irresistible incentives. ICT is an area where there have been many examples of contracts sold by unscrupulous suppliers. In one case, a Council was forced to pay almost £350,000 to cancel a photocopier agreement for two schools after they closed because it could not break the agreement.

Energy is another area where these sales tactics are also rife and salespeople trade on a lack of understanding of energy markets. For example, some public sector buyers are being pressurised into signing fixed price contracts when the market prices are high leading to their energy costs being

substantially higher than if they had signed up for variable rate contracts that allow the energy supply rate to float with the wholesale market.

Check what you are signing

It may be hard to believe but people still sign contracts they don't fully understand leading to higher than expected costs. In some instances, particularly when products are being leased, salespeople skip past the small print and fail to explain the details in language that can be easily understood. It can sometimes be difficult to establish exactly how much you will be paying, how often you will be making payments and for how long, especially when

out for. A common scam is for you to receive a telephone call from a company that purports to be the one from which you have leased or purchased goods or services. They try to offer special promotions or claim to be confirming an order that has already been placed. Should you place or confirm an order, the invoice you receive is likely to reflect a higher price than you might have expected and you may find yourself having made an agreement you weren't expecting. This whole scenario is totally avoidable by knowing who your suppliers are and dealing directly with named contacts. You should also be sure you know exactly what additional services your original purchase included so you don't find yourself paying twice for something.

Food Safety

It may surprise you to know that only 50% of public sector food contracts are procured from accredited suppliers using established UK and EU compliant contracts? This is of concern as food safety is one of the most important issues facing the public sector today. Adequate due diligence must be carried out on suppliers to ensure they are accredited to industry recognised quality assurance standards including BRC Global, STS and SALSA.

Failure to carry out these checks can have disastrous consequences as highlighted by the Pennington Report which was produced after an outbreak of E.coli 0157 in South Wales in September 2005 which made many children seriously ill and resulted in the death of a child. The public inquiry, chaired by Professor Hugh Pennington, included a recommendation that businesses contracting for the supply of high risk foods such as

raw and cooked meat to public sector organisations must be subject to independent food hygiene audits.

Suppliers should also have effective, documented food safety management systems in place and be operating to HACCP based work practices and procedures. HACCP (Hazard Analysis and Critical Control Point) is a system that helps food business operators look at how they handle food and introduces procedures to make sure the food produced is safe to eat.

A Safer Alternative

Using the latest freely available frameworks for the public sector will eliminate the worry over the small print in contracts and can deliver significant cost savings. These frameworks are fair and fully EU compliant, unlike many of the contracts currently being offered by private sector firms seeking to maximise profits from the public purse. They provide the public sector with the confidence that suppliers have been subjected to rigorous tendering processes comparing price and quality as well as their ability to deliver a high level of service and support throughout the full contract term with no hidden costs.

Importantly, ESPO also provides a higher level of support, with named contacts, for the duration of every contract as part of the 'not for profit' service which has the interests of the public sector at heart. As one of the leading public sector procurement organisations, ESPO provides an independent resource to help protect against signing financially punitive contracts, preserve budgets and avoid wasting public money. It has industry specialists with extensive procurement experience that know what to look for in terms of pricing and contractual arrangements, and can benchmark proposed charges from private sector firms against established public sector contracts. This provides assurance that all procurement guidelines are being followed and hidden costs won't arise.

For more information visit www.espo.org.

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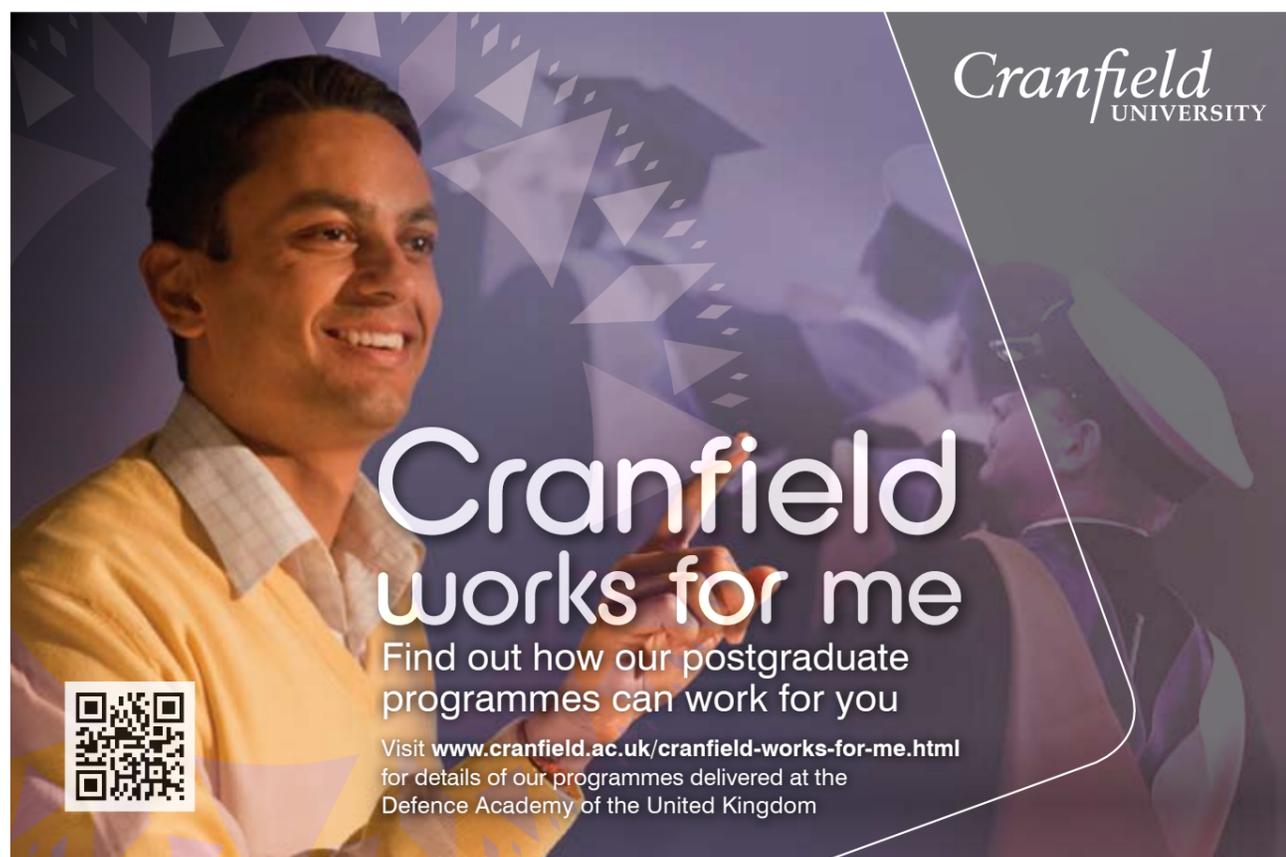
Our passion for the areas of expertise we operate in – aerospace, automotive and motorsport, defence, engineering, health, management, manufacturing, environment and water – makes us uniquely placed for both students and corporate partners alike. There are facilities, equipment and software at Cranfield that are the envy of many in the industrial world – cabin evacuation laboratories, crash testing equipment, multiphase flow rig, icing tunnels, off-road testing facility, soil dynamics laboratory, flight deck simulator, our own sewage works and a fully-functional airfield.

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Peterborough City Council places first order with Honeywell to cut energy costs at eight Council sites

Energy efficiency upgrades to generate guaranteed savings of £163,000 annually for 15 years

Honeywell (NYSE: HON) announced today that it has received an energy performance contract order from Peterborough City Council to perform energy efficiency upgrades to eight facilities owned by the Council, including the town hall, swimming pools, a leisure centre, a library and a car park.

Honeywell has proposed a range of energy conservation measures for the facilities that are expected to generate annual energy savings of £163,000 at current usage rates over the 15-year period. The energy savings are guaranteed by Honeywell, and the upgrades to the facilities are expected to be completed in about six months. Measures include upgrades to or replacement of building control systems, an air handling unit, lighting systems and pool

filtration systems. A behaviour management programme will be supported by the installation of information dashboards within a number of the facilities. The Council selected the measures to be implemented following a comprehensive engineering analysis of the current energy performance at each facility by Honeywell.

"We'll be using our experience, expertise and resources to drive energy reductions and to ensure ongoing demand is both minimised and optimised," said James Napier, general manager-energy for Honeywell. "With more contract awards anticipated in the future, this framework will help the Council to cut its energy bill and to reduce its carbon tax. The same framework is also available

to other organisations and local authorities, meaning that they too could enjoy similar benefits from a proven and effective programme"

"Implementing appropriate energy efficiency programmes using energy performance contracts enables us to benefit immediately from the improvements while using future, guaranteed operational savings to reduce capital budget requirements for maintenance and refurbishment," said John Harrison, Executive Director, Resources at Peterborough City Council. "We're delighted that we're seeing a real return from this exciting initiative."

The performance contract order follows Honeywell Building Solutions' appointment as Peterborough City Council's framework delivery partner in 2013.



Workforce planning: the way forward for local government

By Matthew Sanders, CEO, de Poel

Local government is undergoing a period of change. As we come out the other side of possibly Britain's worst ever recession, those involved in the running of local government now have to deliver more services with significantly reduced funds.

Accommodating this change has been a difficult task, and local government has relied on its most critical asset – its people to achieve this. However, this once sturdy support is changing shape due to a variety of changes in the workforce, including the rise of flexible working and the demand for a better work/life balance.

This shift in the employment landscape means that local government needs to update and remodel its recruitment processes. What's more, with the risk of further budget cuts, local authorities need to use their resources efficiently or risk them being taken away and managed via regional hubs, or outsourced.

To avoid this, there are a number of simple changes which could arm local government to become more proactive in the management of its ever-changing workforce.

Workforce composition

In 2013, local government had a workforce of 2.4 million, which equates to just over 8% of the UK's workforce, a vast engine that is responsible for ensuring the provision of services up and down the country. However, compare this to 2010 and the numbers are stark, the same service provision with 16.6% fewer workers – highlighting the need for efficiency to ensure optimal output. Added to this the changing composition of the workforce, with more individuals choosing to work on a more flexible basis and increasingly in more than one role; local authorities need to learn

to utilise portions of employees' time where, previously, they could command much greater loyalty. Recruiters within local government need to adapt to suit this shift, re-considering what the ideal workforce make-up might be and how to maximise existing skills and availability to operate efficiently and effectively.

Planning ahead

A large part of local government's annual spend is on recruitment. As an example, in 2011 local authorities spent roughly £1.8bn on agency labour alone. Currently many local authorities have a very reactive stance towards recruitment, which needs to change. Local government needs to look further ahead and plan their workforce requirements in advance to ensure they are maximising efficiencies. Real time information is widely available and will allow recruiters and HR professionals to instantly identify peaks or troughs in labour demand and allocate the appropriate resource against each requirement – allowing for significant cost savings.

A contingent workforce is an invaluable resource for local authorities. There is no doubt that access to high calibre contingent labour provides significant benefits, such as varied skills and fresh ideas. By viewing contingent workers as a strategic part of workforce composition, local authorities can capitalise on the benefits they bring whilst taking a more proactive stance towards recruitment. Temporary workers have a strong presence in local government (14.7% compared to an average of 5% in UK PLCs), so now is the time for local government to embrace their multiple benefits and consistently use them as part of the workforce solution.



Maximising efficiencies

Local government needs to work ever more efficiently to deliver its statutory responsibilities on diminishing budgets. According to the Local Government Association (LGA), at least 96 per cent of councils across the country are currently sharing services with other councils. Whilst much activity to date has focused around support service functions, there is growing evidence that this will extend to front-line services. With the prospect of even greater use of shared services being introduced in 2015/16 due to the next wave of budget cuts, visibility and control over workforce composition will become a necessity. Once this visibility is available of how the workforce is operating and where changes need to be made, local authorities can shift to making informed choices in real-time – the ultimate resourcing model.

Local government agency spend increased 46% from 2004/5-2009/10 and if resources has been managed in a proactive way, this spend would have been lower as the benefits of economies of scale would have been achieved. If local government does not begin to evolve and start planning ahead for its workforce needs it will not be able to operate, as it cannot continue with the current approach on further reduced budgets. By failing to deliver the required quality of service, local authorities will find Government taking away key services, subsequently losing direction, key services and budget allocation.

By becoming more strategic and looking further ahead, local authorities can identify the best way to manage the workforce and create a long-term strategy as opposed to reacting to short term requirements. This will enable the delivery of long-term efficiency savings and ensure the operational productivity of the local authorities for years to come.

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- 2010 – temporary workers comprised 14.7% local government workforce compared to the 5% average for UK PLCs
- Local government headcount fell 16.6% from 2010 – 2013
- In 2012 the average number of suppliers across councils was 517
- 6.6% of all jobs advertised online in the first half of 2013 were of flexible hours nature
- 2004/5 – 2009/10 council spending on agency workers increased by 46% from £0.6bn to £0.9bn
- In 2011 62% councils renegotiated contracts to save money
- de Poel delivers £140m of contingent labour annually into clients delivering public services on behalf of local authorities
- de Poel manages the contingent labour of clients delivering services to local authorities to the value of £239m in 2013, through 669 separate contracts



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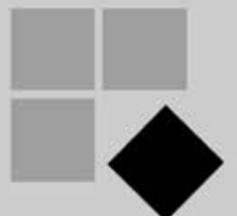
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Supporting the future of probation

As the UK's 35 probation trusts prepare to close at the beginning of June, specialist recruitment agency, Sanctuary Criminal Justice, shows support for those affected by the Ministry of Justice's controversial 'Transforming Rehabilitation' (TR) agenda.

While probation professionals across the country remain unconvinced about the government's efforts to reduce reoffending rates, which will eventually see the responsibility for approximately 220,000 low to medium risk offenders transferred to the private sector, the complex and fast-moving changes proposed are seeing their way through the protests.

As set out by the Justice Secretary, Chris Grayling, probation trusts will be reorganised into a single national public sector probation service and 21 new government-run companies, which will be transferred to bidding private sector companies in 2015. This is a move Dan Allard, Team Manager of Sanctuary Criminal Justice, is determined to support their clients and candidates through. He said:

"There may be delays ahead, but the transfer will happen so we have to be prepared. It's an unsettling time for all those working within the probation service, which is why they need support to ensure the smoothest transfer possible.

"As a specialist agency for the criminal justice sector, we understand the vital role probation professionals play in protecting the public. Working with offenders requires a unique set of skills for what can be a very difficult job. The need for this expertise must be understood and supported if we are to expect probation staff to continue providing the same dedication, regardless of which provider they are working for."

Currently, 30 private sector and voluntary organisations are competing for the provision of services for low to medium-risk offenders across England and Wales, which will be split into 21 Contract Package Areas (CPAs).

Successful bidders for the work will be paid on a 'payment by results' model according to how well they cut re-offending rates. A new and smaller public sector National Probation Service (NPS) will retain responsibility for the supervision of high risk offenders.

However, as the Ministry of Justice paves the way for the most radical change in the probation service's history, an increasing number of probation officers are going on strike across the country. While many are against outsourcing services through fear of the impact it may have on public safety, concerns and uncertainty



relating to their individual careers and new employment conditions are also apparent.

Dan recalls the day the news broke: "From the moment the plans to privatise probation services were announced, we were inundated with calls from probation staff, who were concerned about what this means for them and their career. It's a huge change that is being implemented very quickly – probation staff are having to adapt fast whilst keeping up with revisions to key dates and what is expected of them. We are determined to support those affected wherever we can, including clients, one of which

called us to say they needed staff immediately having lost eight members of their probation team in one day."

Sanctuary Criminal Justice, which works closely with the country's probation trusts, has created a dedicated online resource, www.sanctuaryprobation.com, to keep all those concerned up-to-date with the TR agenda. This includes hosting a series of live online chats, inviting probation professionals to discuss their concerns with others in the same position as well as a panel of probation experts. The first online

misuse professionals to private companies; a field of work that the public sector was previously responsible for. Ed Stevens, the agency's Lead Consultant specialising in recruitment for the substance misuse profession, addressed the similarities: "The substance misuse sector has already experienced the transfer of some services from public sector NHS trusts to private organisations; a move that has been met with both positive and negative feedback. Similarly to many probation officers, substance misuse professionals found it an unsettling time too – many were resistant to the change and how services may vary across the private sector. However, I have since been in conversations with substance misuse nurses, who have highlighted the strong focus on recovery outcomes and how it has still provided the rewarding results they aim to achieve in their role."

Whilst there are clearly divided views on whether the probation reforms will be an improvement or not, there is a shared goal in what the services are trying to achieve; to reduce reoffending with efficient use of taxpayers' money. This is something Dan believes comes down to operational performance and supporting skilled practitioners to deliver. He concludes, "Part of our role as a recruitment agency is to help ensure the probation service continues to be staffed by highly educated and skilled individuals – whether they are supervising high risk or low and medium risk offenders."

For more information on Sanctuary Criminal Justice's recruitment service, call **0333 7000 024** to speak to a specialist consultant or visit www.sanctuarycriminaljustice.com.

Home Group intervention working to ease health and social care burden

The pressure on the NHS and local authorities to fund and deliver social care is intense as Rachael Byrne, Home Group's Executive Director Care and Support, explains.

As one of Britain's largest providers of high quality housing and supported services, Home Group is working hard with local authority and health service partners to meet the challenges that lie ahead.

Budget cuts, an emphasis on closer integration between health and social care providers, new primary legislation and the needs of a growing elderly population present a huge challenge for doctors and town hall executives alike.

The sheer scale of supporting vulnerable people in the UK is one of the great societal challenges of our age.

There are some great examples of innovation out there such as the Greenwich Integrated Care Programme, a partnership between the local council, clinical commissioning group and the local NHS Trust, which is realising £900,000 worth of savings in the local social care budget.

Integrated teams now offer a seamless package of support via a single point of contact. By adopting this shared approach, a culture of seamless care is emerging, improving the lives of local residents and the cost and frustration of duplication is being driven out.

But let's be clear, social care is being rationed. There is chronic underfunding. Too many disabled and older people who need support don't get it. Without it they become isolated, slip into crisis and end up in hospital A&E departments or in GPs' surgeries.

So savings in local authority budgets, however understandable, only end up shunting the cost elsewhere.

The Government's Care Bill remains a massive opportunity to improve the way people receive care. Whilst we welcome much

of what it is proposing, we need to get the implementation right – eligibility has to be set at a level to ensure that people that need support get it.

Better Care Fund

The Better Care Fund with a £3.8bn pot of cash places a strong emphasis on greater integration between health and social care service providers through a pooled budget mechanism.

But the vast majority of councils Home Group speak to say the Better Care Fund is not enough.

We want to see a care system that is set to provide preventative, community support to everyone who needs help to do everyday things, like getting up in the morning, getting dressed, having a meal, getting out of the house and talking to friends and family.

We estimate an extra £2.8bn is needed to ensure that social care provision is delivered at a level to help all those who need it.

A huge sum, yes. But a wise investment in our society's future well-being and a move that is viewed by the public in a recent YouGov poll as the best spend of public cash second only to bolstering the NHS.

The alternative is people in need of care turning to an already overstretched NHS, which is far more costly to the public purse in the long run.

Home Group and its colleagues at the Care and Support Alliance are lobbying the Government to seize the opportunity presented by the new Care Bill to properly fund social care in future.

Independent lives

We want to see more people supported to live independent lives and not just exist.

Home Group's integrated health

services are designed to help people receive more of the care they need in their homes, working with the NHS and local authorities to reduce the requirement for hospital stays and cut bed blocking with its associated cost to the NHS.

We can provide the 'glue' locking in needs assessments, providing the practical support and advice that statutory services will struggle with due to their management of high needs and medical focus.

Encouraging and empowering individuals to take responsibility for their own health and well-being and become less dependent on services can help relieve some of the pressures on health services and reduce overheads.

Home Group improves the lives of 30,000 vulnerable people every year through its integrated health services.

We work with people at an early

stage – to divert them away from medical and social care pathways, saving money and improving lives.

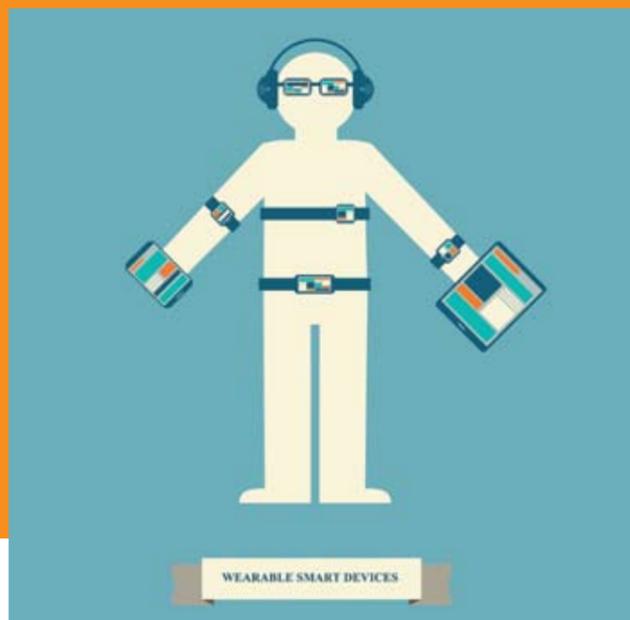
The Support at Home service, for example, delivers personalised help to people with complex needs such as dementia to help them manage their condition more effectively in their own homes and stay at home longer.

And our Better at Home service combines health and social care with flexible personalised support to help people overcome the need to go to hospital.

For those people who do need hospital care, a support programme minimises their stay on a ward, freeing up beds and reducing their need to be readmitted for further care in future.

To find out more about Home Group's support services, call **0845 155 1234** or visit www.homegroup.org.uk





85 percent of Public Sector unprepared for the impact of wearable technology on its IT infrastructure

Confusion over wireless devices on the network and a lack of planning demonstrate an acute lack of readiness for wearable technology in the workplace

A Freedom of Information Act (FOIA) request by Ipswitch has revealed that when asked specifically about managing wearable technology entering the workplace – from Google Glass to smart watches – an overwhelming 85 percent of Public Sector Organisations (PSOs) admitted to having no plan in place.

The request revealed that despite 93 percent of PSOs having invested in network management tools, less than a quarter (23%) bother to review network performance regularly during office hours.

It also found that, despite the rich feature set offered by these tools, almost two-thirds (65%) of PSOs across the UK are unable to differentiate between wired and wireless devices on their network.

Finally, even though performance was cited as a key priority by 87 percent of PSOs, only just over a third (34%) review network performance on a weekly basis or less frequently. One in eight (12%) of PSOs admit to not reviewing network performance at all.

Differences between public services:

- 88 percent of local authorities, 85 percent of government departments, 83 percent of NHS trusts and 76 percent of universities admit to having no plan for wearable technology in place
- 79 percent of government departments, 69 percent of LAs, 62 percent of NHS trusts and 49 percent of universities across the UK are unable to differentiate between wired and wireless devices on their network
- Nearly one-in-ten (9%) of government departments, one in eight local authorities (13%) and 15 percent of universities admit to not reviewing network performance at all

The FOIA request was designed to identify whether 634 public sector organisations, including government departments, local authorities, NHS trusts and universities, were adopting effective approaches to the widespread challenge of managing a growing number of devices on the network.

It looked at whether they were using network management tools effectively to manage challenges and whether they were looking ahead to plan for fresh challenges,

such as the security and network bandwidth issues that can be expected, as employees rapidly adopt wearable technologies for personal and professional use.

Stephen Demianyk, director for UK and Ireland at Ipswitch, said: "Many cash-strapped public sector organisations are spending on network management tools offering features that they either don't need, or will never use. Meanwhile, they appear unable to easily gather fundamental data about the growing number of devices on their network. It's a perfect storm of device overload and performance degradation that they'll struggle to manage."

Demianyk believes that as BYOD and its various adaptations continue to gather momentum, and the adoption of wearable technology gathers pace, many organisations risk losing control of their network, their devices and the bandwidth needed to function. He added: "public sector organisations should ask themselves what they really need to understand about their network, and ensure they're using a solution closely aligned to this need."

Other key findings include:

- Almost three-quarters (73%) of PSOs manage 200 devices or more
- 39 percent of PSOs manage

- over 1000 devices
- Under one-in-ten (7%) PSOs don't use any tools to manage their network
- Most (65%) PSOs cannot distinguish between wired and wireless devices on their network

The findings referred to in this article are from responses to a Freedom of Information Act (FOIA) request made in November 2013. 634 public sector organisations, including local authorities, government departments, NHS trusts and universities within the UK responded to the request.

For information about how Ipswitch might help your organisation please contact Steve Demianyk: NMEurosales@whatsupgold.com

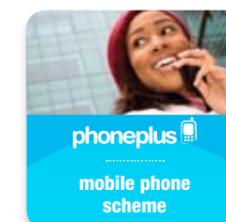


Childcare vouchers Time is of the essence

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Home grown talent: the CIPFA Finance Apprenticeship Scheme

In September 2013, CIPFA (the Chartered Institute of Public Finance and Accountancy) launched a pilot in the West Midlands for its Finance Apprenticeship scheme. The one-year apprenticeship offers employers

the opportunity to nurture new talent within their organisations, enabling their young apprentices to gain valuable work experience while studying for the AAT Level 4 qualification.

Following the huge success of our West Midlands apprenticeship pilot scheme, CIPFA has now launched the scheme nationally, focusing on London, Manchester and Birmingham.

During National Apprenticeship Week (3 – 7 March 2014) CIPFA hosted a launch event at its London head office. Over 60 people from across the public sector attended the event including representatives from the careers industry and employers. This unique recruitment and training solution has certainly caught the industry's attention.

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Sourcing future finance leaders

Recent figures for NEETs (Those Not in Employment, Education or Training) remain above one million. Half of those classified as NEETs are actively looking for employment, through no fault of their own these young people find themselves unable to start their career. This in itself is a huge call to action for CIPFA to do something to help address the issue and help launch the careers of the finance leaders of the future.

There has been a big push by the government to raise awareness among young people (and their parents) about the benefits of apprenticeships. Although many young people report that they have had very little or no guidance at all about apprenticeships, CIPFA has been working hard to spread the word about the scheme and encourage young people to consider an alternative route to a professional career. The message is – you don't have to go to university to

start a career in public financial management.

What makes the CIPFA Finance Apprenticeship scheme different to all the rest?

Under the scheme people are employed and trained by CIPFA while in post with partner organisations, working four days per week and studying for one. Unlike traditional government funded apprenticeships, the CIPFA Finance Apprenticeship is open to anyone who meets the required entry criteria. This means that there are no age restrictions, so adults wanting a career change are able to apply.

Applicants need to have good Level 3 qualifications such as two relevant A-levels in Maths or business for example, a BTEC National or AAT Level 3 with minimum retakes, plus GCSE Maths and English at grade C or above. Anyone above the age of 18 is welcome to apply.

The one-year apprenticeship is

managed by CIPFA. This includes all recruitment, selection, payroll and training, allowing employers to focus on nurturing new talent within their organisations and apprentices on gaining valuable work experience while studying for the AAT Level 4 qualification. As a minimum, apprentices will receive the National Minimum Wage for their age, with some of our employer partners offering a higher rate of up to £7.45 per hour. At the end of the 12-month contract, the apprentice will be AAT Level 4 qualified and part CIPFA qualified. The roles they will do are varied from auditing to accounts based, giving them a breadth of knowledge and experience.

At the end of the 12 month contract CIPFA will encourage partner employers to consider hiring apprentices who have successfully completed the CIPFA Apprenticeship scheme. If successful, the trainees would be expected to continue their studies with CIPFA, becoming qualified

Chartered Public Finance Accountants (CPFAs) within two more years of successful study. However, if the employer partner chooses not to hire the apprentice, the apprentices will have benefited from having gained a professional accountancy qualification and having had work experience – leaving them in a fantastic position to continue their career path in accountancy, if they wish.

Speaking at the launch event, CIPFA's CEO Rob Whiteman said that apprentices were essential to the economy. Grant Thornton's James Cook commented on the quality and calibre of apprentices within the firm saying clients found it difficult to tell the difference between their apprentices and graduates.

Why employers should consider the scheme and how it works:

- Cost effective – you pay a one off fee (from £20,000 to just under £24,000 depending on the age of your apprentice) which covers all employment, training and additional costs.
- Hassle free recruitment and

interview service is handled by CIPFA.

- HR and payroll administration dealt with by CIPFA.
- You will have an apprentice with you, learning on the job four days a week, whilst working towards the Association of Accounting Technicians (AAT) Level 4 qualification for one day a week.
- You are in control of shaping your future workforce.

Which employers are already signed up?

Employers already signed up to take on apprentices in 2014 include Grant Thornton, Birmingham Women's NHS Foundation Trust, London Borough of Hounslow, Greater London Authority and Leicester City Council.

Next steps

To find out more visit www.cipfa.org/apprenticeships Any public service organisation across London, Birmingham, Manchester and surrounding commutable regions can participate.
e: apprenticeships@cipfa.org
t: 020 7543 5757

CIPFA Finance Apprentice Grace Gardner-Howard, aged 23 working at Grant Thornton, Birmingham

What was your route into an accounting apprenticeship?

I previously qualified as a hairdresser and have been working in salons since 2007. I was always interested in accounting since leaving school but didn't actually start studying it until 2009, when I took my Level 3 AAT qualification. I had my daughter in 2011 then carried on working at the salon but when this apprenticeship came along I decided to carry on studying accounting and pursue a career in finance.

What made you choose the CIPFA Finance Apprenticeship scheme?

When the CIPFA Apprenticeship came along I thought that it was a great opportunity to get some work experience. It was exactly what I needed to improve and develop my previous qualification to become a fully qualified Accounting Technician. The work and study schedule suited my needs and the prospect of gaining practical experience really appealed. This will open many doors for me in the future that may not have been available without this experience.

What kinds of opportunities have been available to you through your apprenticeship?

CIPFA have provided me with exposure to great opportunities and I have been able to gain work experience that I may have struggled to get otherwise. Work based experience I have been involved in so far has included interim testing for a Local Authority client, where we examined the controls and systems in place there. I have also performed benefits testing where we analysed samples and ensure they are accurate.

What could the apprenticeship lead to?

It could lead to the opportunity to gain more qualifications, like eventually working towards the

CIPFA Professional Qualification, as well as the chance gain promotion at Grant Thornton and be given more responsibilities. I also feel that by completing this apprenticeship it will allow other employers to see that I am able to put the skills I have learned into practice in a real work environment therefore opening up more job opportunities.

How has your CIPFA Finance Apprenticeship helped you so far at work?

The subjects I study are very relevant to my job. I have covered units such as Financial Statements, which has prepared me for the final accounts period where we go to clients and audit them. Another unit is External Auditing which is everything we do on a daily basis. It also gives an understanding of why auditors do the things they do, this means that I am better prepared and have a clearer knowledge when faced with new challenges at work.

What have you enjoyed most?

So far I have enjoyed going out to meet clients and building good working relationships with them. It's vital to get to know and understand your client and build a rapport as we work very closely while on site to get work completed. I have also enjoyed working with my colleagues from Grant Thornton as everyone is very helpful and sociable and I feel very much part of the team.

What would you say to an apprentice considering a career in public finance?

Public finance is very varied and interesting. Like most jobs it is down to the individual to find out which parts they enjoy the most. I find it to be very rewarding, as you get to meet the clients and be more hands on than you may expect. It is demanding and a lot is expected of you, but with the right mind set and determination it is really worth it as you're well on your way to a great career.

Heat pump calculator ready for both non-domestic and domestic RHI

Mitsubishi Electric has launched a dedicated Ecodan selection tool to coincide with the Government's announcement that heat pumps are now included in the non-domestic Renewable Heat Incentive (RHI).

The Department of Energy & Climate Change (DECC) has recently announced the inclusion of non-domestic air to water heat pumps and ground to water heat pumps in the RHI scheme, with respective tariff levels of 2.5p/kWh and 7.2p/kWh equivalent (Tiered tariff with 8.7p/kWh for the first 15% of energy delivered and 2.6p/kWh for any remaining).

"We welcome the inclusion of heat pumps in the non-domestic scheme as we know that they provide one of the most straightforward way for

businesses to lower both their heating bills and their carbon footprints," commented John Kellett, General Manager of the company's Heating Division.

All systems installed from the 4th December are now eligible to claim the tariffs from spring 2014. The non-domestic tariffs are also paid on the total energy delivered, not the renewable energy delivered, as long as the installation achieves a minimum seasonal efficiency level of 2.5.

The new Ecodan selection tool allows anyone to examine the viability of heat pumps for their building and shows both running cost comparisons against other technologies and payback periods, which take the RHI payments into account.

"We have built this tool to allow anyone to access the relevant information for their project,

whether they are a homeowner, a consultant, a contractor or an individual business," added Kellett.

"There is a mass of information concerning RHI and we wanted to ensure that people considering their options can cut through all this so that they can access all of the information needed to allow them to find the best solution for their own individual situation."

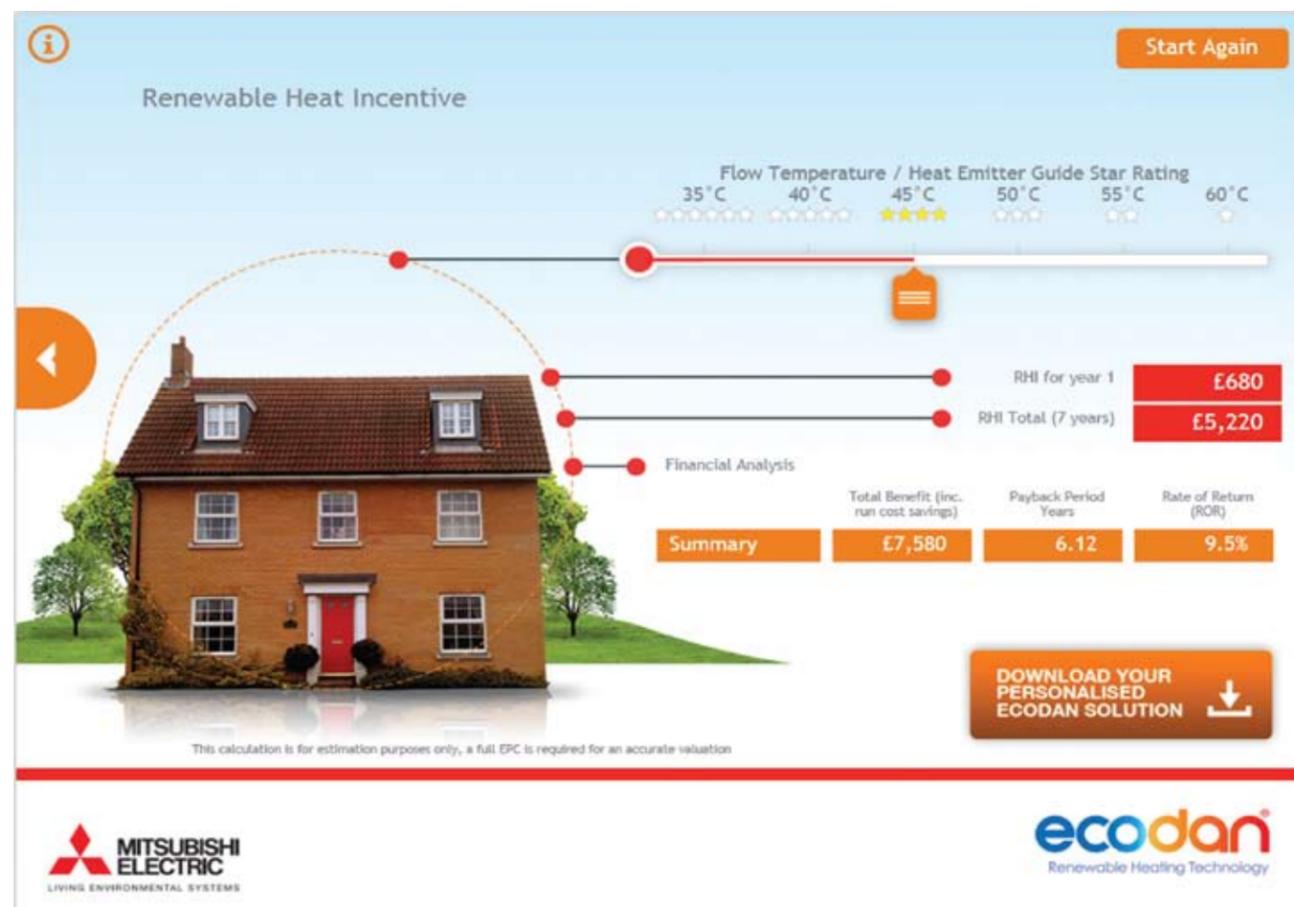
The Ecodan Selection Tool allows anyone with an interest in heat pumps to get an insight into what this technology could deliver to any building, whether it is a single domestic dwelling or a large commercial project. Details are available at the following address: <http://heating.mitsubishielectric.co.uk/ecodanselectiontool/Pages/default.aspx>.

Mitsubishi Electric is the market leader in heat pumps with the Ecodan range available

in individual domestic units from 4kW right up to commercial systems that will deliver 688kW of heating. The system is already installed in thousands of homes across the UK and is being specified for more commercial projects, such as schools and student accommodation.

The installation of 41 units into a multi-purpose development in Kingston upon Thames recently also clearly demonstrated that heat pumps can offer a viable solution to district heating schemes.

"The heat pump market in the UK is now firmly established and RHI is going to help accelerate growth as more people realise how controllable, reliable and flexible the technology is," ended Kellett.



AICO alarms and control switch fitted by Scottish Council

As part of a ten year programme West Lothian Council is fitting Aico Smoke and Carbon Monoxide (CO) alarms, with its unique Alarm Control Switch, across all 13,500 of its properties.

West Lothian is responsible for over 170,000 people and has the fastest growing population in Scotland. The Council owns and manages a wide range of properties and takes the safety of its tenants very seriously.

The council is fitting Aico 160RC Series mains powered Smoke and Heat alarms and Aico's new Ei208WRF cost-effective Lithium battery powered CO alarms. The alarms are interconnected using Aico's proven RadioLINK Professional wireless interconnection technology. RadioLINK allows alarms on the system to communicate with each other using RF signals rather than hard wiring. When one alarm is triggered, all the alarms interconnected on the system will sound, providing warning throughout the property.

If the alarms sound, it is important to be able to tell whether a fire or CO leak has been detected so that appropriate action can be taken. To achieve this, West Lothian Council is also installing Aico's wall-mounted RadioLINK Alarm Control Switch, which will allow residents to quickly locate the exact alarm which has detected the fire or CO leak. The Switch is completely wireless and can also be used to test and silence all the alarms on the system.



This also means that the risk to tenants when testing their alarms is minimised as they no longer need to stand on steps or chairs to carry out the tests and should encourage them to test them regularly as it is easier to do so. Aico is a wholly owned subsidiary of Ei Electronics. All Aico alarms are designed and built in Europe specifically to meet UK standards and regulations.

For more information please go to www.aico.co.uk or contact Aico on 01691 664100 or enquiries@aico.co.uk.



Salix Homes deploys Smartvoice viewpoint to enhance service delivery to residents

Salix Homes, the award-winning social housing provider, is using SmartVoice ViewPoint, a cost-effective customer feedback solution from Sinclair Voicenet.

The system enables Salix Homes to gain a greater understanding of satisfaction levels and enhance service delivery to residents living in more than 8,500 properties across central Salford. The system has been deployed without requiring any capital outlay on a fee per survey basis.

According to Pam Roberts, Customer Relationship Manager at Salix Homes: "SmartVoice ViewPoint enables our customer insight team to automate the whole survey process and deliver significant cost savings by allowing us to redeploy staff to other productive activities. The system provides us with an efficient and effective way to manage the full customer journey from initial point of contact to resolution, giving residents a greater opportunity to provide feedback regarding the service they have received."

SmartVoice ViewPoint enables Salix Homes to conduct IVR (Interactive Voice Response) surveys immediately after calls while they are still fresh in the minds of residents. It helps to increase first call fix rates and drive down the number of unnecessary

and costly repeat service visits. Automatic alerts to managers are generated by SMS or email if results fall outside acceptable limits, enabling instant action to be taken.

Replacing the manual, paper-based survey methodologies currently used by Salix Homes, SmartVoice ViewPoint allows up to 3,500 surveys to be automatically carried out each month by telephone, internet or SMS messaging. The system gives residents a greater choice as to how they complete the surveys, increasing response rates and providing Salix Homes with higher quality feedback.

"Sinclair Voicenet has provided us with a customer feedback solution that enhances our ability to assess how we measure up to published operational performance indicators such as the percentage of calls answered within 30 seconds, appointments kept and emergency repairs completed on time," continued Pam Roberts. "It demonstrates our commitment to ensuring that we really respond to the needs of residents and continue to provide the most efficient and effective service."

Salix Homes also has access to a web-based dashboard where live business intelligence can be viewed and a comprehensive range of reporting tools can be

used to automatically create and deliver bespoke management reports to designated staff and stakeholders. The survey results can be viewed instantly using desktops, laptops, tablets and smartphones, enhancing the ability of the organisation to make real-time business decisions and changes.

Founded in 1967, Sinclair Voicenet Limited is the UK's longest established specialist provider of multimedia interaction recording, quality management, interaction analytics and workforce management solutions. Based in East Kilbride, we provide a comprehensive range of customer interaction solutions and services to industry sectors including contact centres, financial institutions and public safety through to local authorities and utilities. Sinclair Voicenet was one of NICE Systems' first Platinum Partners and is the only company to qualify as a NICE Master Distributor, the ultimate level of accreditation. We are regarded by NICE Systems as the UK's leading expert in the deployment of NICE services and solutions and also work on behalf of other approved NICE resellers.

For further information, please visit www.sinclairvoicenet.co.uk or email enquiries@sinclairvoicenet.co.uk



New service improves speed and accuracy of environmental and geotechnical data assessments

Sample Check, the first online chemical and geotechnical data assessment tool to provide a real-time, automated facility to assess soil, water and aggregate data, is launched to the market today.

Unlike previous assessment methods available, Sample Check provides enormous cost savings for businesses by offering a trusted, quick and easy, error free capability to screen data within seconds, to recognised National and International standards.

Screening data manually can take hours, if not days in cases where large volumes of data need to be assessed. This takes time and costs businesses money. To date, there hasn't been a solution available which offers such a broad range of automated services, both environmental and

geotechnical, allowing businesses to increase staff productivity and effectiveness. Sample Check has achieved this through agreements with key stakeholders including Local Authorities, landowners and The Environment Agency, who provide standards and gain direct access to the service, eliminating the need for consultants and therefore further reducing costs. Having a global outlook, Sample Check also has geotechnical standards associated with the use of concrete in the Middle East.

The assessment criteria used in Sample Check has an added

flexibility on functionality, which allows users to make adjustments according to any unique projects which are inevitably faced. The professional format of the data assessments means that statistical outputs can be imported directly into reports delivered within any business.

An exclusive laboratory partnership with i2 Analytical Ltd, Watford has been developed to provide data ready for processing instantaneously, which will further enhance the speed of data processing activity. The aim is to offer the market a seamless data management process.

Sample Check's Director, Jon Trow said: "This online tool will improve the quality of soil, water and aggregate data assessments and is a major step forward for the industry in enabling quicker, easier and more accurate data analysis, in a cost effective way. Sample Check has been developed to serve both the environmental and geotechnical markets and aims to be the industry standard in assessing data".

Sample Check is being offered on an annual subscription basis. For a FREE 24 hour trial, further information and subscription details visit

www.samplecheck.co.uk

STOP PRESS

Sample Check extends its assessment criteria: Approval obtained by the British Standards Institute

Sample Check has been liaising with the British Standard Institution and obtained approval for the use of data derived from BS EN 206:2013.

Published in December 2013 this standard applies to concrete structures cast in situ, precast structures, and structural precast products for buildings and civil engineering structures.

This service extends the comprehensive environmental and geotechnical offering to Sample Check's existing clients, who are benefitting from reduced costs, faster data processing and more consistent outputs.



WELCOME
Welcome to Sample Check, a fast, secure and easy way to screen environmental and geotechnical data for the purposes of assessing and managing ground conditions.

WELCOME
Sample Check has been developed for the following sectors:

- Assessment of risk to human health against UK Environment Agency Soil Guideline Values
- Assessment of risk to controlled waters against EU Water Framework Directive and Drinking Water standards
- Target and Intervention Values and Soil Quality Values from the Government of the Netherlands (Ministry of Infrastructure and the Environment)
- Highways Agency materials classification, comparison and grading
- Chemical conditions and aggregate properties for the construction of concrete in the Arabian Peninsula

The set of the criteria above has been approved by the relevant organisations and government departments.

HOW DOES IT WORK?

- Download our simple Microsoft Excel template
- Enter your Sample data into the template
- Upload the completed template to us
- Your data is immediately assessed against national standards or your own criteria
- Your results are sent directly to you

SAVES TIME
Screening data can be laborious and time consuming. In many cases hours of work can be lost through manually assessing soil data. Sample Check makes this process as quick and easy as possible.

REDUCE COSTS
Sample Check saves you money by reducing time lost through manual inputs and costly hours brought on by inaccurate or human error when screening.

ACCURATE
Sample Check removes the human error factor which can have a significant impact upon any decisions made during risk assessment or alert flying whether the concrete being used will be suitable for its task.

Sample Check saves you time and money and provides you with a consistent and high quality output

New Government Security Classifications enable faster adoption of new technology to drive business efficiency

The government has ushered in new security classifications for its data. A more simplified approach to data security will be a significant enabler for change. Dr. Bernard Parsons, CEO of Bcrypt, a specialist data security company that has been supplying the government for many years outlines the benefits for both organisations and staff.

What is GSC and why is it changing?

For the last 50 years, government data has been classified across 6 different levels. Since the system was originally introduced, technology has evolved to change the way we work out of all recognition. Having six different levels makes handling and sharing data between, for example, government departments or the police and social services, cumbersome and time consuming.

With the new Government Security Classification (GSC) system the government is now collapsing the six levels down to just three. OFFICIAL will cover 90% of public sector data (previously Impact Levels 1 – 4), while SECRET and TOP SECRET will be retained for handling military, diplomatic and the most sensitive of information that affects national security.

GSC will be one of the enablers of the Cabinet Office's stated ICT strategy; "to increase productivity, flexibility and mobility [that will create] better, more agile and more responsive public services, at lower cost." (Government End User Device Strategy) This business transformation reflects what has already occurred within the private sector.

Benefits to the Public Sector Organisation

The transformation of Government ICT services is creating a multitude of new and diverse opportunities for harnessing more modern

technology to support flexible ways of working. This will enable public sector organisations to introduce new business processes and new efficiencies using the latest mobile technology.

Up until now mobile working has presented a significant security challenge for the public sector, particularly for those handling the higher classifications of data. In order to meet the previous government security guidelines, systems have become expensive because so many specialist elements were required, and unwieldy to use, hampering people in their work, and in some cases, prompting 'workarounds' where security may have been sacrificed in favour of getting the job done.

The primary aim of GSC is to provide a better trade off between usability and security; enabling people to do their jobs, while giving citizens the confidence that data is being protected, and encouraging the seamless flow of information.

Public sector organisations can now look at different ways of consuming technology, and this ranges from making better use of hosted and cloud-based services, through to making use of technology that is embedded within mobile platforms. The aim being to increase flexibility and usability while reducing costs, by making better use of the broad diversity of both platforms and form factors, and ensuring that there is the right level of security and assurance.

Benefits to Public Sector Workers

As virtually all data handled by the public sector will now be OFFICIAL tier, this means that sharing data with trusted third parties will be much more straightforward for staff. It also means that organisations can more easily deploy secure mobility solutions, confident that one solution will be suitable for all data. For example, Bcrypt MDM simplifies the task of meeting UK Government guidelines for iOS devices, by automating an otherwise complicated and long provisioning process and automating policy conformance. By supporting the government's drive towards better use of "platform-level" security, Bcrypt MDM ensures that the user experience is unaffected by security software with the device continuing to utilise iOS native software for email, contacts and calendar. This provides a much better user experience and boosts productivity by allowing staff to use the type of device that most have become used to in their personal lives.

Connecting to PSN

GSC also supports flexibility and choice for organisations to meet the Code of Connection requirements for the Public Sector Network (PSN). Using thin client

#becrypt Secure Mobility

technology, such as Bcrypt's t'volution, local authorities are able to either repurpose older equipment or to use lower spec devices, such as netbooks, to run a Virtual Desktop session without the traditional Windows-based technology stack. While saving considerable expense, both in the initial procurement and set up of the devices, and the on-going maintenance overhead, this approach also provides a highly robust and secure solution, and a good user experience.

In Summary

The new Government Security Classification scheme is good news. It will remove a level of complexity and act as an enabler for the public sector to move forward with increased pace with the ICT transformation agenda. It will enable public sector organisations to use technology in more innovative ways, to deliver more services, at better value. It will enable staff to work more flexibly, freeing them from previously cumbersome data security restraints, while empowering them to do their jobs in the knowledge that sensitive data is still being protected.



Introducing the next generation of sustainable printing

The environment should be a concern for everybody. If further proof was required of the need for human beings to address their behaviour it came in a recent report by the Intergovernmental Panel on Climate Change (IPCC), which stated that scientists are 95 per cent certain that we are the 'dominant cause' of global warming since the 1950s. It also warned that continued emissions of greenhouse gases will lead to further changes to all aspects of the climate system.

This report only rubber-stamps what most of us have believed for some while and Toshiba TEC is pleased that governments around the world are treating the issue with the seriousness it deserves. The targets for carbon reduction in the UK are deliberately tough and the long-term framework outlined by the Department of Energy and Climate Change (DECC) sets out plans for achieving the reductions stated in the Climate Change Act 2008.

The Act aims to encourage the transition to a low carbon economy through unilateral legally binding emissions reduction targets. When compared to 1990 levels this equates to a reduction of 34 per cent by 2020, 50 per cent by 2030 and at least 80 per cent by 2050. As they are responsible for 17 per cent of the UK's total carbon emissions, changing what goes on in the nation's 1.8 million non-domestic buildings is at the very heart of meeting this challenge.

It is incumbent upon all organisations to 'do their bit' and at Toshiba TEC we adopt a sustainable approach to the design, manufacture and use of our products. Our Carbon Zero scheme ensures that any CO2 produced during manufacturing and supply processes is entirely offset through a range of initiatives that improve the lives

of those in some of the world's poorest regions. In addition, our compliance with PAS 2060 – the British Standards Institute's (BSI) carbon neutrality standard – requires a set of qualifying explanatory statements and public disclosure of all the documentation supporting this claim.

At Toshiba TEC we constantly push the boundaries to make print based activities more sustainable and to strengthen that reputation we have introduced the e-STUDIO306LP/ RD30 multifunction product (MFP). Incorporating our unique erasable toner technology it sets new standards in office waste reduction and cost savings.

'The paperless office is far from a reality and business people are still printing in vast quantities,' commented Jeremy Spencer, Toshiba TEC's marketing director. 'It is estimated that 70 per cent of office waste is made up of paper and the average office worker gets through up to 50 sheets of paper a day. Most of this activity comprises print outs of internal documents, emails and memos, most of which

are soon thrown away.'

The e-STUDIO306LP/ RD30 looks like a typical MFP and uses standard copier paper. However, when used paper is fed into the eraser unit it heats the ink, erasing the print, providing a blank sheet of paper to use again.

Not only that, documents can be annotated with the use of a Pilot FriXion pen. The unique gel ink in this pen also responds to the heat generated by the e-STUDIO306LP/ RD30, removing notes and comments as part of the erasing process.

With companies of all kinds now being encouraged to operate in a way that's good for people and the environment, other high volume paper users such as educational establishments, financial institutions and local governments can look forward to experiencing these benefits. If the same piece is used five times, paper usage can be cut by a dramatic 80 per cent, providing massive cost savings. Therefore, not only is it good for the environment, it also offers an excellent return on investment.

The e-STUDIO306LP/ RD30 will also convert the contents of a document into an electronic file, which can be stored in a document management system (DMS). Individuals can then access it from any location and amend it as part of a workflow.

The e-STUDIO306LP/ RD30 is part of Toshiba TEC's ongoing commitment to introducing solutions that help businesses achieve their operational and corporate social responsibility based objectives. Jeremy Spencer concluded, 'We firmly believe that the e-STUDIO306LP/ RD30 opens the door to a new way of working by encouraging users to save money and reduce the massive amount of waste paper that is created in offices every day. By developing a system which also helps reduce carbon emissions Toshiba TEC has once again proven its commitment to a better future.'

For more information on this amazing new product, go to: 5x1.toshiba.eu or call **01932 580190**.



Analysis Paralysis?

Author: Brian Cotter, Operations Director, EDGE public solutions

A classic description of transformational change would read as follows; analyse, plan, communicate, execute, review outcomes and react.

The initial analysis (otherwise known as review or due diligence) phase of work is vitally important in order to baseline the current position, take on board stakeholder views, consider the comparative data, determine the art of the possible and settle upon a set of recommendations that will achieve the required goal. The goal may be as simple as a change in a department's processes or as complicated as a suite of changes across a range of directorates; nowadays it is also highly likely to involve a significant requirement to cut costs, as public bodies wrestle to balance the books.

Once the initial analysis is complete and the recommendations are decided upon it is a case of moving on to the next elements of the process; setting the plan, communicating to get stakeholders on board with the changes and moving to execute the plan.

It does sound relatively simple, although dependent upon the scale of change the devil is in the detail in terms of how the change is managed and executed:

- True transformation requires that staff and teams change and more importantly understand why change is necessary and buy into it – The Future Vision – strong leadership and management of staff is critical
- Change and painting The Future Vision starts right at this stage: building the momentum for change is a key skill at the analysis stage
- Programme Managers are often technocrats, they have the skills to develop a PID, manage a detailed project plan and

mitigate risks but they don't have the skills to engender buy in and win 'hearts and minds', this is a leadership skill and generally requires operational experience.

True transformation then starts at the analysis stage. Get this wrong and you will not achieve your goals.

Worryingly, I have noticed a disturbing trend recently especially when public bodies are faced with really difficult choices about decisions on areas of service for citizens. I call this Analysis Paralysis.

Analysis Paralysis occurs in both public and private organisations when they lack strong leadership have dysfunctional governance arrangements or, as in public bodies, have the further complicated layer of elected Members who will always have one eye on electability. It is likely to be characterised by:

- Fixation on the minutiae of detail
- Always looking for that extra piece of information or statistic that will fully back up a decision
- Propensity to review and re-review areas and subjects.

In fact what is really happening in these circumstances is a lack of leadership (either at Senior Officer or Senior Member levels or both) and therefore an inability to make strong decisions:

- Based on the information that IS available
- Based on taking an overview and on understanding the direction of travel
- Based on evidence from neighbours and best practice.

Analysis is important but it is just the first step on the road to transformational change. Organisations that are paralysed by analysis are likely to end up making decisions that are not

innovative or transformational; they are more likely to make black and white decisions that need no analysis:

- We can cut service A or Service

do it for you, a small investment at the analysis stage could be the difference between maintaining services and cutting them.

Equally, if you lack the leaders



- B to achieve a £5m saving
- We will cut 10% off every budget
- We can close building A or leisure centre B to achieve target

I would argue that this is unfair on the taxpayer. Public bodies have a duty to consider big picture changes no matter how difficult the process, no matter how difficult the political or governance landscape, no matter their propensity for Analysis Paralysis.

If you can't easily do the analysis work internally introduce some external expert capacity to

with the right type of experience in your organisation to see a transformation programme through effectively, be honest about it and bring that capacity in, there are plenty of companies who can deliver transformational change effectively for you and your organisation will benefit greatly from this short term capability boost.

EDGE
public sector transformation

Bristol City Council unveils journey time monitoring system to tackle congestion

Bristol City Council has awarded Videalert a major contract to deploy its innovative Digital Video Platform to monitor key routes and provide accurate journey time information to tackle growing congestion across the city. The Videalert system went live in March 2014 and is delivering real-time VRM data to Bristol's central Urban Traffic Management Control system for traffic modelling and journey time information, as well as to Avon and Somerset Police for crime prevention initiatives and investigations.

According to Duncan Laird, Group Manager – Transportation at Bristol City Council: "We wanted to engage a single supplier to implement a back-office hardware and software solution that would give us the flexibility to support multiple traffic management applications and disseminate information to the council, Avon and Somerset Police and other stakeholders. The Videalert platform is highly scalable, supports our existing analogue cameras and allows us to progressively migrate to a mixed analogue/digital camera

CCTV infrastructure to reduce costs and make our cities safer places to live and work." Videalert's unique Digital Video Platform is an innovative multipoint solution that uses standard off-the-shelf equipment and seamlessly integrates with Bristol City Council's existing cameras and infrastructure. It will deliver significant cost savings to the council by enabling a wide range of additional traffic management and civil enforcement applications to be deployed, without having to procure multiple legacy point solutions. The system provides

improvements and testing new traffic schemes," continued Duncan Laird. "The availability of real-time data will enable accurate journey time information to be posted on the Travel West website, helping drivers to avoid areas of congestion. It will also deliver real-time VRM data to the police's BOFII database, potentially reducing crime."

The Videalert system integrates with existing roadside cameras and communications infrastructure which transmits analogue video to the council's CCTV control room over the B-Net optical fibre network. In the first phase of the project, the Videalert platform has been deployed at 15 sites across the city connecting a total of 65 ANPR and Context View cameras. It is expected that coverage will be further extended in the future. Videalert is one of the UK's leading suppliers of intelligent traffic enforcement and management solutions. The company provides an intelligent digital video platform for delivering efficient civil traffic enforcement, traffic management and improved community safety applications. This future-proofed solution combines sophisticated video analytics with ANPR and offers a full range of deployment options including wired LAN, Wi-Fi LAN, 3G-WAN, mobile, attended and unattended as well as supporting all analogue and ONVIF compliant digital megapixel cameras.

For further information, please visit www.videalert.com or contact: Tim Daniels, Videalert Ltd, Tel: **0800-612-8-612**, Email: tdaniels@videalert.com



The data collected and analysed by the system provides essential "intelligence" to optimise the design of transport schemes in central Bristol. It also contributes to the Safer Bristol Partnership's project, which includes the installation of an automatic number plate recognition (ANPR) camera-based network around the city to tackle crime. Avon and Somerset Police and the Safer Bristol Partnership have each contributed £50,000.

environment." David Richmond, CEO of Videalert, added: "We are delighted to have been awarded this high profile project, which extends our proven capabilities in the civil enforcement area to other traffic management and police VRM surveillance applications. With the ever increasing pressure on funding, we anticipate that partnership initiatives of this kind will become more common, maximising the effectiveness of

the council with the flexibility to enforce moving traffic offences such as bus lanes, banned turns and box junctions, exploiting the digital platform and existing equipment.

"The new system is far more than just another ANPR system and provides us with a cost-effective and reliable way of detecting incidents and relaying the information to the city's Traffic Control Centre as well as quantifying the value of highway

Paper Industry calls for a new Industrial Strategy

Paper is a material that we often take for granted, but all of us use it every day of our lives. It comes in many forms – in our newspapers and magazines, toilet tissue, bank notes, tea bags, greeting cards, coffee cups, paper bags and in the plethora of stationary items used in our offices and at home. It is also the most widely used form of packaging, extending the shelf life of food and drink products and protecting items in transit so that they reach the consumer in perfect condition.

We consume 11m tonnes of the stuff every year, 70% of which gets recycled – mainly back into new paper products. In fact, it is the most recycled of all household and commercial waste materials. Many UK mills only use recycled paper as a raw material.

When we do have to use virgin pulp in the process, it is virtually all sourced from sustainably managed European plantations. It is therefore perhaps not surprising, that collectively the Paper Industry is the largest forestry owner in Europe, ensuring that twice as many trees are planted each year than are harvested. Two-thirds of this pulp is produced using renewable sources of energy.

There are two other essential elements in the process – water and energy. The industry consumes copious amounts of water, but returns over 85% of it to the environment, often in a much cleaner state than when it was abstracted. The Paper Industry is also classified as an Energy Intensive Industry (EII) because of the amount of gas and electricity that is consumed in the manufacturing process. However, it has invested heavily in Combined Heat and Power (CHP) plants which generate on-site power and heat, and often sells excess

supplies into the grid. About two-thirds of paper produced in the UK are from mills with a CHP plant.

In addition to being energy intensive, the industry is also capital intensive. The sheer size of a modern mill needs to be seen to be believed. These mills cost in the region of £400m to commission and build, but they will have a life expectancy of anything between 30 and 60 years. A new CHP plant will cost in the region of £100m. Increases in productivity now mean that paper, in three to four meter-wide reels, can be produced at speeds of up to 90 miles per hour!!!

Europe's Paper Industry is not resting on its laurels. Huge amounts of money are being invested to find new ways of using forest-based fibres to develop new and exciting products – many of which may end up replacing man-made chemicals, or in having medicinal benefits. Such is the importance of this type of innovation that one major paper company now refers to itself as a "Biofore" company.

The Paper Industry was also the first major manufacturing sector to produce a 2050 Roadmap, aimed at pointing the way towards the 80% reduction in carbon emissions needed to meet EU targets. Its publication was followed by a year of in-depth research to identify the 'blue-sky' technologies that could result in significant reductions in the use of energy and water, that will be needed to achieve this target. Several very exciting ideas emerged from this exercise (more details can be found at www.cepi.org).

The industry is now desperately searching for the innovation funding to take some of these ideas through to the next stage of research, and on to the commissioning of demonstration plants. After years of being subject

to a plethora of direct and indirect cost penalties associated with meeting climate change and other environmental targets, the industry is now calling for a new industrial strategy which removes the heavy handed legislative and regulatory approach, and replaces it with incentives to innovate and invest.

Indeed, the industry feels so strongly about this issue that it launched a campaign in January

regulation, high energy prices, and taxes and levies not applied in other parts of the world.

If we get it right, there is huge potential for inward investment. Here in the UK, we witnessed the closure of half our mills between 2000 and 2010. We now only produce about one-third of the paper that we consume here. The rest is imported – along with its imbedded carbon.



this year titled 'BASTA' – a Spanish word meaning 'enough is enough'.

It seeks to persuade the new EU Parliament and Commission to rethink its industrial strategy and to replace 'sticks' with 'carrots' or enablers. It is calling for industrial policy to be put at the heart of government thinking, with an aspiration of growing manufacturing output to account for 20% of EU GDP by 2020. Industry simply cannot be internationally competitive if it is subject to the micro-management of excessive legislation and

With imminent changes in government, both at EU and UK level, now is the time to take the measures necessary to rebalance the economy in favour of manufacturing.

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Bristol accepts Rockefeller Resilient City Invitation

Bristol has been invited to join the Rockefeller Foundations 100 Resilient Cities programme, a global network of 33 cities aiming to develop comprehensive resilience plans against catastrophic events while supporting each other through sharing knowledge and best practices.

Bristol's reputation for creativity, innovation and sustainability have motivated the Rockefeller Foundation to invite the city to become a Resilient City under the foundations 100 Resilient Cities programme, a new global network aimed at promoting resilience to natural disasters, chronic stresses and other catastrophic events. The city is one of only five European cities to be invited to join the programme which currently consists of a total of 33 cities worldwide chosen to participate in the programme's first phase. Under the programme, each city accepted for membership will be encouraged

to share knowledge and best practices. As a Resilient City Bristol is committed to establishing a comprehensive resilience plan led by an appointed Chief Resilience Officer (CRO), a post funded directly by Rockefeller. In addition to sharing ideas and resources with other member cities, the city will be able to draw upon vital support and potential funding from Rockefeller itself in order to help make the city a better place to live, work and play. This will involve the development of emergency planning, resilient infrastructure, protection of vulnerable people and addressing

long-term threats to energy security, food systems, public health and the city's economy.

"City governments are on the front line of dealing with acute shocks and chronic stress" said Rockefeller Foundation President Judith Rodin. "Bristol is part of a group of cities leading the way on resilience to better prepare for, withstand, and recover more effectively when disruption hits. Through this type of inclusive resilience planning cities can be better prepared for the unexpected. They can also realise the resilience dividend, the economic and competitive advantages that come from taking a resilience mindset. Your commitment to resilience thinking, planning and action will set a global example."

The city began its engagement with the programme with a Resilience Agenda Workshop which itself forms part of the resilience plan currently being

established. This was designed to bring together local constituencies including city officials, local businesses, civic groups and academic bodies in order to begin the work of developing the plan itself. The plan will encompass a variety of factors based on a foundation of partnerships and alliances, financing mechanisms and paying particular attention to meeting the needs of poor and vulnerable populations. The aim was to identify priorities, actions and metrics as part of a wider resilience strategy for Bristol.

"The flooding suffered by much of the West Country in recent weeks has brought in to sharp focus not only the impact of catastrophic events, but also the way in which authorities and communities respond" said Bristol Mayor George Ferguson. "It underlines the importance of good resilience planning and I am pleased that our pioneering involvement in this global

programme will improve our preparedness and put us in a position to lead and share best practice with other places."

One of the biggest challenges facing cities today is that no single organisation has complete control over the solutions to increase our resilience to emergencies, the Mayor added, stressing that partnership will be vital in Bristol's approach.

"By being part of the 100 Resilient Cities Network we want to learn from the best in the world on how to create technical, societal and financial ways to be more resilient to all the problems the world can throw at us" Mr Ferguson said. "We want to speak directly to people who are making real changes and hear the stories of success and failure: Mayor to Mayor, business to business, citizen to citizen."

Alex Minshull, Sustainable City and Climate Change Manager from Bristol City Council will lead Bristol's participation in the workshop, which will be opened by Mayor George Ferguson. Other key figures and organisations taking part in the event include Michael Berkowitz, Managing Director of 100 Resilient Cities, along with Bristol's neighbouring local authorities, police, university and utility company representatives.

For nearly a decade, The Rockefeller Foundation has been a leader in the growing field of resilience in both urban and rural areas around the world. The Foundation has produced significant knowledge, offered practical solutions, and promoted strong resilience policies in communities and regions in Asia, Africa and the United States. 100 Resilient Cities, pioneered by the Foundation, launched in 2013, is a \$100 million commitment to urban resilience. City leaders or major institutions within cities applied to the 100 Resilient Cities Challenge. More than 500 cities

applied, and the initial 33 cities were announced in December 2013. Additional cities will have the opportunity to be selected for the network in subsequent years. As part of their applications, cities described their plans to scale resilience programs across city and demonstrate how they will incorporate a range of constituents in both planning and implementation.

Michael Berkowitz, Managing Director for 100 Resilient Cities at The Rockefeller Foundation, commented that "Bristol is helping fuel global momentum around building urban resilience, and leading by example. The

agenda workshop will clarify the city's needs, surface innovative thinking, and give us a blueprint for engaging partners from across sectors to bring Bristol the tools and resources needed to become more resilient."

San Francisco is the first out of the 100 Resilient Cities accepted so far to appoint a CRO. Patrick Otellini has a background in the disaster preparedness sector, but his duties involve working with city agencies and the public in order to establish a resilience plan for the city. This is more or less what Bristol's CRO will be doing once appointed.

"Work to develop Bristol's

resilience as part of the 100 Resilient Cities network is at quite an early stage, but with some very strong ideas and a real enthusiasm from partners right across the city" said Alex MinShull, Bristol City Council's Sustainable City and Climate Change Manager. "We will very shortly be recruiting the externally-funded Strategic Resilience Officer, the appointment of whom will mark a big step forward in developing and leading the project."

For further information:

www.bristol.gov.uk
<http://100resilientcities.rockefellerfoundation.org/>





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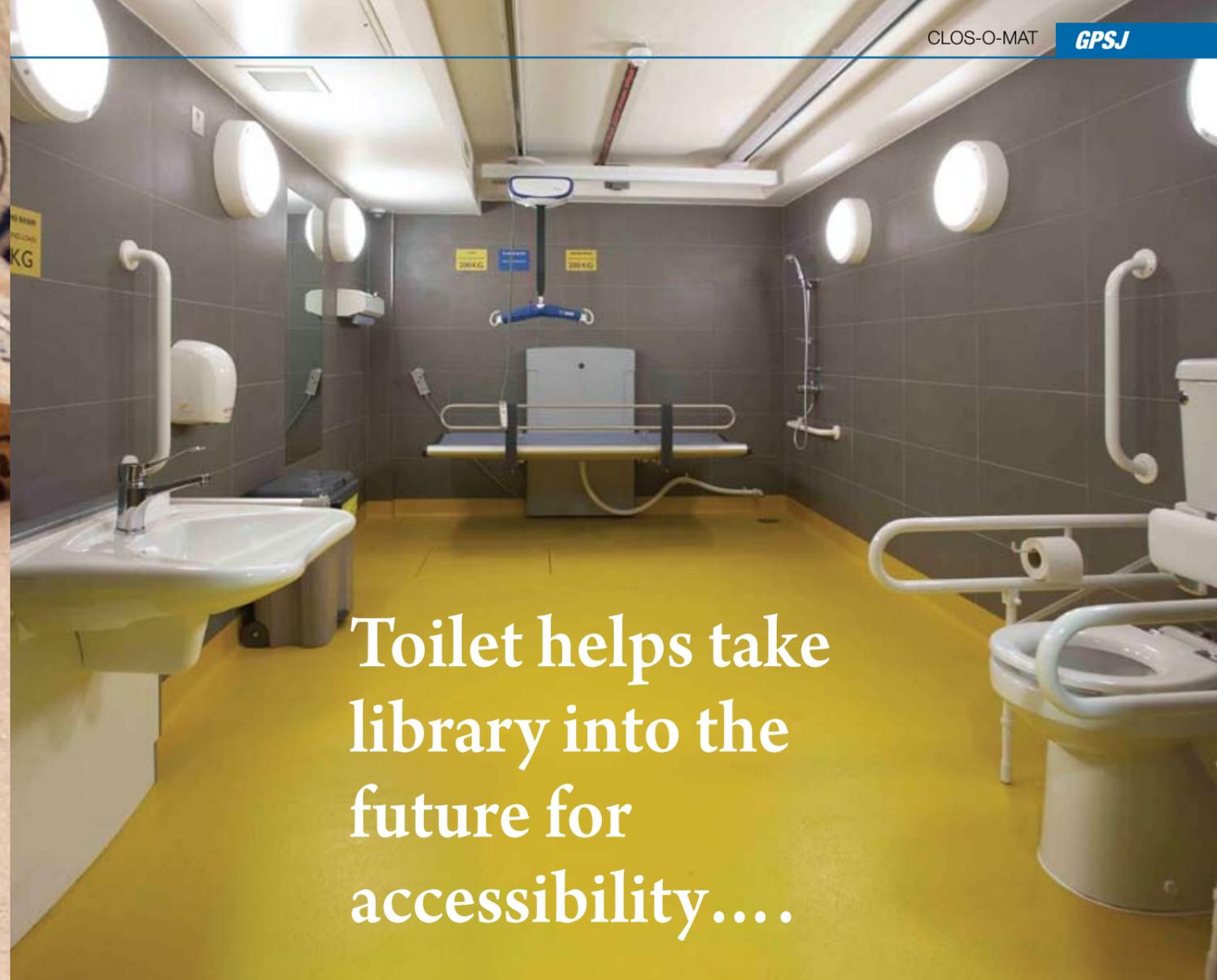
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Toilet helps take library into the future for accessibility....

The new £188million Library of Birmingham will achieve optimum accessibility with the inclusion of a Changing Places hygiene room to complement around 20 other wheelchair-accessible WCs.

A state-of-the-art toilet is playing its part in helping Birmingham City Council deliver 21st century services.

The Changing Places toilet, on the lower ground floor of the building, makes the library the first Birmingham city centre local authority site to have the facility to accommodate anyone who needs the help of a carer to go to the toilet: the only other Changing Places toilet in the city centre is in Bullring shopping centre. Supplied and installed by Clos-o-Mat, the UK's leading provider of disabled toileting solutions including hygiene rooms and Changing Places toilets, the Changing Places toilet is bigger than a standard wheelchair-accessible WC and features

additional equipment of a hoist, height adjustable adult-sized changing bench, and a height adjustable washbasin.

Head of Project delivery for the Library of Birmingham Terry Perkins elaborated, "Even the old 1970s library was accessible as possible to people with disabilities, featuring, for example, magnifying glasses, and height adjustable reading tables. We were keen to ensure its replacement, the new Library of Birmingham, excelled in its delivery of accessible services, hence our decision to include a Changing Places toilet as well as conventional wheelchair-accessible toilets."

Clos-o-Mat has a 50+ years-long proven track record on the supply and installation of fully accessible toilets, and hygiene rooms, including a substantial number of Changing Places facilities. Its ability to deliver

design advice, supply, installation, commissioning and maintenance across the ambit of accessible toileting equipment, including the Clos-o-Mat wash and dry (automatic) toilet, means it is uniquely positioned to simplify the whole process for forward-thinking environments to which the public have access.

For more information:
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QUICK CREDIT VOUCHER making Emergency Payments quickly and easily



The 2012 Budget moved responsibility for distributing Emergency Funds from the Department for Work and Pensions to local authorities from April 2013. This put a new burden on local authorities - and brought with it the headache of how to accept and assess applications, then make payments in a timely fashion when no additional funds were provided for this process.

For more than 70 councils, the solution has been provided through Quick Credit Voucher (QCV) from PayPoint, the UK's leading retail payments and services network. QCV is an online portal that enables local authorities to make emergency payments without the expense of cash office facilities. A web portal is an ideal delivery channel on which to provide a universal platform as the service is accessible to all councils, and is fast and cost-effective for them to implement without any development work on their part. QCV's unique advantage is that payments are made through PayPoint's network of more than 26,000 retailers throughout the UK, including Northern Ireland. These outlets are used by millions of consumers every day, are located close to where people live and are open early to late, seven days a week.

Through the portal, council staff create and manage vouchers, which can be printed and collected by the claimant, emailed or sent via SMS to a mobile phone, and then redeemed at a convenient PayPoint outlet. Management has all information necessary to ensure efficiency and avoid fraud by running reports on each individual system user and has full visibility of the status of all vouchers to check if they have been correctly issued, redeemed, expired or rejected. Vouchers can be cancelled in real-time.

The portal uses SSL, 2FA and IP filtering to ensure its security, in addition to having been fully penetration tested. Each council and individual user is subject to a daily limitation and councils have the option of adding an additional approval stage to allow management to view credits prior to being issued.

More than 70 local authorities are currently using Quick Credit Vouchers and by the end of 2013, it had been used to make payments to 84,484 residents in crisis, with a total value of £3,382,389.27. Councils using the service include Bolton, Brighton & Hove, Dudley, East Riding of Yorkshire, Gateshead, Milton Keynes, North Ayrshire, North East Lincolnshire, North Lincolnshire, Renfrewshire, Shropshire, Stockport, Warwickshire, West

Dunbartonshire and West Kent. Judith Johnson at Milton Keynes Council has commented: "Following the introduction of welfare provision in local councils, we required a tool that would help us administer the funds and effectively serve our community. We receive urgent requests from individuals who are in need of emergency funds and PayPoint offered us a fast and secure way for issuing the necessary payments and vouchers after applications had been assessed. The innovative system is easy to use, saving us valuable time and money and avoiding the need for us to hold cash or gift vouchers."

Quick Credit Voucher is faster, cheaper and safer than issuing cheques, which are generally unsuitable for Emergency Payments claimants. By definition, it is vital that Emergency Payments are received in the shortest time possible time as recipients may not be able to wait for a BACS payment or cheque to clear. Additionally, some eight million UK adults either don't have a bank account or are unable to use their account due to over-extended credit. It is these most vulnerable families and individuals who often turn to their local authority at times of need.

Early analysis of people receiving emergency payments reveals that:

- 66% are single
- 14% are lone parents
- 9% have a family
- 6% are couples
- 3% are pensioners

When a claim is raised for help with fuel payments, vouchers can be issued that are redeemable only against a gas or electricity top-up, drawing on PayPoint's

relationships with the major energy suppliers to exchange the voucher to top up a gas card or electricity key.

The scheme is set with a limit of £100 for each voucher (£49 for energy credits), as well as limiting the number of vouchers each member of staff is able to issue per day and optional supervisor approval to ensure no misuse of the system. Vouchers are validated in real-time at redemption and, once redeemed, their status is instantly updated and cannot be used again.

Seamus Smith, Managing Director of PayPoint UK & Ireland sums up: "Quick Credit Voucher provides a rapid safety net payment in time of crisis to over 9,000 residents in need, every month. Time is critical for claimants in dire need and 80% of SMS vouchers are redeemed within four hours of issue. The shortest time between a payment being issued and someone receiving the cash is 22 seconds - evidence of the system's efficiency and the advantage for the claimant over having to attend a council office to receive payment or waiting for a cheque to clear."

The QCV portal is extremely versatile and although it was created for those in need of emergency funds, it can also be used as an alternative to cheque payments for other purposes such as council tax refunds.

For more information, contact Jo Toolan at clientprospects@paypoint.co.uk.



Ensure the **safety** of personnel operating in high-risk environments.

Organisations such as prison and police services, security companies or even heavy industrial operations need to be in constant touch with personnel working both indoors and outdoors, while be able to know exactly where personnel are at any given time.

The Hytera / PMR SafetyNet Locator software application - developed for both Hytera TETRA and DMR technologies - is a complete solution for the location of radio users using a combination of GPS and indoor beacon technologies.

There are tools for recording audio, dispatch facilities, lone worker protection schemes, text messaging and handling personal alarms and general status updates.

SafetyNet Locator also manages all location update position information and provides a user-friendly display of all radio users' locations on a set of maps or schematic diagrams - including a summary of the status of each radio deployed, such as alarms.

Location data can also be quickly converted to a text or audio message and then relayed to other radio users for emergencies or announcements.

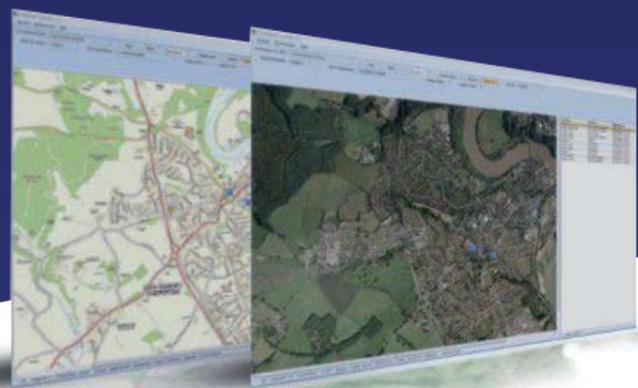
For indoor locations (with no GPS signal), a Locator Receiver device is fitted to the main side

connector of either a Hytera TETRA PT580H or DMR PD785/705 radio and this detects users' movement via strategically placed beacons around a site.

The beacons can be fixed in discreet positions to meet the security or safety requirements of the site. A greater number of beacons will also offer increased accuracy of positional information and a full survey kit and remote programmer permits individual beacons to be configured easily without needing to remove the beacons from their original location.

An important feature of the Indoor Locator is its use of the existing radio infrastructure. Spare capacity on the radio channel is used for sending updates in short data messages thereby minimising extra expense of additional data backhaul capacity.

Outdoor position over wide areas is provided by radio units equipped with GPS receivers. Radio user positions are updated to SafetyNet and can be plotted onto maps.



SAFETYNET Locator

Hytera Tel: +44 (0) 1753826120
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Don't take the risk with lone worker protection

Government and public sector organisations are under increasing pressure to provide protection and security for lone workers. John Wisdom, Managing Director of vehicle, asset and employee tracking specialist Ctrack, takes a look at some of the latest lone worker developments and innovations.

According to the British Security Industry Association, there are now more than six million people in the UK that can be classed as lone workers, and a significant number of these will be employed within the public sector. There are many roles - from housing officers, social workers and security guards to public transport employees, paramedics and community nurses - working either in isolation or without direct supervision, often in places or circumstances that put them at potential risk.

Employers are now having to take their legal duty of care obligations seriously to protect their employees and members of the public under the Health and Safety at Work Act 1974 and the Corporate Manslaughter and Corporate Homicide Act 2007. In addition, there have also been a number of successful prosecutions in recent years where company directors have been held accountable under the Corporate Manslaughter Act, so it is also important to ensure mobile employees are working responsibly and legally.

The welfare of vulnerable lone workers is now a priority and has to be given plenty of consideration to ensure appropriate measures are taken and processes implemented. With these mobile employees constantly away from the office and on the move, the biggest challenge is to ensure their safety. Therefore, organisations

increasingly want the ability to monitor the wellbeing of these employees, whilst enabling them to call for assistance should a problem occur. With advances in technology in recent years there are now a range of options available.

Vehicle tracking

The benefits of vehicle tracking have been widely publicised and offers means of boosting fleet performance in order to reduce costs, increase productivity and enhance customer service. However, this technology also provides an effective tool to gain visibility over mobile workers, access asset location and monitor the activities of vehicles.

This kind of solution can also include an integrated built-in or remote panic alarm, with the latest remote technology effective at a distance of over 100 metres from the vehicle. Meanwhile, geofencing enables organisations to create virtual exclusion zones that trigger an email or SMS alert should an employee enter a certain area. These zones can also be set up by time of day to better target when a lone worker will be most at risk.

Proactive monitoring

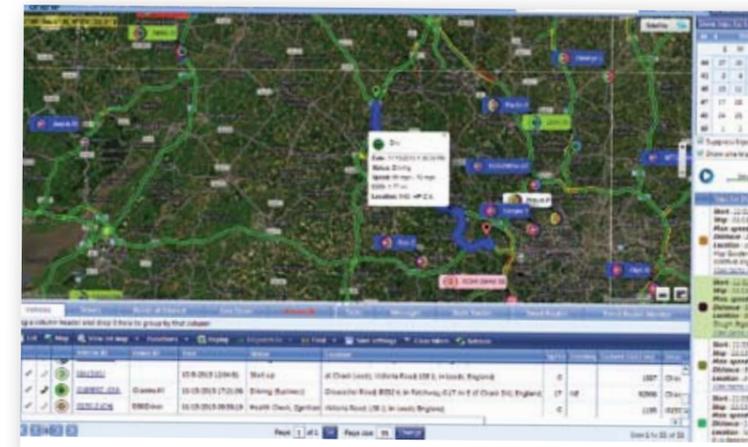
The latest tracking technology can now determine when a harsh event has occurred involving a vehicle, which provides a way of offering live protection to lone workers direct from the office. 24/7 monitoring will provide notification of any potential incident, enabling a driver to be quickly contacted to ascertain whether there has been a problem and whether support is required.

In addition, it is then possible to download detailed vehicle data to gather key facts and determine the events leading up to an incident, which can provide added protection to the employee.

Personal tracking

Mobile personal tracking and panic button devices can now give workers the freedom to operate in isolated or unfamiliar locations without being cut off, whilst providing organisations with added peace of mind.

Suitable for fleets of all sizes, Ctrack delivers real advantage by reducing fuel consumption; validating overtime claims; eliminating unauthorised out-of-hours vehicle use; monitoring driver behaviour; achieving more jobs per employee; enhancing



For example, our Ctrack ICE2 device provides employees with direct access to round-the-clock assistance in case of an emergency or accident, but also provides real-time and historical location data to monitor the whereabouts and safety of mobile employees through a sophisticated software suite. Meanwhile, the device offers two-way mobile calls to designated numbers that ensures a cost-effective communication solution.

About ctrack

Ctrack provides advanced vehicle tracking and telematics solutions that deliver immediate benefits and financial returns resulting from the ability to better manage a fleet operation. These tools provide added visibility and control that comes from knowing the exact locations and status of vehicles in real-time.

service levels; supporting environmental compliance; and increasing protection against vehicle theft.

Ctrack is part of DigiCore Holdings, a global company listed on the Johannesburg Stock Exchange with more than 750,000 tracking systems fitted in 56 countries across five continents.

www.ctrack.co.uk



Improving the Primary and Community Estate: Better Quality, Better Value, Better Health



Dr Sue O'Connell, Community Health Partnerships' Chief Executive, examines how the strategic use of property benefits the NHS, local authorities and local communities.

There are many challenges faced by NHS and other public sector organisations when trying to improve community-based services, but two things are a given; firstly, we cannot afford to waste a penny of public sector money; and, we have to realise value wherever we can.

The estate is often seen as an historic collection of fixed assets that are perceived as a drain on resources, rather than a necessary resource that contributes to the delivery of organisations' objectives. The estate is there to support the delivery of services and the ideal local estate provides a balance between four components: the service/health outcomes it delivers, its location, the quality of the environment and the cost of providing it. If planned and utilised efficiently it is one of the most effective strategic tools available to commissioners, although inappropriate planning and use can mean that it is a burden on the system.

The implementation of NHS reform presents an opportunity to improve the utilisation of the estate and, at the same time, to secure further efficiency savings and promote greater service integration through collaboration between local authorities, health and wellbeing boards, clinical commissioning groups, trusts and other local partners.

But as we all know, collaboration and partnership working, whether that be public and public, or public and private, is not always straight forward. So what is the solution?

Undoubtedly, having suitable buildings enables the effective delivery of clinical services so it is essential for commissioning plans and estate plans to be aligned. We also need to maximise the use of the estates we have that is in the right location and fit for purpose and realise value from the estate that is not. Simply building more and spending money on short term fixes, without being sure it's the right solution in the medium and long term is not the correct approach.



The re-ignition of the local strategic estate forums, already in place in many areas of the country, is one solution. These forums bring together public sector partners, commissioners, providers and property professionals to assess the way the estate is used and to re-design the estate to properly meet the service needs of the locality. This enables us to look across the whole system, bringing health and local authority services together to provide opportunities for service co-ordination and collaboration, as well as to drive efficiencies.

An example of where this approach has worked well is Merseyside. The tradition of effective strategic estates planning on Merseyside began with the recognition that sustained and radical action would be required

to close the gap between the poor health and high mortality rates that characterised some of England's most deprived areas.

The planning process, started 10 years ago, involved all of the key stakeholders in describing a vision of a pattern of healthcare provision that would put first class facilities offering integrated care within easy reach of everyone.

The local joint venture company, Liverpool and Sefton Health Partnership, became the tool for the development of these plans

Health Partnership provide a centre management service that has resulted in buildings being utilised by over 80% and in some cases over 95% against a national average of approximately 50%. Marketing of the space has generated additional income streams from third party organisations.

Merseyside is just one example, and we are well aware that different geographical areas present different challenges and have very different needs, which is

and drove their delivery. As a result of this activity, people living in the highly deprived communities of Liverpool now have access to first class facilities offering high quality, integrated health and social care services within a 15-minute journey from their homes – delivered through a combination of new buildings (14 new buildings have been developed by the company across Liverpool and Sefton) and the refurbishment of existing facilities. As each new centre has opened there has been an increase in patients registering with the GPs and dentists in them.

Better management of the estate through improved utilisation and contract management in Merseyside is also driving real value from the property and contributing to wider QIPP savings. Liverpool and Sefton

why locally based strategic estate forums are so important.

There is no 'one size fits all' solution, but I believe that partnerships which include local stakeholders and public and private organisations with shared goals and a genuine commitment to an area, can ultimately improve services on the ground and save much needed capital for the NHS.

By working together with partners at a local level, we are improving the utilisation of modern, fit-for-purpose buildings and unlocking surplus estate, ultimately freeing up capital, which can be passed on to provide better services. Hard work and a united commitment to the long-term cause will ultimately create huge benefits for patients and communities alike, and that has to be worth it.



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