

AGENDA

Meeting: Cabinet

Place: Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN

Date: Tuesday 14 November 2023

Time: 10.00 am

Please direct any enquiries on this Agenda to Kieran Elliott of Democratic Services, County Hall, Trowbridge email committee@wiltshire.gov.uk

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Membership:

Cllr Richard Clewer	Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing
Cllr Laura Mayes	Deputy Leader and Cabinet Member for Children's Services, Education, and Skills
Cllr Phil Alford	Cabinet Member for Housing, Strategic Assets and Asset Transfer
Cllr Ian Blair-Pilling	Cabinet Member for Public Health, Leisure, Libraries, Facilities Management, and Operational Assets
Cllr Nick Botterill	Cabinet Member for Finance, Development Management and Strategic Planning
Cllr Jane Davies	Cabinet Member for Adult Social Care, SEND and Inclusion
Cllr Nick Holder	Cabinet Member for Environment and Climate Change
Cllr Ashley O'Neill	Cabinet Member for Governance, IT, Broadband, Digital, Licensing, Staffing, Communities, and Area Boards
Cllr Caroline Thomas	Cabinet Member for Transport, Street Scene, and Flooding

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Part I

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

Key Decisions Matters defined as 'Key' Decisions and included in the Council's Forward Work Plan are shown as 

1 **Apologies**

To receive any apologies for absence.

2 **Minutes of the Previous Meeting** (Pages 5 - 16)

To confirm as a true and correct record and sign the minutes of the Cabinet meeting held on 10 October 2023.

3 **Declarations of Interest**

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

4 **Leader's Announcements**

To receive any announcements from the Leader of the Council.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Questions or notice of a wish to make a statement at the meeting should be submitted to Democratic Services at committee@wiltshire.gov.uk 12.00 noon on Wednesday 8 November 2023.

6 **Financial Year 2023/24 - Quarter Two Revenue Budget Monitoring** (Pages 17 - 50)

To receive a report from the Chief Executive and Deputy Chief Executive.

7 **Financial Year 2023/24 - Quarter Two Capital Budget Monitoring** (Pages 51 - 94)

To receive a report from the Chief Executive and Deputy Chief Executive.

8 **Mid Year Treasury Management Review 2023/24** (Pages 95 - 112)

To receive a report from the Chief Executive, Deputy Chief Executive, and Director, Finance & Procurement (S.151 Officer).

9 **Corporate Performance and Risk Monitoring Report: Q2 2023/24** (Pages 113 - 144)

To receive a report from the Chief Executive.

10 **Strategic Operational Depot Strategy** (Pages 145 - 204)



To receive a report from the Chief Executive.

11 **Integrated Care Board Community Health Contract** (Pages 205 - 230)



To receive a report from the Chief Executive.

12 **A350 Chippenham Bypass (Phases 4 & 5) Contract Award** (Pages 231 - 258)



To receive a report from the Corporate Director, Place.

13 **Urgent Items**

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

14 **Exclusion of the Press and Public**

This is to give further notice in accordance with paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item in private.

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 15 onwards because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

Paragraph 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information).

Part II

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

15 **A350 Chippenham Bypass (Phase 4 & 5) Contract Award** (Pages 259 - 274)

To receive a report from the Corporate Director, Place.

16 **Waste Services Delivery Plan** (Pages 275 - 328)



To receive a report from the Chief Executive.

Cabinet

MINUTES OF THE CABINET MEETING HELD ON 10 OCTOBER 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Richard Clewer (Chairman), Cllr Laura Mayes (Vice-Chairman), Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Nick Botterill, Cllr Jane Davies, Cllr Nick Holder and Cllr Caroline Thomas

Also Present:

Cllr Richard Budden, Cllr Clare Cape, Cllr Adrian Foster, Cllr Jon Hubbard, Cllr Johnny Kidney, Cllr Gordon King, Cllr Dr Brian Mathew, Cllr Tamara Reay, Cllr Elizabeth Threlfall and Cllr Graham Wright

80 **Apologies**

Apologies were received from Cllr Ashley O'Neill.

81 **Minutes of the Previous Meeting**

The minutes of the meeting held on 12 September 2023 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 12 September 2023, subject to the following amendments:

- **Minute 70 – Financial Year 2023/24 – Quarter One Capital Budget Monitoring**
Cllr Cape comments about weedkillers on page 9 of the agenda pack to read 'Together with the Leader she noted the effect of reducing the use of weedkillers, as well as the environmental impact if spraying was done routinely.'
- **Minute 74 – Planning Peer Review Report**
Cllr Budden – comments from Cllr King and Cllr Mathew on page 14 of the agenda pack to include concern about the potential loss of democratic accountability if the number of current Area Planning Committees were reduced.

82 **Declarations of Interest**

There were no declarations of interest.

83 **Leader's Announcements**

There were no Leader announcements.

84 **Public Participation**

Fourteen general questions had been received for the meeting, which were provided in the published agenda supplement together with written responses.

Supplementary questions were received from:

- Celia Beckett about the local plan and Regulation 18. Cllr Botterill explained that Regulation 18 consultation is not an exhaustive process within the scope of the exercise. He recognised that the process could be improved, however the Council has to operate within the approved system.
- Andrew Nicolson in relation to the Freight Strategy, examples of good working relationships with other local authorities and meetings with members and officers from other local authorities. The Cabinet Member and Leader confirmed that the Freight Strategy has been endorsed and gave examples where Wiltshire Council had arranged meetings with Somerset Council and the Cabinet Member for Highways from Hampshire Council.
- Colin Gale read out a statement on behalf of Pewsey Community Land Trust and requested a timeline to progress the project. Officers confirmed that a legal process was being followed and the matter would be consider further this week.

85 **Update on the Council's Response to the Climate Emergency and revised Environmental Policy**

Cllr Nick Holder, Cabinet Member for Environment and Climate Change presented a report which provided an update on progress and actions taken in response to the climate emergency.

Cllr Holder explained that the council has made significant progress in responding to the climate emergency and in particular against the seven Climate Strategy themes. He reported on the trends against key performance indicators as set out in appendix 2 to the report and confirmed that the Council was on track to become carbon neutral by 2030. It was noted that Transport is still the largest source of emissions in Wiltshire and was not reducing significantly. Work was being undertaken with the Cabinet Member for Transport, Street Scene, and Flooding to these issues.

Cllr Holder reported that the Council continued to show leadership through tackling greenhouse emissions and mitigating other environmental impacts of its own operations, with the Environmental Policy at Appendix 1 to the report setting out how the Council undertakes this.

The Leader reflected on the Council removing 85% of its emissions helping the Council become more self-sufficient and suggested that other organisations could follow the Councils lead in this area. The Council would continue to engage with the government on long term programmes with delivery on a local level.

Cllr Graham Wright, Chairman of the Climate Emergency Task Group reported that the Task Group met on 9 October 2023 welcomed the report and thanked officers for their continued commitment and responses to questions asked at Task Group meetings. He explained that Cllr Wallis chaired the Task Group meeting in his absence and questions about carbon emissions in the county, air quality, demand responsive bus service in Pewsey Vale, take up of active travel and encouraging schools to develop their own travel plans, retrofitting houses and building carbon neutral homes and fitting solar panels on listed buildings. Officers provided additional updates in relation to the progress being made by the Climate Team and work streams.

Cllr Gordon King, Deputy Leader of the Liberal Democrat Group, agreed with the positive views of Cabinet members and welcomed the news that the Council was on track to be carbon neutral by 2030. He commented on (i) delays in delivery of some of the projects and the corresponding impact; (ii) the style and type of housing being developed on Council land; (iii) the amount of waste produced and how it is disposed of; and (iv) the need to continue to make good progress up to 2030. Cabinet Members explained that the requirement from Council is being fulfilled as update reports to Cabinet and Council only need to include detail of work undertaken. The Council is following an ambitious path and the remaining 15% takes longer to achieve due to more complex elements. Council housing is being built to zero carbon standard, requirements of which are included in the draft Local Plan. Government have been lobbied about waste issues and there needs to be a sensible approach to moving this forward.

Cllr Jon Hubbard commented on the recent briefing on sorting facilities at Council Household Recycling Centres (HRC). He was concerned at the lack of member attendance. He also highlighted the benefits from installing solar panels on village halls and the potential for hydro-electric generation in suitable locations. Cllr Holder reported his disappointment at member attendance for the HRC briefing. Further consideration would be given to the issue of solar panels and potential involvement of Area Boards providing information about funding streams. The Leader advised caution in relation to the hydro-electric schemes following recent technical analysis indicating negative cost benefit.

Members also commented on members being encouraged to promote active travel in schools, increasing passengers on public transport, energy from waste solutions and the need to increase recycling and reuse.

Resolved:

1. That Cabinet notes the actions taken in response to the climate emergency following the last update in May 2023, and notes the progress made against key indicators as well as areas of limited progress.
2. That Cabinet recommends that Full Council approves the updated Environmental Policy in Appendix 1 and adds it to Paragraph 1.2 of Part 3B of the Constitution for inclusion as part of the Policy Framework.
3. that future climate updates are received annually at its October meeting.

Reason for Decision:

- 1) *To provide Cabinet with an update on actions taken in response to the climate emergency.*
- 2) *To ensure the council's Environmental Policy is up to date and has sufficient weight.*
- 3) *Moving to annual reporting would be in line with the annual publication of greenhouse gas data, mirror the reporting frequency of other local authorities and reduce the administrative burden on the climate team, enabling them to concentrate on project delivery.*

86 **Wiltshire Council Annual Adoption Service: 2022-2023 Year End Report**

Councillor Laura Mayes, Deputy Leader and Cabinet Member for Children, Education, and Skills, presented the year-end report regarding the performance of the Wiltshire Council's Adoption Service, alongside a consideration of the effectiveness of Adoption West.

The Deputy Leader was pleased to report that demand for adoptive homes is being met as there are fewer children waiting than the number of families approved. She explained that there were 64 approved adopters waiting for a match and highlighted the three key scorecard measures each local authority Adoption Agency used as detailed in the report. The Cabinet noted that there were some children outside of the targets, and these have been reviewed to ensure the reasons for delays are reasonable and to determine whether there are practice improvements required to increase timeliness.

Cllr Jon Hubbard, Chairman of Children's Select Committee, reported that the Children's Select Committee had considered the year-end report on 21 September 2023. He commented on the potential for delays and explained that ultimately the courts controlled the process. He also referred to early permanence, the benefits of a successful outcome and the impact and support needed for adoptive parents when outcomes were not successful. He asked for future Year-End reports to include information on Guardian Orders.

Resolved:

To approve the report and that the contents of it are considered against the Corporate Parenting Strategic Priorities for children in care to have a loving home, good relationships, and be respected.

Reason for Decision

Wiltshire Council is an Adoption Agency registered with Ofsted. The 2014 Adoption Minimum Standards (25.6) and 2013 Statutory Guidance (3.93 and 5.39) describe the information that is required to be reported to the executive side of the local authority, on a six-monthly basis, to provide assurance that the adoption agency is complying with the conditions of registration whilst being effective and achieving good outcomes for children. A report to Cabinet is prepared annually.

Adoption West is subject to separate scrutiny arrangements through its own Scrutiny Board.

87 Commissioning of Carers Support Services

Cllr Jane Davies, Cabinet Member for Adult Social Care, SEND and Inclusion presented the report which set out the commissioning plan for Carers Support Services from 2024-2027 and seeking agreement to go out to tender for these services.

The Cabinet Member explained that the new service specification has been drafted and informed by carers, changes in the market, the impact of Covid-19 on carers, lessons from the last five-years, and the need to ensure better identification and support for young carers. The current contract is due to end on 31 March 2024 and current joint funding arrangements would continue.

Cllr Laura Mayes, Deputy Leader and Cabinet Member for Children's Services, Education and Skills highlighted the role of young carers and the impact of the role on their wellbeing. Officers confirmed that the service provided to young carers would be robust and a partnership arrangement would be in place.

Cllr Johnny Kidney, Chairman of the Health Select Committee confirmed that the Select Committee received a presentation on the development of the Carers' Strategy and Delivery Plan at its meeting on 4 July 2023. He reported that the Committee acknowledged the work that had been undertaken with carers in scoping the strategy; highlighted a concern around the capacity of a service provider to deliver accessible support for carers in small villages and rural areas and that members had requested a briefing on the service specifications to understand how this would be addressed. In addition, the committee wished to encourage the engagement of carer's champions with Area Boards to raise awareness of the support available and use local knowledge to improve the access to services that will be provided through the contract.

Cllr Jon Hubbard, Chairman of the Children's Select Committee was concerned that the Strategy and Delivery Plan had not been considered by the Children's Select Committee. He also highlighted the potential danger for young carers to be overlooked and not receive the necessary support needed. Cllr Davies welcomed the opportunity for a report on the Strategy and delivery Plan to be considered at a future meeting of the Children's Select Committee. Officers confirmed that an extensive consultation had been undertaken in developing the service specification which included young carers alongside other groups and there was a commitment to identify young carers for inclusion in an internal central register.

Cllr Brian Mathew acknowledged the important work that carers undertake. He asked about the Shared Lives Programme and when a report would be available for members to consider. Officers would confirm details after this meeting.

Members highlighted the need for advice to carers about access to support for their role. Cllr Davies and officers confirmed that the need for this information was included in the contract specification within the Outreach area.

Resolved:

- 1. To approve the Carers Support Service Commissioning Plan for a 3-year service commencing in 2024 -2027 and with a 2-year extension option. And,**
- 2. To delegate authority to the Corporate Director, Resources and Deputy Chief Executive (S.151 Officer) in consultation with the Cabinet Member for Adult Social Care, SEND, and Inclusion, following completion of the necessary competitive procurement exercise, to award the contract and take such other necessary steps to achieve the outcomes and objectives set out in this report.**

Reason for Decision:

The existing All Age Carers Support Service Contract has been in place for 6 years and is due to expire on the 31 March 2024. There is no option to further extend the contract.

The service specification which has been in place now for 6 years and needs refreshing based on extensive co production of the new strategy and delivery plan.

88 District Specialist Centres and Portage

Cllr Jane Davies, Cabinet Member for Adult Social Care, SEND and Inclusion presented the report seeking approval to commission Specialist Early Years SEND support from District Specialist Centres (DSC) and Wiltshire Portage.

It was explained that Wiltshire Council currently commissioned services from five charities across the county to provide specialist nurseries and pre-schools Early Years support for children with SEND, along with home visiting education service to 75 early years children with SEND each week. This assists the Council in meeting the requirements set out within the SEN Code of Practice to meet the statutory duty of ensuring accessible provision is available for children under five years with SEND.

Cabinet noted that the current contract ended on 31 March 2024 following a two-year extension. The report highlighted the proposal to divide the two services into two contracts, a DSC contract and Portage contract, with staggered starting dates – Portage starting on 1 April 2024 and the DSC contract starting on 1 September 2024.

Cllr Laura Mayes, Deputy Leader and Cabinet member for Children’s Services, Education and Skills expressed her support for the proposals and highlighted the importance of mainstream inclusion.

Cllr Jon Hubbard, Chairman of Children’s Select Committee, reported that he, along with the Vice-Chairman of the Select Committee had attended a briefing on the report on 9 October 2023. In supporting the proposals, he voiced a concern about the sufficiency of the funding uplift over the five-year period. Officers indicated that they had considered the inflationary position, and as a consequence had front-loaded the inflation uplift for year one and remained confident the costs would be covered for the lifetime of the contract.

In response to comments about Education Health Care Plans and support towards fundraising for the Charities that provide the specialist early years education, members noted that the demand for EHCP’s was continuing to increase and that knowledge from the current contract arrangements is informing outcome measures to be included in the new contract specification. It was noted that the current providers receive fund raising and charitable donations aimed towards value added services.

Resolved:

That Cabinet approves:

- 1. District Specialist Centres and Portage to be purchased under separate tender processes with separate specifications, contract management and KPI’s.**

DSC - Re-tender the service, award and conduct implementation and TUPE before the 31 August 2024 using a codesigned specification that meets the challenges arising and needs of early children with SEND. The contract length will be for five years with an option to extend the contract for a further five years, giving a maximum contract length of 10 years.

Portage - Re-tender the service, award and conduct implementation and TUPE before the 31 March 2024 using a codesigned specification that meets the challenges arising and needs of early children with SEND. The contract length will be for five years five months with an option to extend the contract for a further five years, giving a maximum contract length of 10 years.

- 2. During the life of the contract to propose and introduce a new DSC provision within the Tidworth area to meet the need of the families in the area. This contract will synchronise with the length and terms of new DSC contracts.**
- 3. Cabinet to agree to the financial envelope set out in tables 15 and 16 of the report.**
- 4. That officers continue to undertake to prepare and complete the tender programme, award and implement a new contract for both services.**
- 5. To delegate authority to approve and award a new contract and future extensions and all associated documents to the Director of Commissioning, Corporate Director People in consultation with the Cabinet Member for Adult Social Care, SEND and Inclusion.**

Reason for Decision:

- 1. District Specialist Centres (DSC) and Portage assist Wiltshire Council in meeting the requirements set out within the SEN Code of Practice to meet the statutory duty of ensuring accessible provision is available for children under 5 years with SEND.*
- 2. Development of service to meet the needs of Wiltshire children with SEND*
- 3. Cabinet is asked to authorise the method outlined to complete a tender process that delivers value for money through the new contract.*

89 **Urgent Items**

There were no urgent items.

Attachment - Statement of CG

(Duration of meeting: 10.00 am - 12.35 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services, direct line 01225 718221, e-mail committee@wiltshire.gov.uk

Press enquiries to Communications, direct line 01225 713114 or email communications@wiltshire.gov.uk

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10th October 2023.

Statement to Cabinet in response to WC's reply to PCLT Questions

Pewsey Community Land Trust (PCLT) were disappointed in the lack of a positive response to the questions raised on the Community Right to Build Order (CRtBO) and to just receive a blanket response to all of the questions of jam tomorrow advising that officers are considering the submission and will respond soon is not supportive.

PCLT escalated their submission to Cabinet out of frustration because they have been trying since April, over 5 months ago to progress their submission but seem to be plagued by poor communications having to make repeated phone calls and repeated emails to get a response.

This submission should be a no brainer as it is for affordable housing, 7 flats and a house in the heart of Pewsey with transport links, service facilities for local people. The CRtBO submission is a draft submission that will be reviewed on a number of occasions during the overall process with opportunities to facilitate changes as required.

Last Friday at the Poverty meeting in Pewsey the Wiltshire Council Deputy Leader stated the need to:

- A. see more housing that is genuinely affordable and where possible in perpetuity
- B. work with local community stakeholders
- C. be an innovative / can-do council
- D. promote preventative long term solutions.

PCLT proposals fit all those criteria. What's been required for the last 6 months by WC planning is a can do way forward recognising PCLT is (at least highly likely to be) a suitable body to raise a CRtBO especially as the WC link officer and other advisory bodies have been providing excellent advice to PCLT for years.

PCLT needs a timeline so that it can progress the project and not just a response, will be received soon. Please also agree to activities like allowing the draft CRtBO to be distributed to other consultation bodies in parallel to reduce this stretched timescale.

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Wiltshire Council

Cabinet

14 November 2023

Subject: Financial Year 2023/24 - Quarter Two Revenue Budget Monitoring

Cabinet Member:  **Cllr Nick Botterill - Cabinet Member for Finance, Development Management and Strategic Planning**

Key Decision: Non-Key

Executive Summary

This report informs members of the second quarterly revenue budget monitoring forecast for the financial year 2023/24 based on the position at the end of September 2023. It also provides an update on the Medium-Term Financial Strategy (MTFS) and budget gap for the financial year 2024/25 and beyond.

Quarter Two Revenue Budget Monitoring

Quarter Two budget monitoring forecasts are based on information known as at 30 September 2023. These are forecasts and are subject to movement during the remainder of the year as more certainty arises and less estimation is required, particularly on areas such as income, service demand and inflationary pressures.

The net budget set by Full Council for 2023/24 was £465.874m, and recommendations approved by Full Council at their meeting on 17 October 2023, included as part of the quarter one report increased this to £469.029m. This reflects the increased grant and funding from the additional Market Sustainability Improvement Fund grant of £2.773m and the £0.382m additional share of retained Business Rates for Council assets. The 2023/24 budget ensures that vital services to the residents, businesses and communities of Wiltshire continue to be provided and the council deliver on the commitments set out in the Business Plan. The budget includes over £26m of savings that need to be delivered in 2023/24.

The quarter two position forecasts a net underspend for the year of £0.402m. As the forecast variance is small and still exposed to change it is proposed at this stage that the variance is managed within the financial year and no proposal is made to transfer funds to reserves.

This position will need to continue to be carefully monitored as there are a number of risks that the council are exposed to, including sustained higher inflation than budgeted, the 2023/24 pay award, increased demand and higher package costs in People Services, SEND (Special Educational Needs and Disabilities) transport and underachievement of income across Place services.

For quarter two it is forecast that these pressures in services can be mainly offset by activity in corporate services through finance and investment income and levies and the overachievement of income in Leisure Services due to the earlier than forecast delivery of the saving from VAT changes confirmed by HMRC. In addition, Highways and Transport has increased income from Street Works and Permits and Public

Transport is maximising the use of Government grant, Bus Service Improvements Plan plus to manage the increasing pressures on Public Transport.

Proposals

Cabinet is asked to approve:

- a) the transfer of Education and Skills reserves totalling £0.160m to reflect the estimated usage in year, these relate to grant funded schemes which straddle more than one financial year.
- b) the transfer of Families and Childrens programmes of pastoral support reserve of £0.524m to fund scheduled activity this financial year.
- c) The transfer of the anticipated deficit on the DSG reserve of £18.583m reflecting the planned use of this reserve for this financial year.
- d) The transfer of £1.661m from the Transformation Reserve to reflect the planned usage in year.

Cabinet is asked to note:

- a) the current revenue budget is forecast to underspend by £0.402m by the end of the financial year;
- b) the current forecast savings delivery performance for the year

Reason for Proposals

To inform effective decision making and ensure sound financial management as part of the Councils overall control environment.

To inform Cabinet on the forecast revenue financial position of the Council for the financial year 2023/24 as at quarter two (30 September 2023), including delivery of approved savings for the year.

Terence Herbert
Chief Executive

Andy Brown
Deputy Chief Executive and Corporate Director of Resources

Wiltshire Council

Cabinet

14 November 2023

Subject: Financial Year 2023/24 - Quarter Two Revenue Budget Monitoring

Cabinet Member: Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning

Key Decision: Non-Key

Purpose of Report

1. To advise Members of the Revenue Budget Monitoring forecast position 2023/24 quarter two (30 September 2023) for the financial year 2023/24 with suggested actions as appropriate.

Relevance to the Council's Business Plan

2. Budget monitoring and reporting supports effective decision making and the alignment of resources and financial performance to the Council's priorities and objectives as laid down in the Business Plan.

Background

Revenue Budget Monitoring 2023/24 – Quarter Two

3. The Council approved a net budget for 2023/24 of £465.874m at its meeting on 21 February 2023. Recommendations included within the quarter one budget monitoring report were approved by Full Council at their meeting on 17 October 2023 that increased the net budget to £469.029m. This reflects the increased grant and funding from the additional Market Sustainability Improvement Fund grant of £2.773m and the £0.382m additional share of retained Business Rates for Council assets.
4. This is the second report for the financial year and includes a summary of the movements to the original budget since it was set by Full Council in February 2023. This summary can be seen in Appendix A.
5. The following paragraphs focus on forecast full year variances against the approved budget based on information as at 30 September 2023. They also set out the underlying pressures currently estimated within the service areas.
6. The forecasts at this stage of the year are subject to movement as the year progresses, as more certainty arises, and less estimation is required. They are however forecasts for known items and commitments and estimates for the remainder of the financial year. The current economic position and volatility exposes the council to continued risk that forecasts move during the year due to continued high inflation rates.

Main Considerations for the Council

Revenue Budget

7. The following elements of this report reflect the management responsibility in line with the current management structure. The breakdown of the projected year end position is set out in table 1 below.

Table 1 – Summary forecast for Quarter Two 2023/24

	<i>Original Budget</i>	<i>Revised Budget</i>	<i>Forecast</i>	<i>Variance</i>	<i>Variance Qtr 1</i>	<i>Movement From Qtr 1 to Qtr 2</i>
	A	B	C	D (C-B)		
	£m	£m	£m	£m	£m	£m
Corporate Director People						
Adult Services	178.684	180.514	183.722	3.208	2.189	1.019
Public Health	0.862	-	-	-	-	-
Education & Skills	29.269	29.278	30.432	1.154	1.549	(0.395)
Family & Children Services	62.723	64.247	65.622	1.375	(0.400)	1.775
TOTAL PEOPLE	271.538	274.039	279.776	5.737	3.338	2.399
Corporate Director Resources						
Finance	6.367	6.467	6.611	0.144	-	0.144
Pensions	-	-	-	-	-	-
Assets	16.799	17.707	17.184	(0.523)	0.382	(0.905)
HR&OD	3.573	4.123	3.874	(0.249)	(0.200)	(0.049)
Transformation & Business Change	0.533	0.560	0.575	0.015	-	0.015
Information Services	11.808	11.900	11.465	(0.435)	(0.291)	(0.144)
Commissioning	3.405	2.800	3.762	0.962	1.014	(0.052)
TOTAL RESOURCES	42.485	43.557	43.471	(0.086)	0.905	(0.991)
Corporate Director Place						
Highways & Transport	40.634	40.148	40.041	(0.107)	-	(0.107)
Economy & Regeneration	2.520	2.520	2.520	-	-	-
Planning	3.396	3.396	3.451	0.055	(0.350)	0.405
Environment	48.283	48.485	48.411	(0.074)	0.290	(0.364)
Leisure Culture & Communities	6.880	6.581	5.081	(1.500)	(1.070)	(0.430)
TOTAL PLACE	101.713	101.130	99.504	(1.626)	(1.130)	(0.496)
Chief Executive Directorates						
Legal & Governance	9.964	10.168	10.414	0.246	0.108	0.138
Corporate Directors & Members	3.147	3.147	3.282	0.135	0.060	0.075
TOTAL CEX DIRECTORATES	13.111	13.315	13.696	0.381	0.168	0.213
Corporate						
Movement on Reserves	2.457	2.457	2.457	-	-	-
Finance & Investment Income & Expense	25.043	25.004	20.795	(4.209)	(2.446)	(1.763)
Corporate Costs	4.034	5.434	4.934	(0.500)	-	(0.500)
Corporate Levies	5.493	4.093	3.994	(0.099)	(0.142)	0.043
Covid	-	-	-	-	-	-
TOTAL CORPORATE	37.027	36.988	32.180	(4.808)	(2.588)	(2.220)
TOTAL GENERAL FUND	465.874	469.029	468.627	(0.402)	0.693	(1.095)
Funding						
General Government Grants	(77.393)	(80.166)	(80.166)	-	-	-
Council Tax	(332.187)	(332.187)	(332.187)	-	-	-
Collection Fund Surplus	(6.850)	(6.850)	(6.850)	-	-	-
Business Rates Retention Scheme	(49.444)	(49.826)	(49.826)	-	(0.382)	0.382
TOTAL FUNDING	(465.874)	(469.029)	(469.029)	-	(0.382)	0.382
TOTAL VARIANCE	(0.000)	0.000	(0.402)	(0.402)	0.311	(0.713)

Overview of Quarter Two Monitoring

8. Overall, the quarter two report forecasts a net underspend of £0.402m, and details of the significant variances within service areas are included below.
9. As reported as part of setting the budget in February 2023 the Pay Award for 2023/24 was budgeted for at 4.5%. The pay award has now been agreed and is higher than this, and an average increase across all council staff of around 5.8% for 2023/24, which is an additional pressure of £2m.
10. For quarter two the pay award pressure has been included within service forecasts alongside saving proposals to mitigate the pay award pressure on the base budget. These proposals will deliver a permanent solution for the 2023/24 pay award pressure in 2024/25.
11. As part of the outturn report for 2022/23 an earmarked reserve was prudently set aside for £2m to mitigate the pressure for 2023/24, however the quarter two forecast does not include a draw from this reserve at this stage.
12. Inflation is currently running around 2% higher than the average CPI increase estimated and included in the 2023/24 budget. Services are managing these pressures through contract negotiations or where the pressure is not able to be managed, have reported the pressure in the service forecast for 2023/24 and the MTFS update.
13. In addition, the Council is seeing increasing demand and package costs in People Services largely from complex cases, pressure in SEND Transport and an underachievement of income for fees and charges in Planning and Car Parking. For quarter two it is forecast that these pressures in services can be offset by savings in Corporate services on Financing and Investment Income and Levies and the overachievement of income in Leisure Services due to the earlier than forecast delivery of the saving from VAT changes confirmed by HMRC, Street Works and Permits from price increases implemented and by the use of Government grant, significantly the Bus Service Improvements Plan Plus to manage the increasing pressures on Public Transport.

Corporate Director – People

Table 2 – Forecast as at Quarter Two 2023/24 Corporate Director People Position

		<i>Original Budget</i>	<i>Revised Budget</i>	<i>Forecast</i>	<i>Variance</i>
		A	B	C	D (C-B)
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>
Corporate Director People					
Adult Services	Gross Income	259.282 (80.598)	266.475 (85.961)	271.380 (87.658)	4.905 (1.697)
	Net Exp	178.684	180.514	183.722	3.208
Public Health	Gross Income	21.516 (20.654)	21.334 (21.334)	21.334 (21.334)	- -
	Net Exp	0.862	-	-	-
Education & Skills	Gross Income	142.634 (113.365)	149.088 (119.810)	150.147 (119.715)	1.059 0.095
	Net Exp	29.269	29.278	30.432	1.154
Families & Children Services	Gross Income	68.239 (5.516)	70.318 (6.071)	71.693 (6.071)	1.375 -
	Net Exp	62.723	64.247	65.622	1.375
TOTAL PEOPLE	Gross Income	491.671 (220.133)	507.215 (233.176)	514.554 (234.778)	7.339 (1.602)
	Net Exp	271.538	274.039	279.776	5.737

Adult Services: Budget £180.514m, £3.208m overspend

14. The Adult Services forecast overspend of £3.208m includes £0.500m of unachievable savings. These savings, £0.300m Wiltshire Care Home Efficiency and £0.200m Day Services Utility, have faced delays in contract negotiations. The savings will be made in full over the 2 years, but the timing is likely to all be in 2024/25. Commissioners continue to look at options for mitigating this saving in 2023/24.
15. The overspend totalling £3.666m is due to the increased costs of packages of care above that budgeted as a result of increased provider staffing costs and the areas of the care market that are less sustainable. This is also the in the main the reason for the £1.019m adverse movement from quarter 1.
16. In Whole Life Pathway it has been necessary to increase the price of packages of care to keep the market sustainable. As previously reported, there are a number of extremely high-cost packages coming through for existing and new service users. The customers that are being referred to the service are increasing in complexity with a notable increase in the people who have autism and mental health needs. Supporting the market by paying increased prices has been possible due to the receipt of the additional Market Sustainability funding.
17. The Reablement Service is forecasting a £0.082m underspend due to staff vacancies. The service continues to have recruitment difficulties and has had to use locums to cover long standing vacancies to maintain safe levels of staff. However, recruitment is more recently proving successful, and it is hoped it will continue to improve. The remaining underspends totalling £0.346m in Housing & Migration and

Safeguarding and Prevention are also as a result of underspends on staffing budgets.

18. Transforming Adult Social Care (TASC) has recently been relaunched following the appointment of the new Head of TASC and Quality. The relaunch has revisited the vision for TASC and identified priorities for the programme. The Self-Directed Support (SDS) project is focusing on improving people's access to Direct Payments, Individual Service Funds, Personal Health budgets and community catalyst. TASC has a focus on prevention, and this is evident in the Technology Enabled Care (TEC), Practice development and quality assurance, and prevention and community projects. Practice development guidance is being developed to ensure that all staff within the department are using a strength based, preventative approach which will benefit people who use adult social care whilst at the same time delivering savings.

Public Health: Budget £0.000m, nil variance

19. In 2023/24 the Public Health Grant is £18.602m. This is being spent on activities such as the Public Health Nursing service, Drug and Alcohol Substance Use services, Sexual Health services, Domestic Abuse services for Wiltshire and a wide range of health improvement services such as health improvement coaches. In addition, an estimated draw of £1.698m from the public health reserve is forecast to be required to fund these activities as well an estimated draw of £0.180m from the Domestic Abuse reserve. Public Health have achieved the £0.616m of savings in the budget for 2023/24

Education & Skills (School Effectiveness, SEND & Inclusion): Budget £29.278m, £1.154m overspend

20. The services in this area fulfil numerous statutory duties with a mixture of local authority and Dedicated Schools Grant (DSG) funding. The majority of the local authority funded services are forecast to largely be aligned with budget. The largest exceptions are outlined below.
21. Where eligible, 5–16-year-old school children with an Education, Health and Care Plan (EHCP) can take up free school transport. The forecast expenditure for school transport for learners with an EHCP is £1.479m overspent representing 8.7% of the SEND transport budget which is a slight improvement on the Q1 forecast. The travel savings of £0.500m have been achieved to date following route planning and re-contracting. The budgeted numbers of pupils are not significantly different from forecast however the average unit cost has increased from a budgeted £8,743 to a forecast £10,719 per pupil. This forecast includes estimates of cost for the new operating arrangements with leased vehicles and council drivers to support Silverwood school campuses which have had a positive impact on both sufficiency of transport provision and pricing in the wider marketplace.
22. Premature retirement costs for schools are forecast to overspend by £0.179m where restructure costs are funded for schools in deficit.
23. Recruitment difficulties that services have faced this year have resulted in projected underspends for both Targeted and SEND and Inclusion service areas (£0.700m underspend). Recruitment is ongoing.

24. MTFs savings in this service total £1.141m. The majority of these are fully achieved, on track or have alternative funding arrangements in place for 2023/24.
25. Cabinet is requested to approve the draw from reserves to fund the following estimates of activity:
- a. The DfE LAMB grant which straddles more than one financial year £0.100m
 - b. The DfE Virtual School Extended Duties Grant £0.60m

Families & Children Services: Budget £64.247m, £1.375m overspend.

26. This service protects, cares for and supports vulnerable children and families with the greatest needs, including children in care, disabled children, and those at risk of harm and a demand driven service area.
27. The budgeted number of children in care for 2023/24 financial year is 464. The actual number of children in care is 458 (Sept 2023) which is within the service set target range of 407-469. The proportion of children and young people in external residential placements is 10% (equivalent 44 young people) all placement types remain consistent.
28. The main factor causing budget pressure and overspend is the cost of individual residential placements, in the context of a national placement sufficiency crisis. Whilst Wiltshire has been able to keep the number of children in care stable due to its successful prevention work, other neighbouring Local Authorities have not; meaning an overall increased demand for placements in a market that cannot meet the demand. This results in significant competition for placements and has led to the market increasing prices. This issue is being addressed within the government's reforms and strategy Stable Homes, Built on Love, but this is yet to see impact. The main strategy to reduce residential placement costs is the new contract that will deliver residential placements in Wiltshire, as previously approved by Cabinet. This provider was originally expected to commence delivery in October 2023 however, delays including Ofsted registration mean this is now expected from early next year and this has subsequently had a negative impact on forecast expenditure in external residential placements in quarter two. Expansion of this contract is being explored to ensure additional capacity in Wiltshire.
29. There are a number of over 18 young people who are supported as care leavers (and included in the table below) and the length of time these young people remain supported and the price of their packages of care are also leading to a significant cost pressure as many of them are resident outside Wiltshire.
30. In addition, the national social work recruitment and retention challenge continues. A specific workforce strategy is in place and remains a priority. As part of this campaign, Wiltshire is committed to "growing its own" social workers so a greater number of staff on the ASYE (Assessed and Supported Year in Employment) (Assessed and Supported Year in Employment) for newly qualified social workers are employed. The result of this approach is that these staff are at the beginning of their careers and there are reduced salary costs. Despite forecast agency spend of £1.201m, there is a net forecast underspend across all teams of £0.616m. This reflects the challenge in recruiting high calibre agency staff to manage the permanent

vacancies, rather than a lack of desire to recruit. Creative approaches, such as recruiting non-social work qualified staff to support work temporarily are adopted.

Table 3 - Comparison of planned and Quarter Two Childrens Placements

	Budgeted Number of Children & Young People	Current Number of children 2023/24 as at Q2
Mainstream In House Foster Carer Payment	277	250
Independent Fostering Agency (includes some over 18s)	101	75
External Residential Placements (includes some over 18s)	44	43
16 - 25 Support & Accommodation/ Leaving Care (majority over 18s)	43	42
Staying Put (All over 18s)	40	28
CiC Placements & Fostering	504	438
Special Guardianship	358	318
Residence Orders	4	4
Adoption Allowances	22	22
Total Permanence non CiC	384	344
0-17 years SEND Residential	146	127

31. Placement saving plans are on-going but are offset by significant market price increase pressures which, despite steady numbers of children in care lead to a forecast overspend of £2.863m for social care placements largely for external residential placements and also, support and accommodation costs of 16- to 25-year-old young people. These base budget pressures are partially offset by a forecast underspend of £0.825m for foster care placements. 59% of our children are placed with in house foster carers, the target being 65%. The recruitment of foster carers remains a challenge, despite best efforts. This is due to a national sufficiency crisis in the placement market. This challenge applies to independent fostering agencies also, meaning that more children are being placed in residential care which have significantly increased in unit cost post pandemic. A placement sufficiency strategy action plan is in place, led and reviewed monthly by the Director to ensure tight grip on the progress and spend in this area. We have recently been informed that the South West has successfully passed stage 2 of the Department for Education Fostering Recruitment and Retention programme application which is being led by Wiltshire and Cornwall. This should support the increase of in house foster carers, reducing the budget pressures and need to use residential placements.

Table 4 - Comparison of planned and Quarter Two Childrens Placements Average Weekly Prices

	2023/24 Budgeted Weekly Price £	2023/24 Average Forecast Weekly Price £	Forecast Price Variance £
Mainstream In House Foster Carer Payment	459	466	7
Independent Fostering Agency (includes some over 18s)	896	998	102
External Residential Placements (includes some over 18s)	3,800	4,800	1,000
16 - 25 Support & Accommodation/ Leaving Care (majority over 18s)	613	1,097	484
Staying Put (All over 18s)	184	186	2
CiC Placements & Fostering			
Special Guardianship	159	156	(3)
Residence Orders	184	179	(4)
Adoption Allowances	221	209	(12)
Total Permanence non CiC			
0-17 years SEND Residential	630	628	(2)

32. Assumptions made around increases in special guardianship and adoption orders have not come to fruition presenting a forecast underspend of £0.313m in these areas. It is possible these areas could still increase as per budget planning assumptions the impact of which would be the forecast underspend reduces whilst there is a positive counter effect on the placements budget.

33. Young people can be supported as Care Experienced young people until 25 years, and we are seeing higher numbers of young people choosing to be supported for longer periods due to the current challenging economic climate, which is resulting in additional support costs, leading to a forecast overspend of £0.165m in addition to the support and placement cost pressure of £1.492m. Work is on-going to ensure consistent support and for all young people. These additional burdens are not funded by central government and despite additional MTFS growth in this area, the length of time young people is supported continues to grow and push costs up. Market expansion and sufficiency in this area is being explored including more preparation for independent living placements within Wiltshire.

Table 5 - Budgeted and Current Spend forecasts of Children & Young People in Care

	2023/24 Budget £'m	2023/24 Forecast Spend as at Q2 £'m	Forecast Variance £'m
Mainstream In House Foster Carer Payment	6.614	5.758	(0.857)
Independent Fostering Agency (includes some over 18s)	4.711	4.743	0.031
External Residential Placements (includes some over 18s)	8.660	10.950	2.290
16 - 25 Support & Accommodation/ Leaving Care (majority over 18s)	1.355	2.847	1.492
Staying Put (All over 18s)	0.379	0.286	(0.094)
CiC Placements & Fostering	21.720	24.582	2.863
Special Guardianship	2.969	2.663	(0.306)
Residence Orders	0.038	0.038	0.000
Adoption Allowances	0.253	0.245	(0.007)
Total Permanence non CiC	3.259	2.946	(0.313)
0-17 years SEND Residential	4.798	4.467	(0.332)

34. The council provides placements for unaccompanied asylum-seeking children (UASC) and current numbers of these young people under 18 years of age are 48. In addition to this we have 77 unaccompanied asylum-seeking young people who are care experienced. Based on our quota of 0.1% of Wiltshire's population we should be taking 106 UASC who are under 18 years of age from the National Transfer Scheme (NTS) scheme so we can expect a further 58, although the timing of this is unclear at this point. Regional arrangements may change in this and the next few financial years. This is in addition to any spontaneous arrivals. Grant funding is available for under 18s is a daily rate which on average, covers support and accommodation costs. Grant funding for over 18s is a weekly rate which does not cover costs adequately. There is pressure on Wiltshire support and accommodation marketplace due to lack of available independent housing options for these young people to move onto once they have right to remain – this work is part of the overall placement strategy programme.

35. New Home Office guidance for unaccompanied minors travelling from Ukraine, means that they will be eligible for a private fostering service up until they are 18 (the mainstream service is up to 16). We have 15 children subject to private fostering arrangements currently and 4 of these are from the Ukraine. Home Office funding has been provided to contribute to the staff cost of supporting these children.

36. Total savings approved for 2023/24 are £1.110m for this service, and due to factors described above, delivery of these is challenging. Robust delivery plans are in place and two staff savings, within the families and children's service, risk rated as red have mitigations proposed for 2023/24 until these savings are achieved in full in 2024/25.

37. Cabinet is requested to approve a draw down from the children's programmes of pastoral support reserve of £0.524m to fund scheduled activity this financial year.

38. A number of small other variances comprise the balance of the forecast overspend.

Corporate Director - Resources

Table 6 - Forecast as at Quarter Two 2023/24 Corporate Director Resources Position

		<i>Original Budget</i>	<i>Revised Budget</i>	<i>Forecast</i>	<i>Variance</i>
		<u>A</u>	<u>B</u>	<u>C</u>	D (C-B)
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>
Corporate Director Resources					
Finance	Gross	80.550	80.732	83.472	2.740
	Income	(74.183)	(74.265)	(76.861)	(2.596)
	Net Exp	6.367	6.467	6.611	0.144
Pensions	Gross	1.733	2.533	2.461	(0.072)
	Income	(1.733)	(2.533)	(2.461)	0.072
	Net Exp	-	-	-	-
Assets	Gross	23.185	24.060	23.775	(0.285)
	Income	(6.386)	(6.353)	(6.591)	(0.238)
	Net Exp	16.799	17.707	17.184	(0.523)
HR&OD	Gross	5.706	6.433	6.109	(0.324)
	Income	(2.133)	(2.310)	(2.235)	0.075
	Net Exp	3.573	4.123	3.874	(0.249)
Information Services	Gross	12.229	14.748	14.402	(0.346)
	Income	(0.421)	(2.848)	(2.937)	(0.089)
	Net Exp	11.808	11.900	11.465	(0.435)
Commissioning	Gross	5.217	3.465	4.040	0.575
	Income	(1.812)	(0.665)	(0.278)	0.387
	Net Exp	3.405	2.800	3.762	0.962
Transformation & Business Change	Gross	0.539	0.566	0.581	0.015
	Income	(0.006)	(0.006)	(0.006)	-
	Net Exp	0.533	0.560	0.575	0.015
TOTAL RESOURCES	Gross	129.159	132.537	134.840	2.303
	Income	(86.674)	(88.980)	(91.369)	(2.389)
	Net Exp	42.485	43.557	43.471	(0.086)

Total Resources: Budget £43.557m, underspend £0.086m

Finance: Budget £6.467m, £0.144m overspend

39. Accountancy has additional resources in place to support the ongoing work on managing the backlog of work associated with the Statement of Accounts and Audit and in addition the quarter two forecast also includes the revised pay award pressure. This pressure is largely offset by vacancies in other teams across Finance however a pressure of £0.146m remains.

40. Revenues and Benefits Subsidy is forecasting an increased net pressure of £0.262m, above the pressure built into the budget for 2023/24 for supported living accommodation costs with non-registered providers. The Council is only able to claim the rent element from Government and must cover the cost of support direct. Supported Living is used to support vulnerable people, including those with Drug and Alcohol addictions and help them transition back into the community.
41. The council received £2.524m grant for the Energy Bill Support Scheme (EBSS) in 2022/23 which it continues to administer on behalf of government and pass on. This scheme provides a one off £400 non repayable support payment for eligible households that were facing increased energy costs but had not received any other support payment to help with their bills between 1st October 2022 and 1st March 2023. Government extended the deadline on the scheme, and this is now expected to close in September 2023. New Burdens grant of £0.105m is due to be received in 2023/24 to cover the administration costs of the scheme .and is helping to offset the above pressures.
42. Pressures have been further mitigated by forecast savings from additional income and reductions on spend on various expenditure budgets including cash collection and court fees.

Assets: Budget £17.707m, £0.523m underspend

43. The forecast at quarter two shows an improvement of £0.902m to an overall £0.523m underspend, largely due to the change in forecast for utilities and the approved move of increased retained share of Business Rates.
44. As approved by Full Council in quarter one, the 2023/24 saving for increased retained share of funding from Business Rates for Council Assets of £0.382m has been moved to the funding section removing the variance reported against Assets and increasing the overall Net Budget of the council, this is fully funded by the additional income from Business Rates.
45. Utility costs are forecast to underspend by £0.757m at quarter two. Energy consumption during the year has been lower than expected and energy improvement projects being delivered through the carbon reduction programme have exceeded their forecast performance this year resulting in lower consumption. A relatively cool spring and summer has also contributed to lower consumption.
46. Due to increased inflation and demand, the maintenance budget is already under pressure and the forecast for quarter two is that the budget will overspend by £0.460m. There are multiple variables that impact the maintenance spend aside from inflation, including the availability of materials, contractor capacity, weather and condition of the buildings that have both favourable and adverse financial impacts.
47. As part of 2023/24 budget, a saving proposal in relation to income generation from letting space at County Hall was approved for £0.313m. To date there has been little demand for this and opportunities continue to be progressed but there is a risk this will not deliver as originally planned. In addition, the NHS has recently withdrawn from the ICB lease agreement which will also impact on income for 2023/24. This is offset by various unbudgeted income windfalls from sources such as Network Rail,

NHS, Rural Lettings, various Council contractors paying for space and an increase in rent from commercial asset rent reviews resulting in an overall underspend of £0.042m.

48. The Business Rates revaluation for the Council's estate have been consistently lower than forecast last year so the service is forecasting an underspend against the cost of Business Rates of £0.343m, which is being partially offset by overspends on various expenditure lines totalling £0.159m including systems development and information services licences.

Human Resources & Organisational Development: Budget £4.123m, £0.249m underspend

49. An underspend of £0.249m has been forecast, largely due the redeployment of staff to support key capital and transformational programmes such as Evolve and Adult Social Care.
50. In addition, the pilot of a new training provision has reduced costly demand resulting in a current underspend. With the introduction of the new Oracle system and improved talent management it is anticipated demand will increase for future years.

Information Services: Budget £11.900m, £0.435m underspend

51. The service continues to carry several vacancies, particularly in the Applications Team and has forecast increased staff savings from vacancies of £0.296m for quarter two.
52. The service has undertaken work to ensure that the Council is benefiting from the most competitive phone tariffs that are available. At quarter two it is estimated that this will lead to an underspend against budget of approximately £0.163m, this assumes that usage remains at current levels and does not increase.
53. The service is currently working through a number of contract renegotiations for network maintenance contracts, applications and Microsoft Support, which the service is projecting will result in an underspend of £0.456m in 2023/24.
54. The delay with the implementation of Oracle will require Oracle and SAP systems to be dual run for 2023/24. The net cost at quarter two is estimated to be £0.480m, this is being offset by the above savings.

Commissioning Budget £2.800m, £0.962m overspend

55. In light of the 2022/23 outturn overspend position a base budget review has been undertaken. The outcome has identified pressure across the service in terms of staffing establishment not fully funded and identified income budgets that will not be achieved.
56. A priority is to maintain capacity to deliver a functional commissioning service to support People services. Income sources are mainly derived from Government grants e.g., Improved Better Care Fund, and whilst these have not been allocated,

funds will be reviewed with a potential for in year allocations to be made to bridge the forecast gap.

Housing Revenue Account: £0.597m adverse variance

57. The Housing Revenue Account is a ringfenced account, and for 2023/24 the budget was set to transfer a surplus of £2.113m to the housing revenue account reserve. Due to the pressures and mitigation set out below the quarter two forecast is showing a transfer to reserves of £1.516m, which is £0.597m less than budget.

58. Rents are forecast to be lower than budget in 2023/24 due to higher numbers of void dwellings. The service has been using external contractors as part of efforts to help clear the voids backlog, however this has driven up costs on HRA operations maintenance spend. These pressures are offset in part by vacancy savings across the service and an underspend against repairs contracts as the current contracts are winding down and new contracts are not due to mobilise until October 2023. This will not impact the planned maintenance works for tenants. Progress is being closely monitored by officers.

59. A review of depreciation methodology is being undertaken to ensure assets are being depreciated in line with the assets' life. The outcome of the review may result in a different depreciation charge for 2023/24, and an update will be provided once the review has completed which is expected in quarter three.

Corporate Director – Place

Table 7 - Forecast as at Quarter Two 2023/24 Corporate Director Place Position

		<i>Original Budget</i>	<i>Revised Budget</i>	<i>Forecast</i>	<i>Variance</i>
		A	B	C	D (C-B)
		£m	£m	£m	£m
Corporate Director Place					
Highways & Transport	Gross	55.537	55.051	57.954	2.903
	Income	(14.903)	(14.903)	(17.913)	(3.010)
	Net Exp	40.634	40.148	40.041	(0.107)
Economy & Regeneration	Gross	3.749	3.749	3.749	-
	Income	(1.229)	(1.229)	(1.229)	-
	Net Exp	2.520	2.520	2.520	-
Planning	Gross	10.083	10.083	9.591	(0.492)
	Income	(6.687)	(6.687)	(6.140)	0.547
	Net Exp	3.396	3.396	3.451	0.055
Environment	Gross	59.562	59.804	59.155	(0.649)
	Income	(11.279)	(11.319)	(10.744)	0.575
	Net Exp	48.283	48.485	48.411	(0.074)
Leisure Culture & Communities	Gross	20.885	21.785	22.273	0.488
	Income	(14.005)	(15.204)	(17.192)	(1.988)
	Net Exp	6.880	6.581	5.081	(1.500)
TOTAL PLACE	Gross	149.816	150.472	152.722	2.250
	Income	(48.103)	(49.342)	(53.218)	(3.876)
	Net Exp	101.713	101.130	99.504	(1.626)

Total Place: Budget £101.130m, underspend £1.626m

60. As shown above the £49.342m of Place & Environment revised budget is derived from income, the table below breaks this down further by department.

Table 8 – Place Income Budgets by Department

	Service	Fees & Charges, Other Income £'m	Grants, Contributions, Recharges £'m	Total Income Budgets £'m	Forecast Income Quarter 2 £'m	Variance £m
Highways & Transport	Highways	4.932	0.016	4.948	6.203	1.255
	Car Parking	8.379	-	8.379	8.260	(0.119)
	Passenger Transport	0.452	1.124	1.576	3.450	1.874
		13.763	1.140	14.903	17.913	3.010
Economy & Regeneration	Enterprise Network	1.229	-	1.229	1.229	-
	Major Projects	-	-	-	-	-
	Economic Regeneration	0.000	0.000	0.000	0.000	-
	1.229	0.000	1.229	1.229	-	
Planning	Building Control	1.156	-	1.156	1.056	(0.100)
	Development Management	4.597	-	4.597	4.208	(0.389)
	Local Land Charges	0.884	-	0.884	0.826	(0.058)
	Spatial Planning	-	0.050	0.050	0.050	-
	6.637	0.050	6.687	6.140	(0.547)	
Environment	Public Protection	0.828	0.018	0.846	0.872	0.026
	Natural & Historic Environment	0.055	0.017	0.072	0.487	0.415
	Climate Programme	-	-	-	0.071	0.071
	Waste	10.398	0.003	10.401	9.314	(1.087)
	11.281	0.038	11.319	10.744	(0.575)	
Leisure Culture & Communities	Leisure	13.130	1.491	14.621	16.553	1.932
	Libraries & Heritage	0.350	0.233	0.583	0.639	0.056
		13.480	1.724	15.204	17.192	1.988
TOTAL PLACE		46.390	2.952	49.342	53.218	3.876

61. Fees & Charges income is more difficult to forecast as it is influenced by many different factors outside of the council's control and can fluctuate in year. For quarter two, forecasts for Street Works, Permits and Leisure Centre are all forecast to exceed budgets, including the stretch target and detailed explanations are provided below. These are offsetting other pressures across the directorate including pay award, various contract issues explained in the below paragraphs and the underachievement of income for Planning and Waste.

Highways & Transport: Budget £40.148m, £0.107m underspend

62. The Highways and Transport service is managing several emerging pressures to report a forecast net £0.107m underspend at quarter two. Due to the delay to the start of the street scene contract and the significant rainfall, additional grass cutting was undertaken to meet highways visibility standards. Alongside this the new maintenance contract has commenced and the first quarter is showing spend pressures, which are largely due to the type of works currently being undertaken. Overall the gross spend pressure on contract and expenditure budgets is £0.797m.

63. In finalising the Trowbridge Service Devolution & Asset Transfer Package, negotiations concluded with the Down cemetery transfer which is delayed to 2024/25. The £0.090m saving in relation to this element will therefore not be achieved in

2023/24. The saving proposal to advertise on bus shelters approved in 2022/23 for £0.100m will be delayed further, in line with the Public Transport review.

64. Stretch income targets for Car Parking are being closely monitored and at present income is below target and forecast to underachieve by £0.119m despite the increased use of the car parks.

65. The above pressures are being mitigated by a forecast increased income across the service of £0.911m, principally from Street works and Permits. In addition, the service has vacancy savings for the first half of the year from difficulties with recruiting and retaining staff forecast at £0.329m. The service is actively recruiting as this is key to delivering business priorities and capital improvement programmes.

66. The Council has been awarded a Bus Service Improvement Plan plus (BSIP plus) grant of £2.1m per year for 2023/24 and 2024/25. This funding is to improve, enhance and support bus services and assist contractors facing commercial failure to ensure services are maintained.

67. A key condition of the grant is that the Council cannot reduce Public Transport budgets in this period, and delivery of the savings proposals for 2023/24 and 2024/25 will therefore be delayed until 2025/26. This will allow the Council to review its Public Transport policy and ensure a sustainable and financially viable network for 2025/26. The savings impacted for 2023/24 total £0.448m with a further £0.142m for 2024/25, relating to the review, repatterning and reduction of less well used bus services, out of area services and the removal of Saturdays from supported services timetable. The pressure from delaying the savings will be covered in 2023/24 and 2024/25 by the Extended Rights to Travel grant of £0.635m. These changes are also included with the MTFs update later in the report.

68. The Passenger Transport services continue to be under significant inflationary pressure when tendering contracts due to their early termination by contractors. This is affecting both school and public transport contracts and is forecast to be £1.453m pressure for 2023/24. For public transport contracts it is possible to use the BSIP PLUS grant to cover the cost of the increase and £0.760m grant has been included with the forecast. In addition, further income of £0.478m has been forecast, most significantly from increased income through concessionary fares where the Council has now taken back routes from providers.

Planning: Budget £3.396m, £0.055m overspend

69. Planning is reporting a net overspend position of £0.055m, which is a movement of £0.405m from quarter one and is in part due to the revised assumption on Government set planning application fee increases that has been revised from the summer of 2023 to April 2024 in line with latest Government announcements. The first half of the year is showing significant underachievement of income across Development Management, Building Control and Local Land Charges, and the forecast for the year is an underachievement of £0.547m. This follows from continuing pressure on the housing market as a national issue.

70. In addition, ongoing pressures exist on appeals and legal costs, including counsel advice budgets, which are forecast to overspend by £0.204m. This continues to be a risk area for the service and is being monitored closely.

71. These pressures are being offset by a forecast £0.700m underspend on staffing. A full-service restructure is being undertaken in 2023/24 following on the outcome of the Planning Peer Review earlier this year. The restructure will address structural and capacity issues across the service and will help to resolve recruitment and retention difficulties, reducing reliance on agency staff.

Environment: Budget £48.485m, £0.074m underspend

72. Environment services are forecasting a net underspend of £0.074m. There is significant pressure on Waste services income due to the national economic position and its impact on volumes and sales income from the sale of recyclable waste materials. As seen in previous financial years this income is extremely volatile and hard to predict. The forecast is based on the actuals received for April to September and an average for the remainder of the year and the income is forecast to underachieve by £0.987m.

73. Government have announced intended changes to legislation and guidance following a consultation on preventing councils from applying charges for the acceptance of DIY waste at household recycling centres (HRCs). Crucial detail is awaited to inform when and how charges might still be applied, but in the immediate term this impacts directly on the savings target that was agreed for 2022/23 for charging of £0.100m which was not delivered and delayed to 2023/24 and the 2024/25 savings proposals for phase two of charging for £0.600m. There may also be an indirect impact on the saving proposal in 2024/25 for the reduction to HRCs opening hours of £0.200m, as this was in part based on a reduction in demand at HRCs as a result of charging.

74. The above pressures are being mitigated by various underspends across the directorate totalling £0.113m. The most significant elements are a forecast £1.049m saving across the Waste management contracts due to tonnages being less than budgeted, a better rate than forecast for Landfill tax and a realignment on collection services contract from finalising financial models and indexation increases. Indexation pressure for 2023/24 is currently being mitigated by this reduced tonnage. The table below shows the forecast tonnages and rates for the significant Waste contracts against the budgeted position, which are the main cost drivers for the Waste service.

Table 9 – Waste contracts

Service:	2023-24 BUDGET						Budget Forecast
	Tonnes			£/Tonne *			
	Budget setting	Current Yr End F'cast	Var (T)	£/Tonne (Budget)	£/Tonne (Forecast)	Var (£)	
Provision and operation of Waste Transfer Stations (WTS), a Materials Recovery Facility (MRF) and two Household Recycling Centres (HRCs)	81,600	72,942	-8,658	£72.95	£80.20	£7.24	-0.103
Composting services (0-25,000 tonnes pa)	39,700	40,440	740	£44.34	£46.40	£2.06	0.073
Composting services (>25,000 tonnes pa)				£25.45	£29.27	£3.82	0.025
Residual waste - Non-haz waste to LF	14,500	13,345	-1,155	£23.67	£25.10	£1.43	-0.012
Residual waste - Haz waste - to LF	100	96	-4	£86.84	£95.54	£8.70	0.000
Residual waste - Street sweepings	3,900	0	-3,900	£90.20	£0.00	£-90.20	-0.350
Residual waste - POPs waste	1,800	1,756	-44	£250.00	£305.27	£55.27	0.017
Tax payable on all waste sent to landfill	34,300	30,951	-3,349	£104.34	£102.10	£-2.24	-0.396
Energy from waste landfill diversion contract.	50,000	50,000	-0	£143.42	£144.39	£0.96	-0.131
Mechanical biological treatment (MBT) Landfill diversion contract (exc LFT)	58,850	57,635	-1,215	£177.22	£185.98	£8.77	0.301

* £/T excludes income

Leisure Culture & Communities: Budget £6.581m, £1.500m underspend

75. The net underspend of £1.500m in Leisure Culture & Communities is largely due to a forecast overachievement of Leisure Centre operations income of £1.931m due to the change in VAT treatment. This forecast has continued to improve since quarter one and reflects good summer performance notably from swimming sessions in the poor weather. This brings forward the saving proposal from 2025/26 of £1.172m and is included in the MTFS update below. This is offsetting pressures across the directorate largely on staffing from pay award totalling £0.431m.

76. Included within the above directorate pressure is the overspend on the library service forecast at £0.184m, which is mainly on staffing due to difficulties meeting the corporate 6.5% vacancy factor and the use of relief staff to ensure Libraries open. The service has been through a peer challenge and is working towards a service review and restructure to address the recommendations.

Chief Executive Directorates

Table 10 - Forecast as at Quarter Two 2023/24 Chief Executive Directorates Position

		Original Budget	Revised Budget	Forecast	Variance	
		A	B	C	D (C-B)	
		£m	£m	£m	£m	
Chief Executive Directorates						
Legal & Governance	Gross	12.851	12.890	14.091	1.201	
	Income	(2.887)	(2.722)	(3.677)	(0.955)	
	Net Exp	9.964	10.168	10.414	0.246	
Corporate Directors & Members	Gross	3.161	3.161	3.296	0.135	
	Income	(0.014)	(0.014)	(0.014)	-	
	Net Exp	3.147	3.147	3.282	0.135	
TOTAL CEX DIRECTORATES		Gross	16.012	16.051	17.387	1.336
		Income	(2.901)	(2.736)	(3.691)	(0.955)
		Net Exp	13.111	13.315	13.696	0.381

Total Chief Executives: Budget £101.130m, underspend £1.626m

Legal & Governance: £10.168m, £0.246m overspend

77. Legal and Governance are projecting a £0.246m overspend. This is a result of the continued increased use of agency staff in legal services due to recruitment issues, and increased Coroners costs as a result of price increases. However, this is offset in part by income being higher than anticipated across the service and underspends in staffing budgets. This position is an adverse movement of £0.138m from Quarter one due to the inclusion of the impact of the pay award and other staffing pressures. There is a red saving of £0.050m for the restructure of the Communications team, which is being covered in year by staff vacancies and options are being looked at for a permanent replacement saving.

Corporate Directors and Members: Budget £3.147m, £0.135m overspend

78. The forecast overspend is largely due to £0.061m non-delivery of the vacancy factor and £0.046m for the pay award pressure.

79. Corporate Expenditure

Table 11 - Forecast as at Quarter Two 2023/24 Corporate Position

		<i>Original Budget</i>	<i>Revised Budget</i>	<i>Forecast</i>	<i>Variance</i>
		A £m	B £m	C	D (C-B) £m
Corporate					
Movement on Reserves	Gross Income	2.457	2.457	2.457	-
		-	-	-	-
	Net Exp	2.457	2.457	2.457	-
Finance & Investment Income & Expense	Gross Income	29.513	30.800	28.734	(2.066)
		(4.470)	(5.796)	(7.939)	(2.143)
	Net Exp	25.043	25.004	20.795	(4.209)
Corporate Costs	Gross Income	5.105	6.505	5.645	(0.860)
		(1.071)	(1.071)	(0.711)	0.360
	Net Exp	4.034	5.434	4.934	(0.500)
Corporate Levies	Gross Income	8.150	6.750	7.151	0.401
		(2.657)	(2.657)	(3.157)	(0.500)
	Net Exp	5.493	4.093	3.994	(0.099)
TOTAL CORPORATE	Gross Income	45.225	46.512	43.987	(2.525)
	Income	(8.198)	(9.524)	(11.807)	(2.283)
	Net Exp	37.027	36.988	32.180	(4.808)

Total Corporate: Budget £36.988m, underspend £4.808m

Finance & Investment, Income & Expenditure: Budget £25.004m, £4.209m underspend

80. The final value of capital spend funded by borrowing figure for 2022/23 sets the Minimum Revenue Provision (MRP) charge for year 2023/24. As a result of the

slippage in the 2022/23 capital programme there is a £2.549m MRP underspend in 2023/24.

81. A treasury management decision to borrow £80m was made in March 2022 and based on the current cashflow forecast the council will not need to borrow again in 2023/24. Interest payable and interest receivable budgets were realigned as part of 2023/24 budget however interest rates are currently higher than forecast, which is resulting in an overachievement on interest receivable income of being £2.143m variance. Loan interest from Stone Circle are included within the current forecast. Interest expense is higher than budget at £0.294m.
82. An overspend of £0.198m has been forecast for Monkton Park financing costs in line with 2022/23 final year end position due to higher-than-expected interest rates.

Corporate Costs: Budget £5.434m, £0.500m underspend

83. The forecast underspend of £0.500m is in relation to the redundancy budget. The forecast is dependent on the timing of restructures and any redundancy decisions and there is potential that this underspend will increase by year end as more certainty arises on the timing and scale of restructures being implemented.

Corporate Levies: Budget £4.093m, £0.099m underspend

84. An overachievement of £0.500m of income is forecast for the retained income from Renewable Energy Business rates, which is offsetting forecast pressures largely on Pension Deficit lump sum payment of £0.212m and the Care Leavers discretionary Council Tax support scheme of £0.194m.

Dedicated Schools Grant – Total Grant £452.308m, planned transfer from reserves plus forecast variance £18.619m

85. The overall in year forecast for dedicated schools grant (DSG) is an overspend of £18.619m which is an increase of £4.876m from the quarter one anticipated deficit position. The increase in expenditure is driven by increases in activity across high needs block budgets. Forecast expenditure against the high needs block is £93.8m compared with a funding allocation of £70.9m.

Table 12 – DSG Block Summary

	DSG Allocation from the DfE	Agreed transfers between DSG Blocks	Current Budget	Forecast Outturn	Forecast Outturn Variance	% Variance
	£m	£m	£m	£m	£m	
Early Years Block	32.563	0.180	32.743	30.336	(2.407)	-7.3%
Schools Block	346.293	(1.717)	344.577	344.487	(0.090)	0.0%
High Needs block	70.852	1.797	72.648	93.757	21.109	29.1%
Central Block	2.600	(0.260)	2.340	2.346	0.006	0.3%
Overall	452.308	0.000	452.308	470.926	18.619	4.1%

86. A The reason for the overall spend above grant continues to be driven by demand from parents and schools for statutory support for vulnerable children with SEND, reflected in increased numbers of education health and care plans (EHCPs.) The number of EHCPs at the end of quarter two in 2022/23 was 4,595; quarter two in 2023/24 is 5,314; an increase of 719 plans (15.6%). This includes a significant amount of post pandemic processing. Additionally, increased numbers of post 16 learners (1,205 / 22.7%) continue to put pressure on the budget as the impact of the 2014 Act when the local authority duty to provide support to learners up to the age of 25 years was introduced.

87. As shown in Table 13, the forecast total outturn will result in a forecast cumulative year end deficit of £53.832m, an increase of £18.583m from the start of the year.

Table 13 – Impact on the Dedicated schools Grant Deficit Reserve

	Total 23/24 FY £M
Balance brought forward from 2022/23	35.249
Early Years adjustment (prior year)	(0.035)
Q1 reported variance	13.743
Q2 increase in variance	4.876
Balance carried forward 2023/24	53.832

88. A statutory override for DSG deficits is currently in place until the end of the 2025/26 financial year. The statutory override, whilst in place, protects the council from having to make good any DSG deficit from its own reserves. As it currently stands, local authorities will need to demonstrate their ability to cover DSG deficits from their available reserves from 2026/27 onwards unless the override is extended.

89. The Department for Education (DfE) currently has two programmes for supporting councils with DSG deficits. The Delivering Better Value in SEND (DBV) Programme is to support those councils with substantial deficits. Those authorities with more significant deficits, have been enrolled in the “Safety Valve” programme. From August 2023 Wiltshire Council has moved from the DBV programme to become part of the Safety Valve programme. Under Safety Valve the DfE will look to reach an agreement with the council through which the DfE will provide additional DSG to offset an element of the historic deficit if the council can develop a plan to bring the DSG into in-year financial balance.

90. The council has invested in the High Needs Sustainability Programme through its transformation reserve. Through this work, aligned with the requirements of the Safety Valve programme, the council is further developing its DSG Management Plan. The plan is being designed and implemented in partnership with stakeholders. Through the plan a range of activity is already taking place and further proposals are being developed in order to reach a sustainable position.

Savings Delivery 2023/24 as at Quarter Two

91. For 2023/24 a large amount of savings were required to deliver a balanced revenue budget totalling £26.099m (with £14.424m budgeted for 2024/25 and £10.697m budgeted for 2025/26). The 2023/24 savings are already reflected in the revenue budget aligned to services and must be met in full or they will result in an overspent position by the year end and will have a direct impact on the scale of savings to be delivered in future years. As such, a significant risk remains should there be a shortfall in the saving achieved, not only for the current financial year but also for future years. It is therefore critical to continue robust monitoring of the revenue budget and reporting the achievement of the savings required.
92. Following detailed monitoring by each manager responsible for a revenue budget saving, it is possible to quantify the amount and status of savings and the inherent risks associated with them. The assessment on the deliverability of the savings at the end of quarter two 2023/24 is shown in the tables below, and these assessments are included in the General Fund figures set out in this report.
93. For 2023/24 of the £26.099m savings targets £7.005m (26.84%) is assessed as having been fully delivered as at the end of September. £14.878m (57.01%) is forecast to be achieved by the end of the year. £1.794m (6.87%) is considered to have some deliverability risk, being that they may be achieved this year. This leaves £2.422m (9.28%) which are currently forecast to not be achieved by the end of the year showing significant risk. These are included as overspends within the service forecasts reported in the above paragraphs. A table showing saving achievement at service level is shown in Appendix B and a table providing further detail on the proposals categorised as significant risk is shown in Appendix C.
94. The delivery of savings remains a focus for the Council and the status of the undelivered savings is considered as part of the future year financial planning processes to ensure the budget remains robust and deliverable and any undelivered saving adversely affects any budget gap in future years if not addressed or mitigated on an on-going basis.
95. Based on the review of savings and to inform the MTFS, some savings are re-profiled and £0.900m have been removed to represent the pressure associated with forecast delivery assumptions. The details for this were included within the MTFS section of the update included in the quarter one budget monitoring report. There are no changes to savings included in the MTFS update within this report.

Table 14 - Savings delivery BRAG rating by year 2023/24-2025/26 as at Quarter Two

Directorate	2023/24 Budgeted Savings Target £'m	Blue £'m	Green £'m	Amber £'m	Red £'m	£'m
		Fully Achieved	On Track	Some issues	Significant issues	Not Risk Rated
Increment Freeze	0.454	0.454	0.000	0.000	0.000	0.000
Chief Executive	1.767	1.298	0.127	0.292	0.050	0.000
Corporate	5.011	0.019	4.992	0.000	0.000	0.000
People	8.706	1.103	6.125	0.525	0.953	0.000
Place	6.730	1.849	2.920	0.920	1.041	0.000
Resources	3.431	2.282	0.714	0.057	0.378	0.000
Total £'m	26.099	7.005	14.878	1.794	2.422	0.000
% of total Budget		26.84%	57.01%	6.87%	9.28%	0.00%

Directorate	2024/25 Budgeted Savings Target £'m	Blue £'m	Green £'m	Amber £'m	Red £'m	£'m
		Fully Achieved	On Track	Some issues	Significant issues	Not Risk Rated
Increment Freeze	0.000	0.000	0.000	0.000	0.000	0.000
Chief Executive	0.205	0.000	0.155	0.050	0.000	0.000
Corporate	1.428	0.000	1.428	0.000	0.000	0.000
People	8.493	0.248	8.073	0.049	0.123	0.000
Place	3.583	0.000	2.249	0.692	0.642	0.000
Resources	0.715	0.070	0.576	0.019	0.050	0.000
Total £'m	14.424	0.318	12.481	0.810	0.815	0.000
% of total Budget		2.20%	86.53%	5.62%	5.65%	0.00%

Directorate	2025/26 Budgeted Savings Target £'m	Blue £'m	Green £'m	Amber £'m	Red £'m	£'m
		Fully Achieved	On Track	Some issues	Significant issues	Not Risk Rated
Increment Freeze	0.000	0.000	0.000	0.000	0.000	0.000
Chief Executive	0.640	0.000	0.640	0.000	0.000	0.000
Corporate	-1.400	0.000	-1.400	0.000	0.000	0.000
People	7.338	0.000	7.338	0.000	0.000	0.000
Place	3.504	0.114	2.260	1.090	0.040	0.000
Resources	0.615	0.000	0.365	0.000	0.250	0.000
Total £'m	10.697	0.114	9.203	1.090	0.290	0.000
% of total Budget		1.07%	86.03%	10.19%	2.71%	0.00%

Capital Receipts Flexibilities 2023/24

96. The government allows Local Authorities to fund transformational activity that is designed to deliver ongoing revenue savings and/or transform service delivery to reduce costs or reduce demand for services in the future. This is known as Capital Receipts flexibilities. It is important that any Local Authority using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded and report the previous years' activity and whether the planned savings and/or service transformation have been or are being delivered as planned.
97. At part of budget setting the council planned to use £1m of Capital Receipts to fund transformational activity across the council in areas of priority such as Adults Transformation, Family and Children's Transformation and Customer Experience. For this financial year this funding solution will be used to fund elements of the Transformation and Business Change team costs, supporting the transformation programmes across the council.

Reserves Position and Forecast

Table 15 - Reserves Summary

Reserve	Opening Balance 2023/24 £'m	Projected Closing Balance 2023/24 £'m	Projected Closing Balance 2024/25 £'m	Projected Closing Balance 2025/26 £'m
General Fund	28.056	28.056	28.056	28.056
Latent Demand	7.794	4.366	2.961	2.838
Collection Fund Volatility	9.470	14.792	15.147	14.572
Public Health	6.964	5.266	4.564	3.990
Homes for Ukraine	13.209	6.604	-	-
Transformation	10.962	8.462	6.462	5.762
Business Plan Priority	3.844	2.039	1.321	1.321
Pay Award	2.000	0.700	0.700	0.700
PFIs	5.198	5.048	4.898	4.898
Insurance	3.019	3.045	2.019	2.019
Accommodation Needs	10.000	8.000	6.000	4.000
Other Earmarked	21.795	14.997	12.625	12.563
Total Earmarked	94.254	73.318	56.695	52.662
Schools Balances	14.148	12.225	9.225	6.225
DSG	(35.249)	(53.832)	(66.390)	(79.998)
TOTAL	101.209	59.766	27.586	6.944

98. Reserves are an important element of the Council's finances, and a sufficient level of balances should be held, to mitigate risks within the budget and operations of the Council.
99. The level of general fund reserves and earmarked reserves (excluding DSG) held by the Council were increased as part of the final financial year end position for 2022/23. This brought the level of the reserves up to the value that was set out in risk assessed level of reserves required to support the council's budget for 2023/24 and included in the budget report in February 2023. This provides additional capacity and resilience to support the financial position in 2023/24, supports the financial risks within the budget and allows lead in time for transformation and to reshape services to deliver on-going financial resilience and sustainability.
100. The Transformation reserve provides funding for transformational activity across the council. The use of this reserve is overseen by the Transformation Executive Board, who agree the prioritisation of the activity and agree the funding.
101. The significant aspects of financial risk within the budget for 2023/24 are in part mitigated by earmarked reserves set aside for both Latent Demand and Pay Award. £2m was set aside in a specific pay award reserve to support the expected pressure

in these costs for 2023/24. The quarter two forecast is showing that at this stage a draw from this reserve will not be required as permanent staff saving proposals have been delivered for 2023/24 or are replaced by vacancies and will balance the base for 2024/25. As this reserve is not required for its original purpose some of the reserve is being redirected to support the acquisition of Calder House as approved as part of the quarter one budget monitoring reporting.

102. The Latent Demand reserve has been available for demand that presents over and above the metrics included in the budget. £3.217m is included within the 2023/24 budget funded by the reserve, £1.527m has been planned for future years leaving a balance of £2.838m which will continue to be available should any additional demand present either during the remainder of this year or next financial year.
103. The Business Plan Priority Reserve was created to set aside funding to specific address the delivery of outcomes set out in the Business Plan where budget was not sufficient funding to deliver within the desired timescale. The funding has been allocated to specific activities and the table below sets out the opening balance, allocated funding and expected spend profile.

Business Plan Priority Reserve	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m
Opening Balance	2.080	3.844	2.039	2.080
Gully Emptying	(0.168)	(0.497)	(0.335)	(1.000)
Fly Tipping	(0.041)	(0.259)	(0.150)	(0.450)
Parish Stewards	(0.076)	(0.391)	(0.233)	(0.700)
Road Signage	-	(0.500)	-	(0.500)
Litter Enforcement	-	(0.105)	-	(0.105)
Fly Posting	-	(0.056)	-	(0.056)
Litter - Communications Plan	-	(0.270)	-	(0.270)
Litter - Cameras & Picking	-	(0.079)	-	(0.079)
Approved additional funding	2.049	0.352	-	2.401
Closing Balance	3.844	2.039	1.321	1.321

Medium Term Financial Strategy (MTFS) and Budget 2024/25 Update

104. An update to the MTFS and Budget 2024/25 was included in the quarter one budget monitoring report. The forecast at that stage was an overall budget gap for the next financial year (2024/25) of £5.541m rising to £7.344m in 2025/26. Work continues in assessing any impact of the continued higher inflation rates, to reflect any updated assumptions in demand forecasts for future years and management action in addressing these pressures.
105. An update to the funding due to the council from local taxation sources of Council Tax and Business Rates is also being undertaken as calculations such as the draft council taxbase is underway. At this stage updates are not available until the work is complete.
106. The Chancellor of the Exchequer will present the Autumn Budget Statement 2023 to Parliament on 22 November 2023, which is the start of the confirmation of government funding position for the 2024/25 financial year and is expected to give

an indication of any changes to the quantum of funding for Local Government. The Local Government Provisional Finance Settlement 2024/25 is anticipated to be announced before the Christmas parliament recess on 19 December, however there is risk that due to the lateness of the Autumn Budget Statement this might not be announced until early January. Changes to government funding are not expected due to the commitment given in the Final Local Government Finance Settlement 2023/24.

Overview and Scrutiny Engagement

107. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position. This report is being considered at the meeting of Financial Planning Task Group on 10th November 2023 and Overview and Scrutiny Management Committee on 15th November 2023.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

111. None have been identified as arising directly from this report. As the MTFs process progresses any savings and mitigations identified to address any budget gap will be supported by relevant equalities impact assessments.

Environmental and Climate Change Considerations

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

Risks that may arise if the proposed decision and related work is not taken

113. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on reserves. The level of reserves is limited and a one-off resource that cannot be used as a long-term sustainable strategy for financial stability.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

114. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken. Risks associated with service delivery and the level of reserves will be raised as and when proposals are brought forward as part of the budget setting process.

Financial Implications – Section 151 Officer Commentary

115. This report is the second report for the 2023/24 financial year and the forecast remains in a stable position with a small favourable movement forecast from quarter one, with a broadly balanced budget. This forecast includes the impact of the national pay award for 2023/24. This is approximately £2m higher than the original assumptions made when the budget was set.
116. The council's Extended Leadership Team acted quickly to formulate mitigation plans to ensure this additional cost is contained and both the additional pressure and cost mitigations are reflected in the forecast position. Mitigations for this financial year include a mix of different staffing saving plans and although these will not fully meet the additional costs this year, due to implementation timelines there is currently no planned need to draw on the £2m Pay Award reserve that was set aside to help manage this cost. The critical point is ensuring a £2m ongoing saving is delivered in full within the next financial year and this means that all management action is required and fully implemented before April 2024.
117. As stated in the report the ongoing cost of living crisis has seen the levels of inflation remain stubbornly high. Although there are signs these are now falling, the report clearly demonstrates that the Council is exposed to higher prices rises than budgeted, and this has a knock-on effect into later financial years.
118. Following the MTFs update in the quarter one report work continues on updating the assumptions within the MTFs. In light of the ongoing levels of inflation and change in demand assumptions increases are expected in some services however Directors are identifying mitigation and cost containment action to manage in the financial gap the Council will have to close in order to balance its budget in future years. The Council yet again is demonstrating a strong delivery in savings with over 84% being delivered in this financial year and forecasts covering the next 2 financial years showing the vast majority of savings already put forward are on course. This supports the assurance that management action is taken so that the budget is managed, and strong financial management continues.
119. There remains a significant level of uncertainty and risk within the current year forecast. Whilst officers have worked hard to ensure the significant savings programme of £26m in this financial year is achieved, with % of being delivered high, there is the possibility that further savings not yet delivered fail to be delivered either at all or by their original time frame. In addition, ongoing persistent high inflation, rising service demand and falling income levels could all add further pressure to the current forecast.
120. At this time there are no proposals to transfer the forecast underspend to any specific reserve, and consideration of this will be made as part of the next report when the risks remaining in the current year will be more certain and the position for the next financial year clearer. The council's Extended Leadership Team will continue close scrutiny and challenge of the forecasts with ongoing mitigating actions to ensure the Council remain in a balanced position over the coming months as we lead into the budget setting period.

121. The deficit on the DSG continues to present a significant risk to the Councils financial future resilience given the uncertainty over the Government's current override, which is expected to end in March 2026. As set out in paragraph 89 and 90 above, the Council is working closely with the DfE (Department for Education) to address the DSG deficit issue through its Safety Valve programme. The undertaking and the timelines set by the DfE for developing a plan that brings the DSG into a financially balanced annual position is challenging given the scale of the current position.
122. Although the Council has sufficient reserves to cover the current cumulative deficit, as forecast in table 13, the annual deficit, which is currently forecast to be in excess of £10m a year, is unsustainable. Any balance of the cumulative deficit that is not funded by the DfE will have to be made good by other reserves held by the Council and any annual deficit either reduced or covered by other general fund savings to the same value should the council fail to manage the in-year position effectively.

Legal Implications

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

Workforce Implications

124. If the Council fails to take actions to address in-year forecast shortfalls, overspends or increases in its costs it may need to implement further spend controls, or if the position is deemed critical unplanned service rationalisation may be required. This could impact on the workforce and may include changes to roles or redundancies. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.
125. The pay award for 2023/24 has now been agreed above the amount budgeted for. The Extended Leadership Team have been working proactively to identify permanent staff savings to address the pay award pressure. These proposals will deliver a permanent solution for the 2023/24 pay award pressure in 2024/25 and vacancies are being held where they are able to, to mitigate the pressure in 2023/24 and ensure that the impact on staff is minimised.

Options Considered

126. Budget monitoring forms part of the financial control environment and it is important to provide reporting on all aspects of financial management and performance to Cabinet and the public, including delivery to plans, variances and risks and impacts.

Conclusions

127. The report supports effective decision making, ensures a sound financial control environment and ensures members are updated on the latest position for the budget for 2023/24. This position has informed the proposed budget for 2024/25.

Andy Brown – Deputy Chief Executive and Corporate Director of Resources

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1 September 2023

Appendices

Appendix A: Revenue Budget Movements
Appendix B: Savings Delivery Targets by Service
Appendix C: Savings Delivery Targets 2023/24 with Significant Risk

Background Papers

The following documents have been relied on in the preparation of this report:

Financial Year 2023/24 - Quarter Two Revenue Budget Monitoring – Cabinet 12
September 2023

[Agenda for Cabinet on Tuesday 12 September 2023, 10.00 am | Wiltshire Council](#)

Budget 2023/24 and Medium-Term Financial Strategy 2023/24 to 2025/26

[Agenda for Council on Tuesday 21 February 2023, 10.30 am | Wiltshire Council](#)

Appendix A – Revenue Budget Movements

	2023/24 Original Budget	Budget movements	Revised Budget Q2
	£m	£m	£m
Corporate Director People			
Adults Services	176.866	3.648	180.514
Public Health	0.862	(0.862)	0.000
Education & Skills	29.269	0.009	29.278
Families & Children Services	64.541	(0.294)	64.247
Corporate Director Resources			
Finance	6.367	0.100	6.467
Assets & Commercial Development	16.799	0.908	17.707
Information Services	11.808	0.092	11.900
Commissioning	3.405	(0.606)	2.799
HR&OD	3.573	0.550	4.123
Transformation & Business Change	0.533	0.027	0.560
Corporate Director Place & Environment			
Highways & Transport	40.634	(0.485)	40.149
Economy & Regeneration	2.520	0.000	2.520
Planning	3.396	0.000	3.396
Environment	48.282	0.203	48.485
Leisure Culture & Communities	6.881	(0.301)	6.580
Chief Executive Directorates			
Legal & Governance	9.964	0.204	10.168
Corporate Directors & Members	3.147	0.000	3.147
Corporate			
Movement on Reserves	2.457	0.000	2.457
Finance & Investment Income & Expense	25.043	(0.038)	25.005
Corporate Costs	4.034	(1.400)	2.634
Corporate Levies	5.493	1.400	6.893
General Fund Budget	465.874	3.155	469.029
Total	465.874	3.155	469.029
Funding			
General Government Grants	(77.393)	(2.773)	(80.166)
Council Tax	(339.037)	0.000	(339.037)
Business Rates Retention Scheme	(49.444)	(0.382)	(49.826)
Total Funding	(465.874)	(3.155)	(469.029)

Appendix B – Savings Delivery Targets 2023/24 by Service

Directorate	Service	2023/24 Budgeted Savings Target £'m	Blue £'m	Green £'m	Amber £'m	Red £'m	£'m
			<i>Fully Achieved</i>	<i>On Track</i>	<i>Some issues</i>	<i>Significant issues</i>	<i>Not Risk Rated</i>
Increment Freeze	Increment Freeze	0.454	0.454	0.000	0.000	0.000	0.000
Increment Freeze Total		0.454	0.454	0.000	0.000	0.000	0.000
	HR&OD	0.231	0.154	0.077	0.000	0.000	0.000
	Legal & Governance	0.540	0.154	0.050	0.286	0.050	0.000
	Public Health	0.616	0.616	0.000	0.000	0.000	0.000
	Transformation & Business Change	0.380	0.374	0.000	0.006	0.000	0.000
Chief Executive Total		1.767	1.298	0.127	0.292	0.050	0.000
Corporate	Corporate Costs	1.419	0.019	1.400	0.000	0.000	0.000
	Capital Financing	3.592	0.000	3.592	0.000	0.000	0.000
Corporate Total		5.011	0.019	4.992	0.000	0.000	0.000
People	Education & Skills	1.141	0.420	0.000	0.293	0.428	0.000
	Families & Children's Services	1.110	0.573	0.450	0.062	0.025	0.000
	Adults	6.455	0.110	5.675	0.170	0.500	0.000
People Total		8.706	1.103	6.125	0.525	0.953	0.000
Place	Car Parking	0.250	0.000	0.000	0.131	0.119	0.000
	Economy & Regeneration	0.255	0.000	0.255	0.000	0.000	0.000
	Environment	1.159	0.109	0.383	0.343	0.324	0.000
	Highways & Transport	3.539	1.740	0.836	0.365	0.598	0.000
	Leisure Culture & Communities	1.470	0.000	1.446	0.024	0.000	0.000
	Planning	0.057	0.000	0.000	0.057	0.000	0.000
Place Total		6.730	1.849	2.920	0.920	1.041	0.000
Resources	Assets	1.886	1.278	0.173	0.057	0.378	0.000
	Finance	0.550	0.550	0.000	0.000	0.000	0.000
	Information Services	0.629	0.088	0.541	0.000	0.000	0.000
	Procurement & Commissioning	0.366	0.366	0.000	0.000	0.000	0.000
Resources Total		3.431	2.282	0.714	0.057	0.378	0.000
Grand Total		26.099	7.005	14.878	1.794	2.422	0.000

Appendix C – Savings Delivery Targets 2023/24 with Significant Risk

Directorate	Service	Head of Service	Budget Challenge - Description of Saving	23/24 Budget £'m	Significant issues
Resources	Assets	Strategic Asset & Facilities Management	County Hall ICB/CCG - extra above budget for CCG	0.065	0.065
Resources	Assets	Strategic Asset & Facilities Management	Old County Hall 2nd Floor Wing Asda end	0.099	0.099
Resources	Assets	Strategic Asset & Facilities Management	County Hall AWP	0.214	0.214
Place	Environment	Public Protection	Restructure - seniors due to retirements of senior officers	0.024	0.024
Place	Environment	Waste Services	Positive income performance from recycling material sales, in excess of current forecasts - strictly a one off saving for 23/24, as market volatility remains a concern (HIGH RISK).	0.150	0.150
Place	Highways & Transport	Passenger Transport	Charge for temporary bus shelter closures -We are able to charge utilities and other companies when bus shelters are out of commission due to roadworks.	0.020	0.020
Place	Highways & Transport	Passenger Transport	Transfer monies from the government pot to home to school transport budget for Ukrainians - The figure of £180k may change dependent upon the number of Ukraine's in residence. This figure is accurate as at Oct 22	0.180	0.040
Place	Highways & Transport	Passenger Transport	To review and repattern those bus services that are less well used, following a permanent change in travel habits, post covid. WAS 'Services with a £7.00 per passenger subsidy or above - To review and repattern these services in a different way, in order to continue providing some sort of service to most - The general public will not like some of the changes and a proportion would be left with no service'	0.140	0.140
Place	Highways & Transport	Highways Operations	Trowbridge Service delegation (Streetscene, Markets, Burials) assumes in place from 1st April 23	0.364	0.090
Place	Highways & Transport	Passenger Transport	Service bus's carrying out of county / non designated / non-essential shoppers - A reduction / repatterning and in some cases cessation of services that have the least impact upon public transport users - There will be resistance to this from the public, but there will in most cases be a viable alternative. There may be an environmental impact as more cars will be driven to schools.	0.208	0.208
Place	Highways & Transport	Passenger Transport	Remove Saturdays from supported services timetables	0.100	0.100
People	Education & Skills	Helean Hughes	Staff Savings from 22-23 MTFS	0.115	0.115
People	Education & Skills	Cate Mullen / Gary Binstead	SEN Transport Saving from 23-24 MTFS	0.313	0.313
People	Families & Children's Services	Kat McJanet	PAUSE Co-ordinator	0.025	0.025
People	Adults	Living Well	Day Services Utility	0.200	0.200
People	Adults	Living Well	Wiltshire Care Home Efficiency	0.300	0.300
Chief Executive	Legal & Governance	Communications	Rationalise Communication roles	0.050	0.050
Place	Environment	Waste	Stretch Income Targets for Place Services	0.150	0.150
Place	Car Parking	Car Parking	Stretch Income Targets for Place Services	0.119	0.119
			People	TOTAL	0.953
			Resources	TOTAL	0.378
			Place	TOTAL	1.041
			Chief Executive	TOTAL	0.050
				Total Significant Issues	2.422

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Wiltshire Council

Cabinet

14 November 2023

Subject: Financial Year 2023/24 - Quarter Two Capital Budget Monitoring

Cabinet Member: Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning

Key Decision: Non-Key

Executive Summary

This report sets out the Capital Programme for 2023/24 as of 30 September 2023 for the second quarterly budget monitoring period. It includes the additional funding approved by Full Council at its meeting on 17 October 2023 and movements from quarter one, and sets out how the programme is forecast to be financed. It provides an update on the significant schemes that are planned to be delivered and those that have been reprofiled to future years.

Quarter Two Capital Budget Monitoring

The quarter two Capital Programme is based on information as of 30 September 2023. The report confirms the current forecast movement of approvals between years as schemes have been assessed and the spend profile recast.

Proposals

Cabinet is asked to note:

- a) the additional budgets added to the programme of £1.544m under Chief Finance Officer delegated powers;
- b) the movement of £8.848m of budgets into future years under Chief Finance Officer delegated powers;
- c) the budgets brought forward from future years into the 2023/24 programme totalling £7.489m under Chief Finance Officer delegated powers;
- d) budget movements between schemes;
- e) the revised 2023/24 Capital Programme forecast as at quarter two of £194.961m and
- f) the capital spend as at 30 September of £66.180m

Cabinet is asked to approve:

- g) The grant income applied for and/or received as set out in Appendix C and Appendix D.

Reason for Proposals

To inform effective decision making and ensure sound financial management as part of the Councils overall control environment.

To inform Cabinet on the financial position of the Council on the 2023/24 capital programme as at quarter two (30 September 2023).

Terence Herbert
Chief Executive

Andy Brown
Deputy Chief Executive and Corporate Director of Resources

Wiltshire Council

Cabinet

14 November 2023

Subject: Financial Year 2023/24 - Quarter Two Capital Budget Monitoring

Cabinet Member: Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning

Key Decision: Non-Key

Purpose of Report

1. To advise Members of the 2023/24 Capital Programme position as at quarter two (30 September 2023) and provide an update on the forecast for the financial year.

Relevance to the Council's Business Plan

2. Budget monitoring and reporting supports effective decision making and the alignment of resources and financial performance to the Council's priorities and objectives as laid down in the Business Plan.

Background

CAPITAL PROGRAMME MONITORING 2023/24 – QUARTER TWO

3. Full Council approved a net capital programme budget for 2023/24 of £199.127m at its meeting on 21 February 2023. As part of the final year end position Cabinet approved the advancement of £10.311m from future years into 2022/23 and the transfer of £39.439m into 2023/24, which increased the 2023/24 Capital Programme to £228.255m.
4. As part of the quarter one capital programme report actions were recorded which amended the capital programme budget to £189.376m.

Main Considerations for the Council

5. During the year the Chief Finance Officer authorises additions to the Capital Programme under delegated powers where schemes come forward and are funded by external funding sources such as grants and s106 contributions. During the second quarter £1.544m budget has been added to the programme under these delegated powers. These increases are set out in Appendix D and discussed later in the report. The increases have no effect on the net funding position of the programme or the approved borrowing level as they are funded by external sources.
6. In line with approvals sought in the Capital programme quarter one report £5.4m has been added to the programme for 2023/24; £0.500m for the Highways Investment

Plan to be funded through borrowing; £4.400m for Education provision in the north of the county to be funded by a mix of capital receipts, revenue contribution to capital/earmarked reserves and borrowing; £0.500m CIL for River Park.

7. The additions approved by Cabinet at quarter one and those received through grants and s106 contributions total £6.944m.
8. Capital schemes have been reviewed and £8.848m has been reprogrammed into future years to align with forecast programme delivery. £7.489m has been brought forward from future years to support the delivery of accelerated projects. Both adjustments have been actioned under the Chief Finance Officer delegated powers. There are no negative financial or reputational implications to report from this re-programming.
9. The Capital Programme forecast for 2023/24 is £194.961m as of 30 September 2023 after the above changes have been made. The table below summarises the budget movements discussed. A detailed budget movement by scheme is shown in Appendix A for Cabinet to review.
10. Cabinet is asked to note the movement of £0.030m from the Access and Inclusion budget to Schools Maintenance and Modernisation budget and £0.006m From Basic Need to Army Rebasing. £0.046m from Structural maintenance and Bridges to Highways flooding prevention and Land Drainage schemes. In addition, £0.400m brought forward on the Salisbury Central Car Park and Maltings from future years has been moved to River Park as approved at Cabinet in quarter one 2023/24.

Table 1 – 2023/24 Q2 Capital Programme Amendments

	£'m
Capital Programme Q1 Approved by Full Council 12th Sept 2023	189.376
Additional budgets added to the programme for quarter one Cabinet approvals	5.400
Additional budgets added to the programme for quart two	1.544
Capital Programme Revised Budget 2023/24 as at 30th Sept 2023	196.320
Budgets brought forward from future years to the 2023/24 programme	7.489
Budgets reprogrammed from 2023/2024 into future years	(8.848)
Capital Programme Forecast 2023/24 as at 30th Sept 2023	194.961

11. The programme remains ambitious and historically Wiltshire Council's average annual Capital Programme spend is in the region of £100m, although spend was higher in 2022/23 at £128m. There are however some significant schemes included in the programme that are driving the higher budget level and these are detailed in the report below.
12. Shortages in supply chain in relation to materials, component parts and capacity within the workforce continues to create high risk with deliverability for capital projects. Whilst the cost of construction material prices has stabilised, prices are still considerable higher than they were two to three years ago and the availability of some key materials continues to be an issue. This is currently being managed within built in contingencies and for newer projects contingency percentages are being set at a higher rate.

13. The total capital expenditure as at quarter two is £66.180m, approx. 34% of the revised forecast. For a comparison, at quarter two in 2022/23 expenditure was at £47.454m, or approx. 25% of the budget. With increased focus on profiling, there is greater confidence that services are expecting higher spend during the latter half of the year. This will be robustly reviewed at quarter three with the expectation of additional reprofiling into future years. It should also be noted that the spend figure does not include commitments.
14. As previously reported in quarter one the biggest implication from not delivering the capital programme as planned is linked to schemes funded by borrowing. This impacts on the Financing and Investment Income and Expenditure revenue budget which is set based on the programme for the previous financial year. As a result of the programme slippage during 2022/23 year, and previously reported, there is a £2.549m underspend on the Minimum Revenue Provision (MRP) budget this year (2023/24). In addition a net underspend on interest payable and interest receivable has been forecast of £1.849m, from increased cashflow balances and higher than expected interest rates.
15. The 2023/24 capital schemes funded by borrowing inform the Financing and Investment Income and Expenditure budget for 2024/25. If the programme is set too high and is not delivered at this level the revenue budget set aside will not be required and is diverted away from key services. The programme needs to be continuously reviewed to ensure it is robust and achievable and to inform the 2024/25 budget setting process. As reported at quarter one, the Capital Governance and Gateway Process was split away from the Asset Gateway function and a new Capital Investment Programme Board implemented. This approach is facilitating greater scrutiny across all capital schemes with services now undergoing a check and challenge process at quarterly monitoring as well as a requirement to provide a review of their programmes, profiling, risks, issues and mitigation on a rotational basis.
16. Budget additions and reprofiling, either slipping budget to future years or bringing budget forward from future years are detailed in Appendix D and have been done under Chief Finance Officer delegated powers and are included in the report. Those relating to the acceptance of grant income require approval by Cabinet with a proposal included within this report.

People

17. The table below shows the Capital Programme 2023/24 quarter two at programme level for the People Directorate. The forecast stands at £43.917m and spend is currently at 37%.
18. As part of the quarter two review and Cabinet approvals, £5.152m of additional budget has been added to the 2023/24 programme. £0.752m of these additions are funded by grant and s106 contributions.
19. The quarter two forecast is £43.917m; a total of £1.213m budget has been reprogrammed into future years to align budget line with forecast. £6.233m has been brought forward from future years for Silverwood Special School in line with forecast programme delivery.

Table 3 – 2023/24 Capital Programme, People Services

Capital Programme Forecast and Spend 2023/2024 Quarter One			
Scheme Name	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Adult Services			
Sensory Stimulation & Development Play Equipment	0.020	0.000	0%
Disabled Facilities Grants	5.767	1.965	34%
Adult Services Total	5.787	1.965	34%
Education & Skills			
Access and Inclusion	0.072	0.034	47%
Army Rebasing	0.006	0.006	100%
Basic Need	4.089	1.827	45%
Stonehenge School Replacement of Lower Block	4.749	3.750	79%
Devolved Formula Capital	0.609	0.608	100%
Schools Maintenance & Modernisation	5.989	2.938	49%
Early Years & Childcare	0.289	0.001	0%
Early Years Buildings	0.292	0.103	35%
Silverwood Special School	13.947	3.958	28%
SEND Special School Capacity & Alternative Provision	4.593	0.193	4%
High Needs Provision Capital Allowance	2.595	0.691	27%
Education & Skills Total	37.230	14.109	38%
Families & Children's Service			
Childrens Homes	0.900	0.000	0%
Families & Children's Total	0.900	0.000	0%
Corporate Director - People	43.917	16.074	37%

Adult Services

20. The Disabled Facilities grant programme is a grant scheme for adaptations and facilities to enable disabled residents to stay in their home. In addition, it is used for other initiatives and programmes to deliver the same outcome, including the Optimising Care Initiative and Occupational Therapist Service to ensure clients are assisted to move to more suitable accommodation. Following approval by the Integrated Care Board, funding within the capital scheme also now supports adaptations without delay, purchase of specialist accommodation, refurbishment of flats within the Councils homeless hostel to support early hospital discharge and technology to support independent living.
21. The redevelopment and extension of two flats at the Councils homeless facility to provide temporary housing for bariatric wheelchair users is progressing well and planning consent has been obtained. Design work for the MS Alternative

Accommodation is underway with final plans nearing completion. Works are expected to be tendered at the end of quarter three and into quarter four.

22. Additional grants of £0.427m have been received into the programme under the Chief Finance Officer powers. This sum has been moved to future years to reflect expected delivery timelines. In addition, £0.025m has been moved on the adaptation service due to recruitment of a new Senior Occupational Therapist taking place mid-way through the year and £0.054m has been moved on the adaptations without delay budget line, also due to delayed staff recruitment.

Education & Skills

23. A total of £4.725m has been added to the programme; £0.325m under delegated Chief Finance Officer powers to reflect 2023/24 grant awards and contributions, which are detailed in Appendix B; £4.400m for Education in the north of the county following Cabinet approval at quarter one reporting. £0.706m budget has been reprofiled to future years to align to forecast.
24. The Access and Inclusion funding is used for multiple projects where adaptations are required to support the admission or continued attendance of individual pupils in mainstream schools. £0.030m has been moved to the Maintenance and Modernisation budget line. A sum of £0.035m has been reprofiled into 2024/25 which will be used to facilitate works at Bishop Cannings School.
25. The Basic Need capital scheme provides new schools and expansion at existing schools. Several large expansion projects are included in the programme, with projects being managed directly by the schools themselves. This includes Clarendon and the expansion of Forest and Sandridge which completed ready for the start of the September term.
26. A planning application has now been submitted for the expansion of Kingdown School, Warminster and a planning decision is expected shortly for the expansion of Abbeyfield, Chippenham. A new project has been added this quarter for the expansion of St Peter's Primary Academy in Salisbury. This project is out to tender and is expected to complete for September 2024. Spend for all of these projects has been profiled accordingly.
27. £0.006m has been transferred from Basic Need to offset expenditure on Army Rebasing. Budget of £0.053m has been reprofiled to future years for Malmesbury School, £0.200m for Corsham School Expansion and £0.150m for Clarendon School to align with forecast delivery. The latter two sums were added to the budget at Q2 as a result of grant income received but required for future years.
28. The Schools Maintenance and Modernisation budget funds maintenance work and projects such as mobile classroom replacements. This year there will be over one hundred individual maintenance projects carried out including all the large, planned maintenance projects approved by Cabinet in 2023.
29. Within the Maintenance budget, all funds are projected to be spent this year. The planned summer maintenance works have all been completed and it is hoped that the

remaining funding will be sufficient contingency for any unplanned events over the winter. £0.030m has been transferred from Access and Inclusion to support this contingency. £0.014m has been added to the budget under Chief Finance Officer delegated powers.

30. Within the modernisation budget line, the Holbrook mobile classroom replacement scheme completed on site this summer. The Studley Green scheme is under construction and due to complete later this term. Design work is underway at Grove Primary School with the project due to commence on site next year.
31. The replacement of the Lower School block at Stonehenge School is complete and the new building was handed over to the School at the beginning of September 2023. The old block will now be stripped of asbestos before being demolished. The vacated area will then be converted to playing fields. The project is on programme and all budget in this financial year is projected to be spent.
32. Early Years and Childcare capital is funded by s106 contributions. The service has a 10 year plan to deliver projects with the service reliant on s106 funding to progress the projects. The planned delivery of the Bradford on Avon project is still profiled to be delivered in 2023/24 to facilitate early years places.
33. Early Years Buildings funding provides the ongoing replacement of temporary buildings for early years children. The Holt project commenced during quarter two. £0.268m has been reprofiled to future years in line with the forecast programme.
34. The Silverwood build programme started construction in April 2022. This will deliver significant additional places from September 2023 for learners with SEND. Whilst completion of the build programme was delayed from June 2023 to April 2024 due to adverse ground conditions and construction design issues, the project now remains on track to complete to the revised timeline. £6.233m budget has been brought forward from future years inline with the current delivery programme.
35. At quarter one, Cabinet approved an additional budget of £4.400m for alternative provision, funded through a mix of capital receipts, earmarked reserves and new borrowing. Negotiations continue to acquire a facility in the north of the county that will be used to provide education for 50 children who are unable to attend mainstream or specialist schools. Exchange and completion is expected in November 2023. The process of appointing an education provider is in progress with a projected handover to the new provider expected in Spring 2024. This funding has been included in the SEND Special School Capacity and Alternative Provision capital scheme line.
36. A proportion of the High Needs Provision Capital Allowance has been allocated to 22 different schemes that will build capacity in special schools (e.g. Exeter House, Salisbury, Springfields, Calne and resource bases, (e.g. Clarendon Infants, Kiwi Primary) with works already underway.

Families & Children's Service

37. The service purchased one property in 2022/23, which will be leased to an external provider to run as a residential children's home. The provider has been appointed with final contracts due for signing in October. Refurbishment works are currently being

reviewed with the provider, and they will commence Ofsted registration and recruitment once the signing of contracts has been completed. The projected opening date will be confirmed upon receipt of the final signed contract. It has been agreed with the provider that the project team will work with them to locate and purchase a second property that will be leased and redeveloped as a residential children's home. At this time it is anticipated that refurbishment works will be completed and the second property purchased within the current financial year.

Resources

38. The table below shows the Capital Programme 2023/24 quarter two at programme level for the Resources Directorate. The forecast stands at £44.266m and spend is currently at 36%.
39. The quarter two forecast is £44.266m, a total of £4.546m has been reprogrammed into future years and £0.674m has been brought forward from future years to align budget with forecast. £0.400m of the budget brought forwards has been transferred to a new River Park budget line under Place Directorate, Economy and Regeneration. £40m budget has been added to the 2024/25 capital programme for Housing Acquisitions inline with cabinet approvals in the 11th July 2023 Cabinet report.

Table 4 – Capital Programme 2023/24, Resources

Capital Programme Forecast and Spend 2023/2024 Quarter Two			
Scheme Name	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Finance			
Corporate	0.198	0.000	0%
Evolve Project	6.698	1.823	27%
Finance Total	6.896	1.823	26%
Assets			
Affordable Housing including Commuted Sums	0.440	0.053	12%
Capital Receipt Enhancement	0.036	0.024	67%
Depot & Office Strategy	0.421	(0.108)	-26%
Facilities Management Operational Estate	3.190	0.925	29%
Gypsies and Travellers Projects	0.092	0.005	5%
Porton Science Park	1.772	0.040	2%
Health and Wellbeing Centres - Live Schemes	2.606	1.229	47%
Non-Commercial Property Purchases	0.035	0.003	9%
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0%
Property Carbon Reduction Programme	2.065	0.474	23%
Park & Ride Solar Panel Canopies	0.450	0.000	0%
Public Sector Decarbonisation Scheme Projects	0.023	0.036	157%
Facilities Management Investment Estate	0.384	0.061	16%
Social Care Infrastructure & Strategy	0.000	0.000	0%
Salisbury Resource Centre	0.825	0.000	0%
South Chippenham	0.200	0.032	16%
Assets Total	12.839	2.774	22%
Capital Loans			
Stone Circle Housing Company Loan	13.017	8.559	66%
Stone Circle Development Company Loan	5.797	0.698	12%
Capital Loans Total	18.814	9.257	49%
Information Services			
ICT Applications	1.697	0.809	48%
ICT Business as Usual	1.434	0.881	61%
ICT Other Infrastructure	0.434	0.123	28%
ICT Get Well	2.139	0.320	15%
Microsoft Cloud Navigator	0.013	0.013	100%
Information Services Total	5.717	2.146	38%
Corporate Director - Resources	44.266	16.000	36%

Finance

40. The Evolve programme will deliver the procurement and implementation of a new Enterprise Resource Planning (ERP) system, (Oracle) for the Council. In November 2022 the programme was reprogrammed to extend the timeline from the original go-live date of April 2023 to November 2023 due to data migration challenges, particularly with the complexity of local government payroll data and internal and supplier capacity and skills.
41. The programme is currently on track for phase 1 go-live in November 2023. System build milestones and User Acceptance Testing milestones are complete. Internal staff resource challenges have required a recategorisation of spend within the programme as additional external consultancy resources are now required, however this is not affecting the forecast position as at quarter two.

Assets

42. The final project in the Phase One Depot Programme is the construction of a new depot in the southwest, Hindon Stagger. Planning permission has now been received and the contract tender process commenced. The project is forecast to commence on site in early 2024.
43. The Facilities Management Operational Estate budget is for multiple projects that deliver essential capital maintenance works covering all areas and building types in the Operational Estate. There are seventy five projects scheduled for delivery in 2023/24 of which twenty six are currently underway. Additional projects will be scoped and delivered to resolve reactive and unforeseen problems across the estate. A RAG rating process has been completed across the estate to support prioritisation of works.
44. Work is currently progressing at one Gypsy and Traveller emergency stopping site. A planning pre-application has been submitted for one new emergency stopping site in 2023/24. £0.050m has been moved to future years to align with projected spend.
45. Phase Two of Porton Science Park was officially opened on 30 June 2023. Work is progressing to complete the Defence Science and Technology Laboratory fit-out. The programme is tight to complete this work but the budget must be spent by the end of this financial year.
46. The defects period for Melksham Community Campus (Health and Wellbeing Centres) has now concluded. The project itself has not yet closed as there are some minor remaining Fixtures, Fitting and Equipment and build items that remain outstanding. The project is on target to be closed before the end of this financial year.
47. The refurbishment of Melksham House remains on target to conclude at the end of 2023/24. A non-material amendment has been approved for the internal and external changes to the building as a result of Social, Emotional, Mental Health and Wellbeing (SEMH) education use. These additional works are being costed and programmed and are likely to complete in Spring 2024.
48. The Property Carbon Reduction Programme has multiple projects underway to reduce the council's carbon emissions and generate utility cost savings from the property

estate. The installation of glazing between the atrium and office spaces at County Hall is now complete, and PV panels will be installed on the south east external wall and underside of the atrium roof. Across the library and leisure facilities LED lighting upgrades will be delivered this year. The Park and Ride Solar Canopies Capital Scheme will provide PV canopies over car parking spaces which generate electricity to be used directly in council buildings to reduce utility costs. A pathfinder project is underway at Five Rivers Health & Wellbeing Centre and will be completed at the beginning of 2024. This will then be rolled out to multiple car parking areas across the Operational Estate subject to pathfinder project review.

49. At quarter one, Cabinet approved that £0.150m allocated for Salisbury Coach Park works be brought forwards from future years so that the Environment Agency can complete the Coach Parks as per their forecast plan. Cabinet also approved that a £0.250m budget for Millstream Approach Bridge works no longer required, should be brought forwards from future years and allocated to the Salisbury Coach Park works. This has been completed and the additional budgets are now within the quarter two capital programme for 2023/24 under the River Park capital scheme.
50. £0.634m has been reprogrammed to future years from the Social Care Infrastructure Strategy budget. The funding is to be used for adult care provision.
51. As the draft Local Plan Regulation-19 has now been released and is live for consultation, the Council as landowner, continues to work with landowners to the south of Chippenham. £0.100m has been reprofiled into future years to align with forecast spend.

Capital Loans to Stone Circle

52. This represents the capital loan funding to Stone Circle companies for 2023/24.
53. In total Stone Circle Housing company has acquired 92 properties as at the 31 March 2023 and has a Capital Loan balance of £22.007m and a working capital loan of £0.326m from Wiltshire Council. The Business Plan programme is based on acquiring 250 units by 2025/26 and the Council has allocated budget of £13.017m for further loan advances in 2023/24.
54. Stone Circle Development Company is working on five development sites which will deliver 177 properties across Wiltshire. the Council has allocated £5.797m budget for 2023/24 for further loan advances. As of the 31 March 2023 the company has a Capital Loan balance of £1.743m and a Working Capital Loan of £0.216m from Wiltshire Council.
55. The Stone Circle Housing company business plan for 2023/24 presented to the shareholder group on the 27 June 2023 has shown a change from the originally approved business plan. The breakeven and loan repayment period has significantly changed, and for this reason the shareholder group has only approved year 2023/24 in the plan and will review the position again, given the prevailing level of interest rates and housing market, for activity in 2024/25.

56. In response to this the Council will now change its approach and begin to set aside MRP for the loan value until the company presents a revised Business Plan that demonstrates it can make loan repayments over the original business plan time frame.
57. This is to ensure financial sustainability for the Council to cover the risk that the company is not able to make loan repayments over the original timescales. This will impact on the 2024/25 revenue budget for MRP. As part of the Councils continual review of Accounting Policies the useful lives of new Infrastructure Assets was amended effective from 2020/21. Properties are now required to be charged over a 30 year period, which has changed the forecast MRP from that provided in quarter one. If the full capital loan is drawn down in 2023/24, alongside historical loan amounts it will create an MRP pressure of £1.154m for 2024/25 providing the company can cover its interest payment in year and does not have to capitalise the interest. The Council has approved a capital loan of up to £60.198m, and the MRP pressure for this amount would be £2.007m per year. This has been factored into the MTFs update for quarter two alongside other changes to capital financing.

Information Services

58. The ICT capital programme is shown across Applications, Get Well, Other Infrastructure and Business as Usual and covers staff costs and project costs to deliver key infrastructure, applications, cost of replacing staff devices and for further digital transformation and activities and emerging fields like business intelligence.
59. At quarter two, ICT have undertaken a thorough review of their programme and quarterly profiling for 2023/24 and have determined that all unprofiled spend should be moved to future years on the basis that unknown requirements can be moved back again should the need arise.
60. The Applications programme is implementing a new case management system for the Public Protection service which will enable customers to self-serve and the business to automate processes and provide mobile working for staff. The project was delayed to October 2023 and this has now been delayed by a further month due to data migration challenges on the supplier side, with milestone payments expected in quarter three.
61. Capittally funded teams continue to deliver improvement to Council operations through in-house software developments, productivity and automation alongside supporting transformational programmes of work. Work has begun on the discovery and design phase of the technical re-factoring of the MyWilts platform and improvements to the current solution have been deployed and continue to be worked on concurrently. Staff have also been critical in providing technical advice, testing and development work on the recent switch to a new look Council Website. £2.181m has been reprofiled into future years in line with revised forecast programme delivery.
62. Within the Business as Usual capital budget, the Devices for Personas project will replace the aging laptop estate. Phase 1 (2023) deployment delivered 1,100 laptops, with Phase 2 (1,000), commenced in July 2023 and Phase 3 planned thereafter. 35 of 50 tablet devices have been deployed and the remaining stock will be deployed shortly. A further 100 devices are set to be procured by October 2023. There are currently no major issues or risks affecting project delivery.

63. Since quarter one a new desktop solution has been purchased which provides a more efficient method of connecting laptops to monitors, mouse devices, keyboards and cameras with a single connection, saving staff time spent re-arranging and re-connecting equipment and to reduce the breakages and missing equipment. Stock to refresh all sites has been received in quarter two and is in the process of being deployed. £0.274m has been brought forwards to expedite this work.
64. The Other Infrastructure budget line was implemented to cover miscellaneous ICT and technology equipment that required replacing across the Council. The new Area Board AV equipment has been received and is being utilised. The last remaining AV project is for the Coroners Court in Salisbury. Installation of the upgraded equipment is current taking place. £0.493m has been moved to future years in line with programme forecast.
65. The Get Well capital budget line funds Project 99 which was instigated to improve the failing server and network estate. Work to replace the Council's aged network infrastructure used in all buildings that have ICT access including main hubs, satellite sites and remote buildings such as libraries, leisure centres, depots and respite centres commenced at the end of September 2023.
66. The print refresh project has achieved a reduction in printer numbers in hub buildings by approx. 50%. At other satellite sites printer numbers are down to a minimum whilst maintaining operational effectiveness. The final 42 printers were delivered in August bringing all printers up to standard for the next five years. Disposal of the old printers continue. Some additional requirements have been identified for leisure centres however will not exceed already agreed budgets. Poor billing continues to be an issue from the supplier, despite receiving goods when expected. £1.051m has been reprofiled into future years to align with forecast programme delivery.
67. The majority of work via the Microsoft Cloud Navigator Digital Program has been completed. £0.037m has been moved to future years to align with budget forecast.

Housing Revenue Account (HRA)

68. The table below shows quarter two capital programme summary position for the Housing Revenue Account. The budget stands at £44.722m and spend is currently at 43%.
69. As part of the quarter two review there are no further changes to the forecast budget.

Table 5 – Capital Programme 2023/24, HRA

Scheme Name	Capital Programme Forecast and Spend 2023/2024 Quarter Two		
	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Housing Revenue Account			
Council House Build Programme	0.038	0.000	0%
Council House Build Programme (Phase 2)	0.552	0.215	39%
Council House Build Programme (Phase 3.1)	8.720	2.321	27%
Council House Build Programme (Phase 3.2)	7.827	3.442	44%
Council House Build Programme (Phase 3.3)	9.533	7.180	75%
Council House Build Programme (Phase 3.4)	8.353	1.605	19%
Council House Build Programme (Phase 3.5)	0.000	0.000	0%
Refurbishment of Council Stock	9.199	4.338	47%
Highways Road Adoptions	0.500	0.000	0%
Housing Revenue Account Total	44.722	19.101	43%

70. HRA Capital programme consists of two elements, the planned capital maintenance and the council house build programme. The planned capital maintenance of the existing housing stock covers bathrooms, kitchens, roofs, boilers etc. and the Council House Build programme, which has been split into different phases, is planned to deliver 1,000 homes over the next ten years.

71. The Council House Programme is now in year four of ten, with seventy-six homes currently planned for completion in 2023/24. To date 29 of those homes have been delivered and 47 are currently in the process of being built/acquired.

72. The main contracts for the HRA Refurbishment of Council Stock have been retendered. The new contracts commenced on 1 October 2023.

Place

73. The table below shows the quarter two capital programme summary position for Place Directorate. The revised budget stands at £62.056m and spend is currently at 24%.

74. As part of the quarter two review and Cabinet approvals at quarter one, £1.792m of additional budget has been added to the programme for 2023/24 and a further £11.487m in 2024/25. Excluding the £10.000m approved at Cabinet in quarter one for Highways Investment to be funded by borrowing, these additions are funded by grant, s106 and CIL contributions. £0.400m has been moved from Resources Directorate, Salisbury Central Car Park and Maltings to Resources Directorate, River Park in line with approvals.

75. The quarter two forecast is £62.056m, a total of £3.089m budget has been reprogrammed into future years and £0.582m brought forward from future years into 2023/24 to align budget with forecast.

Table 6 – Capital Programme 2023/24, Place

Scheme Name	Capital Programme Forecast and Spend 2023/2024 Quarter One		
	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Highways & Transport			
Churchyards & Cemeteries	0.028	0.000	0%
Parking Contactless Machines	0.254	0.000	0%
Fleet Vehicles	5.975	1.526	26%
Highway flooding prevention and Land Drainage schemes	0.172	0.123	72%
Integrated Transport	2.511	0.382	15%
Local Highways and Footpath Improvement Groups	1.641	0.198	12%
Structural Maintenance & Bridges	24.827	9.400	38%
Churchfields Depot Drainage and Traffic Management	0.063	0.000	0%
Passenger Transport RTPI	0.355	0.292	82%
Drainage Improvements	0.656	0.000	0%
Major Road Network M4 Junction 17	1.223	0.082	7%
A338 Salisbury Junction Improvements MRN	0.350	0.151	43%
A350 Chippenham Bypass (Ph 4&5) MRN	1.423	0.348	24%
A3250 Melksham Bypass LLM - Full Scheme	0.125	0.000	0%
Dunnes Lane Car Park, Castle Coombe	0.322	0.010	3%
Safer Roads Fund - A3102	0.900	0.043	5%
Highway Investment Plan	0.500	0.000	0%
Highways & Transport Total	41.325	12.555	30%
Economy & Regeneration			
Chippenham Station HUB	0.109	0.000	0%
Corsham Mansion House	0.048	0.000	0%
River Park	0.900	0.000	0%
Salisbury Future High Streets	3.630	0.433	12%
Trowbridge Future High Streets	7.970	1.264	16%
UK Shared Prosperity Fund Projects	1.227	0.000	0%
West Ashton Urban Extension Project	0.000	0.000	0%
Carbon Reduction Projects	0.035	0.035	100%
Wiltshire Ultrafast Broadband	0.000	0.000	0%
Wiltshire Online	0.097	0.000	0%
Economy & Regeneration Total	14.016	1.732	12%
Environment			
Waste Services	1.030	0.438	43%
Housing Upgrade Grant (HUG2)	1.544	0.000	0%
Environment Total	2.574	0.438	17%
Leisure Culture & Communities			
Area Boards and LPSA PRG Reward Grants	0.400	0.105	26%
Community Projects	0.000	0.000	0%
Fitness Equipment for Leisure Centres	0.650	0.046	7%
Libraries - Self Service	0.100	0.026	26%
Trowbridge Leisure Centre	0.826	0.022	3%
Leisure Requirements	2.060	0.081	4%
History Centre Reception and Performing Arts Library	0.105	0.000	0%
Leisure Culture & Communities Total	4.141	0.280	7%
Corporate Director - Place	62.056	15.005	24%

Highways & Transport

76. Fleet provides the necessary vehicles for the council to carry out its services including provision of snow blowers, waste vehicles, carbon neutral pool car fleet, replacement electric vehicles, mini-buses, and vans.
77. In September 2023, Cabinet approved the use of The Procurement Partnership Limited (TPPL) framework to procure light good and specialist vehicles. Orders will now be placed for replacement vehicles.
78. The Waste service has committed spend on four replacement waste vehicles in 2023/24, two of which are already in operation and two more are imminent. An order has also been placed for a Recycling Collection Vehicle. The remaining budget will be utilised to procure smaller ancillary vehicles as part of our replacement programme, with delivery expected this year.
79. £0.110m of Environment Agency funding has been added to the Highway Flooding Prevention and Land Drainage scheme. £0.046m of this budget has been moved to Structural Maintenance and Bridges.
80. The Integrated Transport programme is funded by DfT grant and covers design and implementation of a range of safety engineering schemes and projects to improve economic growth, road safety and traffic management. This includes new and improvement works to existing signing, traffic signals, street furniture, crossings and cycleway/footway implementation and improvements.
81. The Local Highways and Footpath Improvement Groups schemes deliver numerous projects over the course of year. £0.020m has been added to the programme through town and parish council contributions.
82. Included within Highways & Transport are the Structural Maintenance and Bridges programmes. These are funded by grant from the Department for Transport (DfT) and the schemes cover maintaining, improving and renewing carriageways and footways including reconstruction, resurfacing, surface dressing and patching. The grant funding is also used for lighting column and traffic signal replacement and re-decking, resurfacing, masonry repair and strengthening of bridges. It ensures the renewal, repair and preventative maintenance of carriageway/footway and land drainage infrastructure to prevent flooding. As noted above, £0.046m has been moved to Structural Maintenance and Bridges from Highway Flooding Prevention.
83. At quarter one Cabinet approved the release of £10m approved borrowing allocated to Trowbridge Leisure Centre to provide additional highway maintenance focussing on preventative interventions. The £10m released from Trowbridge Leisure Centre was to be finance through CIL. The £10m has been added to the programme at quarter two under a new budget line of Highway Investment Plan. The service has prioritised works and the investment in additional highway maintenance has been profiled with £0.500m anticipated in 2023/24, £7m in 2024/25 and £2.5m in 2025/26 to align with projected spend.

84. Safer Roads Grant funding of has been secured for improvements to the A3102. £0.850m of this has been reprofiled into future years in line with the works programme.
85. The Major Road Network schemes are progressing well. Scheme design continues for the A338 Salisbury Junction Improvements with construction due to commence in 2024/25. The A350 Melksham Bypass scheme is on hold pending the outcome of the National Highways M4 to Dorset Coast Connectivity Study, which is expected imminently. The next stage will be public consultation. The A350 Chippenham Bypass (phase 4 and 5) scheme is currently in the process of procuring the construction contractor. Construction will commence in 2024/25 subject to DfT approval of full business case. Progress on the M4 Junction 17 is subject to DfT approval of the outline business case. Detailed design of the scheme will commence in 2023/24.

Economy & Regeneration

86. At quarter one, Cabinet approved a CIL contribution of £0.500m to the Salisbury River Park flood risk alleviation scheme, and this has been added to the Programme.
87. Salisbury Future High Street programme focuses on the Station Forecourt and Fisherton Street Gateway schemes in Salisbury to enhance the public realm and improve accessibility, making it easier, safer, and more convenient to travel into the city centre. In addition, a Heritage Living project will create a number of apartments in unoccupied spaces above shops and redevelop a vacant listed building.
88. Detailed designs for the Station Forecourt works are being finalised with Network Rail approvals being arranged. At this stage it is anticipated that construction is likely to commence in Spring 2024. Fisherton Gateway Scheme has now commenced construction. £0.737m has been reprofiled into future years to align with forecast programme spend.
89. The Trowbridge Future High Streets Fund (FHSF) Programme will be spent across a range of projects aiming to strengthen the sustainability of Trowbridge Town centre by creating a more diverse offer and increasing footfall. Ensuring this long-term sustainability involves maximising the use of some key buildings, bringing vacant retail units back into use, as well as improving connectivity, the public realm and active travel opportunities within the town centre. The programme is fully grant funded.
90. There has been good public and stakeholder engagement regarding the Highways and Public Realm projects with detailed design and further engagement scheduled for the coming months. Site two Castle Street works are well underway and due for completion in the Autumn and design and consultation is taking place for site three Manvers Street and Wicker Hill with construction programmed for 2024.
91. Refurbishment works to Trowbridge Town Hall are progressing well with scaffolding erected to facilitate the strip out of the building. £0.582m has been brought forwards from future years for the Town Hall to align with projected spend during 2023/24. The River Biss project is being managed by Wiltshire Wildlife Trust. Further public and stakeholder engagement has taken place and RIBA Stage three design and costings completed for the viewing platform and town bridge have been developed.

92. DLUHC approval was given to move grant funding allocated to the Trowbridge Market Hall project, which did not progress, to the Vacant Units Fund. £1.300m of funding has been allocated with a pipeline of works for the full budget amount in place.
93. £0.460m has been reprofiled into future years to align with forecast programme spend.
94. Financial reprofiling into future years and between individual Future High Street budget lines has taken place at quarter two ensuring budgets are forecast more accurately. The Council is still waiting for confirmation that the current requirement for grant funding to be defrayed by April 2024 will be extended to April 2025. Many of the associated projects will still be in construction beyond this date.
95. The UK Shared Prosperity Fund grant is supporting the programme management and delivery of the Housing Upgrade grant funding that will retrofit energy efficiency systems into homes under private ownership. The Invest in Wiltshire grant scheme, has £1.350m of funds available over 2023/24 and 2024/25 and has now launched for applications. Alongside grants for businesses, UKSPF will support the Community Conversations programme, and other revenue schemes such as Building Bridges have also commenced. The Council has also now received Rural England Prosperity Fund grant of £0.622m for 2023/24 and £1.987m for 2024/25, which has been added to the Programme. This funding will be managed under the same umbrella as the UKSPF grant funding and will focus on improving mobility, the local economy and business start ups in rural areas.
96. There are two externally grant funded digital projects within Economy and Regeneration: Wiltshire Ultrafast Broadband and Wiltshire Online. The Wiltshire Ultrafast Broadband programme has completed and the remaining funding will be returned to government once the closure and completion process has taken place, as this take a number of months. £1.011m has been moved to future years to align with forecast.
97. The Wiltshire Online capital scheme relates to the ongoing delivery of Project Gigabit, the 4th broadband programme contract and covers staffing and web costs and communications which are ongoing. £0.031m has been moved to future years to align with forecast.

Environment

98. Waste Services includes numerous capital projects that fund the provision of essential assets such as recycling bins, black boxes, wheelie bins, and subsidised food waste digesters, as well as supporting one off projects to help deliver service changes at Household Recycling Centres (bag sorting and DIY waste disposal at HRCs), and the installation of emissions control equipment at a strategic waste treatment facility. Funding is also allocated to deliver compliance projects in respect of the council's closed landfill sites.
99. Whilst there are no changes to the overall capital scheme this quarter, funding has moved between budget lines to provide additional resource for Wheelie Bins. It is

possible that at quarter three the service will need to bring forward additional budget from future years to offset forecast spend.

100. Capital spend on Emissions Control continues to be reliant on the Environment Agency agreeing revised emissions control measures arising from the interpretation of new regulatory requirements for the waste treatment facility.
101. Consultants have provided a detailed technical assessment of short and medium term requirements for Closed Landfill Sites.
102. The Household Recycling Centre (HRC) schemes supports two revenue budget savings projects. Scheme one commenced in October 2023, whilst the second infrastructure scheme has been paused due to changes in government guidance.
103. A wider reprofiling review at quarter three monitoring will determine any final adjustments for the year.
104. Homes Upgrade Grant funding (HUG2) provided through the Department of Energy Security and Net Zero (DESNZ) was added to the programme at quarter one. (£1.544m in 2023/24 and £1.606m for 2024/25). This funding will enable eligible homes to be retrofitted with energy saving systems. Officers funded by the grant have been appointed to manage this programme. An assessment of eligibility for funding has been undertaken and this has informed the design of the project and delivery strategy. The procurement approach has been agreed, and soft market testing has been developed. The original project programming anticipated that the installation of retrofits would start in September. This is not achievable, and officers are currently working with DESNZ to consider the implications to anticipated delivery, which may require a change request. Until this process has been agreed with DESNZ, then the current capital allocation in 2023/24 needs to remain.

Leisure, Culture and Communities

105. The contract for the provision of fitness equipment has now been awarded and priority sites identified for implementation linked to pipeline projects.
106. The Libraries capital funding is being used to develop innovative digital solutions and improvements to Library services and facilities. This includes upgrading Open+ in Calne & Devizes libraries, sharing of premises for small libraries and the installation of IT pods to support video-conferencing. Following the Peer Challenge in July 2023 a Library Strategy will be developed and further spend will be made on other areas of customer need and digital innovation over the next two years.
107. Work to deliver a new Leisure Centre for Trowbridge is continuing at pace. The design and project team have been appointed, and the kick-off meeting and the first project team meeting have taken place. Progress is being made on developing the project to concept and outline design. Sites surveys are progressing and a high level programme has been drafted.

108. A planned pipeline of Leisure facility improvements has been developed and robust business cases established to generate greater usage of each facility, improve health and wellbeing and increase sustainability for the priority facilities. Design team consultants have been appointed to progress designs.
109. New capital funding was added to the programme in 2023/24 to merge the reception and help desk at the Wiltshire and Swindon History Centre to a single service point. In addition the Performing Arts Library is to be relocated to the ground floor of the History Centre. Final layout drawings are expected and new library furniture and shelving is out to tender. Works are due to take place in December 2023.

Capital Programme 2023/24 Funding

110. The Capital Programme for 2023/24 has been financed as shown in the table below as at quarter two. A detailed Capital Programme Quarter Two Funding by scheme is shown in Appendix C for Cabinet to review.

Table 7 – Capital Programme 2023/24 Funding

Funding	£'m
Grants	64.556
Other Contributions	1.523
S106 Contributions	0.913
CIL Contributions	1.524
HRA	44.559
Total Revenue Contributions	1.300
General Fund Receipts	2.645
Right To Buy Housing Receipts	0.190
Shared Ownership Income	0.000
Stone Circle Capital Loan	18.814
Borrowing funded by Revenue Savings	0.000
Borrowing	58.937
Total Capital Programme 2023/24	194.961

111. The Council bid for and receive grants from Government and third parties, and these come from various departments including Department for Transport, Homes England, Department for Business, Energy and Industrial Strategy, Department for Levelling Up, Housing and Communities and Department for Education.
112. In addition to grants, contributions are also used to finance the programme and contributions cover third party non grant funding for example Section 106 (S106) developer contributions, Community Infrastructure Levy (CIL), contributions from private or public sector organisations.
113. The HRA finances its capital programme depending on sources available in that financial year with the aim of minimising borrowing. The new build programme financing has been delegated to the Deputy Chief Executive and Corporate Director of Resources and the Director of Assets. Funding sources are the HRA Revenue and Capital Reserves, Right to Buy receipts, shared ownership receipts, commuted sums, grants, and as a last resort borrowing.

114. The General Fund borrowing total of £58.937m, together with historic Council borrowing, generates a Minimum Revenue Provision (MRP) charge, which is the amount councils have to statutorily set aside to repay the debt. For 2023/24 a revenue underspend of £2.549m for MRP has been reported as a result of the reduction in the 2022/23 capital programme year end position. As detailed in the report above the Council will change its approach for MRP for Stone Circle Housing company for 2023/24. This will impact on the 2024/25 revenue budget for MRP. The table below shows the impact of slippage on MRP in the approved MTFS.

Table 8 – Impact of Slippage on MRP

	2024/25 £m	2025/26 £m	2026/27 £m
MRP Budget (MTFS at Budget Setting 2023/24)	28.810	31.226	31.226
Quarter One MRP Forecast	23.195	28.251	29.475
Variance to Budget	(5.615)	(2.975)	(1.751)
Quarter Two MRP Forecast	24.015	30.744	32.870
Variance to Budget	(4.794)	(0.482)	1.644

115. Interest payable and interest receivable budgets were realigned as part of 2023/24 budget setting, and for quarter two a net underspend has been reported of £1.849m largely due to interest receivable income as a result of rates and the level of cash the Council is holding being higher than original budget setting assumptions.

116. The 2023/24 capital schemes funded by borrowing inform the Financing and Investment Income and Expenditure budget for 2024/25. The programme therefore needs to be deliverable to ensure that revenue budget is not set aside unnecessarily and diverted away from key services. This will be ensured through the new Asset Gateway process which will provide assurance through regular review and challenge of the capital schemes.

117. The Council brought forward into 2023/24 £3.028m of capital receipts from previous years and is forecasting to achieve £4.108m receipts from the disposal on assets in 2023/24, this includes Melbourne House. £2.645m of capital receipts are planned to be used to finance the capital programme, this includes the £1.4m allocation approved at quarter one for Education Provision in the North of the County. A further £1m has been set aside under Capital Receipts Flexibilities regulation to fund revenue costs of transformational projects.

Overview and Scrutiny Engagement

118. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position. This report is being considered at the meeting of Financial Planning Task Group on 10 November 2023 and Overview and Scrutiny Management Committee on 15 November 2023.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

Risks that may arise if the proposed decision and related work is not taken

124. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on reserves or undertake further borrowing. The level of reserves is limited and a one-off resource that cannot be used as a long-term sustainable strategy for financial stability and additional borrowing will bring additional revenue costs.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

125. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Financial Implications – S151 commentary

126. The financial implications are implicit throughout the report.

127. As part of an improved governance around the budget monitoring process, an internal Capital Investment Programme Board has been established to review the profiling and delivery of the schemes within the Capital Programme.

128. The Board has now met four times and at quarter two, this has resulted in an additional £18.348m of planned capital investment being re-profiled to be spent in later years. In addition, nearly £1.256m of approved spending in later years has been advanced into this financial year to be spent on projects that are progressing faster than originally projected.

129. Services are now subject to a more detailed review of their capital schemes, which is being implemented on a rotational basis. This ensures that each capital scheme has a profiled spend by quarter for this financial year and any issues and risks to delivery with impacts and mitigation plans are outlined.

130. These reviews will continue as part of the quarterly budget monitoring process so that forecasts are made with greater confidence and the understanding of the timing of future funding requirements for borrowing and impact on future revenue budget requirements is understood. This is critical as we move into setting the MTFS and Budget for the next financial year.

Legal Implications

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

Workforce Implications

132. No workforce implications have been identified as arising directly from this report. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification of variances and action is taken so that impacts to the workforce are minimised.

Options Considered

133. Budget monitoring forms part of the financial control environment and it is important to provide reporting on all aspects of financial management and performance to Cabinet and the public, including delivery to plans, variances and risks and impacts.

Conclusions

134. The report supports effective decision making and ensures a sound financial control environment.

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Appendices

Appendix A: Capital Programme Budget Movements 2023/24 Quarter Two

Appendix B: Capital Programme 2023/24 Quarter Two

Appendix C: Capital Programme Funding 2023/24 Quarter Two

Appendix D: Capital Programme Adjustments 2023/24 Quarter Two

Background Papers

The following documents have been relied on in the preparation of this report:

Financial Year 2023/24 – Quarter One Capital Budget Monitoring – Cabinet 12
September 2023 - [Agenda for Cabinet on Tuesday 12 September 2023, 10.00 am | Wiltshire Council](#)

Housing Acquisitions – Cabinet 11 July 2023
[Agenda for Cabinet on Tuesday 11 July 2023, 10.00 am | Wiltshire Council](#)

Budget 2023/24 and Medium-Term Financial Strategy 2023/24 - 2025/26 –
Council 21 February 2023
[Agenda for Council on Tuesday 21 February 2023, 10.30 am | Wiltshire Council](#)

Financial Year 2022/23 – Capital Programme Outturn – Cabinet 11 July 2023
[Year End Capital Investment Programme Financial Outturn Position 2022/23](#)

Need to add the link to the FC October paper for approvals to add to programme

Appendix A: Capital Programme Budget Movements 2023/24 Quarter Two (page 1)

Scheme Name

Capital Programme Budget Movements 2023/24 Quarter Two

Quarter One 2023/24 Approved Budget	Additional Budgets added to the Programme (Appendix D)	Movements between scheme lines	Quarter Two 2023/2024 Revised Budget
£m	£m	£m	£m

Adult Services

Sensory Stimulation & Development Play Equipment
Disabled Facilities Grants
Adult Services Total

0.020	0.000	0.000	0.020
5.847	0.427	0.000	6.274
5.867	0.427	0.000	6.294

Education & Skills

Access and Inclusion
Army Rebasing
Basic Need
Stonehenge School Replacement of Lower Block
Devolved Formula Capital
Schools Maintenance & Modernisation
Early Years & Childcare
Early Years Buildings
Silverwood Special School
SEND Special School Capacity & Alternative Provision
High Needs Provision Capital Allowance
Education & Skills Total

0.137	0.000	(0.030)	0.107
0.000	0.000	0.006	0.006
4.187	0.311	(0.006)	4.492
4.749	0.000	0.000	4.749
0.609	0.000	0.000	0.609
5.945	0.014	0.030	5.989
0.289	0.000	0.000	0.289
0.560	0.000	0.000	0.560
7.714	0.000	0.000	7.714
0.193	4.400	0.000	4.593
2.595	0.000	0.000	2.595
26.978	4.725	0.000	31.703

Families & Children's Service

Childrens Homes
Families & Children's Total

0.900	0.000	0.000	0.900
0.900	0.000	0.000	0.900

Corporate Director - People

33.745	5.152	0.000	38.897
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Appendix A: Capital Programme Budget Movements 2023/24 Quarter Two (page 2)

Scheme Name

Capital Programme Budget Movements 2023/24 Quarter Two

Quarter One 2023/24 Approved Budget	Additional Budgets added to the Programme (Appendix D)	Movements between scheme lines	Quarter Two 2023/24 Revised Budget
£m	£m	£m	£m

Finance

Corporate
Evolve Project
Finance Total

0.198	0.000	0.000	0.198
6.698	0.000	0.000	6.698
6.896	0.000	0.000	6.896

Assets

Affordable Housing including Commuted Sums
Capital Receipt Enhancement
Depot & Office Strategy
Facilities Management Operational Estate
Gypsies and Travellers Projects
Porton Science Park
Health and Wellbeing Centres - Live Schemes
Non-Commercial Property Purchases
North Wiltshire Schools PFI Playing Fields
Property Carbon Reduction Programme
Park & Ride Solar Panel Canopies
Public Sector Decarbonisation Scheme Projects
Salisbury Central Car Park & Maltings
Facilities Management Investment Estate
Social Care Infrastructure & Strategy
Salisbury Resource Centre
South Chippenham
Assets Total

0.440	0.000	0.000	0.440
0.036	0.000	0.000	0.036
0.421	0.000	0.000	0.421
3.190	0.000	0.000	3.190
0.142	0.000	0.000	0.142
1.772	0.000	0.000	1.772
2.606	0.000	0.000	2.606
0.035	0.000	0.000	0.035
0.300	0.000	0.000	0.300
2.065	0.000	0.000	2.065
0.450	0.000	0.000	0.450
0.023	0.000	0.000	0.023
0.000	0.000	(0.400)	(0.400)
0.384	0.000	0.000	0.384
0.634	0.000	0.000	0.634
0.825	0.000	0.000	0.825
0.300	0.000	0.000	0.300
13.623	0.000	(0.400)	13.223

Capital Loans

Stone Circle Housing Company Loan
Stone Circle Development Company Loan
Capital Loans Total

13.017	0.000	0.000	13.017
5.797	0.000	0.000	5.797
18.814	0.000	0.000	18.814

Information Services

ICT Applications
ICT Business as Usual
ICT Other Infrastructure
ICT Get Well
Microsoft Cloud Navigator
Information Services Total

3.878	0.000	0.000	3.878
1.160	0.000	0.000	1.160
0.927	0.000	0.000	0.927
3.190	0.000	0.000	3.190
0.050	0.000	0.000	0.050
9.205	0.000	0.000	9.205

Corporate Director - Resources

Corporate Director - Resources

48.538	0.000	(0.400)	48.138
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Appendix A: Capital Programme Budget Movements 2023/24 Quarter Two (page 3)

Scheme Name

Capital Programme Budget Movements 2023/24 Quarter Two

Quarter One 2023/24 Approved Budget	Additional Budgets added to the Programme (Appendix D)	Movements between scheme lines	Quarter Two 2023/2024 Revised Budget
£m	£m	£m	£m

Highways & Transport

Churchyards & Cemeteries
Parking Contactless Machines
Fleet Vehicles
Highway flooding prevention and Land Drainage schemes
Integrated Transport
Local Highways and Footpath Improvement Groups
Structural Maintenance & Bridges
Churchfields Depot Drainage and Traffic Management
Passenger Transport RTP1
Drainage Improvements
Major Road Network M4 Junction 17
A338 Salisbury Junction Improvements MRN
A350 Chippenham Bypass (Ph 4&5) MRN
A3250 Melksham Bypass LLM - Full Scheme
Dunnes Lane Car Park, Castle Coombe
Safer Roads Fund - A3102
Highway Investment Plan
Highways & Transport Total

0.028	0.000	0.000	0.028
0.254	0.000	0.000	0.254
5.975	0.000	0.000	5.975
0.016	0.110	0.046	0.172
2.511	0.000	0.000	2.511
1.621	0.020	0.000	1.641
24.873	0.000	(0.046)	24.827
0.063	0.000	0.000	0.063
0.355	0.000	0.000	0.355
0.656	0.000	0.000	0.656
1.223	0.000	0.000	1.223
0.350	0.000	0.000	0.350
1.423	0.000	0.000	1.423
0.125	0.000	0.000	0.125
0.322	0.000	0.000	0.322
1.750	0.000	0.000	1.750
0.000	0.500	0.000	0.500
41.545	0.630	0.000	42.175

Economy & Regeneration

Chippenham Station HUB
Corsham Mansion House
River Park
Salisbury Future High Streets
Trowbridge Future High Streets
UK Shared Prosperity Fund Projects
West Ashton Urban Extension Project
Carbon Reduction Projects
Wiltshire Ultrafast Broadband
Wiltshire Online
Economy & Regeneration Total

0.109	0.000	0.000	0.109
0.048	0.000	0.000	0.048
0.000	0.500	0.400	0.900
4.367	0.000	0.000	4.367
7.848	0.000	0.000	7.848
0.565	0.662	0.000	1.227
0.000	0.000	0.000	0.000
0.035	0.000	0.000	0.035
1.011	0.000	0.000	1.011
0.128	0.000	0.000	0.128
14.111	1.162	0.400	15.673

Appendix A: Capital Programme Budget Movements 2023/24 Quarter Two (page 4)

Scheme Name

Capital Programme Budget Movements 2023/24 Quarter Two			
Quarter One 2023/24 Approved Budget	Additional Budgets added to the Programme (Appendix D)	Movements between scheme lines	Quarter Two 2023/2024 Revised Budget
£m	£m	£m	£m

Environment

Waste Projects
HUG 2 Grant
Environment Total

1.030	0.000	0.000	1.030
1.544	0.000	0.000	1.544
2.574	0.000	0.000	2.574

Leisure Culture & Communities

Area Boards Grants
Community Projects
Fitness Equipment for Leisure Centres
Libraries - Self Service
Trowbridge Leisure Centre
Leisure Requirements
History Centre Reception and Performing Arts Library
Leisure Culture & Communities Total

0.400	0.000	0.000	0.400
0.000	0.000	0.000	0.000
0.650	0.000	0.000	0.650
0.100	0.000	0.000	0.100
0.826	0.000	0.000	0.826
2.060	0.000	0.000	2.060
0.105	0.000	0.000	0.105
4.141	0.000	0.000	4.141

Corporate Director - Place

Corporate Director - Place

62.371	1.792	0.400	64.563
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Total General Fund

Total General Fund

144.654	6.944	0.000	151.598
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Housing Revenue Account

Council House Build Programme
Council House Build Programme (Phase 2)
Council House Build Programme (Phase 3.1)
Council House Build Programme (Phase 3.2)
Council House Build Programme (Phase 3.3)
Council House Build Programme (Phase 3.4)
Council House Build Programme (Phase 3.5)
Refurbishment of Council Stock
Highways Road Adoptions
Total Housing Revenue Account

0.038	0.000	0.000	0.038
0.552	0.000	0.000	0.552
8.720	0.000	0.000	8.720
7.827	0.000	0.000	7.827
9.533	0.000	0.000	9.533
8.353	0.000	0.000	8.353
0.000	0.000	0.000	0.000
9.199	0.000	0.000	9.199
0.500	0.000	0.000	0.500
44.722	0.000	0.000	44.722

Total Capital Programme

Total Capital Programme

189.376	6.944	0.000	196.320
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Appendix B: Capital Programme 2023/24 Quarter Two (Page 1)

Capital Programme 2023/24 Quarter Two					
Scheme Name	Quarter Two 2023/2024 Revised Budget	Forecast	Variance	Budgets brought forward from future years to the 2023/24 programme (Appendix D)	Budgets reprogrammed from 2023/2024 into future years (Appendix D)
	£m	£m	£m	£m	£m
Adult Services					
Sensory Stimulation & Development Play Equipment	0.020	0.020	0.000	0.000	0.000
Disabled Facilities Grants	6.274	5.767	(0.507)	0.000	(0.507)
Adult Services Total	6.294	5.787	(0.507)	0.000	(0.507)
Education & Skills					
Access and Inclusion	0.107	0.072	(0.035)	0.000	(0.035)
Army Rebasing	0.006	0.006	0.000	0.000	0.000
Basic Need	4.492	4.089	(0.403)	0.000	(0.403)
Stonehenge School Replacement of Lower Block	4.749	4.749	0.000	0.000	0.000
Devolved Formula Capital	0.609	0.609	0.000	0.000	0.000
Schools Maintenance & Modernisation	5.989	5.989	0.000	0.000	0.000
Early Years & Childcare	0.289	0.289	0.000	0.000	0.000
Early Years Buildings	0.560	0.292	(0.268)	0.000	(0.268)
Silverwood Special School	7.714	13.947	6.233	6.233	0.000
SEND Special School Capacity & Alternative Provision	4.593	4.593	0.000	0.000	0.000
High Needs Provision Capital Allowance	2.595	2.595	0.000	0.000	0.000
Education & Skills Total	31.703	37.230	5.527	6.233	(0.706)
Families & Children's Service					
Childrens Homes	0.900	0.900	0.000	0.000	0.000
Families & Children's Total	0.900	0.900	0.000	0.000	0.000
Corporate Director - People	38.897	43.917	5.020	6.233	(1.213)

Appendix B: Capital Programme 2023/24 Quarter Two (Page 2)

Capital Programme 2023/24 Quarter Two					
Scheme Name	Quarter Two 2023/2024 Revised Budget	Forecast	Variance	Budgets brought forward from future years to the 2023/24 programme (Appendix D)	Budgets reprogrammed from 2023/2024 into future years (Appendix D)
	£m	£m	£m	£m	£m
Finance					
Corporate	0.198	0.198	0.000	0.000	0.000
Evolve Project	6.698	6.698	0.000	0.000	0.000
Finance Total	6.896	6.896	0.000	0.000	0.000
Assets					
Affordable Housing including Commuted Sums	0.440	0.440	0.000	0.000	0.000
Capital Receipt Enhancement	0.036	0.036	0.000	0.000	0.000
Depot & Office Strategy	0.421	0.421	0.000	0.000	0.000
Facilities Management Operational Estate	3.190	3.190	0.000	0.000	0.000
Gypsies and Travellers Projects	0.142	0.092	(0.050)	0.000	(0.050)
Porton Science Park	1.772	1.772	0.000	0.000	0.000
Health and Wellbeing Centres - Live Schemes	2.606	2.606	0.000	0.000	0.000
Non-Commercial Property Purchases	0.035	0.035	0.000	0.000	0.000
North Wiltshire Schools PFI Playing Fields	0.300	0.300	0.000	0.000	0.000
Property Carbon Reduction Programme	2.065	2.065	0.000	0.000	0.000
Park & Ride Solar Panel Canopies	0.450	0.450	0.000	0.000	0.000
Public Sector Decarbonisation Scheme Projects	0.023	0.023	0.000	0.000	0.000
Salisbury Central Car Park & Maltings	(0.400)	0.000	0.400	0.400	0.000
Facilities Management Investment Estate	0.384	0.384	0.000	0.000	0.000
Social Care Infrastructure & Strategy	0.634	0.000	(0.634)	0.000	(0.634)
Salisbury Resource Centre	0.825	0.825	0.000	0.000	0.000
South Chippenham	0.300	0.200	(0.100)	0.000	(0.100)
Assets Total	13.223	12.839	(0.384)	0.400	(0.784)
Capital Loans					
Stone Circle Housing Company Loan	13.017	13.017	0.000	0.000	0.000
Stone Circle Development Company Loan	5.797	5.797	0.000	0.000	0.000
Capital Loans Total	18.814	18.814	0.000	0.000	0.000
Information Services					
ICT Applications	3.878	1.697	(2.181)	0.000	(2.181)
ICT Business as Usual	1.160	1.434	0.274	0.274	0.000
ICT Other Infrastructure	0.927	0.434	(0.493)	0.000	(0.493)
ICT Get Well	3.190	2.139	(1.051)	0.000	(1.051)
Microsoft Cloud Navigator	0.050	0.013	(0.037)	0.000	(0.037)
Information Services Total	9.205	5.717	(3.488)	0.274	(3.762)
Corporate Director - Resources	48.138	44.266	(3.872)	0.674	(4.546)

Appendix B: Capital Programme 2023/24 Quarter Two (Page 3)

Scheme Name

Capital Programme 2023/24 Quarter Two				
Quarter Two 2023/2024 Revised Budget	Forecast	Variance	Budgets brought forward from future years to the 2023/24 programme (Appendix D)	Budgets reprogrammed from 2023/2024 into future years (Appendix D)
£m	£m	£m	£m	£m

Highways & Transport

Churchyards & Cemeteries
Parking Contactless Machines
Fleet Vehicles
Highway flooding prevention and Land Drainage schemes
Integrated Transport
Local Highways and Footpath Improvement Groups
Structural Maintenance & Bridges
Churchfields Depot Drainage and Traffic Management
Passenger Transport RTP1
Drainage Improvements
Major Road Network M4 Junction 17
A338 Salisbury Junction Improvements MRN
A350 Chippenham Bypass (Ph 4&5) MRN
A3250 Melksham Bypass LLM - Full Scheme
Dunnes Lane Car Park, Castle Coombe
Safer Roads Fund - A3102
Highway Investment Plan
Highways & Transport Total

0.028	0.028	0.000	0.000	0.000
0.254	0.254	0.000	0.000	0.000
5.975	5.975	0.000	0.000	0.000
0.172	0.172	0.000	0.000	0.000
2.511	2.511	0.000	0.000	0.000
1.641	1.641	0.000	0.000	0.000
24.827	24.827	0.000	0.000	0.000
0.063	0.063	0.000	0.000	0.000
0.355	0.355	0.000	0.000	0.000
0.656	0.656	0.000	0.000	0.000
1.223	1.223	0.000	0.000	0.000
0.350	0.350	0.000	0.000	0.000
1.423	1.423	0.000	0.000	0.000
0.125	0.125	0.000	0.000	0.000
0.322	0.322	0.000	0.000	0.000
1.750	0.900	(0.850)	0.000	(0.850)
0.500	0.500	0.000	0.000	0.000
42.175	41.325	(0.850)	0.000	(0.850)

Economy & Regeneration

Chippenham Station HUB
Corsham Mansion House
River Park
Salisbury Future High Streets
Trowbridge Future High Streets
UK Shared Prosperity Fund Projects
Carbon Reduction Projects
Wiltshire Ultrafast Broadband
Wiltshire Online
Economy & Regeneration Total

0.109	0.109	0.000	0.000	0.000
0.048	0.048	0.000	0.000	0.000
0.900	0.900	0.000	0.000	0.000
4.367	3.630	(0.737)	0.000	(0.737)
7.848	7.970	0.122	0.582	(0.460)
1.227	1.227	0.000	0.000	0.000
0.035	0.035	0.000	0.000	0.000
1.011	0.000	(1.011)	0.000	(1.011)
0.128	0.097	(0.031)	0.000	(0.031)
15.673	14.016	(1.657)	0.582	(2.239)

Environment

Waste Projects
HUG 2 Grant
Environment Total

1.030	1.030	0.000	0.000	0.000
1.544	1.544	0.000	0.000	0.000
2.574	2.574	0.000	0.000	0.000

Leisure Culture & Communities

Area Boards Grants
Community Projects
Fitness Equipment for Leisure Centres
Libraries - Self Service
Trowbridge Leisure Centre
Leisure Requirements
History Centre Reception and Performing Arts Library
Leisure Culture & Communities Total

0.400	0.400	0.000	0.000	0.000
0.000	0.000	0.000	0.000	0.000
0.650	0.650	0.000	0.000	0.000
0.100	0.100	0.000	0.000	0.000
0.826	0.826	0.000	0.000	0.000
2.060	2.060	0.000	0.000	0.000
0.105	0.105	0.000	0.000	0.000
4.141	4.141	0.000	0.000	0.000

Corporate Director - Place

64.563

62.056	(2.507)	0.582	(3.089)
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Total General Fund

151.829

150.239	(1.359)	7.489	(8.848)
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Appendix B: Capital Programme 2023/24 Quarter Two (Page 4)

Scheme Name

Capital Programme 2023/24 Quarter Two				
Quarter Two 2023/2024 Revised Budget	Forecast	Variance	Budgets brought forward from future years to the 2023/24 programme (Appendix D)	Budgets reprogrammed from 2023/2024 into future years (Appendix D)
£m	£m	£m	£m	£m
Housing Revenue Account				
Council House Build Programme	0.038	0.038	0.000	0.000
Council House Build Programme (Phase 2)	0.552	0.552	0.000	0.000
Council House Build Programme (Phase 3.1)	8.720	8.720	0.000	0.000
Council House Build Programme (Phase 3.2)	7.827	7.827	0.000	0.000
Council House Build Programme (Phase 3.3)	9.533	9.533	0.000	0.000
Council House Build Programme (Phase 3.4)	8.353	8.353	0.000	0.000
Council House Build Programme (Phase 3.5)	0.000	0.000	0.000	0.000
Refurbishment of Council Stock	9.199	9.199	0.000	0.000
Highways Road Adoptions	0.500	0.500	0.000	0.000
Total Housing Revenue Account	44.722	44.722	0.000	0.000
Total Capital Programme	196.320	194.961	(1.359)	(8.848)

Appendix C: Capital Programme Funding 2023/24 Quarter Two (Page 1)

Scheme Name

Capital Programme Funding 2023/24 Quarter Two										
Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Revenue Contribution to Capital	Stone Circle Capital Loan	Borrowing
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Services										
Sensory Stimulation & Development Play Equipment	0.020	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.020
Disabled Facilities Grants	5.767	5.767	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Adult Services Total	5.787	5.767	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.020
Education & Skills										
Access and Inclusion	0.072	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.072
Army Rebasing	0.006	0.006	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Basford Need	4.089	3.580	0.000	0.311	0.198	0.000	0.000	0.000	0.000	0.000
Stonewenge School Replacement of Lower Block	4.749	2.949	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.800
Develped Formula Capital	0.609	0.609	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Schools Maintenance & Modernisation	5.989	1.877	0.014	0.000	0.000	0.000	0.000	0.000	0.000	4.098
Early Years & Childcare	0.289	0.000	0.000	0.289	0.000	0.000	0.000	0.000	0.000	0.000
Early Years Buildings	0.292	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.292
Silverwood Special School	13.947	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.947
SEND Special School Capacity & Alternative Provision	4.593	0.000	0.000	0.000	0.000	1.400	0.000	1.300	0.000	1.893
High Needs Provision Capital Allowance	2.595	2.595	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Education & Skills Total	37.230	11.616	0.014	0.600	0.198	1.400	0.000	1.300	0.000	22.102
Families & Children's Service										
Childrens Homes	0.900	0.900	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Families & Children's Total	0.900	0.900	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Director - People	43.917	18.283	0.014	0.600	0.198	1.400	0.000	1.300	0.000	22.122

Appendix C: Capital Programme Funding 2023/24 Quarter Two (Page 2)

Scheme Name

Capital Programme Funding 2023/24 Quarter Two										
Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Revenue Contribution to Capital	Stone Circle Capital Loan	Borrowing
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m

Finance

Corporate
Evolve Project
Finance Total

0.198	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.198
6.698	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.698
6.896	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.896

Assets

Affordable Housing including Commuted Sums
Capital Receipt Enhancement
Depot & Office Strategy
Facilities Management Operational Estate
Gypsies and Travellers Projects
Porton Science Park
Health and Wellbeing Centres - Live Schemes
Non-Commercial Property Purchases
North Wiltshire Schools PFI Playing Fields
Property Carbon Reduction Programme
Park & Ride Solar Panel Canopies
Public Sector Decarbonisation Scheme Projects
Facilities Management Investment Estate
Social Care Infrastructure & Strategy
Salisbury Resource Centre
South Chippenham
Assets Total

0.440	0.000	0.000	0.250	0.000	0.000	0.000	0.190	0.000	0.000	0.000
0.036	0.000	0.000	0.000	0.000	0.000	0.036	0.000	0.000	0.000	0.000
0.421	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.421
3.190	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.190
0.092	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.092
1.772	0.234	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.538
2.606	0.048	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.558
0.035	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.035
0.300	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.300
2.065	0.000	0.000	0.026	0.000	0.000	0.000	0.000	0.000	0.000	2.039
0.450	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.450
0.023	0.023	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
0.384	0.000	0.000	0.000	0.000	0.000	0.384	0.000	0.000	0.000	0.000
0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
0.825	0.000	0.000	0.000	0.000	0.000	0.825	0.000	0.000	0.000	0.000
0.200	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.200
12.839	0.305	0.000	0.276	0.000	0.000	1.245	0.190	0.000	0.000	10.823

Appendix C: Capital Programme Funding 2023/24 Quarter Two (Page 3)

Scheme Name

Capital Programme Funding 2023/24 Quarter Two										
Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Revenue Contribution to Capital	Stone Circle Capital Loan	Borrowing
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Capital Loans										
Stone Circle Housing Company Loan	13.017	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.017	0.000
Stone Circle Development Company Loan	5.797	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.797	0.000
Capital Loans Total	18.814	0.000	0.000	0.000	0.000	0.000	0.000	0.000	18.814	0.000
Information Services										
ICT Applications	1.697	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.697
ICT Business as Usual	1.434	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.434
ICT Other Infrastructure	0.434	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.434
ICT Get Well	2.139	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.139
Microsoft Cloud Navigator	0.013	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.013
Information Services Total	5.717	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.717
Corporate Director - Resources	44.266	0.305	0.000	0.276	0.000	0.000	1.245	0.190	18.814	23.436

Appendix C: Capital Programme Funding 2023/24 Quarter Two (Page 5)

Scheme Name

Capital Programme Funding 2023/24 Quarter Two										
Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Revenue Contribution to Capital	Stone Circle Capital Loan	Borrowing
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Environment										
Waste Projects	1.030	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.030
HUG 2 Grant	1.544	1.544	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Environment Total	2.574	1.544	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.030
Leisure Culture & Communities										
Area Boards Grants	0.400	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.400
Community Projects	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Fitness Equipment for Leisure Centres	0.650	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.650
Libraries - Self Service	0.100	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.100
Trove Leisure Centre	0.826	0.000	0.000	0.000	0.826	0.000	0.000	0.000	0.000	0.000
Leisure Requirements	2.060	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.060
History Centre Reception and Performing Arts Library	0.105	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.105
Leisure Culture & Communities Total	4.141	0.000	0.000	0.000	0.826	0.000	0.000	0.000	0.000	3.315
Corporate Director - Place	62.056	45.805	1.509	0.037	1.326	0.000	0.000	0.000	0.000	13.379
Total General Fund	150.239	64.393	1.523	0.913	1.524	0.000	2.645	0.190	1.300	58.937

Appendix C: Capital Programme Funding 2023/24 Quarter Two (Page 6)

Scheme Name

Capital Programme Funding 2023/24 Quarter Two										
Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Revenue Contribution to Capital	Stone Circle Capital Loan	Borrowing
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Council House Build Programme	0.038	0.000	0.000	0.000	0.000	0.038	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 2)	0.552	0.050	0.000	0.000	0.000	0.502	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 3.1)	8.720	0.014	0.000	0.000	0.000	8.706	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 3.2)	7.827	0.099	0.000	0.000	0.000	7.728	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 3.3)	9.533	0.000	0.000	0.000	0.000	9.533	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 3.4)	8.353	0.000	0.000	0.000	0.000	8.353	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 3.5)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Refurbishment of Council Stock	9.199	0.000	0.000	0.000	0.000	9.199	0.000	0.000	0.000	0.000
Highways Road Adoptions	0.500	0.000	0.000	0.000	0.000	0.500	0.000	0.000	0.000	0.000
Total Housing Revenue Account	44.722	0.163	0.000	0.000	0.000	44.559	0.000	0.000	0.000	0.000
Total Capital Programme	194.961	64.556	1.523	0.913	1.524	44.559	2.645	0.190	1.300	58.937

Housing Revenue Account

Council House Build Programme
Council House Build Programme (Phase 2)
Council House Build Programme (Phase 3.1)
Council House Build Programme (Phase 3.2)
Council House Build Programme (Phase 3.3)
Council House Build Programme (Phase 3.4)
Council House Build Programme (Phase 3.5)
Refurbishment of Council Stock
Highways Road Adoptions
Total Housing Revenue Account

Total Capital Programme

Total Capital Programme

689616

Appendix D: Capital Programme Adjustments Quarter Two 2023/24 (Page 1)

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME			
Cabinet Meeting	14-Nov-23		
Financial Year:	2023/24		
SECTION 1 - DELEGATED CFO POWERS			
<p>"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme</p> <p>i.e. Additional resources available in the form of Grant, Section 106 contributions etc which fund the addition, "</p>			
Project Name:	UK Shared Prosperity Fund Projects		
Budget Change:	2023/24	2024/25	2025/26
	0.662	1.987	0.000
Funding Source:	DLHUC REPF Grant		
Reason for movement:	New grant allocation for rural projects		
Project Name:	River Park		
Budget Change:	2023/24	2024/25	2025/26
	0.500	0.000	0.000
Funding Source:	CIL funding		
Reason for movement:	Cabinet approved CIL allocation to scheme		
Project Name:	Highway Investment Plan		
Budget Change:	2023/24	2024/25	2025/26
	0.500	7.000	2.500
Funding Source:	Borrowing		
Reason for movement:	Preventative measures for potholes and infrastructure		
Project Name:	SEND Special School Capacity & Alternative Provision		
Budget Change:	2023/24	2024/25	2025/26
	4.400	0.000	0.000
Funding Source:	£1.4m Capital Receipts /£1.3m Revenue / £1.7m Borrowing		
Reason for movement:	Provision for the purchase of Calder House Special School		
Project Name:	Basic Need		
Budget Change:	2023/24	2024/25	2025/26
	0.311	0.000	0.000
Funding Source:	S106 Developer Contribution		
Reason for movement:	Forest & Sandridge expansion project increase budget		
Project Name:	Schools Maintenance & Modernisation		
Budget Change:	2023/24	2024/25	2025/26
	0.014	0.000	0.000
Funding Source:	School contribution to works		
Reason for movement:	Local Council payments towards schemes		

Appendix D: Capital Programme Adjustments Quarter Two 2023/24 (Page 2)

Project Name:	Schools Maintenance & Modernisation		
Budget Change:	2023/24	2024/25	2025/26
	0.000	0.000	0.000
Funding Source:	DfE grant		
Reason for movement:	Uplift to reflect grant award 23/24		
Project Name:	Disabled Facilities Grants		
Budget Change:	2023/24	2024/25	2025/26
	0.056	0.000	0.000
Funding Source:	Individual contributions to works		
Reason for movement:	Homeowner payments		
Project Name:	Disabled Facilities Grants		
Budget Change:	2023/24	2024/25	2025/26
	0.324	0.000	0.000
Funding Source:	DLHUC Grant		
Reason for movement:	23/24 uplift to reflect award		
Project Name:	Disabled Facilities Grants		
Budget Change:	2023/24	2024/25	2025/26
	0.047	0.000	0.000
Funding Source:	Individual contribution to works		
Reason for movement:	Homeowner payment		
Project Name:	Highway flooding prevention and Land Drainage schemes		
Budget Change:	2023/24	2024/25	2025/26
	0.110	0.000	0.000
Funding Source:	Environment Agency		
Reason for movement:	Grant contribution		
Project Name:	Housing Acquisitions		
Budget Change:	2023/24	2024/25	2025/26
	0.000	40.000	0.000
Funding Source:	Borrowing / Revenue Reserves		
Reason for movement:	New Money approved		
Project Name:	Local Highways and Footpath Improvement Groups		
Budget Change:	2023/24	2024/25	2025/26
	0.020	0.000	0.000
Funding Source:	S106 funding		
Reason for movement:	Contribution to Shurnhold scheme		
Total Delegated Changes Approved by Section 151 Officer	6.944	8.987	2.500
<p>In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.</p>			
CHIEF FINANCE OFFICER:	Lizzie Watkin		
DATE:	Nov-23		

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME

Cabinet Meeting
Financial Year:

2023/24

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme

i.e. Additional resources available in the form of Grant, Section 106 contributions etc which fund the addition, "

Project Name:	Salisbury Central Car Park & Maltings			
Budget Change:	2023/24	2024/25	2025/26	2026/27
	0.400	0.000	-0.400	0.000

Funding Source: Borrowing
Reason for movement: Approved funding for River Park project

Project Name:	ICT Business as Usual			
Budget Change:	2023/24	2024/25	2025/26	2026/27
	0.274	0.000	-0.274	0.000

Funding Source: Borrowing
Reason for movement: Allocation needed to reflect new spend profile

Project Name:	Trowbridge Future High Streets			
Budget Change:	2023/24	2024/25	2025/26	2026/27
	0.582	-0.582	0.000	-0.001

Funding Source: DLHUC grant
Reason for movement: 0

Project Name:	Silverwood Special School			
Budget Change:	2023/24	2024/25	2025/26	2026/27
	6.233	-6.233	0.000	0.000

Funding Source: Borrowing
Reason for movement: Reprofile to reflect anticipated spend

Total Delegated Changes Approved by Section 151 Officer	7.489	-6.815	-0.674	-0.001
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In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Lizzie Watkin

DATE: Nov-23

Appendix D: Capital Programme Adjustments Quarter Two 2023/24 (Page 4)

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME			
SECTION 2 - DELEGATED CFO POWERS			
<i>"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme not progressing as originally anticipated or other circumstances"</i>			
Project Name:	Wiltshire Online		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.031	0.031	0.000
Funding Source:	Borrowing		
Reason:	Budget not needed in year, awaiting close		
Project Name:	Wiltshire Ultrafast Broadband		
Budget Change:	2023/2024	2024/2025	2025/2026
	-1.011	1.011	0.000
Funding Source:	Borrowing		
Reason:	Budget not needed in year, awaiting close		
Project Name:	Safer Roads Fund - A3102		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.850	0.850	0.000
Funding Source:	DfT grant		
Reason:	Reprofile of recent grant to reflect anticipated spend		
Project Name:	ICT Get Well		
Budget Change:	2023/2024	2024/2025	2025/2026
	-1.051	0.525	0.526
Funding Source:	Borrowing		
Reason:	Reprofiled budget to future years in line with forecast		
Project Name:	ICT Applications		
Budget Change:	2023/2024	2024/2025	2025/2026
	-2.181	0.000	2.181
Funding Source:	Borrowing		
Reason:	Reprofiled budget to future years in line with forecast		
Project Name:	Early Years Buildings		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.268	0.268	0.000
Funding Source:	Borrowing		
Reason:	Various project delays resulted in reprofiling		
Project Name:	Trowbridge Future High Streets		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.460	0.460	0.000
Funding Source:	DLHUC grant		
Reason:	Various project / planning delays resulted in reprofiling		
Project Name:	Salisbury Future High Streets		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.737	0.737	0.000
Funding Source:	DLHUC grant		
Reason:	Various project / planning delays resulted in reprofiling		
Project Name:	South Chippenham		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.100	0.100	0.000
Funding Source:	Borrowing		
Reason:	Reprofiled budget to future years in line with forecast		

Appendix D: Capital Programme Adjustments Quarter Two 2023/24 (Page 5)

Project Name:	Disabled Facilities Grant		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.507	0.507	0.000
Funding Source:	Grant/Contributions		
Reason:	Reprofiled budget to future years in line with forecast		
Project Name:	Access & Inclusion		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.035	0.035	0.000
Funding Source:	Borrowing		
Reason:	Reprofile of Bishops Cannings Primary project		
Project Name:	Social Care Infrastructure		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.634	0.634	0.000
Funding Source:	Grant		
Reason:	Budget not needed in year, awaiting project		
Project Name:	Basic Need		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.053	0.053	0.000
Funding Source:	Grant		
Reason:	Reprofile of Malmesbury Secondary project		
Project Name:	ICT Other Infrastructure		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.493	0.247	0.246
Funding Source:	Borrowing		
Reason:	Reprofiled budget to future years in line with forecast		
Project Name:	Microsoft Cloud Navigator		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.037	0.037	0.000
Funding Source:	Borrowing		
Reason:	Reprofiled budget to future years in line with forecast		
Project Name:	Gypsies and Travellers Projects		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.050	0.050	0.000
Funding Source:	Borrowing		
Reason:	Forecast spend delayed by uncertain start date		
Project Name:	Basic Need		
Budget Change:	2023/2024	2024/2025	2025/2026
	-0.350	0.350	0.000
Funding Source:	Grant		
Reason:	2 Projects reprofiled into 24/25		
Total Re-programming between years	-8.848	5.895	2.953
<p>In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.</p>			
CHIEF FINANCE OFFICER:	Lizzie Watkin		
DATE:	Nov-23		

Wiltshire Council

Cabinet

14 November 2023

**Subject: Report on Treasury Management Strategy 2023/24
Half Year ended 30 September 2023**

**Cabinet Member: Councillor Nick Botterill - Cabinet Member for Finance,
Development Management and Strategic Planning**

Key Decision: Non Key

Executive Summary

The Council adopted the Treasury Management Strategy for 2023/24 at its meeting on 21 February 2023. This strategy is prepared in accordance with the CIPFA Code of Treasury Management in Public Services and includes Prudential and Treasury Indicators, Minimum Revenue Provision Policy and the Annual Investment Strategy.

In addition to an Annual Report, the Treasury Management Strategy requires a mid-year report reviewing the Treasury Management activities for the current year so far. This report covers the period from 1 April 2023 to 30 September 2023.

The Council has not taken out any new long term borrowing (loans) during 2023/24 and nor does it intend to during the remainder of the financial year.

There is a projected overall underspend in respect of interest receivable and interest payable of £2.109m.

The Council has not exceeded any of its prudential indicators for the half year 1 April 2023 to 30 September 2023.

Proposals

Cabinet is asked to note:

- a) that the contents of this report are in line with the Treasury Management Strategy 2023/24.
- b) the performance of the Council's investments and borrowings against the parameters set out in the approved Treasury Management Strategy for 2023/24.

Reasons for Proposals

To give members an opportunity to consider the performance of the Council in the period to 30 September 2023 against the parameters set out in the approved Treasury Management Strategy for 2023/24.

Terence Herbert
Chief Executive

Andy Brown
Deputy Chief Executive & Corporate Director of Resources

Lizzie Watkin
Director, Finance & Procurement (S151 Officer)

Wiltshire Council

Cabinet

14 November 2023

**Subject: Report on Treasury Management Strategy 2023/24
Half Year ended 30 September 2023**

**Cabinet Member: Councillor Nick Botterill - Cabinet Member for Finance,
Development Management and Strategic Planning**

Key Decision: Non Key

Purpose of Report

1. The Council adopted a Treasury Management Strategy for 2023/24 at its meeting on 21 February 2023, incorporating Prudential Indicators, Treasury Management Indicators and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
2. The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly. This report, ensures Wiltshire Council is implementing best practice in accordance with the Code, and covers the following,
 - An economic update for the first half of the 2023/24 financial year
 - A review of the Treasury Management Strategy and Annual Investment Strategy
 - The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators
 - A review of the Council's investment portfolio for 2023/24
 - A review of the Council's borrowing strategy for 2023/24
 - A review of compliance with treasury and prudential limits for 2023/24

Background

3. The Council operates a balanced budget, which, from a treasury perspective broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity, before considering optimising investment return.
4. The second main function of the treasury management team is the funding of the Council's capital plans. The capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans or using longer term cashflow surpluses.

Economic Background and Interest Rate Forecast

5. The first half of 2023/24 saw bank rate rise by 100 basis points, taking it to 5.25%, and possibly, the peak in the interest rates set by the Bank of England's Monetary Policy Committee (MPC).
6. The latest forecast from Link Group, the Council's treasury advisor, sets out a view that both short, medium and long dated interest rates will be elevated for some time, as the Bank of England seeks to manage inflation.
7. Link Group have provided the following forecast for bank rate. The second and third rows of the table below are expected average earnings for cash investments by local authorities for three to six months. Rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.

	2023/24		2024/25				2025/2026			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bank Rate	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75
3 Month Average	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80
6 Month Average	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90

8. Gilt yields and PWLB certainty rates were generally on a rising trend throughout the first half of 2023/24. At the beginning of April, the 5 year rate was the cheapest part of the yield curve at 4.14%, whilst the 25 year rate was relatively expensive at 4.58%.
9. In July 2023, short dated rates were at their most expensive. The 1 year rate spiked to 6.36% and the 5 year rate to 5.93%.
10. Link Group forecast rates to fall back over the next two to three years as inflation dampens and rates reduce. The 50 years PWLB target certainty rate for new long term borrowing is currently 5.45% and is forecast to stand at 3.90% by the end of September 2025.
11. Below is an interest forecast table for PWLB certainty rates, provided by Link Group.

	2023/24		2024/25				2025/26			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
25yr PWLB Rate	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90
50yr PWLB Rate	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70

12. In the first half of 2023/24,
 - UK GDP fell 0.5% (month on month) in July
 - CPI inflation fell from 8.7% in April to 6.7% in August, its lowest rate since February 2022
 - Core CPI inflation declined to 6.2% in August from 7.1% in April /May, a then 31 year high.

Treasury Management Strategy Statement and Annual Investment Strategy Update 2023/24

13. The Treasury Management Strategy Statement (TMSS) 2023/24, which includes the Annual Investment Strategy, was approved by Full Council on 21 February 2023.
14. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

The Council's Capital Position (Prudential Indicators)

15. This part of the report is structured to update
 - The Council's capital expenditure plans
 - How these plans are being financed
 - The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow
 - Compliance with the limits in place for borrowing activity

Prudential Indicator – Capital Expenditure

16. The following table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed by Full Council on 21 February 2023.

Capital Expenditure	2023/24 Original Budget £m	2023/24 Forecast £m
General Fund	147.249	131.425
Housing Revenue Account (HRA)	30.580	44.722
Commercial Activities/Non-financial investments *	21.298	18.814
Total	199.127	194.961

* Commercial activities/non-financial investments relate to areas such as capital expenditure on investment properties, loans to third parties, such as Stone Circle

Changes to the Financing of the Capital Programme

17. The following table draws together the main strategy elements of the capital plans (above) highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure.
18. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure	2023/24 Original Budget £m	2023/24 Forecast £m
Total Capital Expenditure	199.127	194.961
Financed by:		
Capital Receipts	1.725	2.836
Capital Grants	70.737	64.556
HRA	12.580	26.559
Revenue Contributions	0.00	1,300
Other (inc CIL/S106 Contributions)	7.716	3.961
Total Financing	92.758	99.212
Borrowing Requirement	106.369	95.749

Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

Prudential Indicator – Capital Financing Requirement

19. The following table shows the CFR, which is the underlying need to borrow for a capital purpose.

Prudential Indicator – CFR	2023/24 Original Estimate £m	2023/24 Revised Estimate £m
CFR – General Fund	597.952	578.188
CFR – HRA	136.864	120.864
Total CFR	734.816	699.053

20. The revised CFR is lower than the original estimate due to the reduction in the external borrowing required to support the capital programme.

Prudential Indicator – Operational Boundary

21. The following table shows the operational boundary; this is the limit beyond which the external debt is not normally expected to exceed. The operational boundary is based on a prudent estimate of the most likely maximum level of external borrowing for both capital expenditure and cashflow purposes, which is consistent with other budget proposals. This was set in the TMSS 2023/24, which was approved by Full Council on 21 February 2023 and does not change throughout the year.

Prudential Indicator - Operational Boundary for External Debt	2023/24 Original Estimate £m
Borrowing	759.722
Other Long Term Liabilities*	0.200
Operational Boundary	759.922

* includes long term leases

Limits to Borrowing Activity

22. The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowing less investments) will only be for a capital purpose.
23. Gross external borrowing should not, except in the short term exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

	2023/24 Original Estimate £m	2023/24 Current Position £m	2023/24 Revised Estimate £m
Borrowing	501.664	396.110	387.295
Other Long Term Liabilities	0.200	0.200	0.200
Total Debt	501.864	396.310	387.495
CFR	734.816	699.053	699.053

Prudential Indicator – Authorised Limit

24. A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit, which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired could be afforded in the short term, is not sustainable in the long term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Authorised Limit was set in the TMSS 2023/24, which was approved by Full Council on 21 February 2023 and does not change throughout the year.

Authorised Limit for External Debt	2023/24 Original Estimate £m
Borrowing	775.294
Other Long Term Liabilities	0.200
Total Authorised Limit	775.494

Borrowing

25. The Council's Revised Capital Financing Requirement (CFR) for 2023/24 is forecast as £699.053m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is usually driven by market conditions.
26. The table in paragraph 23 shows the Council currently has borrowings of £396.310m and has currently utilised £302.743m of cash flow funds in lieu of borrowing. This

figure includes £54.817m PFI liability, which when accounted for, results in a net internal borrowing position of £247.926m.

- 27. As the capital programme is kept under regular review, the borrowing strategy will therefore also be regularly reviewed and revised if necessary, in order to achieve optimum value and minimise risk exposure in the long-term.
- 28. It is anticipated that no further borrowing will be undertaken this financial year due to the high interest rates and careful management of cash balances.
- 29. The current forecast for interest expenditure for 2023/24 against budget is a small overspend of £0.034m.
- 30. A summary of the Council’s borrowing position as at 30 September 2023 is detailed at Appendix 1.

Borrowing - Stone Circle

- 31. Included in the planned capital and borrowing programme are loans made to Stone Circle. The amounts are as follows.

Capital Expenditure	Loans Outstanding as at 31 March 2023 £m	2023/24 Revised Expenditure to year end £m	2023/24 Forecast Cumulative Expenditure £m
Loans to Stone Circle	23.257	18.815	42.072

- 32. The Stone Circle loans have been funded entirely by borrowing, which will be funded by income from interest on the loans as well as financial returns from the company through future dividends.
- 33. Borrowing undertaken to fund capital expenditure, including the loans to Stone Circle, is owned and financed by the Council, regardless of whether any income is received from third party investments. This creates additional credit risk for the Council.

Debt Rescheduling

- 34. Debt rescheduling opportunities have increased over the course of the past six months and will be considered if giving rise to long-term savings. However, no debt rescheduling has been undertaken to date in this financial year.

Compliance with Treasury and Prudential Limits

- 35. It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30 September 2023, the Council has operated within the treasury and prudential indicators set out in the Council’s TMSS 2023/24.
- 36. No future difficulties are envisaged for the current or future years in complying with these indicators.

Annual Investment Strategy

37. The Council will aim to achieve the optimum return on its investments commensurate with proper security and liquidity levels, consistent with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods of up to 12 months with high credit rated institutions, using the Link Group creditworthiness approach.

Creditworthiness

38. Following the Government's fiscal event in September 2022, two ratings agencies (Standard & Poors and Fitch) placed the UK sovereign debt rating on negative outlook, reflecting a downside bias to the current ratings in light of expectations of weaker finances and economic outlook. Nothing further has evolved in the first half of 2023/24

Investment Counterparty Criteria

39. The Council applies the creditworthiness service provided by Link Group. This service uses a sophisticated modelling approach, combining credit ratings, credit watches and credit outlooks in a weighted scoring system. This produces a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments.
40. The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

Investment Portfolio 2023/24

41. As at 30/09/2023, the Council held £144.865m of cash investments and £20m of property fund investments with the CCLA. This compares to total investments of £197.220m as at 31/03/2023.
42. The average level of funds available for investment over the first six months of the year was £183.727m. The level of funds available was mainly dependant on the timing of payments, receipt of grants and progress on the capital programme.
43. A summary of the Council's investments as at 30 September 2023 are detailed at Appendix 2

Investment Performance 2023/24

44. The investment portfolio yield for the first six months of the year was 4.87% against a benchmark of 4.44% (90 day backward looking SONIA (Sterling Overnight Indexed Average) rate). Therefore, the Council outperformed the benchmark by 0.43%.
45. In sterling markets, the SONIA is the recommended replacement for the previous investment benchmark, LIBID (London Interbank Bid Rate). SONIA is administered by the Bank of England, who take responsibility for its calculation and publication. It is based on actual transactions and reflects the average of the interest rates that banks

pay to borrow overnight sterling from other financial institutions and other institutional investors.

46. The current forecast for interest receivable for 2023/24 is an overachievement of £2.143m against budget. This is due to an increased level of cashflow balances held and significantly increased interest rates from those originally forecast. This position also includes forecast loan interest from Stone Circle.
47. In respect of the total interest receivable and interest payable budget, there is a combined projected net underspend of £2.109m. This forecast has been included within the figures reported in the Quarter 2 Revenue Budget Monitoring report to Cabinet.

Property Fund Investments

48. The Council holds £20m of units in the CCLA property fund. The fund is designed for local authorities seeking exposure to UK commercial property for longer term investments. The aim of this investment is to provide a higher level of investment income, together with long term capital appreciation.
49. Due to a fall in property prices, the fund is currently valued at £17.358m. This difference does not represent a cost to the Council, as it is not charged to the Council's revenue account but held in a separate unusable reserve (until such time that the investment is sold (realised) or the statutory over-ride no longer applies). This is due to an accounting directive (IFRS9) which over-rides general accounting practice, which otherwise would see the entry cost charged to revenue in the year in which it was incurred.
50. Following a consultation undertaken by the Department of Levelling Up, Housing and Communities on IFRS 9, the Government has extended the mandatory statutory override to 31st March 2025.
51. Once the investment income on the property fund has been adjusted for the associated fees, the net dividend income for the first quarter is £0.202m, which represents a net return of 4.06%.

Breach of Counterparty Limit – HSBC

52. A money market fund is held with Aberdeen Investments, which enables the Council to diversify its investments, whilst maintaining a high level of liquidity.
53. In June 2023 an investment was arranged with Aberdeen Investments for £24.5m, leaving a balance of approximately £0.260m remaining in the Council's bank account. However, due to a communication and training issue, the payment to Aberdeen Investments was not prepared and not sent.
54. The monetary limit on the Council's bank account with HSBC is £10m, but as the above money market fund payment was not made, the funds in the account overnight totalled £24.760m, breaching the limit by £14.760m. The position was rectified the following day, when the previous day's investment was cancelled and replaced with another

money market fund investment, and the bank account balance was reduced to a level within the counterparty limits.

55. In addition to the breach, the Council did not meet its contractual obligations under the investment made with Aberdeen Investments. However, given the long standing and good working relationship the Council holds with Aberdeen Investments, no additional charges were levied on the Council.
56. The risk of the above situation recurring has been mitigated through additional training and review, for both dealers and authorisers. The daily documentation has been improved to include guidance notes and checklists, which are more complete and unambiguous.

Overview & Scrutiny Engagement

57. Financial Planning Task Group will consider this report on 10 November 2023. Any comments from the Task Group will be reported verbally at the meeting of Cabinet.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

Risks that may arise if the proposed decision and related work is not taken

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

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

64. All investments have been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.43%, which compares favourably with similar rates of other UK local authorities.

65. The primary management risks to which the Council is exposed are adverse movements in interest rates and the credit risk of counterparties.
66. Investment counterparty risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy.

Financial Implications

67. These have been examined and are implicit throughout the report.
68. As explained within the report the council has, and continues to hold, a significantly under-borrowed position, which results in reduced borrowing costs. This position will not be able to be maintained indefinitely and with the current higher interest rates a careful balance is being managed to mitigate the need for borrowing. If there is a need for borrowing advice will be sought on short-term and long-term options to ensure interest rate exposure is limited.
69. The council has responded to government consultations on the IFRS9 statutory override and maintains a 'watching brief' on this override to ensure any change which would result in a financial impact is managed effectively and included in all financial plans.

Legal Implications

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

Workforce Implications

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

Proposals

72. Cabinet is asked to note:
- a) that the contents of this report are in line with the Treasury Management Strategy 2023/24.
 - b) the performance of the Council's investments and borrowings against the parameters set out in the approved Treasury Management Strategy for 2023/24.

Andy Brown
Deputy Chief Executive & Corporate Director of Resources

Lizzie Watkin
Director, Finance & Procurement (S151 Officer)

Report Author: Debbie Price, Principal Accountant, Email:
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10 October 2023

Appendices

Appendix 1 Borrowing Portfolio

Appendix 2 Investment Portfolio

Background Papers

None

Borrowing Portfolio as at 30 September 2023

Lender	Start Date	Maturity Date	Amount £m	Rate %	Annual Interest £m
Public Works Loan Board (PWLB)					
PWLB	28/03/2012	28/03/2024	8.000	2.70	0.216
PWLB	15/02/2010	01/06/2024	2.000	4.49	0.090
PWLB	28/03/2012	28/03/2025	8.000	2.82	0.226
PWLB	14/08/2001	01/12/2025	0.123	4.875	0.006
PWLB	28/03/2012	28/03/2026	10.000	2.92	0.292
PWLB	15/02/2010	01/06/2026	2.000	4.54	0.091
PWLB	28/03/2012	28/03/2027	8.000	3.01	0.241
PWLB	21/08/2002	01/06/2027	4.000	4.75	0.190
PWLB	08/02/2022	01/02/2028	20.000	1.95	0.390
PWLB	28/03/2012	28/03/2028	6.000	3.08	0.185
PWLB	29/07/1999	01/06/2028	1.000	4.75	0.048
PWLB	15/02/2010	01/06/2028	2.000	4.56	0.091
PWLB	08/02/2022	01/02/2029	20.000	1.98	0.396
PWLB	28/03/2012	28/03/2029	7.000	3.15	0.221
PWLB	29/07/1999	01/06/2029	1.000	4.75	0.048
PWLB	28/03/2012	28/03/2030	8.000	3.21	0.257
PWLB	29/07/1999	01/06/2030	1.000	4.75	0.048
PWLB	20/05/2005	01/06/2030	2.000	4.45	0.089
PWLB	05/12/2005	18/03/2031	5.000	4.25	0.213
PWLB	28/03/2012	28/03/2031	2.000	3.26	0.065
PWLB	29/07/1999	01/06/2031	1.000	4.75	0.048
PWLB	20/05/2005	01/06/2031	2.000	4.45	0.089
PWLB	21/11/2005	18/09/2031	2.000	4.25	0.085
PWLB	28/03/2012	28/03/2032	5.000	3.30	0.165
PWLB	20/05/2005	01/06/2032	2.000	4.45	0.089
PWLB	04/11/1999	01/12/2032	1.500	4.625	0.069
PWLB	28/03/2012	28/03/2033	6.000	3.34	0.200
PWLB	20/05/2005	01/06/2033	2.000	4.45	0.089
PWLB	15/11/1999	19/09/2033	1.000	4.25	0.043
PWLB	28/03/2012	28/03/2034	7.000	3.37	0.236
PWLB	20/05/2005	01/06/2034	2.000	4.45	0.089
PWLB	15/11/1999	18/09/2034	1.000	4.25	0.043
PWLB	21/11/2005	18/09/2034	5.000	4.25	0.213
PWLB	28/03/2012	28/03/2035	2.000	3.40	0.068
PWLB	14/06/2005	14/06/2035	5.000	4.35	0.218
PWLB	15/11/1999	18/09/2035	1.000	4.25	0.042
PWLB	21/11/2005	18/09/2035	5.000	4.25	0.213
PWLB	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB	28/03/2012	28/03/2037	9.000	3.44	0.310

PWLB	11/01/2006	01/12/2037	4.000	4.00	0.160
PWLB	11/01/2006	01/12/2038	4.000	4.00	0.160
PWLB	15/02/2010	01/06/2041	2.000	4.57	0.091
PWLB	11/08/2006	01/12/2041	3.000	4.35	0.131
PWLB	15/02/2010	01/06/2042	2.000	4.57	0.091
PWLB	11/08/2006	01/12/2042	2.000	4.35	0.087
PWLB	11/08/2006	01/12/2043	2.000	4.35	0.087
PWLB	06/09/2006	01/12/2044	3.000	4.25	0.128
PWLB	06/09/2006	01/12/2045	3.000	4.25	0.128
PWLB	29/06/2006	18/09/2046	4.000	4.45	0.178
PWLB	30/08/2006	01/12/2046	2.000	4.25	0.085
PWLB	29/06/2006	18/09/2047	4.000	4.45	0.178
PWLB	30/08/2006	01/12/2047	2.000	4.25	0.085
PWLB	09/10/1998	18/09/2048	1.000	4.50	0.045
PWLB	29/06/2006	18/09/2048	3.500	4.45	0.156
PWLB	30/08/2006	01/12/2048	2.000	4.25	0.085
PWLB	09/10/1998	18/09/2049	1.000	4.50	0.045
PWLB	29/06/2006	18/09/2049	3.000	4.45	0.134
PWLB	30/08/2006	01/12/2049	2.000	4.25	0.085
PWLB	30/08/2006	01/06/2050	5.000	4.25	0.213
PWLB	17/09/1998	18/09/2050	1.000	5.125	0.051
PWLB	17/09/1998	18/09/2051	1.000	5.125	0.051
PWLB	07/03/2007	01/06/2052	2.000	4.25	0.085
PWLB	23/07/1998	03/06/2052	1.000	5.50	0.055
PWLB	07/03/2007	01/06/2053	2.000	4.25	0.085
PWLB	23/07/1998	02/06/2053	1.000	5.50	0.055
PWLB	19/06/1998	01/06/2054	1.000	5.375	0.054
PWLB	19/06/1998	01/06/2055	1.000	5.375	0.054
PWLB	21/06/2006	01/06/2055	2.000	4.30	0.086
PWLB	22/06/2006	18/09/2055	4.000	4.35	0.174
PWLB	19/06/1998	01/06/2056	1.500	5.375	0.081
PWLB	21/06/2006	01/06/2056	3.000	4.30	0.129
PWLB	22/06/2006	01/06/2056	6.000	4.35	0.261
PWLB	02/10/1997	25/09/2057	1.500	6.625	0.099
PWLB	13/03/2019	13/03/2063	10.000	2.36	0.236
PWLB	13/03/2019	13/03/2064	10.000	2.36	0.236
PWLB	13/03/2019	13/03/2065	10.000	2.36	0.236
PWLB	08/02/2022	31/03/2071	20.000	2.00	0.400
PWLB	08/02/2022	01/01/2072	20.000	2.00	0.400
Total PWLB Loans			330.123		10.927

Lender	Start Date	Maturity Date	Amount £m	Rate %	Annual Interest £m
Market Loans – Fixed Rate					
Barclays Bank	03/12/2004	03/12/2054	10.000	4.45	0.445
Barclays Bank	31/08/2005	31/08/2055	5.000	3.99	0.199
Barclays Bank	31/07/2007	01/08/2067	6.000	4.21	0.253
			21.000		0.897
Market Loans - LOBOs					
FMS Wermanagement	07/12/2004	08/12/2053	10.000	4.45	0.445
PBB Deutsche Pfandbriefbank	10/12/2004	10/12/2052	10.000	4.45	0.445
Dexia Credit Local	10/12/2004	11/12/2051	10.000	4.45	0.445
Dexia Credit Local	20/02/2006	18/02/2066	6.000	4.45	0.267
Bayern LB	05/03/2007	07/03/2067	4.000	4.20	0.168
			40.000		1.770
Total Market Loans			61.000		2.667
Salix Loans					
Loan 1	01/11/2019	01/04/2025	0.413	0.00	0.000
Loan 2	01/03/2020	01/04/2026	2.462	0.00	0.000
Loan 3	01/07/2021	01/07/2027	2.112	0.00	0.000
Total Salix Loans			4.987		0.000
Total - All Loans			396.110		13.594

Appendix 2

Investment Portfolio as at 30 September 2023 (compared to the counterparty list)

Borrower	Amount (£m)	Interest Rate (%)	Start Date	Maturity	Link Credit Rating (see next page for explanatory key)
HSBC Bank (Overnight Investment Account)	0.690	5.04			
Somerset Council	10.000	4.65	17/03/2023	17/10/2023	
National Bank of Kuwait (International)	10.000	4.88	18/04/2023	18/10/2023	Red – 6 months
ANZ Banking Group	10.000	5.05	15/05/2023	15/02/2024	Orange – 12 months
National Bank of Canada	10.000	5.17	09/06/2023	08/12/2023	Red – 6 months
Landesbank Baden-Wuerttemberg	10.000	5.90	03/07/2023	03/01/2024	Red – 6 months
Lloyds plc	10.000	5.98	05/07/2023	05/01/2024	
First Abu Dhabi Bank	10.000	6.73	10/07/2023	05/07/2024	Orange - 12 months
Sumitomo Mitsui Banking Corporation Europe Ltd	10.000	5.84	14/07/2023	12/01/2024	
Standard Chartered Bank	10.000	5.74	17/07/2023	15/12/2023	Red – 6 months
Qatar National Bank	10.000	6.045	22/07/2023	22/01/2024	Red – 6 months
Goldman Sachs International Bank	10.000	5.965	21/08/2023	21/02/2024	Red – 6 months
Close Brothers	10.000	5.60	25/09/2023	25/03/2024	Red – 6 months
Federated Money Market Fund	24.165	5.35	*	*	AAA
BNP Money Market Fund	0.010	5.28	*	*	AAA
Total	144.865				

* Money Market Funds/HSBC Overnight Investment Account – cash can be invested and withdrawn on a daily basis (subject to maximum investment limits) so there is no start date or maturity date for the purposes of this report.

Long Term Investment Portfolio as at 30 June 2023 (Q2 information to be received)

Counterparty	Amount £m	Dividend Rec'd ** £m	Current Valuation £m	Notes
CCLA – Property Fund	20.000	0.229	17.358	Current valuation unrealised – no impact on revenue
Total	20.000	0.229	17.358	

** Dividends received quarterly (up to 30 June 2023)

Link Group provide a creditworthiness service, which employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- a) credit watches and credit outlooks from credit rating agencies;
- b) CDS spreads to give early warning of likely changes in credit ratings;
- c) sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- a) Yellow – 5 years for AAA rated Government debt or its equivalent, including an investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure;
- b) Dark pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- c) Light pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- d) Purple – 2 years;
- e) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries);
- f) Orange – 1 year;
- g) Red – 6 months;
- h) Green – 100 days; and
- i) No Colour – not to be used.

The advisor's creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's rating

Wiltshire Council

Cabinet

14 November 2023

Subject: Corporate Performance and Risk Monitoring Report: Q2 2023/24

Cabinet Member: Councillor Richard Clewer, Leader of the Council

Key Decision: No

Executive Summary

This report provides a quarter two update on performance against the stated missions in the Council's Business Plan 2022-32. The Strategic Risk Summary is also included.

Proposals

Cabinet are asked to note and agree:

- 1) The updates and outturns against the measures and activities mapped against the Council's priorities.
- 2) The Strategic Risk Summary.

Reason for Proposal

To provide Cabinet with a quarterly update on the current corporate performance framework, which is compiled of the measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32.

The Strategic Risk Summary captures and monitors significant risks facing the Council, in relation to in-service risks facing individual areas and in managing its business across the authority.

This is supported by, and in compliance with, the Council's Corporate Performance and Risk Policy.

Terence Herbert, Chief Executive

Wiltshire Council

Cabinet

14 November 2023

Subject: Corporate Performance and Risk Monitoring Report: Q2 2023/24

Cabinet Member: Councillor Richard Clewer, Leader of the Council

Key Decision: No

Purpose of Report

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.
2. To note: it provides measures of performance using data available at the end of Q2 and risks as they are at the time of the report's production; risks are not presented on a quarterly reporting cycle.
3. The Q2 2023/24 Corporate Scorecard is attached to the report as **Appendix 1**.
4. The Strategic Risk Summary is attached as **Appendix 2**.

Relevance to the Council's Business Plan

5. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032, as well as strategic risks that would impact the Council's ability to achieve these missions.

Background

6. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a corporate performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
7. This framework was reviewed in January 2023, resulting in new measures being added and additional measures being reviewed, developed and improved.
8. As before, these measures fall into three categories:
 - i) Main indicators – the key metric for that particular mission.
 - ii) Supporting indicator(s) – a metric that helps add weight or explanation to the main indicator.
 - iii) Basket indicators – where it was impossible to identify one or two main indicators, measures were grouped together to be able to report on elements of each mission.

9. The resulting Scorecard includes each main measure alongside the most relevant supporting and basket indicators.
10. Performance measures and targets on the Scorecard are owned and reported by the service to which they relate, and they continue to be reviewed and challenged at Performance Outcome Boards and Groups to inform recommendations and drive improvements. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.

Performance

11. The expanded set of performance measures developed during Q4 2022-23 have been retained, with no additional measures added since the Scorecard was last reported to Cabinet in September 2023.
12. Performance targets for the new financial year were reviewed as part of this year's more integrated service planning process, as set out in the Corporate Peer Challenge Action Plan.
13. For consistency, prevention of volatility and ease of reading, wherever possible measures are now reported as rolling averages over the previous 12 months or rolling 12-month cumulative totals. We note that this may result in figures reported via the Scorecard differing from those reported internally in POBs, or externally via statutory returns. For some measures, the current position is more informative than a historic average taken over time. Where this is the case, it is indicated on the Scorecard.
14. The polarity is shown for each measure, indicating whether a better performance is an increase or a decrease in the figures presented. This allows the direction of travel arrows to be more easily interpreted for each measure.

Corporate Performance Scorecard

We get the best start in life

15. No new data is available this quarter for measures relating to educational attainment gaps or educational outcomes at the end of Key Stage 4.
16. For the percentage of EHCPs completed within 20 weeks on time with no exceptions, the focus on the completion assessments that had been waiting for the longest period of time has continued. Whilst this resulted in a reduction of the 20-week performance, it has enabled the 'backlog' of outstanding assessments to be reduced. SEND statutory performance continues to be monitored through SEND Performance Board and the local area SEND Board.
17. The percentage of schools, including primary, secondary and specialist schools, that are rated Good or Outstanding by Ofsted has remained static. An improvement in this measure is expected in future dashboards as more schools rated Requires Improvement gain a Good inspection outcome.

18. We are currently at 97.69% of all registered Early Years provision in Wiltshire being graded at least Good by Ofsted. If we remove the school-based provision data we are showing that 98.34% of our nurseries, pre-schools and childminders are at least Good. Of those settings judged to be less than good, 77% are childminders. Overall, 99.1% of our nurseries and pre-schools are at least good and 97.76% of our Childminders are at least good.

We stay active

19. The slight drop in children's physical activity in 2021/22 is currently a single data point drop. It is too early to tell if this is a trend or a one-off change in what was an increasing measure and an area where Wiltshire historically has been either close to or above the South West and England averages. It is difficult to compare between academic years as there are differences in response profile between surveys, and we know there are many wider determinant and environmental aspects which influence levels of physical activity, and survey data is reliant on self-reports. Therefore, this measure is best viewed as an overarching indicator of physical activity levels across the county.
20. Leisure is still in recovery post pandemic. However, figures for the number of visits to leisure centres are improving and do not appear to have been hugely impacted by the cost-of-living crisis. Our total fitness and swim membership has exceeded 19,000 for the first time since the pandemic. When comparing Q2 to last year, there has been an increase of 8% on visits. We have updated how this measure is presented since the Q1 Scorecard, now reporting the rolling 12-month cumulative total instead of the 12-month average, enabling comparison to the target number of visits per year.
21. Visits to libraries are up 33.6% for April to September 2023 compared to the same 6 months last year, and are at 74.7% of pre-pandemic levels, mirroring the national picture. Visits have risen 2.2% in the first 6 months compared to pre-pandemic levels but are 4.7% down in Q2 compared to Q2 last year. This is due to the closures of Wilton & Marlborough Libraries for maintenance this summer and the additional visits resulting from the opening of Melksham Library in August 2022. Work on improving visitor numbers continues and additional ideas will be considered as part of the Library Transformation programme.
22. The tree planting season for 2023/24 will start in October, when trees become dormant and so the bare rooted stock most widely used in woodland planting can be planted with minimal risk of failure. There is therefore no planting data yet, but this will be provided for the Q3 report.
23. The outcome at 91 days after entering the reablement service shows the longer-term effects of reablement and its ability to maintain and support people to remain in their own homes. Wiltshire Reablement performs well in this area, which demonstrates the effectiveness and success in supporting longer term outcomes. The outcomes achieved are representative of the model of service, which offers the opportunity to rehabilitate under a therapy led programme - Wiltshire reablement is an inclusive service and does not apply a selective criteria.

We are safe

24. Q2 has seen a very slight increase in repeat referrals to Children's Services. However, performance remains within the target range and demonstrates that our thresholds are consistently applied, and effective work is undertaken to achieve successful closure/step down out of statutory services. The rolling percentage Repeat Referral figure is not being impacted by small figures/denominators. We have recently seen a slight decline in our volume of referrals whilst our repeat referrals have slightly increased – meaning our percentage repeat referral rate has increased slightly. This slight increase/decrease is our normal level of variation and is to be expected. Our performance over the long term shows we sit comfortably at the lower end of our expected range of 14%-20% and our statutory return for this indicator shows we benchmark well to other local authorities and comparator groups (statistical neighbours 20.7%, South West 22.6% and National 21.5%).
25. The percentage of children in care fostered within Local Authority provision remains static at 42% for Q2. A placement sufficiency strategy and action plan is in place to reflect the need to increase this further in line with national sufficiency challenges.
26. The rolling average percentage of S42 outcomes met remains within the target range, although the quarterly figures have shown a slight drop below target range. A very small percentage of outcomes were not met due to: 1) multiple referrals/concerns for the same person being merged into a single S42 enquiry; 2) The death of a person during the course of the investigation (normally through old age and frailty); 3) An S42 investigation starting but then being resolved very quickly and easily before the chance to set outcomes had occurred.
27. Both of the care homes that were rated Inadequate in the previous quarter have been reinspected by CQC and have been moved to Requires Improvement. For this quarter there are no active homes in Wiltshire with a CQC rating of Inadequate.
28. The number of working-aged adults in residential care looks at the number of new admissions of younger adults to residential and nursing care homes. Q2 has seen an increase in the number of new admissions, from 52 in Q1 to 62 in Q2 over the rolling year. With the introduction of the Moving on Service which supports young people as they turn 18, we did expect to see a slight increase in our data. Reducing this figure is a key priority for our operational and commissioning teams and we are scrutinising this activity through our performance outcomes groups and board. Although this is focussing on working age adults in residential care, these are not all specialist residential placements.
29. Q2 has seen a return to pothole numbers in keeping with previous years. The percentage repaired within 24hrs showed an initial increase but has dropped in the last month, potentially due to resource availability factoring in annual leave.
30. Surface dressing is a seasonal operation when air temperatures are higher. The programme starts in July, so the substantive length of surfacing takes place within Q2 and Q3. Q2 figures include additional surface dressing made possible by a one-off government grant for 2023/24, bringing the average of roads

scheduled for treatment that have been resurfaced close to the target for the financial year.

31. Road safety is still a key focus for Wiltshire Police, to address the Fatal Five and the rise in road traffic collisions resulting in higher numbers of fatalities and serious injuries compared to this time last year. This focus is including Community Road Safety Officers attending a range of community events and increased geographical deployments across Wiltshire and Swindon of Community Speed Enforcement Officers on 20/30/40mph limits to increase visibility.
32. Q2 data for the percentage of reported antisocial behaviour cases resolved in 60 days will not be available until December, due to the 60-day lag before the outcome of reported incidents is known to determine whether targets have been reached. However, the newly expanded team continues to collect and record data.

We live well together

33. Performance for the percentage of looked-after children placed more than 20 miles from home is very slightly above the expected range, and has been for the last year. Given the significant placement sufficiency challenges, this is very positive. The new strategy is to ensure our UASC also remain living in Wiltshire (this is better for outcomes and cost), the Q3 measure will therefore include UASC and the performance will be 34% more than 20 miles and 63% are in Wiltshire. In the current climate this remains strong performance.
34. Performance for the percentage of 19-21-year-old care experienced young people in suitable accommodation remains strong.
35. For NHS Health Checks, there has been a slight decrease in invites being sent out over this quarter and we will look to see which GP Practices appear to have lower rates to better understand this. The number of health checks undertaken is slightly lower than the previous quarter, but still an encouraging number of health checks completed. Q2 uptake has increased by nearly 9%, which is very encouraging, and close to the target of above 45%. This rate has not been seen since 2021. We will continue to work closely with Primary Care and with more work planned as part of a communications campaign locally to raise awareness to members of the public.
36. The averaged quit rate remains above target, showing good translation of those engaging with services going on to a successful quit. The actual numbers for those setting a quit date and successfully quitting smoking was lower in 2022/23 than in 2021/22. The peak in people attempting to quit smoking after COVID impacts the average on the scorecard; we expect the true trend to be seen in the next quarter when that peak in activity falls outside the reporting period for the scorecard. There is a 6-month lag in how this data is reported, as it is dependent on provision of data by primary care providers and ICB data reports. Data for Q2 won't therefore be available until late November, ahead of the national reporting submission deadline to NHS Digital in December.

37. Wiltshire is a county with a low smoking prevalence, currently 10.2% compared to 11.9% in the South West and 12.7% in England. Prevalence continues to decrease in Wiltshire year on year. Smoking cessation services continue to achieve good performance in supporting people to quit smoking, measured by them validating themselves as smoke free 4 weeks after their quit date.
38. Maintaining the quit rate in areas of low smoking prevalence such as Wiltshire is challenging. Further reductions in prevalence are likely to be small due to two main factors: fewer new smokers taking up the habit and those currently smoking are more likely to be longer term smokers and higher users with more entrenched nicotine dependence. On average it takes thirty attempts before a smoker successfully quits. People living with social and economic hardship tend to be more addicted, and find it harder to quit, although they try just as often. With these increasingly complex clients being seen by our services our efforts remain focussed on continuing to maintain the activity in referrals to smoking cessation services, and use of innovation (such as the use of e-cigarettes) where there is an evidence base to support these more complex clients in their attempts to stop smoking.
39. However, activity in primary care and through the Wiltshire Council Health Coach service is maintaining good success rates in enabling individuals to become smokefree. Numbers of people setting a quit date has increased in Q1 of 2023/24 (261) compared to Q1 2022/23 (323) as have those achieving a successful quit over the past 3 quarters with an increasing direction of travel (91 in Q2 2022/23, 93 in Q3 2022/23, 127 in Q4 in 2022/23, and 150 in Q1 2023/24). We therefore expect to see this level of performance to be maintained, if not improve, over the next few quarters as those setting a quit date go onto achieve their goals of becoming smokefree.
40. Work is underway in readiness for the anticipated government commitment on achieving a smokefree generation. The Public Health team are working with partners across Wiltshire on a planned needs assessment on smoking to inform future investment and activity, and are working to establish a Tobacco Alliance for Wiltshire in 2024 as outlined in the BSW Implementation Plan.

We ensure decisions are evidence-based

41. No new data is available for voter turnout in neighbourhood plan referendums as none have been held since Q4 2022/23.
42. The open rate for resident e-newsletters continues to show a strong performance compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%). Following a slight drop in Q1, open rates have increased in Q2 and remain above target.

We have the right housing

43. The number of new affordable homes delivered during Q2 are down on both Q1 and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders.

44. Although the demand for social housing continues to rise, we have carried out a data cleanse of the housing register, which has meant that a few old applications have been removed as they were not closed down correctly. We are therefore reporting a lower figure for the total number of households on the housing register this quarter following this work, but demand continues to increase.
45. We are starting to see a steady decrease in the total number of households in temporary accommodation. This is due to a number of actions put into place to prioritise the reduction in households in temporary accommodation, including the recruitment of tenancy sustainment officers who have been targeting work with households in temporary accommodation. Currently we have no households in Bed & Breakfast, which has been a huge achievement maintained in Q2.
46. Performance in the determination of major planning applications is steadily improving each quarter and is consistently above the statutory 60% target. Reports are being shared with officers to show where Extensions of Time have not been asked for, thereby prompting this to happen in order to return to the high performance in this area of 2017-2021.
47. Performance in the determination of non-major planning applications is steadily improving each quarter and is consistently above the statutory 70% target. Reports are being shared with officers to show where Extensions of Time have not been asked for, thereby prompting this to happen in order to return to the high performance in this area of 2017-2021. The leap in performance (quarterly rather than averaged) from 71% in Q4 2022/23 to 84% in Q1 2023/34 and now to 92% in Q2 2023/24 shows that good progress is being made consistently over the last three quarters.

We have the right skills to prosper

48. The unemployment rate and youth claimant rates remain static since the previous quarter, and both remain below the national average.
49. There has been a slight decrease in the percentage of 16-17-year-olds who are NEET since the last quarter, but the percentage remains slightly above target range. The percentage this quarter correlates with a significant reduction in our unknowns, with only 0.8% of our cohort remaining as such. This is a DfE measure that refers to academic year groups 12 & 13. Tracking starts each September, so figures fluctuate slightly.
50. The percentage of care-experienced 16-17-year-olds who are in education, employment or training has increased slightly since the previous quarter and remains within the target range. There is a care experienced steering group held monthly, which is proactively supporting the care experienced young people who are NEET. It's important to note that some young people may be unable to be in EET due to their physical/mental health. There is no comparator data available for this indicator.
51. No new data has been published for gross weekly pay, regional GVA, and level 4 skills since the last Scorecard in 2023/24 Q1.

52. There has been an increase in the gross disposable household income per head of population in the most recent 2021 dataset published this month. This measure remains above the target rate for England and is moving back towards pre-pandemic levels from 2019.

We have vibrant and well-connected communities

53. The number of passenger trips on both the commercial and supported bus network for the last four quarters have increased over the same period of the previous year in line with national trends.

54. No new data has been made available for the number of rail journeys in the county since Q4 2022/23, with the next data release due in November 2023.

55. The publicly funded programme for provision of gigabit broadband coverage is due to begin later this year, but private sector build continues to increase incrementally, rising to 65% coverage in the county by September 2023.

56. The percentage of 4G mobile phone reception indoors from all four providers is anticipated to increase alongside the Shared Rural Services network that is currently in development.

57. The occupancy of car parks based on the number of pay-and-display transactions continues to increase. The increased income for pay and display has been offset by lower demand for season tickets. However, the annual income trend is constant with the forecasted total income being above the budgeted figure.

We take responsibility for the environment

58. In contrast to the previous two years, 2023/24 has seen the continued slight rise in the total household waste generated. It is anticipated that this trend will persist in Q3. This increase is primarily attributed to a significant rise in garden waste collected so far this year, while the amounts of residual waste and mixed recycling picked up at kerbside have decreased compared to the same period in previous years.

59. The recycling rate in Q2 is still on an upward trend compared to the previous year. This is because there has been a substantial increase in the collection of garden waste for composting, which has risen by 26.1% compared to the same full quarter in 2022/23. Usually, the recycling rate experiences a drop after an initial surge at the beginning of the financial year, largely due to the seasonal nature of garden waste.

60. Q2 2023/24 has seen a decrease in the amount of residual waste collected from kerbside, leading to a 3.5% drop in the Waste Recovery rate compared to the same period in the previous year (2022/23). It's important to analyse the Waste Recovery Rate in conjunction with the Recycling Rate, as both factors contribute to the overall diversion of waste from landfills. Any changes in the quantity of waste sent for recovery will influence the percentage of recycling rate, and vice versa.

61. In comparison to Q2 in 2022/23, there has been a slight decrease in Q2 performance of 0.4%. The waste sent to landfills mainly consists of residual waste from Household Recycling Centres (HRCs) and large household items unsuitable for diversion facilities. This waste category also involves household recyclables that were collected but rejected during the sorting process. This situation led to the initiation of the "Recycling: Let's Sort It!" campaign, which focuses on reducing recycling contamination.
62. The number of fly tipping reports in Q2 is down 6.1% on Q1 2023/24 but up 9.3% on Q2 2022/23. However, only 4% of reports have contained evidence during the year to date. Of these, 52% of reports with evidence have resulted in formal actions being taken. This is low due to only 9% of reports with evidence resulting in an action during July 2023 due to staff holiday and on-going investigations. The last two months have seen in excess of 80% of reports with evidence resulting in an action. Despite the increase in enforcement resources and enforcement actions, during times of lower economic activity fly tipping reports are likely to increase as waste producers seek to reduce their waste disposal costs.

We are on the path to carbon neutral (net zero)

63. This report is the first time that Wiltshire's emissions includes additional greenhouse gases (methane and nitrous oxide) and not just carbon dioxide. Use of this wider dataset will align with the Anthesis Pathways report, the recommendations of which were for all greenhouse gas emissions. The measure description has been amended and all data (including historic) shows emissions of these three greenhouse gases for consistency. As a result, the total figure is larger than in previous reports. This new data for emissions until end of 2021 shows the rebound effect as the county recovered from Covid related lockdowns. 2019 is a more meaningful comparator than 2021. Between 2020 and 2021, greenhouse gas emissions increased in 358 out of the 374 local authorities in the UK (96%). This is consistent with the increase in overall UK emissions in 2021, which increased by 5% largely due to COVID-19 restrictions easing and colder temperatures increasing the use of heating in buildings.
64. The number of officers and Councillors who have received carbon literacy training has continued to increase and now includes 75 managers and 55 general staff. Good progress has been made to date and we have achieved the bronze award. However considerable resource will be required to achieve silver by the end of 2025. This target has been amended (from 2024) to be more realistic, based on experience since the programme started. Delivery could be delayed by capacity and availability of staff to run the training.
65. No new data is available for Wiltshire Council's carbon emissions, renewable energy capacity, energy performance certificates at levels A-C, or public electric vehicle charging points.

Risk

66. The Strategic Risk Summary is attached as **Appendix 2** and provides information on the challenges, and potential challenges, the Council faces in delivering its services and ambitions.

67. Included is the Strategic Risk Register, which contains risks that, if they were to become issues, could hamper the Council's ambition to achieve its stated aims, whether that be empowering the people of Wiltshire, building thriving economies or leading the response to climate change. An explanation of the makeup of the Strategic Risk Register can be found in **Appendix 2**.
68. Risks are identified, defined, reviewed, and managed in service areas.
69. A new format for the corporate risk register used by officers was launched in September 2023, part of a series of improvements in response to a recent internal audit on risk management processes.
70. Findings from the internal audit are due to be reported to November's Audit and Governance Committee meeting.
71. Following this change, a number of services conducted comprehensive reviews of corporate and strategic risks as well as current risk scores. As a result, a number of risks were either closed or de-escalated to service-level risk registers.
72. A risk relating to hospital discharges resulting in high cost and highly restrictive packages of care had previously been reported to Cabinet as part of the Strategic Risk Register. Strong mitigations are now in place, including an intensive enablement service with non-restrictive packages and monitoring and planning of patients to arrange discharges if admitted. This risk has now been de-escalated to the service risk register as it is no longer considered necessary to monitor this risk at the strategic level.
73. A risk relating to the failure of safeguarding in children, previously reported to Cabinet as part of the Strategic Risk Register, has also been closed. It was felt that the risk as it was described was too generic and was no longer a current or anticipated risk.
74. As part of the changes to risk management, risk IDs are being permanently assigned to all risks. This will enable longer-term monitoring and a strengthened audit trail for risks, particularly as they are escalated or de-escalated between risk registers or issue logs. Risk IDs have therefore been added to the Strategic Risk Register included as **Appendix 2**.
75. Additional changes to how strategic risks are reported in **Appendix 2** include use of the same digitally accessible RAG colour scheme used in the Corporate Performance Scorecard, with risks highlighted depending on whether they are high risks (scores of 12 or more = red), medium risks (scores of 6-9 = grey) or low risk (scores of 4 or lower = blue). Further, risks are now ranked according to the current risk score with existing mitigating actions in place, rather than the untreated, original risk score, as this is more representative of the current level of strategic risk.
76. There are 210 risks identified and scored in the corporate risk management process at the time of print, not including the national risks that are managed by the Local Resilience Forum. The Strategic Risk Register is made up of those

risks that have either a potential impact on the wider council, or are the responsibility of the wider council to mitigate.

77. Two previous risks – macroeconomic pressures, such as inflation, and staff recruitment and retention – still remain in place as issues, meaning that the potential problems identified have materialised: Inflationary pressures continue, with the current rate holding at 6.7% in September, still remaining above the Bank of England's 2% target, and labour market challenges are also yet to abate.
78. The Council's teams continue to work to mitigate the impact of these issues and will do so until they are no longer having a direct impact on delivery of services.
79. The emerging risk added during Q3 remains, reflecting the potential for additional service pressures in upcoming quarters. These come because of other agencies – with whom the Council has a dependency or interaction – experiencing their own difficulties, such as an increase in demand to their own services or unforeseen workforce challenges.
80. As ever, these continue to be actively monitored and managed to reduce impact, with the Council supporting its partners to deliver the best service they can for Wiltshire's residents.

Future Developments

81. The Corporate Performance Scorecard is anticipated to further evolve as measure descriptions are further refined and data for recently added measures becomes available.
82. Measure descriptions and targets will remain under review, and ongoing changes will be agreed by Cabinet and the Corporate Leadership Team.
83. In particular, a review of the measures under We have the Right Skills to Prosper will be undertaken.
84. Options for presenting educational data split by maintained vs. academy schools will also be explored.
85. A full review of Service Plans remains in progress, incorporating a review of corporate performance targets and also a mapping of planned activities as mitigating actions for corporate risks. This more holistic approach aligns with the Corporate Peer Review action plan.
86. The Strategic Risk Summary will also continue to evolve as improvements are made to the Council's risk management processes as actions from the internal audit are implemented.
87. In September, following a consultation in early 2023, the Government published updated guidance on the Children's Social Care National Framework¹. Local

¹ Department for Education (2023). *Children's Social Care National Framework. A government response to the consultation on principles for practice, expected outcomes and indicators.* Available at

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file

authorities have a one-year implementation period to implement the National Framework. The Framework will include the phased rollout of a new dashboard of performance indicators on outcomes of the Framework from 2024. The Dashboard is intended for use as a learning and benchmarking tool for local authorities and the DfE. However, data published in the Dashboard may be considered as part of future Ofsted ILACS inspections and annual engagements, but will not be used to prompt inspections. The list of indicators and the frequency of publication for each will be updated in December 2023 and is expected to evolve over time. Local authorities may also be able to provide written statements alongside the Dashboard to provide further context to the data.

88. Engagement continues with the Office for Local Government (Oflog) and, this quarter, Wiltshire Council's Chief Executive and Head of Executive Office have met with its Independent Chair, Lord Morse, and Chief Executive Officer, Josh Goodman, and updated them on the Council's successful and stringent approaches to performance measurement and management.
89. Oflog has since informed local authorities² that it is responding to feedback and has made changes to how data is presented for the existing measures in the new Oflog Data Explorer, including a update to how nearest neighbours are selected to align with CIPFA. Oflog has proposed five new areas of performance data to be developed in the next phase of work, including measures around business and economic growth, corporate and finance, planning, roads, and waste management/fly tipping. Oflog is seeking feedback on the exact details of proposed measures in these areas via a series of open-invite workshops during November, and will also run a series of webinars over the next few months to allow local authorities with similar characteristics to share experiences and learn how to use data to improve performances.

Overview & Scrutiny Engagement

90. The Overview and Scrutiny Management Committee (OSMC) are due to consider this report and associated appendices in their meeting on 15th November.
91. At their meeting on 26 September 2023, the Committee asked a number of questions relating to measures on the 2023/24 Q1 Corporate Performance Scorecard.
92. The Committee asked why the percentage of reported antisocial behaviour cases resolved within 60 days was below the current target. This is a new measure and the recording mechanisms are still bedding in. The 60-day indicator results in a lag between the end of the quarter and the accurate performance figure being available. Following the Committee's comments officers worked through figures case by case to review the data. There were a few cases wrongly coded and these have now been updated to differentiate between antisocial behaviour cases and community safety complaints, which related to longer term actions

[/1185764/Children_s_social_care_national_framework_and_dashboard_consultation_response.pdf](#) [accessed 4 October 2023].

² Office for Local Government (2023). *Next steps for Oflog and new draft metrics*. Available at: https://assets.publishing.service.gov.uk/media/653a74cf80884d0013f71be1/Office_for_Local_Government_-_next_steps_and_new_draft_metrics.pdf [accessed 2 November 2023].

such as Public Spaces Protection Orders. The updated figures give a resolution rate in 60 days of 93% and Appendix 1 has been updated to reflect this.

93. The Committee asked what type of accommodation is being used for temporary accommodation and how much this is costing. The temporary accommodation used by the Council is either managed by a housing provider, is our own stock, or is provided through a private sector lease arrangement with a private landlord. Rents and service charges cover the cost of the use of this temporary accommodation. The Council's costs come in when we need to use Bed and Breakfast accommodation. The average cost of a week's placement in a Bed and Breakfast is around £500 a week for a single application. The Council is not currently using Bed and Breakfasts for temporary accommodation.
94. The three main causes of homelessness are still: being asked to leave by family and friends; termination of assured shorthold tenancies; and relationship breakdowns with increasing numbers of domestic abuse. The increasing use of temporary accommodation is due to higher volumes of homeless applications being received. Preventions have become harder as the Council is seeing huge demands on the private sector and increasing rental prices that are well above the Local Housing Allowance, which is making private rented unaffordable for those on benefits. We are also seeing fewer moves into social housing during the prevention stage as demands in the higher bands have significantly increased.
95. The Committee also asked whether the recent increase in the number of working aged adults in residential care was the start of a longer-term trend and, if so, what are the causes and implications. It's important to note that this metric is looking at the number of admissions as opposed to the number of adults. The way that this metric is calculated is looking at the last 12 months (rolling year) and any new admissions in that period. A new admission is valid if where the client was before was not a residential care home or nursing home. This does include where a client was in a residential or nursing care home, had a period in hospital and then was discharged to a residential or nursing care home following discharge. In terms of numbers, for the rolling years to June 2023 (Q1 2023/24) we are looking at 58 admissions, which is very slightly higher than March 2023 (Q4 2022/23) at 52 and December 2022 (Q3 2022/23) at 46. With the introduction of the Moving on Service we did expect to see a slight increase in our data. Reducing this figure is a key priority for our operational and commissioning teams and we are scrutinising this activity through our performance outcomes groups and board. Although this is focussing on working age adults in residential care, these are not all specialist residential placements.

Safeguarding Implications

96. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults.
97. Action is taken where improvements in performance are required or new risks present.

Public Health Implications

98. Not applicable as no decision is required, although many of the performance indicators are a key feature of our public health work.

Procurement Implications

99. Not applicable as no decision is required.

Environmental and Climate Change Considerations

100. Not applicable as no decision is required, although many of the performance indicators are a key feature of our environmental plans.

Workforce Implications

101. There are no direct implications arising from this report. However, it must be recognised that this remains a live issue for the Council when recruiting and retaining staff.

102. Whilst both a national and sectoral issue, active management is underway.

Equalities Impact of the Proposal

103. Not applicable as no decision is required.

Risk Assessment

104. Not applicable as no decision is required.

105. Performance and risk indicators will continue to draw on the framework set out in the Business Plan and will continue to be refined through engagement with the relevant services.

Financial Implications

106. Not applicable as no decision is required.

Legal Implications

107. Not applicable as no decision is required.

Options Considered

108. Not applicable as no decision is required.

Conclusions

109. This report brings together the expanded list of performance indicators that make up the corporate performance framework, as well supplementary commentary to provide further context around the Council's activities in these areas and the risks faced by the Council.

Perry Holmes

Director, Legal and Governance

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Background reading

Corporate Performance and Risk Policy, February 2019

Appendices

Appendix 1: Corporate Scorecard Q2 2023/24

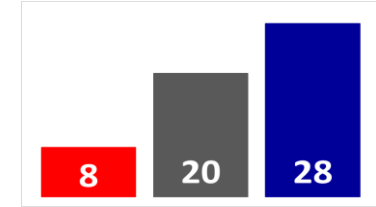
Appendix 2: Strategic Risk Summary

Wiltshire Council Performance Scorecard - 2023/24 Quarter Two

Of the 58 indicators on this scorecard 48 (82%) were ranked as either positive or neutral in terms of improved performance.

Arrows show the direction of travel. Blue indicates a measure is at or better than target or within a target range, or is likely to be on target by the stated deadline. Grey indicates a measure is slightly outside the target but heading in the correct direction. Red is significantly worse than target.

All measures show a rolling annual average, unless stated, with most recent figures presented alongside those from the two most recent reports.



Gold shaded measures are main indicators	Unshaded indicators support a main indicator	Grey shaded indicators are selected from a basket of possible measures - the name of that basket appears above the measures
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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We Get the Best Start in Life

Educational Gap: Phonics (The percentage point gap at Year 1 between pupils receiving the pupil premium and their non-disadvantaged peers - achieving phonics) Source: Nexus	Below national benchmark (16.6%) by August 2025	23%	21%	23% (Provisional)	Aug-23	annual - academic year	↑ Lower is better		The unvalidated data that we have received indicates that the phonics gap has increased to 23% and is above the National Gap. This remains a priority area for improvement aligned with the disadvantaged strategy.
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Educational Gap: KS4 (The percentage point gap between pupils receiving pupil premium and their non-disadvantaged peers - achieving 5+ in English and Maths at KS4) Source: Gov.uk Explore Education Statistics	Below national benchmark (27.0%) by August 2025	28.5%	31.7%	32.3%	Dec-22	annual - academic year	↑ Lower is better		The target is to reduce the gap to be in line with national at 27% by August 2025. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
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Overall educational outcomes: KS4 (Educational attainment for ALL pupils - Percentage achieving grade 5+ in BOTH English & Maths ('Basics') at KS4) Source: Gov.uk Explore Education Statistics	Between 48% and 50%	50.8%	52.5%	48.6%	Mar-23	annual - academic year	↓ Higher is better		69.8% of pupils achieved grade 4 or above in English and maths, compared to 69% nationally. The average Attainment 8 score for all pupils was 49.3 in Wiltshire, compared to 48.9 nationally. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
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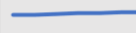
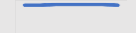
Educational outcomes specific to SEND: KS4 (Educational attainment for SEND pupils with an EHCP - Percentage achieving grade 5+ in BOTH English & Maths ('Basics') at KS4) Source: Gov.uk Explore Education Statistics	between 8.5% and 10.5%	4.5%	6.6%	9.9%	Mar-23	annual - academic year	↑ Higher is better		The national level for 2022 was 7%. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
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Percentage of EHCPs issued within 20 weeks on time with no exceptions Source: Wiltshire Council	Above 40%	19.8%	25.8%	25.2%	Sep-23	average over last 12 months	↔ Higher is better		The focus on the completion assessments that had been waiting for the longest period of time has continued. Whilst this resulted in a reduction of the 20-week performance, it has enabled the 'backlog' of outstanding assessments to be reduced. SEND statutory performance continues to be monitored through SEND Performance Board and the local area SEND Board.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of schools rated good or outstanding by Ofsted (Includes primary, secondary and specialist schools) Source: Ofsted via Perspective Lite database	Above national average (85%)	81.5%	81.5%	81.5%	Sep-23	current position	<p>Higher is better</p>	The percentage of schools that are Good or Outstanding has remained static. An improvement in this measure is expected in future dashboards as more schools rated Requires Improvement gain a Good inspection outcome.
Percentage of early years settings rated good or outstanding by Ofsted Source: Ofsted via LATE and FID databases	Above 98%	97.10%	97.21%	97.69%	Sep-23	current position	<p>Higher is better</p>	We are currently at 97.69% of all registered Early Years provision in Wiltshire being graded at least Good by Ofsted. If we remove the school-based provision data we are showing that 98.34% of our nurseries, pre-schools and childminders are at least Good. Of those settings judged to be less than good, 77% are childminders. Overall, 99.1% of our nurseries and pre-schools are at least good and 97.76% of our Childminders are at least good.
We Stay Active								
Percentage of Children who are Physically Active Source: Active Lives Children and Young People Survey, Sports England	Above 60% over course of Business Plan	50.5%	53.7%	47.8%	Sep-22	annual figures	<p>Higher is better</p>	The trend shows the last five financial years. The slight drop in children's physical activity in 2021/22 is currently a single data point drop. It is too early to tell if this is a trend or a one-off change in what was an increasing measure and an area where Wiltshire historically has been either close to or above the South West and England averages.
Percentage of Adults who are Physically Active Source: Sports England Active Lives Survey	Above 75% over course of Business Plan	72.1%	72.9%	71.9%	Nov-22	annual figures	<p>Higher is better</p>	The trend shows the last five financial years. This data is based on subjective survey responses. There had been small improvements in each of the last three years put the activity levels in adults in Wiltshire above the national (65.9%) and regional (70.5%) average. Wiltshire figures are not quite on target but trend is indicating it is on track to be achieved.
Number of visits to Council-run leisure centres Total monthly visits based on membership card swipes and walk-in payments. Excludes other visitors. Source: Wiltshire Council	1,698,601 per year	1,617,715	1,673,277	1,706,193	Sep-23	cumulative total over last 12 months	<p>Higher is better</p>	Leisure is still in recovery post pandemic. However, figures are improving and do not appear to have been hugely impacted by the cost-of-living crisis. Our total fitness and swim membership has exceeded 19,000 for the first time since the pandemic. When comparing Qtr2 to last year, there has been an increase of 8% on visits.


Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Number of library visits (Cumulative total over 12 months) Source: Wiltshire Council	1,200,000 per year	1,009,187 1,086,140	1,165,777	Sep-23	cumulative total over last 12 months	↑ Higher is better		Visits are up 33.6% Apr – Sept 2023 compared to the same 6 months last year and are at 74.7% of pre-pandemic levels, mirroring the national picture. Visits have risen 2.2% in the first 6 months compared to pre-pandemic levels but are 4.7% down in Q2 compared to Q2 last year. This is due to the closures of Wilton & Marlborough Libraries for maintenance this summer and the additional visits resulting from the opening of Melksham Library in August 2022. Work on improving visitor numbers continues and additional ideas will be considered as part of the Library Transformation programme.
Number of hectares of new tree/woodland planting that is publicly accessible (Either permissible access rights or a PRoW running through the new woodland area). Source: Wiltshire Council	50 hectares for 2023/24				No data yet available	Higher is better		The tree planting season for 2023/24 will start in October, when trees become dormant and so the bare rooted stock most widely used in woodland planting can be planted with minimal risk of failure. There is therefore no planting data yet, but this will be provided for the Q3 report.
Percentage of people in their own homes 91 days after entering the reablement service Source: Wiltshire Council	Between 80% and 90%	78.5% 78.8%	81.90%	Sep-23	average over last 12 months	↑ Higher is better		The outcome at 91 days shows the longer term effects of reablement and its ability to maintain and support people to remain in their own homes. Wiltshire Reablement performs well in this area, which demonstrates the effectiveness and success in supporting longer term outcomes. The outcomes achieved are representative of the model of service, which offers the opportunity to rehabilitate under a therapy led programme - Wiltshire reablement is an inclusive service and does not apply a selective criteria.
We are Safe								
Repeat referrals to Children's Services (% referrals within 12 months of previous referral) Source: Wiltshire Council	Between 14% and 20%	15.9% 15.3%	16.4%	Sep-23	average over last 12 months	↑ Lower is better		Q2 has seen a very slight increase. However, performance remains within the target range and demonstrates that our thresholds are consistently applied, and effective work is undertaken to achieve successful closure/step down out of statutory services. When comparing performance to all comparator groups we perform better (statistical neighbours 20.7%, South West 22.6% and National 21.5%).
Percentage of children in care fostered within Local Authority provision (Excludes Connected Carers) Source: Wiltshire Council	Between 42% and 48%	41% 42%	42%	Sep-23	average over last 12 months	↔ Higher is better		Performance for Q2 remains static at 42%. A placement sufficiency strategy and action plan is in place to reflect the need to increase this further in line with national sufficiency challenges.


Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Adult Safeguarding								
Percentage of S42 Outcomes Met (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met) Source: Wiltshire Council	Between 95% and 100%	96.9%	96.2%	96.5%	Sep-23	average over last 12 months	 Higher is better	Performance for the rolling average remains within the target range, although the quarterly figures have shown a slight drop below the target range. A very small percentage of outcomes were not met due to: 1) multiple referrals/concerns for the same person being merged into a single S42 enquiry; 2) The death of a person during the course of the investigation (normally through old age and frailty); 3) An S42 investigation starting but then being resolved very quickly and easily before the chance to set outcomes had occurred.
Number of adult social care providers currently rated inadequate in CQC Inspections Source: Care Quality Commission	0 (no inadequate providers)	2	2	0	Sep-23	current position	 Lower is better	Both of the care homes that were rated Inadequate in the previous quarter have been reinspected by CQC and have been moved to Requires Improvement. For this quarter there are no active homes in Wiltshire with a CQC rating of Inadequate
Number of working-aged adults in residential care (Long-term support needs of younger adults aged 18-64 met by admission to residential and nursing care homes, per 100,000 population - ASCOF) Source: Wiltshire Council	Between 12 and 15	15.1	17.5	20.8	Sep-23	average over last 12 months	 Lower is better	This metric looks at the number of new admissions of younger adults to residential and nursing care homes. Q2 has seen an increase in the number of new admissions, from 52 in Q1 to 62 in Q2 over the rolling year. With the introduction of the Moving on Service which supports young people as they turn 18, we did expect to see a slight increase in our data. Reducing this figure is a key priority for our operational and commissioning teams and we are scrutinising this activity through our performance outcomes groups and board. Although this is focussing on working age adults in residential care, these are not all specialist residential placements.
Road Safety								
Percentage of reported P1 potholes repaired within 24 hours (Does not include "Find & Fix". Numbers below percentages are the average number reported over the previous 12 months) Source: Wiltshire Council	95% or over	82.6% 950	73.0% 1,498	73.9% 1,595	Sep-23	average over last 12 months	 Higher is better	Q2 has seen a return to pothole numbers in keeping with previous years. The percentage repaired within 24hrs showed an initial increase but has dropped in the last month, potentially due to resource availability factoring in annual leave.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of roads scheduled for treatment that have been resurfaced (Based on roads identified in the 12-month plan. Numbers below percentages are the total miles resurfaced over the previous 12 months) Source: Wiltshire Council	100% of roads identified in the 12-month plan (113.9 miles)	16.98% 12.46	17.57% 20.01	84.93% 96.74	Sep-23	cumulative total over last 12 months	 Higher is better	Surface dressing is a seasonal operation when air temperatures are higher. The programme starts in July, so the substantive length of surfacing takes place within Q2 and Q3. Q2 figures include additional surface dressing made possible by a one-off government grant for 2023/24, bringing the average of roads scheduled for treatment that have been resurfaced close to the target for the financial year.
Percentage of cars found speeding by Community Speedwatch Teams Source: Wiltshire Police		4.14%	4.17%	3.97%	Sep-23	average over last 12 months	 Lower is better	Road safety is still a key focus for Wiltshire Police, to address the Fatal Five and the rise in road traffic collisions resulting in higher numbers of fatalities and serious injuries compared to this time last year. This focus is including Community Road Safety Officers attending a range of community events and increased geographical deployments across Wiltshire and Swindon of Community Speed Enforcement Officers on 20/30/40mph limits to increase visibility.
Public Protection								
Percentage of reported antisocial behaviour cases resolved within 60 days Source: Wiltshire Council	90% or over			93%	Jun-23	current position with a 2-month lag	Higher is better	The newly expanded team has started to collect and record data. However, there is a 60-day lag before the outcome of reported incidents is known to determine whether targets have been reached. Q2 data will therefore not be available until December.
We Live Well Together								
Stability for Looked after Children								
Percentage of Looked After Children Placed more than 20 Miles from Home (Excludes unaccompanied asylum seeker children) Source: Wiltshire Council	Between 34% and 37%	38%	39%	39%	Sep-23	average over last 12 months	 Lower is better	Whilst performance is very slightly above the expected range, and has been for the last year, given the significant placement sufficiency challenges; this is very positive. The new strategy is to ensure our UASC also remain living in Wiltshire, the Q3 measure will therefore include UASC and the performance will be 34% more than 20 miles and 63% are in Wiltshire.
Care Experienced Young People in Suitable Accommodation (% of 19-21 year old care experienced people in suitable accommodation) Source: Wiltshire Council	Between 85% and 95%	96%	96%	95%	Sep-23	average over last 12 months	 Higher is better	Performance remains strong in this area.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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Public Health


<p>Uptake of NHS health checks (Percentage of invited NHS health checks undertaken. Numbers below percentages are the number of checks offered over the previous 12-months) Source: Wiltshire Council</p>	45% or over (Return to pre-Covid level)	32.2% 34,161	31.9% 39,347	33.3% 41,351	Sep-23	average over last 12 months		There has been a slight decrease in invites being sent out over this quarter and we will look to see which GP Practices appear to have lower rates to better understand this. The number of health checks undertaken is slightly lower than the previous quarter, but still an encouraging number of health checks completed. Q2 uptake has increased by nearly 9%, which is very encouraging, and close to the target of above 45%. This rate has not been seen since 2021. We will continue to work closely with Primary Care and with more work planned as part of a communications campaign locally to raise awareness to members of the public.
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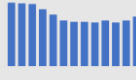
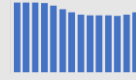
<p>Rates of smoking cessation (Percentage of those seeking smoking cessation support who are smoke free 4 weeks after their quit date. Numbers below the percentages are those who've successfully quit smoking over the previous 12-months). Source: Wiltshire Council</p>	35% or over	43.52% 460	43.53% 434	43.53% 461	Jun-23	average over last 12 months with a 9-month lag		The averaged quit rate remains above target, showing good translation of those engaging with services going on to a successful quit. The actual numbers for those setting a quit date and successfully quitting smoking was lower in 2022/23 than in 2021/22. The peak in people attempting to quit smoking after COVID impacts the average on the scorecard; we expect the true trend to be seen in the next quarter when that peak in activity falls outside the reporting period for the scorecard.
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We ensure decisions are evidence-based

Participation

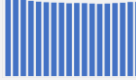
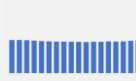
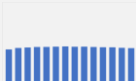

<p>Voter Turnout in Neighbourhood Plan Referendums Source: Wiltshire Council</p>	Above 25%	36.6%	16.0%	29.7%	Mar-23	Latest vote		No new referendums have been held since Q4. The trend shows all referendums held over the past two years. The low voter turnout for Marlborough Area NP referendum on 27th March 2023 may be attributed to the original referendum set for 11th August 2022 being suspended at the last minute because of an injunction and a claim for judicial review which was subsequently unsuccessful.
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<p>Open rate for resident e-newsletters (Monthly average) Source: Mailchimp</p>	Above 40%	55.0%	52.9%	55.4%	Sep-23	monthly figures		The trend shows ongoing strong performance compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%). Following a slight drop in Q1, open rates have increased in Q2 and remain above target.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We have the Right Housing								
Delivery of Affordable Housing Source: Wiltshire Council	650 homes per financial year	643	609	583	Sep-23	cumulative total over last 12 months	 <p>Higher is better</p>	Numbers for Q2 are down on both Q1 and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders.
The number on the Housing Register (Total number of households on the register at the end of the period, not including those on the open market register) Source: Wiltshire Council	Below 5,000	4,092	3,893	3,948	Sep-23	current position	 <p>Lower is better</p>	Although the demand for social housing continues to rise we have carried out a data cleanse of the housing register, which has meant that a few old applications have been removed as they were not closed down correctly. We are therefore reporting a lower figure this quarter following this work, but demand continues to increase.
Total Households in Temporary Accommodation Source: Wiltshire Council	Below 100 placements	179	184	168	Sep-23	current position	 <p>Lower is better</p>	We are starting to see a steady decrease in the total number of households in temporary accommodation. This is due to a number of actions put into place to prioritise the reduction in households in temporary accommodation, including the recruitment of tenancy sustainment officers who have been targeting work with households in temporary accommodation. Currently we have no households in Bed & Breakfast, which has been a huge achievement maintained in Q2.
Planning process - determination of major applications (Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received over the previous 12 months) Source: Wiltshire Council	Above 60%	66% 111	69% 118	75% 122	Sep-23	average over last 12 months	 <p>Higher is better</p>	Performance is steadily improving each quarter and is consistently above the statutory 60% target. Reports are being shared with officers to show where Extensions of Time have not been asked for, thereby prompting this to happen in order to return to the high performance in this area of 2017-2021.
Planning process - determination of non-major applications (Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received over the previous 12 months) Source: Wiltshire Council	Above 70%	75% 3697	77% 3539	80% 3388	Sep-23	average over last 12 months	 <p>Higher is better</p>	Performance is steadily improving each quarter and is consistently above the statutory 70% target. Reports are being shared with officers to show where Extensions of Time have not been asked for, thereby prompting this to happen in order to return to the high performance in this area of 2017-2021. The leap in performance (quarterly rather than averaged) from 71% in Q4 22/23 to 84% in Q1 23/24 and now to 92% in Q2 23/24 shows that good progress is being made consistently over the last three quarters.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We have the Right Skills to Prosper								
Unemployment (percentage of the work age population [16+] claiming out of work benefits) Source: NOMIS	Below national average (3.7%)	2.0%	2.0%	2.0%	Aug-23	current position	 Lower is better	Data released to August 2023. Wiltshire's Claimant percentage at 2% is consistently lower than the national average at 3.7% and the South West at 2.5%. This represents no change from the previous quarter. The numeric value has increased slightly from 6050 to 6235.
Youth Claimant Rate (percentage of 18-24 year olds claiming out of work benefits) Source: NOMIS	Below national average (4.9%)	3.0%	2.9%	3.0%	Aug-23	current position	 Lower is better	Data is only available to August 2023. Wiltshire's rate is 3.0%, compared to 3.2% across the South West and 4.9% nationally. There is a slight increase on the previous months across all regions at 0.1%
% 16-17 year-olds who are NEET Source: Wiltshire Council	Between 2% and 2.6%	2.9%	2.7%	2.6%	Aug-23	quarterly figures	 Lower is better	There has been a slight decrease since the last quarter, but the % remains slightly above target range. The % this quarter correlates with a significant reduction in our unknowns, with only 0.8% of our cohort remaining as such. (This is a DfE measure, it refers to academic year groups 12 & 13. Tracking starts each September so figures fluctuate slightly.)
% care-experienced 16-17 year-olds who are EET Source: Wiltshire Council	Between 65% and 75%	63%	65%	66%	Sep-23	average over last 12 months	 Higher is better	Performance this quarter remains within target range. There is a care experienced steering group held monthly, which is proactively supporting the care experienced young people who are NEET. It's important to note that some young people may be unable to be in EET due to their physical/mental health.
Gross weekly pay (Gross weekly pay by workplace) Source: ONS annual survey of hours and earnings	Above the national rate (£642)	£536.60	£569.30	£610.80	2022	annual figures	 Higher is better	There has been a 7.2% increase in the last year compared to inflationary measure of 10%. In addition, workplace earnings remain below residential earnings (£642 per week) meaning residents still commute for higher paid opportunities.
Regional GVA (Value generated by economic activity in £ per million) Source: ONS	Above South-West average (£14,362m)	£12,358m	£11,383m	£12,192m	2021	annual figures with a 2-year lag	 Higher is better	GVA is slightly higher than South West average in 2021 due to high levels of public sector employment within Wiltshire providing protection from the pandemic. Wiltshire's GVA growth is not keeping track with the South West average (£14,362m), or the average for just rural counties in the region (£13,113m).
Level 4 skills (Percentage of 16+ individuals qualified to Level 4) Source: ONS Annual Population Survey	Increase gap above the national level (43.6%)	38.6%	40.3%	45.6%	2021	annual figures with a 2-year lag	 Higher is better	Wiltshire has 45.6% of the population educated to level 4 and above compared to 42% in the South West and 43.6% across Great Britain.


Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Gross Disposable Household Income (Gross Disposable Household Income per head of population at current basic prices) Source: ONS	Above the rate for England (£22,213)	£22,844	£22,267	£22,645	2021	annual figures with a 2-year lag	 Higher is better	Annual data for 2021 was published in October 2023. Income in 2021 increased on the year before, moving back to 2019 (pre-pandemic) levels.
We have Vibrant, Well-Connected Communities								
Transport and links								
Bus journeys (Number of passenger trips on both the commercial and supported bus network) Source:	7,905,000 (trips per annum by Q4 22/23)	7,354,680	7,659,274	7,849,360	Aug-23	cumulative total over last 12 months	 Higher is better	Numbers for the last four quarters have increased over the same period of the previous year in line with national trends.
Rail journeys (Number of entries and exists from Wiltshire's rail stations) Source: Office of Rail and Road		6,960,640	1,613,818	4,600,314	Mar-22	annual figures	 Higher is better	The trend shows the last three years. No new data has been made available since Q4 2022/23, with the next release due in November 2023.
Percentage of gigabit broadband coverage Source: Local Broadband Information by thinkbroadband	85% coverage by 2025	62.9%	63.4%	65.0%	Sep-23	current position	 Higher is better	The publicly funded programme is due to begin later this year but private sector build is increasing incrementally.
Percentage 4G mobile phone coverage (Percentage of premises with indoors 4G reception from all four providers) Source: Ofcom Connected Nations report		73.86%	74.61%	75.32%	Sep-22	current position	 Higher is better	Coverage anticipated to increase alongside the Shared Rural Services network that is currently in development.
Town centre vibrancy								
Car park occupancy (Number of pay-and-display transactions) Source: Wiltshire Council		286,715	297,635	305,689	Sep-23	average over last 12 months	 Higher is better	There has been a communication strategy promoting the use of MiPermit the parking app and allowing more flexibility in the way parking stays are paid. This allows parking times to be extended and more transactions. An average of over 20,000 new accounts a month in Mipermit are being recorded. This combined with the increased tourist and visitor use is increasing parking stay transactions. The usage is being monitored to ensure its longevity.
Income from pay and display car parks (Including season tickets) Source: Wiltshire Council		£623,483	£638,021	£632,080	Sep-23	average over last 12 months	 Higher is better	The increased income for pay and display has been offset by lower demand for season tickets. However, the annual income trend is constant with the forecasted total income being above the budgeted figure.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We Take Responsibility for the Environment								
Waste economy								
Household Waste (Kilograms of waste produced per household) Source:	Below 880kg (at the end of Q4)	916	922	938	Sep-23	cumulative total over last 12 months	 <p>↑ Lower is better</p>	2023/24 has seen the continued slight rise in total household waste generated, in contrast to the previous two years. It is anticipated that this trend will persist in Q3. This increase is primarily attributed to a significant rise in garden waste collected so far this year, while the amounts of residual waste and mixed recycling picked up at kerbside have decreased compared to the same period in previous years.
Recycling Rate (Percentage of household waste recycled or composted) Source: Hills	Above 45%	40.0%	40.2%	41.6%	Sep-23	average over last 12 months	 <p>↑ Higher is better</p>	The recycling rate in Q2 is still on an upward trend compared to the previous year. This is because there has been a substantial increase in the collection of garden waste for composting, which has risen by 26.1% compared to the same full quarter in 2022/23. Usually the recycling rate experiences a drop after an initial surge at the beginning of the financial year, largely due to the seasonal nature of garden waste.
Waste Recovery Rate (Percentage of household waste sent for treatment/energy recovery) Source: Hills	Above 42%	44.4%	43.8%	42.6%	Sep-23	average over last 12 months	 <p>↓ Higher is better</p>	Q2 2023/24 has seen a decrease in the amount of residual waste collected from kerbside, leading to a 3.5% drop in the Waste Recovery rate compared to the same period in the previous year (2022/23). It's important to analyse the Waste Recovery Rate in conjunction with the Recycling Rate, as both factors contribute to the overall diversion of waste from landfills. Any changes in the quantity of waste sent for recovery will influence the percentage of recycling rate, and vice versa.
Residual Waste Rate (Percentage of household waste sent to landfill) Source: Hills	Below 13%	15.6%	15.6%	15.8%	Sep-23	average over last 12 months	 <p>↑ Lower is better</p>	In comparison to Q2 in 2022/23, there has been a slight decrease in Q2 performance of 0.4%. The waste sent to landfills mainly consists of residual waste from Household Recycling Centres (HRCs) and large household items unsuitable for diversion facilities. This waste category also involves household recyclables that were collected but rejected during the sorting process. This situation led to the initiation of the "Recycling: Let's Sort It!" campaign, which focuses on reducing recycling contamination.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Fly tipping reports (Change in the number of reported fly tipping incidents over 12 months compared to the same period the previous year) Source: Wiltshire Council	Greater decrease than the national average (-4% per year)	-11.4%	2.6%	7.1%	Sep-23	Difference compared to previous 12 months	 Lower is better	Q2 numbers are down 6.1% on Q1 2023/24 but up 9.3% on Q2 2022/23. However, only 4% of reports have contained evidence during the year to date. Of these, 52% of reports with evidence have resulted in formal actions being taken. This is low due to only 9% of reports with evidence resulting in an action during July 2023 due to staff holiday and on-going investigations. The last two months have seen in excess of 80% of reports with evidence resulting in an action. Despite the increase in enforcement resources and enforcement actions, during times of lower economic activity fly tipping reports are likely to increase as waste producers seek to reduce their waste disposal costs.

We are on the path to Carbon Neutral (Net Zero)

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Wiltshire's Greenhouse Gas Emissions (Measured in kilotonnes CO ₂ e. Carbon dioxide CO ₂ , and the other main greenhouse gases - methane CH ₄ and nitrous oxide NO ₃ - measured in terms of their warming potential relative to CO ₂ . Wiltshire emissions are territorial emissions only, i.e. these are emissions that arise within the county.) Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2021 - gov.uk	Below 2550 kilotonnes	3,367	2,961	3,226	Dec-21	annual figures with a 3-year lag	 Lower is better	This new data for all greenhouse gas emissions (including carbon dioxide, methane and nitrous oxide) until the end of 2021 shows the rebound effect as the county recovered from Covid related lockdowns. 2019 is a more meaningful comparator than 2021. Between 2020 and 2021, greenhouse gas emissions increased in 358 out of the 374 local authorities in the UK (96%). This is consistent with the increase in overall UK emissions in 2021, which increased by 5% largely due to COVID-19 restrictions easing and colder temperatures increasing the use of heating in buildings.
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Wiltshire Council's Carbon Emissions (Measured in CO ₂ e – the common unit for greenhouse gases. For any quantity and type of greenhouse gas, CO ₂ e signifies the amount of CO ₂ which would have the equivalent global warming impact.) Source: Wiltshire Council	Below 3750 tonnes	4,401	5,275	3,578	Mar-21	annual figures with a 2-year lag	 Lower is better	Wiltshire Council emissions have returned to a downward trend following the post-pandemic increase, and we are now back in line with the stretch pathway from the Anthesis report. The target for Wiltshire Council's CO ₂ emissions has been reduced from 3750 tonnes per year in 2022/23 to 3000 tonnes per year in 2023/24. This target will be used for comparison when data is next published in September 2024.
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Renewable energy capacity (Megawatts) Source: Regional Renewable Statistics - gov.uk	978MW by 2027	575	577	583	2021	annual figures	 Higher is better	There is 662MW capacity of renewable energy projects with planning approval, and more in the pipeline. However such projects take many years to achieve approval and construction.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Carbon literacy training within the Council (Number of officers and Councillors who have received the training) Source: Wiltshire Council	15% of staff (750 people) by end of 2025	58 75	130	Sep-23	current position	↑ Higher is better		The most recent data includes 75 managers and 55 general staff. Good progress has been made to date and we have achieved the bronze award. However considerable resource will be required to achieve silver by the end of 2025. This target has been amended (from 2024) to be more realistic, based on experience since the programme started. Delivery could be delayed by capacity and availability of staff to run the training.
Energy Performance Certificates at Levels A - C (% or registered EPC recorded at one of the top three levels - a three year rolling average) Source: Energy Performance Building Certificates live tables - gov.uk	Above South West benchmark (52% for 2020-23)	48.0% 49.0%	52.0%	Aug-23	annual figures	↑ Higher is better		We use a three year rolling average to show a longer term trend, as EPC ratings can fluctuate over the shorter term. This indicator is a proxy for energy efficiency of homes, and is increasing slowly over time. The target for Energy Performance Certificates at levels A-C increases over time in line with the South West benchmark at any snapshot in time. This year the South West is at 52%.
Public Electric Vehicle Charging Points (All publicly available charging points including those owned by the council per 100,000 population) Source: Electric vehicle charging device statistics - gov.uk	48 per 100,000 population (in line with SW average)	33 36	41	Apr-23	annual figures	↑ Higher is better		The number of EV chargepoints is increasing, however the previous good progress is falling behind the South West benchmark, which was at 48 per 100,000 population in April 2023 (Wiltshire is 41 per 100,000). During 2023, the council's EV charging infrastructure plan will lead to 70 new chargepoints.

Wiltshire Council Strategic Risk and Issues Summary - 2023/24

This summary gives details of issues the council is dealing with, the strategic risk register and emerging risks that may need to be quantified in the future. A guide to reading the risk register is included below.

Issues

Obstacles and Challenges that are now present and being managed as issues by Wiltshire Council

<p>Macro economic pressures on our budgets: Sustained inflation</p>	<p>Nationally, there is a 'cost of living crisis' impacting businesses and residents and, due to sustained high inflation, the Council has experienced a significant increase above that forecast in the budget. 2023/24 budgets were increased by inflation increase estimates and this is being monitored as part of budget monitoring. Cabinet approved a re-purposing of reserves at quarter three that allowed for £7m to be transferred to the General Fund reserve, increasing the balance from £21.056m to £28.056m. This brings the level of the reserve alongside the latent demand £7.794m and collection fund volatility reserve £9.470m up to the value that was set out in risk assessed level of reserves required to support the Council's budget for 2023/24 that was set out in the budget report in February 2023. It will provide additional capacity and resilience to support the financial position in the forthcoming year, support the financial risks within the budget and allow lead in time for transformation and to reshape services to deliver on-going financial resilience and sustainability. The quarter one revenue forecast has a small underspend, so the economic pressures being faced by the Council are therefore being managed, notably mitigations on the £2m estimated additional cost of the, as yet unfinalised, pay award.</p>
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<p>Staff Capacity: Recruitment and retention</p>	<p>Some, but not all, service areas have identified that this has now become an issue, with there being a range of factors at play in different labour markets. These include:</p> <ul style="list-style-type: none"> - A smaller national workforce (less European immigration, earlier retirement/semi-retirement following the pandemic, increased numbers of those on out of work benefits) and closer to full employment. - Specific skills shortages. - Competition from the private sector and from other public sector organisations. - The impact of the increase in the cost of living making higher wages more important. - The cost increase of driving for those who have to travel in their role. <p>The result is that some services are now impacted by insufficient staffing.</p>
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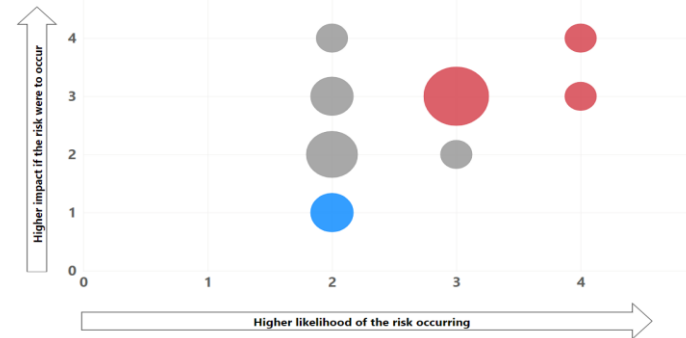
How to read the Strategic Risk Register

There are significant challenges for Wiltshire Council as it looks to empower people, build stronger communities, grow the county's economy and lead the way in tackling climate change. The Strategic Risk Register reflects these challenges. Information that has significance across the council as a whole is displayed in two categories on the Strategic Risk Register:

1. Critical service risks: significant risks that sit in a single service but which, should they become an issue, will have a significant impact on the council as a whole.
2. Composite strategic risks: where similar risks exist in a number of different services which would not have a significant impact on the organisation on their own but put together represent a significant impact. These risks are compiled into a single strategic composite risk and included within the strategic risk register.

Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and is reviewed quarterly. Each risk is scored for likelihood and impact to give an overall score. A risk is initially scored as the original, untreated (inherent) risk without any mitigations in place, and then again as the current, treated (residual) risk with existing mitigation actions on place. The confidence in the current implementation of these mitigating actions is assessed as high, moderate or low. The current risk as it is now is used to assess where the risk is relative to the appetite set, and is used for the graph.

Current risks on the strategic risk register
The size of the bubble represents the number of risks with that risk score



Strategic Risk Register - ranked by the current (residual) risk score - the risk as it is now with current mitigating actions in place																
Risk ID	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Original Likelihood * Impact	Original Risk Score	Mitigation Actions	Actions Confidence	Current Likelihood * Impact	Current Risk Score	Direction of travel	Current score vs. appetite
1 ES02	Unable to meet demand for special educational needs or disability (SEND) school provision	Cost of provision exceeds the High Needs Block (HNB) of the Dedicated Schools Grant (DSG)	More of the DSG spent on providing education for SEND	Shortfall in the funding for schools	Financial	Legal	Helean Hughes, Richard Hanks	Treat	4 * 4	16	DBV work has recently commenced. Data has been submitted and analysis will be undertaken through the DfE led process.	Low	4 * 4	16	▶	Outside
2 PC01	Limited capacity in the social care market	Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Independent Fostering Agencies, Children's Homes, provision (Residential and Supported Living) for complex needs (including people with complex behavioural needs)	Too often provision has to be secured out of county, often in competition with other local authorities at a cost higher than the local market, on a spot purchase.	The right type of care and/or accommodation is not always available, budgetary pressure increases if people are in spot provision.	Service Delivery	Financial	Alison Elliott	Treat	4 * 4	16	Block purchased day care. New tender going live in September. Still issues about sufficiency and handbacks	Moderate	3 * 3	9	▶	Within
3 PL02	Failure to manage housing development	Lack of a 5 year land supply	Loss of control over the location of new development	Non-plan led housing development may be granted consent through the appeal process; Allowing development where we don't want it; Increase in costs - defending appeals; Pressure on staff.	Legal	Reputation	Nic Thomas	Treat	4 * 3	12	Updated our 5 year land supply in April. Development Management teams are seeking to approve applications where there are no major policy obstacles, Spatial Planning continue to support neighbourhood plans to bring forward housing sites, in addition to encouraging developers to bring forward allocated sites. We do have an improved position, but still short of the 5 years. Progress on the local plan is still being given a priority.	Moderate	3 * 3	9	▶	Within
4 PC02	Increasing cost of social care	Changes in regulation (including the cost of increased infection prevention, control measures, insurance costs), workforce pressures and inflationary pressures in the care market	Recommisoining of frameworks. Each individual care package cost increases for complex individuals.	Greater budgetary pressure to meet statutory requirements impacting on preventative and other spend	Financial	Service Delivery	Alison Elliott	Tolerate	3 * 3	9		Moderate	3 * 3	9	▶	Within

Strategic Risk Register - ranked by the current (residual) risk score - the risk as it is now with current mitigating actions in place																
Risk ID	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Original Likelihood * Impact	Original Risk Score	Mitigation Actions	Actions Confidence	Current Likelihood * Impact	Current Risk Score	Direction of travel	Current score vs. appetite
5 IT03	Cyber Resilience	Malicious attacks from either internal or external individuals or organisations with the intent of stealing data or impacting the council's ability to deliver services.	Wiltshire Council's security is compromised opening up access to councils systems and personal and corporate data for malicious activity.	Loss of personal or corporate information OR loss or interruption of some or all council services delivered to citizens of Wiltshire.	Service delivery	Reputation	Mark Tucker	Treat	3 * 3	9	As per Q1 work continues around recovery plans. A new plan is in place with a phased delivery over the next two years supported by a new Cybersecurity Strategy that's currently in draft and will be issued once reviewed and agreed by all the relevant stakeholders..	High	3 * 3	9	▶	Within
6 EN03	Increasing vulnerability to climate impacts	Inability to adapt key infrastructure and services to increasingly severe weather impacts from climate change.	Increased impacts from more frequent and intense weather events such as flooding, droughts, heatwaves and storms.	Direct impact on health, safety, environment, businesses and infrastructure. Increased range of invasive species infestations. Need to amend waste collection working hours to avoid heat waves, increased cost of replacing damaged wheeled bins (high winds)	Health & Safety	Service Delivery	Sarah Valdus	Treat	3 * 4	12	The council's climate adaptation plan is currently being reviewed and will identify what measures can be put in place to prepare council services and the county for these climate impacts. Due to the costs associated with implementing some of these measures and the long term nature of these impacts, it is likely this risk will remain high even once a plan is in place.	Moderate	2 * 4	8	▶	Within
7 LG22	Impact of negative media/social media coverage on council	Potential negative reaction to council decision making and delivery of services.	Negative public reaction expressed via social media and through the media	Negative impact on council's reputation.	Reputation	Reputation	Ceri Tocock	Tolerate	2 * 3	6	Good controls in place include horizon scanning, working closely with directorate SMTs and trained members of staff ready to respond to incidents.	High	2 * 3	6	▶	Within
8 LG08	[Composite] Information Governance	Failure to manage information effectively in keeping with Data Protection Act Principles leading to reportable incidents and potential data breaches	1. Personal Information not obtained and / or processed fairly 2. Excessive information obtained and held beyond service purpose 3. Information held for longer than purpose requires 4. Information not accurately captured / maintained or kept current 5. Information not protected by adequate technical measures 6. Sensitive information inappropriately disclosed either verbally, on paper or electronically.	Unlawful use and / or disclosure of personal data results in Risk and distress to individuals concerned, potential fines from Information Commissioners Office (ICO), reputational damage and loss of confidence in the authority.	Legal	Financial	Maria Doherty	Treat	3 * 2	6		High	3 * 2	6	▶	Within

Strategic Risk Register - ranked by the current (residual) risk score - the risk as it is now with current mitigating actions in place																
Risk ID	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Original Likelihood * Impact	Original Risk Score	Mitigation Actions	Actions Confidence	Current Likelihood * Impact	Current Risk Score	Direction of travel	Current score vs. appetite
9 FI12	[Composite] Income Collection	Decrease in levels of income due to lower payment rates, take up of services or increase default rates	Failure to collect income as expected and budgeted for	Increased financial pressure on other service areas in order to deliver a balanced budget across the Council as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2 * 3	6	Additional budget monitoring with all heads of service.	Moderate	2 * 3	6	▲	Within
10 PH01	[Composite] Corporate Health, Safety & Wellbeing	Inadequate or ineffective control strategy is established	Lack of application by managers and individuals of corporate policy and procedures	Likelihood of personal harm increases.	Health & Safety	Health & Safety	Paul Collyer	Tolerate	2 * 2	4	Ongoing programme of compliance monitoring and additional capacity created by cessation of traded off to non-maintained schools	Moderate	2 * 2	4	▶	Within
11 FI06	[Composite] Budget management	New unfunded project, unforeseen demand or failure to make planned savings	Inability to deliver key statutory services within the service-level budget envelope	Increased financial pressure on other service areas in order to deliver a balanced budget across the authority as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	3 * 2	6	Being captured through budget monitoring process and RAG rated savings tracker will ensure savings are met	Moderate	2 * 2	4	▶	Within
12 ENO2	[Composite] Not on track for the Council to be carbon neutral by 2030	Lack of prioritisation for carbon reduction by other council departments	Financial considerations mean decisions are made not to undertake carbon reduction activity	Wiltshire Council fails to be carbon neutral by 2030	Service Delivery	Reputation	Sarah Valdus	Tolerate	2 * 2	4	The council continues to put in place carbon reduction and renewable energy projects	High	2 * 2	4	▶	Within

Emerging Risks	
Events that have the potential to interrupt the work of the Council but of which not enough is yet known to quantify the risk to the delivery of our services.	
Continuing financial impact of global events	International capital and energy markets remain impacted by conflict and speculative investment are likely to sustain additional inflationary pressure in the UK. Although inflation is slowly coming down, this is not fast enough to be in line with our budget assumptions. Volatility in global markets and events still presents a risk to UK inflation. Disruption to global supply chains causing shortages, more inflation and potentially more demand for support of council services. A more uncertain world could mean a more insular economy and lower UK market sentiment meaning less investment in Wiltshire.
Additional service pressures	As the Council operates in a multi-agency environment with complex and intricate dependencies, it could be adversely impacted by the actions of others (including short term workforce pressures, greater service demand or budgetary constraints).

Wiltshire Council

Cabinet

14 November 2023

Subject: Strategic Operational Depot Strategy

Cabinet Member: Cllr Caroline Thomas - Cabinet Member for Transport, Streetscene and Flooding

Key Decision: Key

Executive Summary

In January 2020, the Cabinet received an update on the Strategic Depot Review, including Winter Maintenance Facilities, and approved the progression of the next stage of the Depot Review including an additional budget allocation of £3.5m for new projects (Cabinet Minute item 6).

The Review in 2020 noted the strategic direction (based on consolidation of sites where practical in the north, centre and south areas) and a phased approach to implementation. It was also agreed that Household Waste Recycling Centres (HWRC) and Waste Transfer solutions should be included in the Review.

The construction work on Winter Maintenance Facilities is nearing completion, and the comprehensive review, led by Highways and Transport, the Directorate responsible for the operational depots, has been completed.

This report details the findings of the Review and recommends a phased delivery plan, including consolidation of sites and disposal of surplus sites, which will enable the Council to deliver its statutory requirements in a more cost effective and efficient manner.

The recommendation relates specifically to the need to proceed with the establishment of a central area strategic depot in Melksham, on the former Christie Miller Sports Centre and the former golf course site, as a council owned and operated provision. Cabinet is also asked to approve the co-development of business cases for strategic depots in the north and south of the county, which would be reported to Cabinet at a later date and subject to separate Cabinet approval processes.

In relation to the central area depot, the report proposes the Council move elements of the Hills' waste operation at Sands Farm. However, it will require the waste collection depot at Royal Wootton Bassett to be re-commissioned.

The proposed phased plan for depot delivery is evaluated over a thirty-year period and develops the detail for the business case for the three area-based depot approach, resulting from the consolidation of the current council and contractor facilities. The approach will meet the future service challenges, recognising the interdependencies with the Council's Fleet Strategy and Waste Management

Strategy, and the proposed programme is determined by key dates including the Council's 2030 Carbon Commitment, the 2026 Waste Contract and 2032 Highways Contract.

Analysis of the costs avoided, over a 30 year period for the central area Melksham depot, shows total revenue cost avoidance of £8.931m and capital avoidance of £8.650m (not including inflation). Cost avoidance is achieved by the reduction in the number of sites, the footprint and removal of duplicate assets and their maintenance.

To achieve the avoidance of costs, services would need to be relocated from contractor provided facilities and Council owned depots to the proposed purpose-built facility in Melksham. Additional investment in existing depots in the north and south of the county, to ensure business continuity, will be required until new depots in those areas are available for use. Nonetheless, the phased approach limits financial and operational risks.

Proposal

That Cabinet:

1. Endorses the report and recommends to Full Council to approve a capital budget of £37.928m for delivery of a new central area strategic depot at Melksham while ensuring all remaining depots remain compliant, funded by £1.870m Capital Receipts and £36.058m borrowing.
2. Approves the co-development of business cases for new strategic depots in the north and south of the county. Funding for these phases will be subject to approval based on the detailed business case being subject of future Cabinet reports.

Reason for Proposal

To ensure the Council can continue to deliver statutory services and Business Plan priorities, as relates to Highways and Transport, Streetscene and Waste, through a phased implementation of new strategic depots that deliver operational and cost efficiencies.

Terence Herbert
Chief Executive

14 November 2023

Subject: Strategic Operational Depot Strategy

Cabinet Member: Cllr Caroline Thomas - Cabinet Member for Transport, Streetscene and Flooding

Key Decision: Key

Purpose of Report

1. That Cabinet:

- a) Endorses the report and recommends to Full Council to approve a capital budget of £37.928m for delivery of a new central area strategic depot at Melksham, while ensuring all remaining depots remain compliant, funded by £1.870m Capital Receipts and £36.058m borrowing.
- b) Approves the co-development of business cases for new strategic depots in the north and south of the county. Funding for these phases will be subject to approval based on detailed Cabinet reports.

Relevance to the Council's Business Plan

2. The Council delivers statutory services from its depot portfolio and this proposal aims to ensure that it can continue to do so from compliant, fit-for purpose facilities, aligned to future growth requirements.
3. The services provided contribute to the Council's following Business Plan priorities:
 - Thriving Economy
 - Resilient Communities
 - Sustainable Environment and
 - Empowered People.
4. The Strategic Depot review reflects aspirations to work with our partners to innovate the way we operate, helping services to transform the way they work, and also deliver on their social value commitments.

Background

5. Following the Strategic Depot Review in 2019 (Appendix 1), the Council invested in its Winter Maintenance facilities to ensure service delivery and compliance and made a commitment to review other depot provision as detailed in the Strategic Depot Implementation Plan, received and approved by Cabinet in January 2020. (Cabinet Minute item 6).
6. Highways and Transport are responsible for the Council's operational depots and led the review, post 2020, into the future depot provision.

7. The purpose of the review was agreed to facilitate the optimum use of Council assets, whilst balancing service needs and future operational market conditions. The objectives of the review include the need to:
- Further reduce the overall number of operational depots;
 - Identify strategic locations for operational depots, including in the north and south of the County;
 - Reduce the carbon footprint of depots and services using them;
 - Provide the best balance of need within the depots;
 - Establish a competitive market position for future service tenders;
 - Reduce the operating costs of the operational depot portfolio;
 - Ensure contractors and client teams make relevant financial contributions to operating costs of the depots.
8. This review of the Council's Waste, Streetscene and Highways depots has now been completed and a phased implementation plan is proposed, initially delivering a new, central area, strategic depot in Melksham.
9. Operational services for Highways, Streetscene and Waste are currently provided in, or adjacent, to a number of Council depots, namely:
- Bath Road, Chippenham (Highways)
 - Riverway, Trowbridge (Waste and Streetscene)
 - Churchfields, Salisbury (Waste and Streetscene)
 - Wilton (Highways)
 - Kennet House, Devizes (Streetscene)
 - Household Recycling Centre (HRC) Churchfields, Salisbury
 - Lancaster Road, Melksham
 - HRC Bowerhill, Melksham
 - HRC Chippenham
10. The Council's contractors also provide depot facilities at:
- Sands Farm, Calne (Waste Collection)
11. Further Council contractor facilities are provided at:
- Lower Compton (HRC)
 - Purton (HRC)
12. Two further Council owned sites have historically been used for operational services:
- Semington (Highways)
 - Royal Wotton Bassett (Waste)
13. The Council's depot provision needs investment to ensure:
- It is fit for purpose to deliver statutory services and Business Plan objectives;
 - To accommodate future growth in demand;
 - To meet the Council's carbon commitment by 2030;

- To provide sufficient space such that, when services are tendered, contractors have access to the right facilities in the right places, thereby being attractive to the market.

14. Wiltshire Council's depot definition is the use of land for the storage of any plant, machinery, materials or required infrastructure used in the course of its statutory waste collection and highway services.

15. Other services, where there are synergies, may occupy a depot where best value is achieved, this would include Household Recycling Centres, Streetscene, Fleet, Rights of Way, Housing Revenue Account funded activities and Passenger Transport services.

Main Considerations for the Council

16. The Council faces a number of challenges in seeking to meet the forecasted growth in statutory services with the currently operated depot stock. The depots are too small, located in areas with poor access, located in areas that cannot deliver operational efficiencies and, in many cases, do not have the required infrastructure, for example, to facilitate delivery of the Fleet Strategy through electric vehicle charging infrastructure.

17. The Council has previously identified the need to maximise the use of depots and minimise land use requirements and, thereby, reduce costs by co-locating operational services where benefits can be identified. In developing options for future strategic depot provision, best design (traditional build materials and modular) with assumed shared facility provision (fuel, welfare, workshop, office and management) have been applied in the assumptions to identify the required depot sizes.

18. Whilst depots may include Household Waste Recycling Centres (HRCs), equipment used for Winter Resilience, Fleet provision and other such services, this is only where there are synergies within that local area. If not included in the identified strategic area depot, separate plans for those services will be subject to their own funding arrangements.

19. Wiltshire comprises over 1,000 square miles, with the distance by road from Ashton Keynes in the north to Downton in the south being an approximately 120 mile round trip. It is home to over 510,000 residents (2021, census). With such a large geographical area and population dispersed across urban centres and rural settlements, the data collected during the review (including historic provision with the commercial sector, soft market testing and growth identified in the emerging Local Plan (2023)), has confirmed the need for three strategic area depots on, or adjacent to, major highway routes:

- North, adjacent to the A350 corridor;
- Centre, adjacent to the A350 corridor;
- South, close to the A303.

20. The locations must ensure close proximity to high work demand areas, with major routes to facilitate the quickest vehicle movements, and access to major conurbations to meet workforce requirements.

21. The timescales for delivery of the Council's depot provision are, in part, determined by service contract dates - Waste Collection Contract 2026 and Highways Contract 2032 - and the Council's Climate Commitment 2030.

22. The review considered a range of delivery options as detailed in Appendix 2. Specifically linked to funding, two primary options were assessed:

- Leasing - funded through the service revenue costs with contractors finding their own depots. This option was discounted as contractors would be forced to find and lease depots (due to only having a limited contract commitment) where commercial opportunities existed at the time of tender, and any infrastructure improvement would need to be recouped over the contract term. All the current services have tried a hybrid of this method, which has resulted in an overreliance on the contractors with such provision, stifling competition and the Council having to step in and find suitable locations (removing any benefits of this approach).
- Direct Council provision. This is the option that has been identified as delivering the best outcomes and allows long term strategic planning. Further, cost comparisons between the leasing and capital purchased direct council provision shows the council provision option delivers the most cost-effective outcome over the longer period. Ownership gives the council certainty and flexibility over the life of the Plan and it provides business continuity options for the services over the long term.

23. A review of the Council's land stock identified one site at Bowerhill Melksham that met the depot criteria. This is the area made up of the old Highway Depot, the redundant Christie Millar Leisure Centre site, the former golf course, the Household Recycling Centre and adjacent Council owned land. Whilst building a new depot on this location is unlikely to be delivered before the start of the new Waste Collection contract in 2026, it would allow the service to occupy the site in the early term of the contract subject to the grant of planning permission, the grant of any relevant statutory consents and the release of the restrictive covenants on the adjacent Council owned land. A landownership plan is attached at Appendix 4.

24. Part of the site is currently being used for the provision of highway services by Milestone (as had previously been the case), highlighting the lack of suitable alternative sites available to contractors in the central area.

25. The location would ensure business continuity for Highway services and allow the vast majority of waste vehicles currently operating out of Sands Farm in Calne to be relocated to Melksham, with the remaining vehicles being moved to the reinstated ex waste collection depot at Royal Wootton Bassett or alternative existing provision. This would remove the reliance on Hills Waste for vehicle storage on their land as all the waste vehicles could be stored on Council owned and controlled land, including the growth in vehicle numbers identified by the Waste Service.

26. Delivery of a central area depot on the Council's land at Bowerhill, Melksham, would facilitate the closure of the Riverway Depot, and Semington old Salt Store. Continued use of Kennet House as an operational depot is also being reviewed as part of this programme.

27. More detailed feasibility and business case work is required to consider the requirements and locations for strategic depots in the north and south of the county. In the interim, a number of short term improvements to the remaining council depots are required to ensure they remain fit for purpose in the short term (Appendix 3). However, these improvements will not enable the existing depots to meet future growth or deliver necessary operational and cost efficiencies.

28. This proposal requires a capital investment of £37.928m to deliver the new strategic depot on Council owned land in Bowerhill, Melksham, and to undertake the remaining depot improvements.

29. With the growth in waste vehicles, and the requirement for greater depot storage and waste management as detailed in Cabinet Agenda Item 9 – Waste Services Delivery Strategy, the annual revenue costs will increase on average by £0.370m. However, the costs are not a ‘like for like’ comparison with current budgets, as the new facilities have been fully costed to account for future service growth. The like for like comparison shows that three Council owned and operated depots deliver the most cost-effective provision.

30. Analysis of the costs avoided over the 30 year period for the central area depot in Melksham shows a total revenue cost avoidance of £8.931m and capital avoidance of £8.650m (not including inflation). These costs are avoided by reducing the number of sites, the footprint and removing the duplication of assets and their maintenance.

31. Other additional costs will be incurred without implementation of the strategy including:

- Council and contractor travel - if the electric infrastructure is not provided, other sustainable fuels will be required to meet the Council’s carbon neutral pledge. This will necessitate increased revenue expenditure over the current fossil fuel spend by an estimated 25% (based on Hydrogenated Vegetable Oil);
- Waste and Highways Service Contacts - reduced competition at the time of tender will result in higher tender priced submissions and over-reliance on single-suppliers;
- Ad-hoc costs of unplanned changes - for example, due to maintenance issues, the relocation of council and contractor staff to alternative accommodation; we have needed to relocate vehicle storage and faced increased costs of £320,000 rent per annum due to lost depot provision.

32. Programme

The table below illustrates how the council will deliver the strategically based area depots to enable efficient delivery of services.

Area	Interim Investment	Depot Disposal/ Cease	Owner	Comment	Target Date
Central area - Melksham		Riverway	WC		2026/ 27
		Semington	WC		2026/ 27

		Sands Farm, Calne	HWS		2026/ 27
		Kennet House	WC	Evolving use – operations or hub model	
	Royal Wootton Bassett	Sands Farm Calne	HWS	close when northern depot is built	2026/ 27
	Wilton		WC	close when southern depot is built	See below
	Churchfields		WC	close when southern depot is built	See below
	Bath Road, Chippenham		WC	close when northern depot is built	See below
South area				Subject to detailed business case	2030
North area				Subject to detailed business case	2032

33. Services to occupy the new central area (Melksham) is built will include:

Service	From
Waste	Sands Farm
Waste	Riverway
Waste	HRC Melksham
Local Highways	LH Melksham
Streetscene	Riverway
Fleet/Commercial Workshop	Riverway

Overview & Scrutiny Engagement

34. The Chairmen and Vice-Chairmen of Overview and Scrutiny Management Committee and Environment Select Committee will receive a briefing on this report.

Safeguarding Implications

35. There are no immediate safeguarding implications from this report.

Public Health Implications

36. A key element of the depot plan is to provide a base for public health related services to be delivered including waste collections and highway works.

37. New, fit for purpose, depot provision with retention of and improvements in facilities will enable those services to continue and mitigate the risk of failure in this area.

Procurement Implications

38. The improvement of facilities and disposal of surplus sites will require the necessary processes to be followed. Strategic Procurement will provide advice and guidance throughout the process.
39. Past experience and soft market testing has confirmed that the future procurement of services will benefit from the proposals with the increased opportunities for more effective competitive tendering.

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

40. None.

Environmental and Climate Change Considerations

41. The depot portfolio plays a part in ensuring that the Council's environmental obligations are fulfilled, including the disposal of waste and improvement / maintenance of amenities in Wiltshire. This paper's proposals will enable the Council to maintain the ability to deliver these obligations.
42. Improvement in the sustainable infrastructure for buildings and fleet resource will help the council achieve its carbon neutral commitment for 2030.
43. The council has a number of statutory functions to undertake, many of which require licencing from the Environment Agency. The proposal mitigates the risk that the Environment Agency will have concerns over the ability to licence sites.
44. Location of the depots is key to a successful portfolio, due to the need for cross county geographical service delivery. This proposal seeks to ensure that depots are strategically located throughout the county to enable efficient delivery of services, reasonable response times and minimise distances travelled to deliver services.

Risk Assessment

Risks that may arise if the proposed decision and related work is not taken

45. A failure to invest in facilities creates clear risks to the continuing delivery of services from depots and may result in the Council failing to meet its statutory obligations.
46. Service growth cannot be accommodated in the current depot provision.
47. The future procurement of services and the ability to invite competitive tenders from a wide range of providers will be at risk if the council does not have suitable, fit-for-purpose, well-located depot sites in the future.
48. Without a strategic approach with planned consolidation, future growth requirements will result in an ad hoc development programme and higher revenue and capital spending compared with the proposed three area based depot provision.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

49. The new waste contract will commence in 2026. It is unlikely that the timescales will allow for the proposed new central area depot in Melksham to be operational at that time. Mitigating actions, such as extending some of the current vehicle storage leases, will be undertaken.
50. Planning permission for the development may not be granted. Mitigating actions, such as early engagement with the local planning authority, will be undertaken.
51. The beneficiary of the restrictive covenants over the Council's adjacent land may not agree to the release of those covenants or require compensation for doing so. Mitigating actions, such as early engagement with the beneficiary of the covenants, will be undertaken.

Financial Implications

52. The Capital budget requirement for the central area depot is £37.928m; this is £32.619m for the depot and £5.309m to cover the immediate term requirements across central, south and north existing sites to cover health and safety, operational and resilience work. Approval of the £5.309m is required to allow the work to be undertaken as necessary based on essential needs assessment. The budget includes a 10% contingency and inflation uplift of 11% for 2024/25, 10% for 2025/26 and 2.5% thereafter.
53. It is recommended that the capital receipts generated from the sale of the existing sites at Semington, Devizes and Trowbridge (Riverway) are ringfenced to this programme. These are forecast at £1.870m, which would leave a borrowing requirement of £36.058m.
54. The revenue cost of borrowing would peak in 2028/29 at £2.167m per annum. This covers minimum revenue provision and interest payable. Minimum revenue provision has been allowed for the immediate term capital requirements in the year after investment and, from 2028/29, for the new central area depot based on it completing and being brought into use in 2027/28.
55. Asset life has been based on 50 years as per the Council's accounting policy. Interest has been allowed for at 100% of borrowing, which has been assumed at the end of each financial year. Interest rates are based on 5.4% for 2024/25, 3.9% for 2025/26 and 3.8% for 2026/27 and thereafter for 50 years. The actual borrowing costs will differ as this is treasury management decision and depends on the actual borrowing undertaken. The revenue cost of borrowing is unfunded so would be a pressure that would need to be addressed through the budget setting process, either by identifying savings, reducing current service spend or reviewing the existing capital programme and removing and reallocating £36m of borrowing funded schemes. The tables below summarise the capital investment and revenue cost of borrowing.

Capital Investment

	Total £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Capital Investment Central Area Depot	32.619	0.293	6.243	10.483	11.143	4.457
Capital Investment Immediate Term Requirements	5.309	1.542	3.767	-	-	-
Total Capital Investment	37.928	1.835	10.010	10.483	11.143	4.457
Capital Receipts	1.870	-	0.620	-	-	1.250
Borrowing	36.058	1.835	9.390	10.483	11.143	3.207
Total Financing	37.928	1.835	10.010	10.483	11.143	4.457

Revenue Cost of Borrowing

	Total £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Future Years
Minimum Revenue Provision	36.058	0.031	0.106	0.106	0.106	0.759	0.759	34.191
Interest	70.447	0.099	0.465	0.864	1.287	1.409	1.409	64.914
Total Revenue Cost of Borrowing	106.505	0.130	0.571	0.970	1.393	2.167	2.167	99.105

56. A high level review of operating costs has been undertaken and, ignoring normal inflation increases, is showing an average increase in operating expenditure of circa £0.360m per annum from 2027/28 in comparison to the existing revenue budgets for current sites and operations. A like for like comparison cannot be made as this phase has been designed with flexible infrastructure, it includes increased service requirements, allows for service growth and for the Council to deliver against commitments for Net Zero strategy, Fleet strategy and respond to the Environment Act. More detailed modelling will be required as the Waste service is defined to confirm this position, and the final pressure would need to be factored into future revenue budget setting.

Increase in Revenue Operating Costs

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Increase in Revenue Operating Costs	0.010	0.011	0.012	0.080	0.374	0.349	0.362

57. As with all Capital projects there is a risk that inflation will be higher than forecast, which could lead to increased costs. Consultants have undertaken due diligence and compared the forecast cost for the Depot strategy to similar programmes undertaken by other local authorities as part of a benchmarking exercise. In addition, an independent review has been undertaken by the Quantity Surveyor who supported the Council with the review of winter provision. The results of these reviews were that the costs, assumptions and approach were deemed to be reasonable.

58. The costs provided in this report are based on current assumptions and forecasts detailed above. There is a risk that interest rates could be higher in the future which would increase borrowing costs, capital receipts may not be generated which would increase borrowing requirement, and actual operating costs could be higher depending on the services and operations operated from the sites.

59. The co-development of business cases for delivery of depots in the north and south of Wiltshire mitigates risk in terms of external influences on service provision. Delivery of

the depots would be dependent on further capital investment which would be subject to separate Cabinet reports in line with phased delivery to meet service needs.

Legal Implications

Disposal of surplus sites

Section 123 (1) Local Government Act 1972

60. Wiltshire Council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State.
61. The power for the Secretary of State to give a general consent for the purpose of land disposals by local authorities is set out in section 128(1) of the LGA 1972. Specific consent is not required for the disposal of any interest in land that the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area.
62. Disposal at less than best consideration is always subject to the condition that the undervalue does not exceed £2 million. Therefore, all proposed transactions where the aggregate of "undervalue" exceeds the £2 million threshold will require the specific consent of the Secretary of State.
63. When considering the freehold transfer of the whole or part of a surplus site for less than the best that can be reasonably obtained in the market, the decision-making process should include a statement qualifying the economic, social or environmental well-being generated from the disposal. This should be quantified as much as possible to ensure that the General Consents Order requirements have been met.

Open Space Land Section 123 (2A) Local Government Act 1972

64. Should part of a surplus site consist of open space consideration should be had to the statutory duty to advertise its intention to dispose of open space land in a local newspaper for two consecutive weeks and to consider objections. This will need to be done before any final decision is taken on the disposal so that proper consideration is given to the responses that are received.

Contract and Procurement

65. Any procurement must be undertaken in accordance with the Council's Constitution (specifically Part 10 Contract Regulations) as well as the legal requirements under the Public Contracts Regulations 2015 or the Procurement Act 2023 (as applicable). A failure to do so may result in a challenge to the process or a delay to or abandonment of the process.
66. At the appropriate time relevant contracts should be entered into by the council.

Specific Legal Implications

67. Save as referred to in the body of the report and in this section, no specific legal implications arise from the proposals set out in this report. Should any additional legal implications arise in the future or as a consequence of the proposals set out in this report then legal advice will need to be sought at the relevant time.

Options Considered

68. Continuing with the current depot provision - this was discounted as the Council's current depot stock is either too small, located in areas with poor access, located in the wrong areas, does not have the required infrastructure and is not fit for purpose.
69. Undertaking improvements to the current depot stock in a planned programme, was also discounted as, due to the challenges detailed in paragraph 62, the provision has a greater cost than replacing with new depots over a 30 year period.
70. Leasing through contractors finding their own depots - this option was discounted as contractors would be forced to lease depots (due to only having a limited contractual commitment) where commercial opportunities existed at the time of tender and any infrastructure improvement would need to be recouped over the contract term. All the current services have tried a hybrid of this method which has resulted in an overreliance on the contractor provision and stifling competition and the council having to step in and find suitable locations (removing any benefits of this type of provision).
71. Cost comparisons between the leasing and capital purchase show the council owned provision delivers the most cost-effective outcome over the longer period.

Conclusions

72. To ensure that statutory services are secured for the future, in a manner that delivers best value, investment in the depot portfolio is required and this can be phased in line with increasing demand for services.
73. A three strategic area depots approach has been identified as the most effective way to meet the requirements of Highways, Streetscene and Waste services - located in the north, centre and south of the county. This also allows the opportunity for carbon reduction, operational and revenue expenditure efficiencies, the provision of an essential and flexible infrastructure to meet the council's future needs, whilst removing the council's dependencies on external suppliers.
74. The immediate need relates to depot provision in the central area, and the Council has a suitable site within its ownership at Melksham to deliver a new depot, allowing a number of other sites to be disposed of.
75. Cabinet is requested to endorse the report and recommend to Full Council to approve capital funding for delivery of a new strategic operational depot in Melksham, and for operational depot improvements in the remaining depots to mitigate risks, including those related to the waste management and highways contracts, and to meet climate change commitments for 2030.
76. Further work, and subsequent Cabinet approvals, will be required to confirm provision in the north and south of the county, including land assembly.
77. The Plan meets the objectives of the review and delivers the next phase of the outcomes detailed in the January 2020 Cabinet Report.

Samantha Howell
Director, Highways and Transport

Report Author: Adrian Hampton

Head of Highway Operations

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6 November 2023

Background Papers

None

Appendices

Appendix 1 - Strategic Depot Review 2019

Appendix 2 - Options Analysis and programme costs

Appendix 3 - Short Term Depot Provision and Essential Requirements

Appendix 4 – Landownership Plan and Indicative Site Footprint

7 January 2020

Subject: Strategic Depot Implementation Plan

**Cabinet Member: Cllr Ian Blair-Pilling, Cabinet Member for IT,
Digitalisation and Operational Assets
Cllr Toby Sturgis, Cabinet Member for Spatial Planning,
Development Management and Investment
Cllr Bridget Wayman, Cabinet Member for Highways,
Transport and Waste**

Key Decision: Key

Executive Summary

The purpose of this report is to set out the strategic directions for the depot review, including an update on the first phase of that review and detailing the projected service need of the main users of the depots.

All phases of the review will require further consultation with services, contractors, and other stakeholders.

Proposal(s)

Cabinet are being asked to:

- Note progress on phase one of the depot review
- Note the service demands and agree these should form the basis of the future solution for the depot portfolio.
- Agree the objectives of the Phased approach
- Agree the overall strategic approach of identifying sites in the north and south of the County, as part of Phase 2.
- Agree that household recycling centres should be included in the rationalisation review, allowing for options to be considered in a wider context.
- Agree that waste transfer station solutions should be considered, as part of Phase 2.
- Agree to an additional budget allocation of £3.500m for new projects.

Reason for Proposal(s)

To establish the implementation of the strategic depot review so as to facilitate the optimum use of Council assets whilst balancing service needs and future operational market requirements.

Alistair Cunningham OBE - Executive Director Growth, Investment & Place

7 January 2020

Subject: Strategic Depot Implementation Plan

**Cabinet Member: Cllr Ian Blair-Pilling, Cabinet Member for IT,
Digitalisation and Operational Assets
Cllr Toby Sturgis, Cabinet Member for Spatial Planning,
Development Management and Investment
Cllr Bridget Wayman, Cabinet Member for Highways,
Transport and Waste**

Key Decision: Key

Purpose of Report

1. The reports sets out a summary of the progress in respect of Phase 1, provides details of the service needs, see Appendix 1-4, and sets out objectives for Phase 2 of the review seeking to balance those needs against the optimum use of the Council's existing assets and future asset acquisition or investment.

Relevance to the Council's Business Plan

2. The Council delivers statutory services from the depot portfolio and the review will ensure that it can continue to do so from compliant, fit-for-purpose facilities. The services provided span across a number of the Council's Priorities, including:
 - Safer Communities
 - Transport and Infrastructure
3. The review links to aspirations to work with our partners to innovate the way we work, with several services now being delivered from external providers and helping services to transform the way they work.

Background

4. The council continues to have a significant requirement for operational depot facilities from which to deliver its services - waste and recycling collection, highways maintenance, street scene, fleet etc. Whether services are delivered in-house or by contractors, there will always be a need for a local authority to have locations from which to deliver these services. At any one point in time, an external provider may offer to operate from their own facilities rendering one or more council facilities surplus to requirement for a contracted period. However, the council must retain an enduring capacity or risk being a hostage to depot-owning contractors.

5. In a large and rural county, the cost-effective delivery of operational services basic logistics necessitates multiple facilities, based on a geographical spread. The council will therefore always need multiple depot facilities across the county.
6. Parts of the council's depot portfolio are becoming increasingly dilapidated and have suffered from years of under-investment. There are a number of relatively modern and cost-effective facilities, but also an increasing number that are no longer fit-for-purpose with escalating costs for maintenance, compliance, and energy consumption.
7. The February 2018 Cabinet report set out concerns from the Environment Agency (EA) at two sites due to non-compliance relating to contaminants associated with open storage of salt. Phase 1 of the depot review seeks to mitigate and reduce the impact of these issues, with the strategic direction to eradicate by having salts stored under-cover.

Main Considerations for the Council

Key Services - Current Requirements

8. The four major users (Appendix 1 – Local Highways, Streetscene, Winter and Emergency and Waste services) have set out their current and future service need and these are included as Appendices.
9. Analysis of their need indicates that there are no obvious overall synergies across the number of depot and their locations, with the location requirements demonstrated in the table below:

Depot requirements	Streetscene	Waste	Winter	Highways
No. of depots	4	3	5	3
Location considerations	Commute time and public transport	North/West of Salisbury, East/south of Trowbridge, and Chippenham. Near to transfer facilities	Away from residential. Easy access to road network.	8,000 sqm. North along M4 corridor, central west, Salisbury

10. There is an exception with Waste and Highways requiring three sites, although their operations do not mean they need to be co-located.
11. There are a range of other services making use of depots with a list of a few occupiers set out below (the list is not exhaustive):
 - Fleet Services
 - Parking Services
 - Housing Services
 - Environmental Enforcement
 - RoW & Countryside Team
 - Bridge and Structures

12. Whilst the services set out above are important users of the depots, their use and occupation is relatively small in scale for the depots overall.

Phased Approach – Phase 1 update

13. Phase 1, from now until 2022, included works to mitigate the short-term compliance and maintenance issues, close and dispose/develop a number of surplus sites, and deliver associated revenue savings.
14. The main objectives of Phase 1 are now:
 - Upgrade facilities to remove the Environment Agency non-compliance issues
 - Improve the operational efficiency of two sites to deliver fit-for-purpose facilities for the longer term
 - Design the new facilities to reduce the carbon impact of operating the sites
 - Reduce the overall number of depots
15. There is a current budget allocation of £6.150m for depots in Phase 1, as set out in the report to Cabinet in February 2019, and all existing projects (improvement or development of three winter depots) are within this amount.
16. The Winter Maintenance service has a clear statutory need to be in key locations, and the expanded Phase 1 ensures optimum delivery. The reliance on open storage has been reduced by projects already being carried out but to remove this provision entirely new facilities in Chippenham will be required. The revised proposal is to re-use Chippenham Parsonage Way for this purpose.
17. The delivery of winter service in Wiltshire for the precautionary salting of the highway network is dependent on a number of constraints; accurate weather forecast data and strategic geographic location of winter operational depots with gritting vehicles, salt and operatives. The service functions on a 1hr response time and 2hrs treatment time for the treated road network
18. Advances in technologies in recent years has seen the local winter depot in Tisbury closed, Wilton operations moved to increase the winter service based in High Post (Amesbury) and a further aspirations by the Authority to close Mere and operate from Warminster. However, the A350 strategic road towards Shaftesbury and communities in the far south of the county Tollard Royal, Win Green and the Chalk Valley will no longer be able to be effectively served from gritting operations solely based in Warminster and High Post. The high ground in the area presents the greatest vulnerability to extremes of snow in the Authority. This area is modelled as a separate climatic domain receiving separate weather forecast data from our Forecast Provider.
19. The creation of a new strategic salt store in Warminster, as part of Phase 1, significantly improves winter maintenance functions, but creates vulnerability in the South West of the County. Proposals are being considered for a new, small scale satellite winter depot in the area, and may involve the purchase of a small area of third party land.

20. The new projects to be included in Phase 1 are:

Depot	Proposal	Capital Required	Revenue position	Measure of success
Chippenham Parsonage Way	Re-use of site to accommodate Bath Road uses	£1.000m	Capital financing associated with capital - £0.040m	Resolve EA concerns by removing need for open storage at Semington and Bath Road
Hindon Stagger Winter Depot	Creation of new winter depot	£2.500m	Capital financing associated with capital - £0.100m. Revenue budget for Mere Depot to be transferred	Resolve EA concerns by removing need for open storage at Mere Depot
Mere Salt Depot	Closure	None – may result in capital receipt (circa £0.300m)	Revenue budget to transfer to new Hindon Stagger Depot	Disposal / Reuse of site
Chippenham Bath Road Depot	Closure – services transfer to Chippenham Parsonage Way	None	Revenue saving of £0.080m. May be opportunity to rent site and generate income	Close of site and re-use to generate income Site ownership retained to allow for future service delivery
Semington Salt Store	Closure	None	Revenue saving of £0.005m	Alternate uses of the site to be considered

21. These additional projects are now included due to the expanded objective of removing Environment Agency non-compliance, thus providing a long-term solution for winter maintenance.
22. The additional projects for Phase 1 generate additional capital requirement of £3.500m and a net revenue pressure of £0.055m.
23. The revenue pressure will, however, remove all future compliance matters associated with Environment Agency concerns of open storage of salt and will provide the long-term solution for the Winter and Emergency Service.
24. The revenue position will be mitigated by the disposal of site or re-use to generate income. At this stage the level of capital and income generated has yet

to be determined although work will commence after Cabinet have considered this paper.

25. The proposals in Phase 1 result in a decrease of the number of operational depots from 12 to 10.

Phased Approach – Phase 2

26. The approach to Phase 2 will be to consider the Council's remaining depot portfolio against future service need of services and make changes to enable the Council to make the best use of the market in future contract tendering. The aim is to provide strategically based depots to enable efficient delivery of services across the county.
27. The objectives for Phase 2 will be:
 - Further reduce the overall number of depots
 - Reduce carbon footprint of depots and services using them
 - Provide the best balance of need within the depots
 - Establish a competitive market position for future service tenders
 - Reduce the operating costs of the depot portfolio
 - Contractors and client teams make relevant financial contributions to operating costs of the depots
28. In delivering Phase 2 there will be some overlap in the timescales of completion of Phase 1, but the overall timescales will accommodate the contract renewals for waste, highway and streetscene services. The latter may mean that service delivery will be very different to the existing and the demand for depot space will have to reflect this.
29. The relocation of Hills Waste from three depots (Trowbridge Riverway, Devizes Kennett house and Chippenham Parsonage Way) allows an opportunity to consider the use and optimisation of the sites. Two of the sites are reasonably modern and have other services currently operating from them, with the proposal to relocate services into these sites to optimise the use. The site in Trowbridge will not warrant either investment or retention, so finding alternate options if preferred for services that will remain.
30. The future service needs indicate that a new facility in both the north and south of the County will be required. With the future expansion of Chippenham it would be prudent to consider the potential to make use of any existing or future employment allocation given the complementary nature of a depot to such uses. The option for the south should be a site to the north of Salisbury, which should be fed into the local plan review and potential allocation of employment land in that area of the county.
31. To allow for all options to be considered appropriately, the Council may have to include a review of the Household Recycling Centres (HRC) in specific locations. This will not be a full review of the provision as a number of sites are considered fit for purpose. Specific sites will be included where it is in the best interest of both service delivery and resident needs. Regard will be given to the Council's

Waste Local Plan that recognises HRCs as local-scale waste facilities and sets out policies relating to their provision.

32. In addition to the review of HRCs, the Council should consider the location of waste transfer stations within Phase 2, with the main aim of establishing a better market position for future waste delivery. These may be located close or adjacent to future waste depot locations, subject to considerations within the Council's Waste Local Plan.
33. The potential gross revenue savings from rationalising the existing depot portfolio Phase 2 would be in the region of £175k realised from 2021/22. With the need to ensure service delivery in new facilities, business cases will be established, making it difficult to determine (at this stage) revenue and capital implications.

Overview and Scrutiny Engagement

34. The former Chairman of the Environment Select Committee, Cllr Matthew Dean, met with the Head of Estates and Development for a briefing when this item first appeared on the Cabinet Forward Work Programme. At this time, it was agreed that scrutiny engagement would not add value. As the Environment Select Committee is not meeting now until after 7 January, it has been agreed that retrospective consideration of this item would also not add value.

Safeguarding Implications

35. There are no immediate safeguarding implications from this report.

Public Health Implications

36. A key element of the depot portfolio is to provide a base for public health related services to be delivered, including waste collections and highway works. Retention of and improvements in depots will enable those services to continue and mitigate the risk of failure in this area.

Procurement Implications

37. The improvement of facilities and disposal of surplus sites will have a procurement implication and the necessary processes will be followed as necessary.
38. The future procurement of services will also be affected by a change to the depot portfolio, with the risk of not limiting opportunities for competitive tenders being considered at an early stage. To mitigate this, it is proposed that a number of sites are retained, but put to alternate use during the period of existing contracts should proposals to find new sites as part of Phase 2 not materialise.

Equalities Impact of the Proposal

39. It is not considered that there is a direct equalities impact as a result of this report.

Environmental and Climate Change Considerations

40. The depot portfolio plays a part in ensuring that environmental obligations on the council are fulfilled, including the disposal of waste and improvement / maintenance of amenities in Wiltshire. This paper sets out to maintain the ability to deliver these obligations.
41. In addition, the council has a number of statutory functions to undertake, many of which require licencing from the Environment Agency. The proposal mitigates the risk that the Environment Agency will have concerns over the ability to licence sites.
42. Location of the depots is key to a successful portfolio, due to the need for cross county geographical service deliver and this proposal seeks to ensure that depots are located throughout the county to enable efficient delivery of services, reasonable response times and minimise distances travelled to deliver services. In any future review of HRCs, consideration will need to be given to travel implications for residents accessing services.
43. The operations from the depots, either activities or hours, will mean that creative solutions will have to be sought to align with the Council's ambition to reduce the carbon footprint; either through design or on-site mitigation. The design principles adopted will allow for sites to be retro fitted with technology that supports the climate change considerations, including installation of PV panels, EV charging points for operational/staff vehicles or harvesting rain water for washdown facilities.
44. The environmental performance and energy efficiency of the remaining depot portfolio will be reviewed and improvements made as part of the Operational Property Energy Efficiency & Generation Programme.

Risks that may arise if the proposed decision and related work is not taken

45. Lack of a review of the portfolio and a failure to invest in facilities creates clear risks on the continuing delivery of services from depots and may result in the Council failing to meet its statutory obligations.
46. Several depots will be operating at less than capacity yet operating costs will continue to be incurred at a similar level. By not looking at some form of consolidation, revenue savings cannot be realised from the portfolio.
47. The future procurement of services and the ability to invite competitive tenders from a wide range of providers will be at risk if the council does not have suitable, fit-for-purpose, well-located depot sites in the future.
48. In the absence of fit for purpose depots provided by the council our delivery partners will find alternative locations resulting in additional revenue costs to the council as contractors are paying rent to the private sector or the council funding from its revenue budget capital investment made by contractors in new depot facilities.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

49. Through all Phases of this strategy there may be occasions when depot sites are not operating at full capacity with operating costs remaining largely consistent. To mitigate this, sites will be put to alternate council uses or external revenue income streams sought, with the ability to take those sites back at the appropriate time to deliver services.

Financial Implications

50. The total capital request for Phase 2 is £3.5 million, this will be profiled £0.5 million in 20/21 and £3 million in 21/22. If approved this bid will be included in Budget Setting report to Council in February for agreement of the funding.
51. Capital financing costs would be circa £0.140 million per year based on annuity Loan for 50 years at 3.1%. The capital financing budget would need to be increased by this amount in year 21/22.
52. Revenue savings from the closure of Chippenham and Semington total £0.090 million but would not be achieved until 22/23.
53. There is therefore a revenue gap of £0.055 million that would need to be identified in the MTFs.
54. It should be noted that to achieve the objectives for Phase 2 further capital will be required, at the appropriate time.

Legal Implications

55. The proposal ensures that the statutory services are maintained and, where possible, enhances through having better facilities to provide them. It is not an objective to reduce sites to a level that put this service delivery at risk, although there may have to be some adjustment to way in which they are provided.
56. Disposal of surplus sites will have regard to the Council's obligation to achieve "best consideration" as required under statute.

Workforce Implications

57. The proposals in this report do not have direct workforce implications, with the proposals seeking to consolidate the number of depots and improve the working environment for staff.

Options Considered

58. The option of not consolidating and investing has been considered but this may have a direct impact on delivery of statutory services.

Conclusions

59. It can be concluded that to ensure that statutory services are being secured for the future investment in the depot portfolio is required, with revenue savings being an outcome of such investment.

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12 December 2019

Appendices

Appendix 1 – Local Highways Service summary and need

Appendix 2 – Streetscene Service summary and need

Appendix 3 – Winter and Emergency Service summary and need

Appendix 4 – Waste Service summary and need

Background Papers

Strategic Depot Implementation Plan – Cabinet 5 February 2019

Appendix 1 – Local Highways Service summary and need

1. Overview of Headline Service Activities and Current Delivery Approach

- Provision of routine highway maintenance to 4.5k Kms of road network this includes:
 - Small surface repairs using bituminous material
 - Gully Cleansing
 - Highway Sweeping
 - Rural Verge Mowing
 - Sign erection
 - Small Masonry works
 - Parish Stewards
 - Reactive support for Emergencies on the Highway network and the wider council asset including support to emergency services
- To facilitate this adequate material storage should be available to include the hot storage of bituminous material along with masonry products and signage
- Waste receiving facilities for Sweeping arisings, gully waste, Hardcore
- Elements of service outsourced to Ringway Highway Services
- 5-year contract expiring 2021, option on further 2-year extension to 2023
- The delivery of the service is determined by a range of interdependent factors:
 - Quantum of service demand, which is related to the prevailing conditions of the Highway Network.
 - Geographic distribution of Road Network
 - Number of resources required to undertake routine maintenance.
- Efficient use of resources requires minimising travel time as this is unproductive
- Co-location of Client and Contractor supervisory staff

2. Statutory Requirements and Regulatory Imperatives

- Section 41 of the Highways Act 1980 places a duty on local authorities when acting as the Highway Authority to maintain the Highway.
- Civil Contingencies Act 2004 places a duty upon the local authority to plan and deal with emergencies.
- LGV drivers undertaking highway maintenance are governed by EU and UK Drivers' Hours rules

3. Policy and Service Requirement

The delivery of a well maintained and functioning Highway network is critical in delivering the councils objective of supporting economic growth. It facilitates the movement of goods and people, provides access to homes, businesses and key public services, and enables communications and utilities infrastructure to be readily routed. Through a range of different activities delivered by in-house teams and external contractors; the service ensures that adopted highway is safe and fit for purpose. It does this both proactively undertaking such activities safety inspections and reactively in response to situations that may occur at short notice.

4. Will the council always want to offer depot space to potential contractors for this service?

- Yes

5. Future Service Delivery Considerations

- The current extent of the service is at a level that meets statutory requirements, but any reduction is likely to see the service dip into failure. Consequently, it is more likely to see resources expand rather than contract
- Economies of scale are also likely to remain relevant. The council is unlikely to ever devolve responsibility for the service to town and parish councils.
- Potential changes in UK waste policy could result in a requirement to provide free of charge garden waste collections, and possibly separate weekly collections of food waste. This would lead to an increase in the number of collections to be provided.

6. Depot Space and Facilities Requirement

- Parking for varying number of contractors and client vehicles
- Bays for loose storage of aggregate
- Storage area for masonry and ironwork materials
- Storage for signage
- Emergency equipment Store (Sandbags etc)
- Bitmac Hotbox facility
- Fuel bunkering and dispensing facility
- Wash-down facility
- Office space (client and contractor)
 - Including meeting facilities
 - Training room
- Consideration to be given in one depot for provision of office facilities for contractor back office functions.
- Amenity and mess room
- Workshop capacity
- Provision of a licensed waste management area, with impermeable surface and adequate drainage to an interceptor tank, to allow waste produced by local highways sweeping, litter clearance and highways maintenance activities to be stored awaiting transfer to an appropriate treatment or disposal facility.

7. Geographical Location Requirement

- By Community Area, the largest population settlements are Chippenham, Salisbury, Trowbridge, Amesbury and Melksham and reflect.
- For operational and cost efficiency, depots in the north, south and west-central areas are preferable.
- Synergy between maintenance requirements and Winter operations could provide opportunity for siting depot in central East of county,

recognising that winter maintenance drivers are largely drawn from highways operation.

8. Analysis/Modelling Undertaken

While modelling of depot locations has been carried out for the winter maintenance function. It is challenging to model specifics against maintenance functions. It is important that any locations can easily access the primary road network quickly and are geographically spread to minimise travelling times and to ensure that stipulated emergency call out response times are achieved.

9. Council Service Synergies

- There could be benefits to co locating with other services
- While it could be argued that there are synergies to be achieved by collocating with Waste service careful management would be required to avoid vehicle queuing at peak times and any associated inefficiencies arising from shared depot use.
- Co-locating with waste does provide the opportunity to share a permitted or licenced waste management area, saving on the duplication of permit costs and COTC cover, etc
- Fuel/Washdown/Workshop facilities. The shared requirement for fuel, washdown and workshop facilities mean that other services could take advantage of these.
-

10. Summary of Need

- Three depots of approximately 8000 sqm size with full facilities and amenities to support the operational service
- Depots to be located alongside winter maintenance facility where geographic constraints allow
- Depots to be located:
 - North of county along M4 Corridor
 - Central west
 - South Salisbury

Client Resource allocation

Staff

	<u>Depot 1</u>	<u>Depot 2</u>	<u>Depot 3</u>
Technician	8	7	7
Support	2	2	2
Engineer	3	4	3
Manager	1	1	1
Hot desk Available	3	3	3
Total desk	17	17	16

Vehicles

	<u>Depot 1</u>	<u>Depot 2</u>	<u>Depot 3</u>
Car derived Vans	14	14	13
Tanker (18T)	2		
3.5t Van	2	2	2

ContractorStaff

	<u>Depot 1</u>	<u>Depot 2</u>	<u>Depot 3</u>
Supervisory	1	3	1
Operatives	20	22	21
Major Works teams	2	10	2

Vehicles

	<u>Depot 1</u>	<u>Depot 2</u>	<u>Depot 3</u>
Gully Tank (26T)	1	2	1
Sweeper (18T)	2	2	1
Pick up (5.5T)	2	2	2
Multi use Trailers	3	3	3
Pick Up (Ranger)	6	6	7
Lorry (7.5T)	2	2	2
Hook Lift (32T)	0	1	0
Lorry Tipper (18T)	1	0	1
Back hoe Excavator	1	1	1
Tractor	2	2	2

Structures/RoW/Drainage Sq.M values by depot.

	Depot 1	Depot 2	Depot 3
Bridge/Structures	200	800	200
ROW	250	500	250
Drainage	200	200	200

Appendix 2 – Streetscene Service summary and need

1. Overview of Headline Service Activities and Current Delivery Approach

The delivery of the service is determined by a range of inter-dependent factors:

- Number of vehicles
- Seasonal/working hours of the resources
- Geographical location of depots/waste transfer sites
- Co-location of Client and Contractor
- Efficient use of resources requires minimising travel time as this is unproductive

Therefore, the location of the start and finish locations of the services in relation to the where actual service requirement is located all need to be considered when identifying the number and location of vehicles and depots.

2. Statutory Requirements and Regulatory Imperatives

- Environmental Protection Act 1990 – places a legal duty on local authorities to keep the adopted highway and public open spaces free from litter and detritus
- Code of Practice for Litter and Refuse
- Animal By-Products Regulations 2013 - handling and storing of animal by-products (dead animals)

3. Policy and Service Requirement

Wiltshire Councils Highways and Streetscene services play a leading role in helping to support economic growth in the county whilst at the same time protecting and maintaining the environment along with health and wellbeing.

Together with the associated assets the road network and associated verges and open spaces play a vital role in our modern society. It facilitates the movement of goods and people, provides access to homes, businesses and key public services, and enables communications and utilities infrastructure to be readily routed.

Through a range of different activities delivered by in-house teams and external contractors; the service ensures that adopted highway is safe and fit for purpose. It is a proactive (safety inspections, routine maintenance, scheduled grounds maintenance) and reactive service (safety defects, weather and emergencies, highway cleansing)

Principle legislation that underpins these services are the Highways Act 1980 and the Environmental Protection Act 1990 (Code of Practice for Litter and Refuse).

4. Will the council always want to offer depot space to potential contractors for this service?

- Yes

5. Future Service Delivery Considerations

Economies of scale are also likely to remain relevant. Whilst Wiltshire Council is in the process of service delegation to the twenty main towns within the county, it is unlikely that it will ever devolve responsibility for these services to many of the smaller town and parish councils, particularly those in the “far flung reaches” of the county.

Whilst demand for our services is 24/7, aside from some out-of-hours cleansing; Wiltshire and its contractors still deliver these services on the traditional five day a week basis. In the future the council may have to extend service delivery into evenings, weekends and bank holidays which could impact on existing operating permissions (noise, waste transfer licenses) therefore the future locations of depots need to ensure that operations are not restricted or hindered by out of hours activities.

6. Depot Space and Facilities Requirement

Parking for varying number of vehicles and large ride-on equipment and associated ancillary activities to include;

- External litter bin storage areas
- Fuel bunkering and dispensing facility
- Wash-down facility
- Office space including meeting/training room
- Welfare facilities and mess room
- Workshop facilities and undercover storage for mowers and equipment
- Provision of a suitably sized licensed waste management area, with impermeable surface and adequate drainage to an interceptor tank, to allow for storage of waste prior to disposal including clinical (hazardous) waste

Wiltshire Council has licenses issued by the Environment Agency to operate waste transfer activities at the following locations;

- Churchfields in Salisbury (inc clinical waste)
- Kennet House in Devizes (inc clinical waste)
- Parsonage Way in Chippenham
- Riverway in Trowbridge

In addition to waste transfer, provision is required for the storage of dead animals (domestic pets that are collected/ stored to be microchipped prior to disposal).

Existing Client Requirements:

The existing Streetscene client is made up of;

- 1 x Area Manager (1 x van) - countywide
- 3 x Engineer (2 x shared van) – based at Bath Road and Kennet House
- 2 x Technical Officer – based at Kennet House and Riverway
- 4 x Technician (4 x vans) – locations vary but they are generally co-located with the contractor at the depots identified in the table below.

The above structure is designed to reflect the expected client needs post 2022 and therefore is unlikely to change in the foreseeable future.

Existing Contractor Requirements:

The current service provider identifies the following resources at the locations given;

Number of staff	Vans	Mech Sweepers	Tractors	Ride-on Mowers	Current Depot
25	15		1	7	Bath Road, Chippenham
29	15		2	5	Kennet House, Devizes
33	21	4	1	9	Churchfields, Salisbury
36	20	1	1	6	Riverway, Trowbridge
123	71	5	5	27	

It is impossible to predict what future requirements will be post the expiration of the existing contract in November 2022, however with the completion of the service delegation by this date, the amount of resources required to deliver the service are likely to be less than the numbers given above.

7. Geographical Location Requirement

The service is currently delivered from;

- Bath Road in Chippenham which serves the north of the county
- Kennet House in Devizes which serves the east and north east of the county
- Riverway in Trowbridge which serves the west of the county
- Churchfields in Salisbury which serves the south of the county

8. Analysis/Modelling Undertaken

None.

9. Council Service Synergies

- Whilst the Streetscene service does not need to be located with any other council service, it has closer synergy (street cleansing) with the Waste Service as the product is the same and requires the same treatment and disposal routes.
- Co-location of Streetscene client is desirable to ensure effective communications between Wiltshire and its contractor along with day to day site management of the waste transfer sites
- The requirement for fuel, washdown and workshop facilities means that other council services such as Community Transport and contractors

such as Ringway and Hills could take advantage of these facilities. Given the varying start/finish times of these services it is unlikely access to a licensed waste management area is a necessity to the waste collection contractor who store clinical waste at Kennet House and Churchfields. It is possible that small scale waste transfer could be offered via service delegation

10. Summary of Need

- Four depots with full facilities and amenities to support the operational service (client and contractor)
- Depots to be located alongside or near to transfer or disposal facilities
- Depots to be located:
 - North
 - East
 - South
 - West

Depot locations need to consider the distances that staff and operatives will have to travel to get to work. In recent years it has become harder to recruit frontline staff for these services who are often employed on lower wages. These individuals may also need to rely on public transport or cycle to and from their depot base, so new depot locations need to be close to centres of population with good transport links.

Appendix 3 – Winter and Emergency Service summary and need

1. Overview of Headline Service Activities and Current Delivery Approach

- Precautionary salting and clearance of snow on road network
- Emergency and adverse weather attendance to all incidents on road network
- Co-location of Client and Contractor
- Garaging of gritting vehicles, loading shovels, salt and associated plant, materials and equipment
- Salt is procured by Wiltshire County. Stored in barns in the east of the county at Royal Wotton Bassett, Marlborough and High Post (Amesbury) Open stored elsewhere and subject to Environment Agency constraints.
- Gritting Fleet is hired and maintained by Econ through a 5-year contract expiring in 2024
- Tractors and emergency flood equipment is owned and maintained by Wiltshire County
- Operatives, ancillary winter equipment, plant and materials to support the service is contracted to Ringway Infrastructure Services through a 5-year contract expiring in 2021, option on further 2-year extension to 2023
- The delivery of the service is determined by a range of inter-dependent factors:
 - The 5 Climatic Domains in the county
 - Quantum of service demand (length of treated network, changes in the adopted network, designation status of the road, change to the urban built environment – schools, surgeries, bus routes)
 - Climatological optimisation of their combined primary and secondary gritting network delivered from their current 6 depots with consideration for some rationalisation of depots.
 - Efficiency of routes; travel run-free vs. treated
 - Number of vehicles (currently 24No)
 - Load carrying capacity of vehicles
 - 1-hour response Time; 2-hour treatment Time
 - European Working Hours Directive determining operative shift changes during 24/7 adverse weather
 - Geographical location of depots
- Efficient use of resources requires minimising travel time as this is unproductive.
- Therefore, the location of the start and finish locations of the vehicles in relation to the treated network all need to be considered when identifying the number and location of vehicles and depots.

2. Statutory Requirements and Regulatory Imperatives

- Wiltshire Council are the Highway Authority for the roads within their administrative area
- The legal position relating to the Highway Authority's responsibility in respect of the winter service is set out in an amendment to Section 41(1) Highways Act 1980 (c.66) (duty of highway authority to maintain the highway).

- (1A) in particular; details that a highway authority is under a duty to ensure, so far as is reasonably practicable, the safe passage along a highway is not endangered by ice or snow.
- The statutory basis for winter service was revised by the Secretary of State for Transport in the Railways and Transport Safety Act (2003) which came into force on 31 October 2003.
- Section 111 states:
 - After section 41(1) of the Highways Act (1980) (duty of highway authority to maintain highway) insert - “(1A) In particular, a highway authority are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.”
- The Department for Transport has advised that it is for the courts to decide what is reasonably practicable. However, the Department strongly recommends that local highway authorities continue to carry out winter maintenance in accordance with Section 13 of Well-maintained Highways: Code of Practice for Maintenance Management.
- Environmental Protection Act 1990 – places a legal duty to manage depot operations and the storage of salt, materials and surface water run-off in accordance good practice so as not to damage the environment
- Vehicle drivers are governed by EU and UK Drivers’ Hours rules

3. Policy and Service Requirement

- Wiltshire Council Policy - Reaffirmed by Cabinet 31st October 2014 (agreed and effective from 8th Nov 2014)

“The Group 1 road network should continue as a basis for the precautionary salting network, and that any additions to this if conditions so dictated, would be to progressively treat and plough as much of the highway network as resources allow in a priority order”

The Council’s precautionary salting network and policy has evolved/developed over many years. The objectives of winter maintenance arrangements are to ensure, as far as is “reasonably practicable” within the appropriate resource level, the safe movement of traffic on the highway network in a systematic and priority-based manner. The intention is to minimise delay and incidents that could be attributable to adverse weather conditions for road users throughout the winter period. The recommendations of Appendix H of ‘Well Maintained Highways - Code of Good Practice for Highways Maintenance’ have been reviewed and improvements, as described in the report, are being introduced over time to the Council’s winter maintenance procedures.

- The Winter Service operates 24/7 throughout the months of November – April incl.
- The Emergency Service operates 24/7 throughout the year

4. Will the council always want to offer depot space to potential contractors for this service?

- Yes

5. Future Service Delivery Considerations

- Climatic Domains will not change
- Treated road network will not significantly change
- The number and type of vehicles performing this task may change, but there will be an enduring need for vehicles to perform the function. Therefore, there remains a long-term need for locations from which to operate vehicles, store salt, ploughs/blowers and emergency equipment.
- Economies of scale are also likely to remain relevant. The council will not devolve responsibility for the service to town and parish councils.

6. Depot Space and Facilities Requirement

- Garaging for 27 gritters and 6 loading shovels, 6 tractors,
- Barn for 12,000T salt storage
- Parking staff and operatives
- Covered space for emergency equipment Unimog, pumps and emergency lighting towers, sand bags
- External storage areas for 20 ploughs, 15 blowers and emergency ancillary equipment
- Fuel bunkering and dispensing facility
- Washdown facility
- Weighbridge
- Office space
- Amenity, mess room and training room facility
- Workshop capacity
- Provision, with impermeable surface and adequate drainage to allow compliance with EA

7. Geographical Location Requirement

- For operational and cost efficiencies, a depot is required in each of the Climatic Domain
- Depots must be within easy access of the strategical road network.
- Noise constraint and 24/7 operations dictate that depots should not be cited near any residential development.
- Locating depot sites together with Highway facilities will generate service and cost efficiencies in the long term.

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8. Analysis/Modelling Undertaken

- Met Office Route Optimisation Scoping Study 2016. Wiltshire Council tasked the Met Office to estimate the potential savings that a full operational and climatological optimisation of their combined primary and secondary gritting network could deliver from their current 8 depots with consideration for some rationalisation of depots.

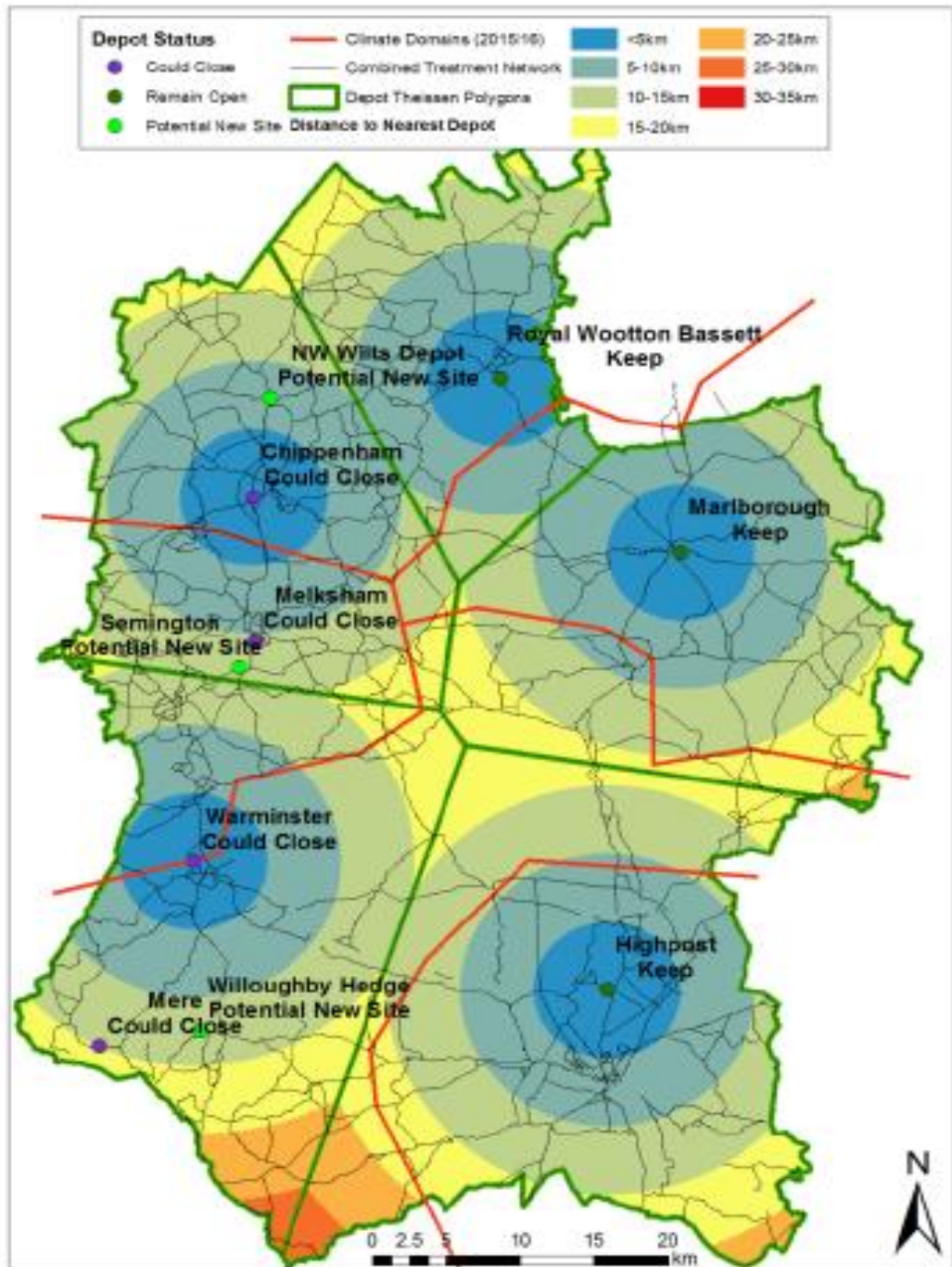
- It is likely that a full operational and climatological route optimisation of Wiltshire Council primary and secondary treatment networks will deliver substantial fleet, mileage and marginal night savings from a reduced network of 5 depots. If these depots are evenly distributed it is likely that mean route efficiency will, at most decrease modestly from 65 to 62.5%. This is much higher than the average efficiency (57%) of the current primary and secondary routes.
- This report recommended 5 depot solutions which include Wiltshire Council's preference to retain Royal Wootton Bassett, Marlborough and High Post and further depot provision at Chippenham and Warminster with a satellite depot south of Warminster

9. Council Service Synergies

- This service does not need to be located with any other council service, but co-location with the Highway service would offer many benefits
- The requirement for fuel, washdown and workshop facilities mean that other services could be shared.
- Contractor's staff and operatives scoped to deliver the winter and emergency service also delivery the Highway service

10. Summary of Need

- Two depots with full facilities and amenities and one satellite depot to support the operational service
- Depots to be located within Climatic Domains (Map Below)
- Depots to be located:
 - South of Warminster
 - Warminster Domain
 - Chippenham Domain



Appendix 4 – Waste Service summary and need

1. Overview of Headline Service Activities and Current Delivery Approach

- Kerbside collection of household residual waste
- Kerbside collection of various household dry recyclable materials
- Kerbside collection of household garden waste
- Kerbside collection of clinical waste
- Kerbside collection of bulky household waste items
- Collection of commercial waste (not currently provided by the council)
- Provision of new and replacement wheeled bins, requiring adequate storage capacity for working stock and suitable space for the repair of damaged bins, and temporary storage of end of life bins.
- Service out-sourced to Hills Waste Solutions
- 8-year contract expiring in 2026, option on further 8-year extension to 2034
- The delivery of the service is determined by a range of inter-dependent factors:
 - Quantum of service demand (number of households, volume of waste and recyclables, application of chargeable waste policies)
 - Number of vehicles
 - Working hours of the resources (e.g. single-shift 1 vehicle 1 crew or double-shift 1 vehicle 2 crews)
 - Geographical location of depots
 - Geographical location of tipping points
- Efficient use of resources requires minimising travel time as this is unproductive.
- Therefore, the location of the start and finish locations of the vehicles in relation to the collections and tipping points, all need to be considered when identifying the number and location of vehicles and depots.

2. Statutory Requirements and Regulatory Imperatives

- Environmental Protection Act 1990 – places a legal duty on local authorities to collect household waste. The nature and frequency of the service is at the discretion of the local authority though the separate collection of certain recyclable materials is also mandatory.
- Local authorities are responsible for providing recycling services and there are general statutory recycling targets.
- Wiltshire Council as a unitary waste disposal authority also has statutory obligations to divert waste from landfill.
- Central Government currently consulting on revisions to UK waste policy which may result in statutory duties to separately collect a wider range of household waste materials, such as food waste, and also a free collection of garden waste (current garden waste collection service is chargeable which limits the numbers of subscribers).
- Waste and Recycling Collection vehicle drivers are governed by EU and UK Drivers' Hours rules

3. Policy and Service Requirement

- Household residual waste is collected fortnightly
- Recyclable materials are collected fortnightly
- Compostable garden waste is collected fortnightly, subject to payment of an annual subscription (37% take up across Wiltshire households)
- Commercial waste is collected at multiple frequencies, though not currently a service provided by the council.
- No collections can be undertaken before 7am
- Service operates on Bank Holidays except 25 and 26 December and 1 January, and on Saturdays following 25 and 26 December and 1 January where these dates fall on Monday to Friday

4. Will the council always want to offer depot space to potential contractors for this service?

- Yes

5. Future Service Delivery Considerations

- Volumes of waste and recyclable material are likely to need collection and transportation for the foreseeable future. The number and type of vehicles performing this task may change, as might the collection locations, but there will be an enduring need for vehicles to perform the function. Therefore, there remains a long-term need for locations from which to operate vehicles.
- Economies of scale are also likely to remain relevant. The council is unlikely to ever devolve responsibility for the service to town and parish councils.
- Potential changes in UK waste policy could result in a requirement to provide free of charge garden waste collections, and possibly separate weekly collections of food waste. This would lead to an increase in the number of collections to be provided.
- Growth in domestic households is tracking at 1.1% per annum, with each household typically producing a tonne of waste and recycling each year. Despite the development of new recycling services and landfill diversion arrangements, the council will still need to collect and increasing amount of waste, and would be likely to need to expand its collection vehicle fleet in the future in order to accommodate this.

6. Depot Space and Facilities Requirement

- Parking for varying number of waste and recycling vehicles collection and vehicles for ancillary activities
- External bin storage areas
- Fuel bunkering and dispensing facility
- Washdown facility
- Office space
- Amenity and mess room
- Workshop capacity

- Provision of a licensed waste management area, with impermeable surface and adequate drainage to an interceptor tank, to allow for some waste collection vehicles to park up whilst carrying waste.

7. Geographical Location Requirement

- By Community Area, the largest population settlements are Chippenham, Salisbury, Trowbridge, Amesbury and Melksham.
- For operational and cost efficiency, depots in the north, south and west-central areas are preferable.
- Locating depot sites along with transfer or disposal facilities will generate service and cost efficiencies in the long term.
- Locating household recycling centres alongside transfer or disposal facilities will generate service and cost efficiencies in the long term.
- Co-locating household recycling centre and transfer or disposal facilities alongside operational depots also provides potential to offer a chargeable disposal route for commercial waste generated by SMEs, and a potential income opportunity for the council.

8. Analysis/Modelling Undertaken

- 2008 – collection round modelling commissioned by the Wiltshire Waste Partnership undertaken by Eunomia determined that a three-depot model with sites in the north, south and west-central areas was the preferred option.
- Current rounds modelling suggests that co-locating depots with transfer or disposal points, close to the largest population centres generates the most efficient rounds. There is a requirement for depot and transfer facilities in the north and the south of the county.

9. Council Service Synergies

- This service does not need to be located with any other council service, co-location benefits are limited
- The requirement for fuel, washdown and workshop facilities mean that other services could take advantage of those. . In a multi-service depot, due to shift patterns and volume of activity, careful management is required to avoid vehicle queuing at peak times and associated inefficiencies arising from shared depot use. Access to a licensed waste management area may be of benefit to the street cleansing contractor, if small scale waste transfer was to be offered (though this activity is subject to increasing service delegation).
- Access to a Waste transfer Station may also be of benefit to the Local Highways service in respect of disposal of materials arising from highways maintenance.

10. Summary of Need

- Three depots with full facilities and amenities to support the operational service
- Depots to be located alongside or near to transfer or disposal facilities

- Depots to be located:
 - North/west side of Salisbury
 - East/south side of Trowbridge
 - North/east/south side of Chippenham

Client Resource allocation

Staff

	Depot 1	Depot 2	Depot 3
Waste Technical Officer	2	2	2
Waste Officer	1	1	1
Hot desk Available	2	2	2
Total desk	2	2	2

* Hotdesking would be the service preference, with a maximum of 2 hot desks required. Occupation would also be anticipated to be occasional, not daily.

Contractor

Staff

	Depot 1	Depot 2	Depot 3
Office based staff	4	4	4
Drivers	40	40	40
Operatives	67	67	67
Total	111	111	111

*Mess facilities required for 107 operational staff per depot

Vehicles (vans)

	Depot 1	Depot 2	Depot 3
Car derived Vans	2	2	2
3.5t Van	4	4	4

Vehicles (large)

	Depot 1	Depot 2	Depot 3
Van / RCV (7.5T)	4	4	4
RCV (15T)	4	4	4
RCV (26T)	23	23	23

* includes spare vehicles

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Options analysis

Appendix 2

Total Program (for illustration purposes, and not subject to recommendation)

30 year Summary including contingency and inflation						
Figures in million	Option 1 (DN)	Option 2 (DM)	Option 3 (DM+)	Option 4 (New Depots)	Option 5 (Full lease 2026)	Option 6 (Lease on Fail)
Capital Expenditure	£1.081	£44.875	£115.123	£130.564	£21.219	£29.888
Revenue Expenditure	£97.882	£120.414	£168.239	£119.989	£458.731	£362.611
TOTAL (Capital + Revenue Expenditure)	£98.964	£165.289	£ 283.362	£250.553	£479.950	£392,499
Contingency Set at 10%						
Inflation in line with Wiltshire property service data						

Option Deliverables

Options	Do Nothing	Do Minimum	Do minimum plus	New consolidated depots – Capital investment (Preferred option)	Consolidated depots leased – by 2026	Consolidated depots leased – in line with depot failure
Compliance with current EIA requirements	X	X	Partially met	√	√	√
Supports latest Health and Safety Standards	X	X	Partially met	√	√	√
Supports Low carbon/net zero measures	X	X	Partially met	√	Partially met	Partially met
Supports Business continuity/resilience	X	X	Partially met	√	√	√
Requires land purchase	X	X	√	√	X	X
Supports service growth needs	X	X	√	√	√	√
Operationally efficient	X	X	X	√	√	√
Office spaces support Wiltshire council behaviours	X	X	X	√	√	√
Geographically located for future demographics	X	X	X	Partially met	Partially met	Partially met
Supports council business plan themes	X	X	Partially met	√	√	√
RAG rating						

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30-year Summary - Melksham Depot, RWB (interim measures), including contingency and inflation						
	Option 1 (DN) -	Option 2 (DM)	Option 3 (DM+)	Option 4 (New Depots)	Option 5 (Full lease 2026)	Option 6 (Lease on Fail)
Capital Expenditure	£632,729	£26,327,034	£31,881,377	£37,927,788	£10,233,931	£10,972,718
Revenue Expenditure	£37,193,952	£45,501,890	£57,409,958	£48,719,523	£153,534,112	£147,713,190
TOTAL (Capital + Revenue Expenditure)	£37,826,682	£71,828,924	£89,291,336	£86.647,312	£163,768,044	£158,685,909

30-year Summary - Melksham Depot including contingency and inflation less RWB						
	Option 1 (DN)	Option 2 (DM)	Option 3 (DM+)	Option 4 (New Depots)	Option 5 (Full lease 2026)	Option 6 (Lease on Fail)
Capital Expenditure	£632,729.79	£26,327,034.18	£28,378,780.09	£34,670,583.21	£6,731,333.78	£7,470,121.28
Revenue Expenditure	£37,193,952.38	£45,501,890.75	£57,409,958.87	£48,719,523.71	£153,534,112.94	£147,713,190.29
TOTAL (Capital + Revenue Expenditure)	£37,826,682.17	£71,828,924.93	£85,788,738.95	£83,390,106.92	£160,265,446.72	£155,183,311.57

30-year Summary – Melksham Depot and inflation						
	Option 1 (DN)	Option 2 (DM)	Option 3 (DM+)	Option 4 (New Depots)	Option 5 (Full lease 2026)	Option 6 (Lease on Fail)
Capital Expenditure	£365,904.00	£24,375,656.80	£26,427,402.71	£31,569,216.55	£4,779,956.40	£5,518,743.90
Revenue Expenditure	£35,950,351.03	£44,258,289.40	£55,392,982.52	£46,702,547.36	£151,517,136.59	£145,696,213.94
TOTAL (Capital + Revenue Expenditure)	£36,316,255.03	£68,633,946.20	£81,820,385.22	£78,271,763.91	£156,297,092.99	£151,214,957.84

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Short Term Depot Provision - Essential and Desirable

Appendix 3

*subject to phased delivery and on assessment and approval of essential needs

South					
Depot	Item	Essential	Desirable	H&S/operational/ Resilience/compliance	Supporting Comments
Churchfields	Site access and egress improvements	Yes		Operational and resilience	
Waste Collection, HRC, Streetscene	500KW- 1MW battery storage	Yes		Operational and resilience	Battery storage transferable to new depot location for South Area
	Battery storage annual servicing	Yes		Operational and resilience	
	EV Charging points	Yes		Operational and resilience	8 standard and 2 rapid charging stations.
	EV Charging points servicing and maintenance	Yes		Operational and resilience	Assumption £200 per station
	Site power upgrade – 500KVa	Yes		Operational and resilience	Provision for up to 1km power cable upgrade plus short circuit protection for power generation
	Electric standing charge increase	Yes		Operational and resilience	Added costs to existing standing charge
Wilton	Office refurbishment		Yes	Routine	Merging of client and contractor to a full open plan office to remove silo working between

					services and various resources - increase efficiency and collaboration
Highway Maintenance	Yard hardstanding surface failures and boundary repair		Yes	Operational and resilience	Assume FM budget will react to immediate safety issues. This is extending the surface life and boundary to 2030 which is not budgeted.
	EV Charging points	Yes		Operational and resilience	8 standard and 2 rapid charging stations
	EV Charging points servicing and maintenance	Yes		Operational and resilience	Assumption £750 per standard charging station, £1000 for rapid charger
Highpost	3 phase power generator - 80KV _a	Yes		Resilience - Business Continuity	Required as part of business continuity plan - includes connection. Hire costs are currently quoted at £5850 per annum based on a 26 week hire to cover Winter Service period. Currently unbudgeted revenue and capital.
Winter Service	Generator annual service and test	Yes		Resilience - Business Continuity	Testing includes full operational test
Hindon	3 phase power generator - 80KV _a	Yes		Resilience - Business Continuity	Required as part of business continuity

					plan - includes connection. Hire costs are currently quoted at £5850 per annum based on a 26 week hire to cover Winter Service period. Currently unbudgeted in revenue and capital
Winter Service	Generator annual service and test	Yes		Resilience - Business Continuity	Testing includes full operational test
Central					
Depot	Item	Essential	Desirable	H&S/operational/Resilience/compliance	Supporting Comments
Marlborough	Welfare building upgrades		Yes	Compliance - H&S	
Winter Service	3 phase power generator - 80KVa	Yes		Resilience - Business Continuity	Required as part of business continuity plan - includes connection. Hire costs are currently quoted at £5850 per annum based on a 26 week hire to cover Winter Service period. Currently unbudgeted in revenue and capital.
	Generator annual service and test	Yes		Resilience - Business Continuity	Testing includes full operational test
Devizes	Access and Egress site improvements	Yes		Health and Safety	

Fleet and Streetscene	Improved layout of store area (NW of site)		Yes	Operational and resilience	Currently space is little used due to poor design
	Waste material drain area repairs	Yes		Operational and resilience	
	Site power upgrade – 500KVa	Yes		Operational and resilience	
	500KW- 1MW battery storage	Yes		Operational and resilience	Battery storage transferable to new depot site
	Electric standing charge increase	Yes		Operational and resilience	
	Battery storage annual servicing	Yes		Operational and resilience	
	MOT Bay	Yes		Operational and resilience	
	Traffic and walkway improvements	Yes		Health and safety	
Trowbridge	Vehicle wash down area improvements	Yes		Health and Safety	
Riverway – Waste and Streetscene	Waste material drain area	Yes		Health and Safety	
North					
Depot	Item	Essential	Desirable	H&S/operational/Resilience/compliance	Supporting Comments
Chippenham	3 phase power generator - 80KVa	Yes		Resilience - Business Continuity	Required as part of business continuity plan - includes connection. Hire costs are currently quoted at £5850 per annum base

					on a 26-week hire. Currently unbudgeted with no revenue or capital allocation,
Winter Service – Parsonage Way	Generator annual service and test	Yes		Resilience - Business Continuity	Testing includes full operational test
Chippenham	EV Charging points	Yes		Operational and resilience	8 standard and 2 rapid charging stations.
Highways - Bath road	EV Charging points servicing and maintenance	Yes		Operational and resilience	Assumption £750 per standard charging station, £1000 for rapid charger
Royal Wootton Bassett	3 phase power generator - 80KVa	Yes		Resilience - Business Continuity	Required as part of business continuity plan - includes connection.
Winter Service	Generator annual service and test	Yes		Resilience - Business Continuity	Testing includes full operational test
Royal Wootton Bassett	Design and survey for RWB short term requirements	Yes		RWB Interim Depot	Special excel coding on sheets: if year less than 2036, it will include these, if not, it will count as 0. Provision of temporary facilities until depot North established
HRC, waste transfer and collection	Development of short term WTS and HRC includes land remediation	Yes		RWB Interim Depot	Special excel coding on sheets: if year less than 2036, it will include these, if not, it will count as 0. Provision of temporary

					facilities until depot North established - hired portacabin for welfare
	Development of short term WTS and HRC includes land remediation	Yes		RWB Interim Depot	Special excel coding on sheets: if year less than 2036, it will include these, if not, it will count as 0. Provision of temporary facilities until depot North established - hired portacabin for welfare

Central Area (Melksham) Provision		
	Essential	Desirable
HWRC	HWRC Site Office in proximity of HWRC	Reuse donation and shop area
	Split Level HWRC for ease of access to skips for the public	
	At grade area for the collection of: Cooking oil Engine oil Large domestic appliances small domestic appliances TVs / monitors Gas bottles etc	
	Off-highway space for public cars and trailers waiting to use the HWRC facilities	
	Area for storage of HWRC skips at HWRC loading bays and landing area for empty and full skips awaiting transportation	
	Interceptor tanks for the collection of any effluent or contaminants	
Parking	Parking for kerbside collection fleet	
	Parking for Waste transfer fleet (street sweepers, tankers/gulley emptier/ street sweepers	
	Library/ Community buses	
	Pool vehicles	
	Employee cark parking including motorbikes and pedal cycles	
Waste Transfer station	Waste Transfer Buildings for storage and bulking of paper, metal, glass, green waste, Plastics , General waste, food waste	
	Waste quarantine Area	
	Transfer station loading area	
	HGV holding Area	
	Waste container storage	
Maintenance shop	Workshop maintenance bays for heavy and light vehicles	
	Parts storage	
	Engine oil storage	
	Hydraulic oil storage	
	Workshop exit parking area	
	Contaminated oil storage	
Shared office	Office space for co located Wiltshire resources, Highways, street scene, Kerbside, Waste transfer treatment	
	Rest area	
	Server Rooms	
	Plant room	
	Training/briefing room	
	First-aid/Prayer room	
	Public/ visitor waiting area	
	changing room and showers	

	toilets	
	Emergency generator room	
Shared Site facilities	Vehicle washdown areas of light and HGV vehicles	
	Chassis/Wheel wash facility	
	Refuelling area	
	Office for weigh bridges	
	Weighbridges	
	Substation	
	Plant storage (telehandlers, loaders, excavators, mowers, tractors, water bowser)	
	Material Storage (sand, aggregate, household bins, snow dump area)	
Energy Generation	Solar Panels and Energy Storage System	

Proposed Depot Footprint




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Appendix 4 – Wiltshire Council Land and Proposed Strategic Depot Footprint



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(Not to scale)

Key:

 Council owned land and proposed Strategic Depot Footprint, including Christie Millar Building Area and former Golf Course

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Proposed Depot Footprint



Wiltshire Council
Where everybody matters

— WC Land — Depot Footprint

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Wiltshire Council

Cabinet

14 November 2023

Subject: **Integrated Care Board (ICB) Community Health Contract**

Cabinet Member: **Cllr Richard Clewer, Leader of the Council**

Key Decision: **Yes**

Executive Summary

The ICB will be tendering a BSW-Wide Community Services Health contract, to start from 1 April 2025 with a proposed length of 7 plus 2 years. The Integrated Care Board's (ICB) community health contract re-tender will have cost and service implications for Wiltshire Council Social Care and management of the Better Care Fund (BCF).

The Wiltshire BCF currently provides £10,453,157 per annum to the £60,802,388 Wiltshire Health and Care run Community services contract for Wiltshire, plus £1,073,054 for the Access to Care service (Medvivo). The total amount is £11,526,211. The NHS commissioned contracts end in March 2025.

Cabinet is asked to consider continued funding, at the same level, from the BCF for new contract from 1 April 2025, until 31 March 2032, with a possible further 2 year extension.

Agreement to £10,453,157 has been agreed for 23/24 to support the ICB direct award to Wiltshire Health and Care for 12 months whilst they undertake the procurement activity for a future system wide contract.

Proposals

The report makes the following recommendations: for Cabinet to review the contents of the report and;

- 1) Note the past and ongoing work between the ICB and Wiltshire Council regarding the tender of a BSW-wide Community Health Services contract.
- 2) To give 'in principle' agreement to commit Better Care Funding to the ICB Community Health Contract from 2025 to 2032 (with potential for a further 2 years to 2034). Formal commitment is dependent on a revised and agreed S.75 Agreement (Health and Social Care Act 2012) that covers the period of the contract, along with a signed Collaborative Commissioning agreement. Formal agreement will be sought in early 2024 before the contract is awarded.
- 3) To identify any material issues that prevent a decision to proceed as a funding partner with the procurement process, noting the requirement to further develop key elements of the contractual agreement through the negotiated process with providers.
- 4) Cabinet to approve the revised S.75 agreement that will cover the period of the Community Health Services contract.
- 5) Approve delegated authority to Corporate Director People (DCS) to authorise activities related to the procurement up and until award (when the award decision will return to Cabinet).

Reason for Proposals

- 1) The ICB will be tendering a BSW-Wide Community Services Health contract, to start from 1 April 2025 with a proposed length of 7 plus 2 years. The Integrated Care Board's (ICB) community health contract re-tender will have cost and service implications for Wiltshire Council Social Care and management of the Better Care Fund (BCF).
- 2) The Wiltshire BCF currently provides £10,453,157 per annum to the £60,802,388 Wiltshire Health and Care run Community services contract for Wiltshire, plus £1,073,054 for the Access to Care service (Medvivo). The total amount is £11,526,211. The NHS commissioned contracts end in March 2025.
- 3) Agreement to £10,453,157 has been agreed for 23/24 to support the ICB direct award to Wiltshire Health and Care for 12 months whilst they undertake the procurement activity for a future system wide contract.
- 4) The proposals in this report aim to highlight the impacts, so far as they are known and request an 'in principle' commitment of £11,526,211 of BCF funding, subject to appropriate S.75 and Collaborative Commissioning agreements.

5) Cabinet will need to be assured that the procurement process is robust and ensures that Wiltshire's contribution from the BCF is spent on Wiltshire residents. Cabinet has a responsibility to ensure the Wiltshire £ is spent on Wiltshire residents.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

14 November 2023

Subject: Integrated Care Board (ICB) Community Health Contract

Cabinet Member: Cllr Richard Clewer, Leader of the Council

Key Decision: Yes

Purpose of Report

1. This report highlights the impact of the Integrated Care Board's re-tender for a single, system wide Community Healthcare Services (from 1 April 2025) on associated Wiltshire Council social care services and Better Care Fund administration.
2. The contract is expected to run for 7 years, with the potential to extend for a further 2.

Relevance to the Council's Business Plan

3. Community Health services are key to keeping people safe and well and supports our policy to help people remain independent and in their own homes for as long as possible.
4. Thriving Economy - We would expect ICB and Council officers to have consulted with providers to ensure that any contractual arrangements meet realistic commercial priorities for the local market while still supporting the Council's requirement to deliver best value.
5. Decisions that are evidence based – We would expect the ICB proposals to be informed by comprehensive supply and demand modelling, spend and activity analysis and further analysis of best practice in managing demand for care services and shaping care markets sustainably.

Background

6. Community Health services in Wiltshire are currently provided by Wiltshire Health and Care and Medvivo (Access to Care). The contracts are funded by the ICB and BCF. BCF funding is managed as a pooled budget, with spending agreed between the ICB and Wiltshire Council, the governance of which is defined by national guidelines and supported by a S.75 agreement.
7. The Wiltshire BCF provides £10,453,157 per annum to the £60,802,388
8. Wiltshire Health and Care run Community services contract for Wiltshire, plus £1,073,054 for the Access to Care service (Medvivo). The total amount is £11,526,211. The BCF contribution is usually uplifted by the annual percentage increase stipulated by central government. These contracts end on 31 March 2025.
9. Wiltshire Council, Adult Social Care receives £20,540,124 from the BCF. This funds a number of elements within adult social care including a significant amount supporting spend on care packages. This also supports a large group of staff who work in our

acute hospitals or supporting discharge pathways. This funding also covers Reablement capacity and brokerage staff. Some of these funding arrangements are historic and have been in place since the creation of the BCF and further amounts have been agreed based on new initiative and changing priorities, for example the creation of Wiltshire Support at Home.

10. Wiltshire Council officers have requested details of the contribution from other Local Authorities as a proportion of their population. Unfortunately, the ICB have been unable to provide this.
11. The BSW (B&NES, Swindon, and Wiltshire) Integrated Community Based Care (ICBC) Programme is seeking to redesign the way community-based health and care services operate. The intention behind the Programme is to support the delivery of the ambitions set out in the BSW Together 'Integrated Care Strategy'¹ and the BSW Together Primary and Community Care Delivery Plan.
12. To date the ICB has reviewed the services, both in scope and potentially in scope (on reserve list) over the lifetime of the contract, have provided detail for the ambitions for transformation of services and carried out extensive consultation with both service users, providers, acute and primary care and Swindon, BANES, and Wiltshire local authorities. The timeline below (figure 1) shows the programme development as well as key future dates. In 2023/24 the BCF made a direct award to Wiltshire Health and Care Community Services to extend the contract and allow for the recommissioning process.

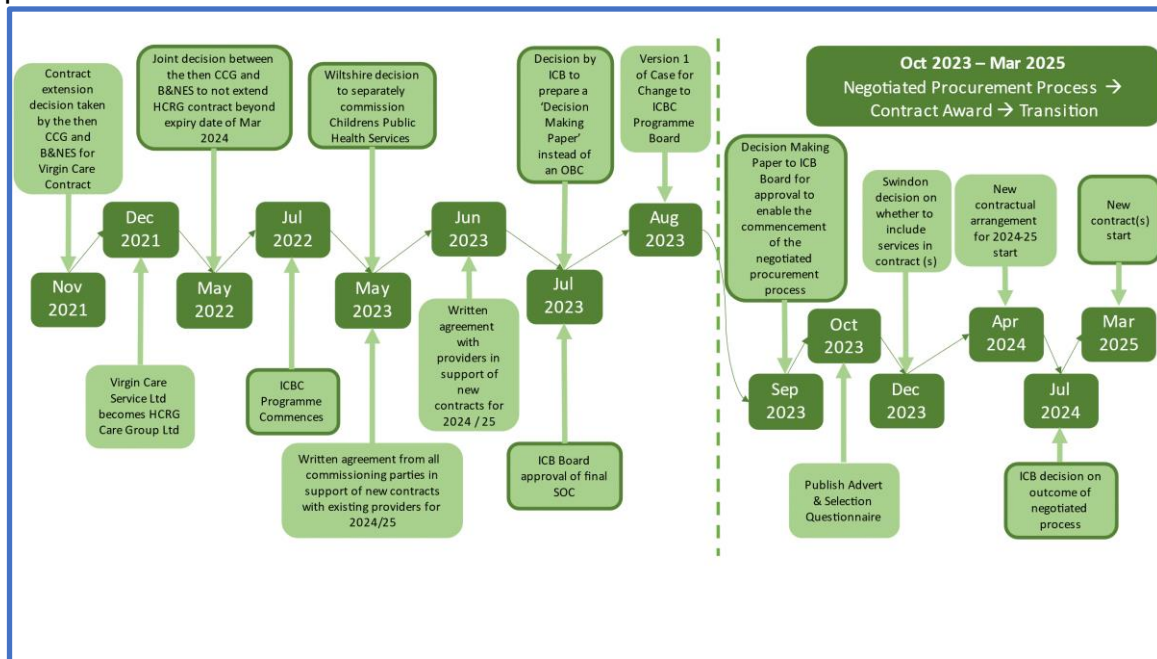


Figure 1: Programme Timeline

Case for change

13. The ICB has identified that, like all care systems, BSW faces a range of strategic challenges, including an ageing population and ageing NHS workforce, significant variation in health and wellbeing outcomes, increasing demand for services, growing

¹ <https://bswtogether.org.uk/about-us/our-integrated-care-strategy/>

numbers of individuals living with chronic conditions, challenging performance targets, constrained access to some services, significant medical and technologic advances, and limited financial resources.

14. When these challenges are combined with the public and political expectations that are placed on Local Authority and NHS services, the need for innovation and improvement in the way services are delivered becomes essential.

BSW Population Projections

15. The BSW population is ageing with the number of people over 60 expected to grow by 35% over the next 15 years putting increased pressure on services in BSW over the coming decade.
16. Multimorbidity increases with age – in 15 years, there will be an additional 32,000 people with more than one long term condition (LTC).
17. In 10 years BSW will have 25,000 more people with frailty than today.
18. By age group, emergency admission rates start to rise sharply from the 60-69 age group in line with rises in multimorbidity – over the next 15 years, projections show the BSW population aged under 60 remaining relatively flat, whereas the population over 60 is projected to grow by 61,000, resulting in a continued demand for emergency beds if services operate as they currently do.

Reduced Working Population

19. For every BSW person over retirement age there are currently 3.1 people of 'working age' – this will drop to 2.3 in 15 years' time.
20. This decline in the ratio of people over 65 to those of 'working age' impacts on the ability of the general population to support those with dependencies as they age, but also result in an ageing NHS workforce - this is reflected in our workforce with currently circa 30% of General Practitioners in BSW being over 50.

Emergency Admissions

21. Emergency admissions are expected to grow by around 7.5% overall across condition and age group, however specific major conditions groups will see sizable growth in demand for emergency beds.
22. Many admissions remain avoidable - there were over 200 'avoidable' admissions of over 75s per month in BSW during 22/23. At any given time, these individuals occupied circa 50 acute hospital beds.

Children and Young People

23. Many services for 'Children' and 'Young People' are under extreme pressure, with growing demand post-Covid and long waiting times.
24. The needs and demands of our CYP (Children and Young People) population are growing. Many services are under extreme pressure post-pandemic, and the impact of our care will be carried forward by this group into adulthood.

25. Both the Autism waiting list and caseload have grown significantly in recent years, and demand for these services is increasing sharply, and despite increases in appointments, waiting lists and times continue to grow. Referrals into the service are also increasingly complex. As a result, resources for those most in need is being diluted, and service user anxiety is increasing.
26. There is opportunity to work differently to address some of these huge challenges, including offers of early help prior to referral to children and their families.

Social Care

27. The national evidence highlights pressure on social care now, as well as the projected future demand pressures that arise from a growing / ageing population.
28. Compared to 2015/16, more people in England are requesting social care support but fewer people are receiving it.
29. As part of BSW, any contract must ensure Wiltshire residents are served equally and equitably.

Implications of the findings in the case for change

30. Cost Pressures:
- BSW spends around £340m annually on Acute Inpatient, Outpatient and A&E activity – demographic changes alone are projected to increase this cost by £70m over the next 15 years, or circa £5m per year. This is before adjusting for things like inflation, or the cost of new technologies and treatments.
 - It is the predicted changes in the over 60s population over the next 15 years that are driving these cost increases.
 - Based on long-term forecasts there will be large increases in future demand for and therefore costs of social care.
31. Increased Demand for Acute Beds:
- Acute beds are under enormous pressure within the system with bed occupancy in BSW regularly around 95%. This leaves little headroom to maintain flow through hospitals.
 - BSW modelling shows that, with no changes to the current service model, demographic changes alone would increase demand for acute beds by 115 in five years. This is the equivalent of six 20-bed wards and would be on top of an already stretched system.
32. Increased Ambulance Demand:
- Ambulance services in BSW are under enormous pressure - modelling shows that demographic changes alone would lead to an additional 280 ambulance dispatches per week in BSW in five years. This is on top of an already stretched system and is equivalent to an extra 40 ambulance journeys per day.
33. Increased Pressure on Emergency Departments:
- Emergency departments (ED) in BSW are under enormous pressure with around 30% of those who attend ED waiting longer than 4 hours.
 - Modelling shows that demographic changes alone would lead to an additional 440 attendances per week at BSW Acute A&E departments, being the equivalent

of 63 additional attendances per day, or circa 21 extra at each Trust ED department.

34. There are many other perspectives through which the case for change could be articulated, including the impact on the health and wellbeing of the local population and the demand pressures and resilience of primary care, social care, voluntary and community sector organisations. Some elements of these impacts on wider parts of the system are set out in greater detail in the Joint Strategic Needs Assessments² undertaken within Wiltshire and the other two Places within BSW.

Scope of Services

35. To support the negotiated procurement process the ICB and Local Authorities have reviewed the scope of the services they wish to procure. This has resulted in the creation of three lists: a core service list, a reserve service list, and an excluded service list (Appendix A).
36. The proposed Core Services are aligned across BSW and must be delivered within the contract. These will cover key elements of community-based health services for adults and children, plus any additional services that the ICB and Local Authorities decide to include in the contracts from 1st April 2025. For services identified within the Core List there is a requirement that these will be harmonised across BSW, ensuring equity of access across all local authority areas. Public Health Nursing falls out of the scope of this service being procured as per the cabinet decision made on the 23 May 2023.
37. The identification of a Reserve Services list provides the Commissioners with greater flexibility as these services could be introduced into the contract with the selected provider(s) after the date the contract commences. This Reserve Services list includes services that are currently commissioned outside of the five main community services contracts, or where the model of future provision is not yet determined and/or where recurrent funding arrangements are unclear.
38. A set of Excluded Services has also been generated where a decision has already been taken, via an appropriate governance process to exclude them from inclusion in any contracts issued through the ICBC Programme.
39. The core requirements are further defined in a set of three specifications based on the life stages of:
- 1) 'Starting Well;'
 - 2) 'Living and Aging Well;'
 - 3) 'Dying Well,' or 'the last 1,000 days of life'.

The detail of the services covered by each specification are set out in Appendix A.

² [JSNA Wiltshire Intelligence](#)

Proposed contract duration

40. To obtain the maximum value from the investment in the procurement process and to ensure the successful Provider(s) are incentivised to invest in innovation the ICB propose that the contract duration should be seven-years, with an option of a two-year extension. This duration of contract is intended to offer the Providers the time and reassurance to invest in the transformation of services and to incentivise them to work to deliver the required outcomes.
41. To protect the wellbeing of the local population the contract would be subject to break clauses should the provider fail to meet the standards of service that are specified in the contract.

Main Considerations for the Council

42. Any BSW-wide contract must ensure Wiltshire residents have equal access to services provided under the contract. As part of the exercise of generating the specifications, gaps in the existing services across each Place (B&NES, Swindon, and Wiltshire) have been identified. These gaps include inconsistency in the service offering across BSW, capacity constraints which prevent the services in meeting the needs of the population and examples where there is no service provision at all. Having identified gaps in the current services, this information has been used by the ICB Commissioning Teams to inform the scope of the future contract(s). Harmonisation of services across BSW in line with population needs is a central requirement for the ICBC Programme.
43. The BCF spend is governed by the S.75 agreement which clearly sets out ICB and Wiltshire Council liabilities across individual schemes. The current S.75 agreement runs to end March 2024. In essence there is currently no formal agreement that covers the proposed contract period (April 2024 to March 2031 with option to extend until 2033). The S.75 will need to be revised and agreed with the obligations and liabilities of this contract agreed between the parties. Initial legal advice suggests the duration of the S.75 agreement could be 3 plus 3 plus 1 year to cover the first 7 years of the contract. This gives ample review opportunities.
44. To provide further assurance it is also proposed that a Collaborative Commissioning agreement³ is agreed and signed. This commissioning model is where a group of commissioners collaborate to commission together, with one acting as the co-ordinating commissioner. The NHS Standard Contract may be used by ICBs, by NHS England and by local authorities. Any combination of these commissioners may agree to work together to hold a single contract with a given provider, identifying a co-ordinating commissioner and putting in place a collaborative agreement.
45. Under the principles of such an agreement commissioners must:
 - at all times act in good faith towards each other.

³ [NHS England » Model collaborative commissioning agreements](#)

- act in a timely manner.
- share information and best practice, and work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost.
- at all times, observe relevant statutory powers, requirements and best practice to ensure compliance with applicable laws and standards including those governing procurement, data protection and freedom of information; and
- have regard to the needs and views of all the Commissioners, irrespective of the size of any of the respective Holdings of the Commissioners and as far as is reasonably practicable take such needs and views into account.

Costs

46. Wiltshire Council is being asked to commit to supporting the future BSW-wide community services contract to the same amount (including annual uplifts as designated by central government) for the duration of the contract (to 2032/34, depending on the 2-year extension) as is currently committed to the Wiltshire Health and Care and Access to Care contracts. The sum requested is the total amount provided for community health services that are currently run in Wiltshire by Wiltshire Health and Care and Medvivo.
47. The financial baseline for the current community-based services commissioned through the five contracts has been confirmed as £137,949,690m per annum (Table 1). The Wiltshire BCF provides £10,453,157 per annum to the £60,802,388 Wiltshire Health and Care run Community services contract for Wiltshire, plus £1,073,054 for the Access to Care service (Medvivo). The total amount is £11,526,211. These services are included in the contract baseline.
48. There is a reserve funding list outside the baseline which includes Childrens Speech and Language Therapy services at £559,538.
49. The community equipment services (Medequip) is on the reserve list but is open to negotiation and currently has no financial value attached. The current Wiltshire contract runs to 2026 and we will look to review provision as appropriate.

Table 1: Baseline for Services Continuing into 25/26

	2023-24 BASELINE for services continuing into 2025/26				
	BSW ICB	BCF (Joint)	Somerset ICB	Council	Public Health
Bath	£27,469,958	£3,927,994	£20,443	£1,008,981	£0
Wiltshire	£64,177,373	£11,526,211	£369,622	£0	£0
Swindon	£22,778,711	£6,115,834	£0	£554,564	£0
Indicative Baseline Envelope	£114,426,041	£21,570,039	£390,065	£1,563,545	£0
	£137,949,690				

Table 2: Reserve list funding

RESERVE list funding outside the Baseline				
	NHS	BCF	Council	Public Health
Bath	£5,648,587	£49,215	£0	£3,848,514
Wiltshire	£3,751,631	£0	£559,538	£0
Swindon	£2,560,875	£0	£683,171	£0
Reserve Funding	£11,961,093	£49,215	£1,242,709	£3,848,514
	£17,101,531			

Procurement Implications

50. The procurement will be run by the ICB and will include officers of the Council. Their commissioning approach has been informed by the progression of the legislation associated with the Provider Selection Regime (PSR). Working closely with legal advisors the ICB and the local authorities have considered to what extent the PSR is applicable to the circumstances within BSW. Whilst the ICB recognised that PSR could have been applied in certain circumstances across BSW, their conclusion was that this would have perpetuated some of the fragmented and variable approaches to service provision that pre-date the formation of the ICB. In this context they have concluded that, to realise the full potential of community-based services across BSW a whole system approach to procurement of services using the Public Contracts Regulations 2015 (PCR) is needed. The ICB process for developing the commissioning approach is found in Appendix B.
51. To commission the most appropriate provider(s) and services through the framework the intention is to undertake a negotiated procurement process over an eleven-month period. The use of a negotiated process is different to traditional procurement processes that the NHS and Local Authorities will have participated in, and the approach will necessitate a significant workload for providers and commissioners. The Council has raised its concerns with this approach to the executive board of the ICB, particularly around the open competitive nature and the risk that a future bid may not fit within the financial envelope available. However, the ICB believe that the breadth and complexity of services and the opportunity for co-creation and innovation mean that this upfront investment in developing collective and collaborative thinking, building understanding, and fostering relationships will lead to significant longer-term improvements in the effectiveness and sustainability of services for the local population.
52. The purpose of the negotiated process is to draw on the expertise of both the commissioner and the providers in identifying the most effective way of responding to the needs of the population and to role model and practice the collaborative behaviours that we have committed to as an Integrated Care System, whilst still operating within the requirements of the Public Contracts Regulations (PCR). As partners we have co-developed a set of principles which frame the commissioning approach we are committing to. These principles are set out in Appendix C. The timeline to service start date is shown in figure 2.

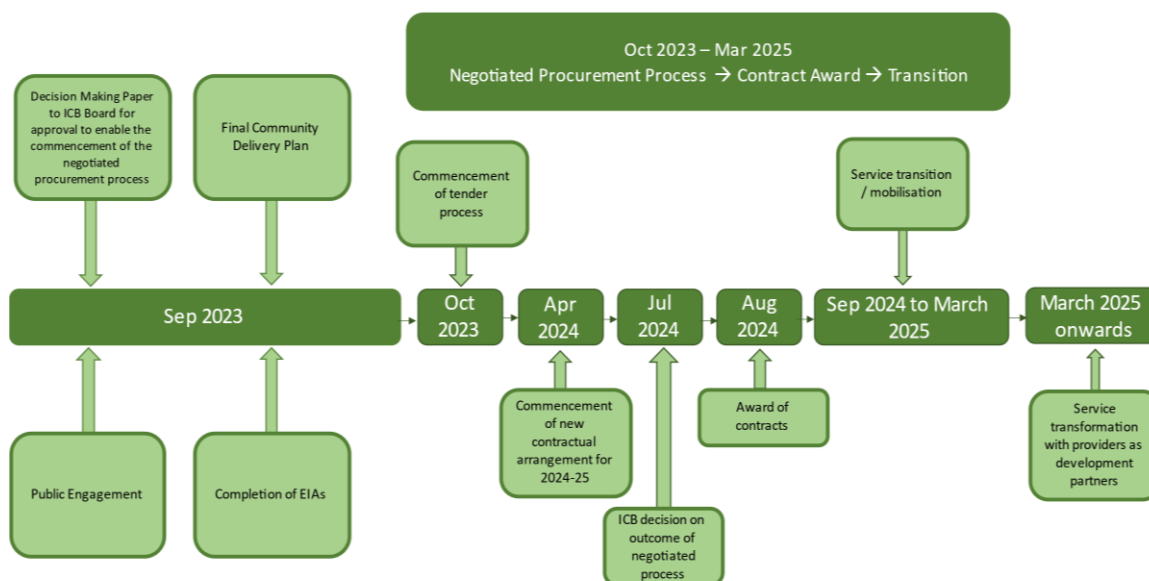


Figure 2: Procurement Timeline

53. ICB and Wiltshire Council colleagues will work closely together throughout the tender process, utilising existing BCF governance arrangements. It is proposed that that Cabinet approve delegated authority the Corporate Director People (DCS) to authorise activities related to the procurement up and until award (when the award decision will return to Cabinet).

Overview and Scrutiny Engagement

54. Papers related to this have been presented to the HWB (Health and Wellbeing Board) on 20 July 2023, Health Select Committee on 4 July 2023 and ICA (Integrated Care Alliance) on 19 July 2023.

Equalities Impact of the Proposal

55. An Equalities Impact Assessment (EQIA) is in development and will be presented to the ICBC Programme Board as part of the decision-making process. It will build upon the EQIA completed for the Direct Award process and is being developed further to ensure the assessment of the potential impact on the population of BSW of the proposed commissioning intentions and contractual changes for 2025-26.

56. We would expect any services tendered will support equitable access for any individual who has assessed needs and will be provided free to all those that need the service. We will share the EQIA with Cabinet when we return for approval to proceed to contract award.

Public Health Implications

57. There are no public health concerns arising from this approach.

Environmental and Climate Change Considerations

58. The Council will influence the tender evaluation criteria and contract terms and conditions to include sections on environmental and climate change impact to ensure this is appropriately considered. We would expect the new supplier(s) to consider how they will contribute to the Council's Climate Strategy and Business Plan commitments to net zero and to plan for the impacts of climate change.

Associated Risks

59. There are several organisational risks including.

- i. Quality – ensuring the quality-of-service provision for patients and population across BSW.
- ii. Workforce – While Wiltshire Council employees are not directly affected by subsequent TUPE arrangements etc they do work closely with community health teams to deliver a range of services to Wiltshire residents. Any disruption and uncertainty resulting in the tender process may have an impact on demand across these services.
- iii. Financial – ensuring the financial implications of committing the BCF funding associated with the delivery of these services are understood and can be factored into our financial planning.
- iv. Reputational – ensuring Wiltshire Council is administering the BCF according to national guidelines.
- v. Wiltshire is required to adhere to central government reporting requirements regarding the BCF and we will need to ensure that we maintain oversight of the impact of the spend on the community health contract in terms of how it is addressing national funding priorities and meeting the needs of Wiltshire residents. This will be developed with ICB colleagues in due course through the established governance process.
- vi. Whilst the ICB will be leading the procurement, consideration will need to be given to the Council's potential liability for a share of the costs and liability in the event of a challenge. Therefore, the Council will need to ensure its role in the procurement is clear and this risk is managed and addressed in accordance with the Section 75 Agreement and any commissioning agreements with the ICB (and other commissioners) regarding this service.

Opportunities

60. The new contract is expected to bring Wiltshire residents greater equity of access to a wider range of community health services. Being a party to the contract ensures Wiltshire Council can influence partners to ensure system-wide services bring maximum benefit to Wiltshire residents.

Financial Implications

61. Approving support to the ICB Community Health services contract will commit BCF funding for the duration. However, the contract can include appropriate break provisions (see legal implications below). Wiltshire Council will take further legal and procurement advice and act when appropriate.
62. The current S.75 agreement will be reviewed and refreshed with any commitment to the Community Health Services contract considered. Wiltshire Council will work closely with ICB colleagues to ensure the S.75 and contractual break clauses are in place to give assurances around any liabilities faced by the Council. Cabinet will be asked to approve the revised S.75 agreement.

Legal Implications

63. The use of the Better Care Fund is subject to the terms of the Section 75 Agreement between the ICB and the Council. The current version is due to expire on 31 March 2024. A further Section 75 Agreement will need to be agreed with the ICB to cover the term of the proposed contract. The contract associated with the service can include appropriate break provisions in the event the arrangements under the Section 75 Agreement expire or end for any reason. Legal advice will be sought on this procurement, the service contract, the commissioning arrangements and the Section 75 Agreement.
64. These are the statutory services therefore the delivery of the service will need to be achieved through these arrangements or other arrangements.
65. Whilst the ICB will be leading the procurement, consideration will need to be given to the Council's potential liability for a share of the costs and liability in the event of a challenge. Therefore, the Council will need to ensure its role in the procurement is clear and this risk is managed and addressed in accordance with the Section 75 Agreement and any commissioning agreements with the ICB (and other commissioners) regarding this service.

Workforce Implications

66. While the tender will not directly impact the employment status of any Wiltshire Council employees, some of our services, for example the Reablement service work closely with the current community service. Any adverse impact on staffing levels within the community service may adversely impact on demand and ability to deliver for Wiltshire Council services and for Wiltshire residents.

Recommendations

67. Cabinet is recommended to:

- Give 'in principle' agreement to commit Better Care Funding to the ICB Community Health Contract from 2025 to 2032 (with potential for a further 2 years to 2034). Wiltshire BCF provides £10,453,157 per annum to the £60,802,388 Wiltshire Health and Care run Community services contract for Wiltshire, plus £1,073,054 for the Access to Care service (Medvivo). The total amount is £11,526,211. These services are included in the contract baseline. There is a reserve funding list outside the baseline which includes Childrens Speech and Language Therapy services at £559,538.
- Formal commitment is dependent on a revised and agreed S.75 Agreement that covers the period of the contract, along with a signed Collaborative Commissioning agreement.
- Cabinet to approve the revised S.75 agreement.
- Approve delegated authority to the Corporate Director People (DCS) to authorise activities related to the procurement up and until award (when the award decision will return to Cabinet).

Alison Elliott (Interim Director Commissioning)

Report Author: Helen Mullinger Commissioning Manager BCF
6 November 2023

Appendix A: Adult Services Scope

Appendix B: Process for Developing the Commissioning Approach

Appendix C: Principles Underpinning ICBC Programme

Background Papers

None

Appendix A: Adult Services Scope

Background

The template **has been jointly completed by adult commissioners.**

Core services have been aligned across BSW.

- What is essential for integrated community teams.
- Not just statutory services but what commissioners consider as essential.
- Lack of consistent offer across several service areas, focus for harmonisation in new contract.
- Included where services are only in 1 or 2 ICAs currently.

Reserve list services could be put into the contract from April 2025, but this will be determined during the negotiated process, or services under other contracts with dates that do not align. Services in the reserve list may require further design, or development during the negotiation period. An agreement on the decision making process of including or excluding services on the reserve list is being jointly developed.

Excluded services where a decision has already been taken, via an appropriate governance process to exclude or minimal changes (if not added to reserve list).

Adult Core

Banes	Swindon	Wiltshire	
SD15 Bladder and Bowel Service	SD15 Bladder and Bowel/Continence	SD15 Continence Service	
SD17 Community Hospitals Inpatients	SD212 Community Hospitals/Intermediate care, step up and step down, including GP cover	SD17 Community Beds (Community Hospital Wards) SD215 Geriatrician (community ward cover plus geriatric support)	
SD19 Community Nursing Services and the Cluster Team Model (Adults)	SD19 Community Matrons/LTC/ACPs	SD19 Core Community Teams SD24 End of Life Care for Adults in the Community	
SD31 Integrated Reablement	SD31 Integrated Reablement service	SD27 Home First Expansion	
SD47 Diabetes Structured Education	SD47 Diabetes structured education – type 2 SD47 Diabetes – Community Services SD47 Diabetes Structured Education – type 1	SD47 Community Diabetes Service	
SD64 Heart Failure Rehabilitation & SD64 Heart Failure Rehabilitation	SD46 Cardiac Rehab (in acute GWH) - no community service in-place SD64 - CVD/Heart Failure (in acute GWH)	Cardiac Rehab with WH&C separate BSW contract to community services	Review Swindon position
SD48 Community Neuro and Stroke Service	SD48 Neurology (PD, stroke, ESD) SD48 IP and Community Stroke Services	SD48 Integrated Community Neurological and Stroke Services (ICNSS), including ESD, Neurotherapy and Neurology Specialist Practitioners	
SD54 Community Podiatry	SD54 Podiatry	SD54 Podiatry Service	
SD57 Tissue Viability SD35 Lymphoedema	SD57 Tissue Viability SD35 Lymphoedema (in Prospect)	SD57 Tissue Viability Nurse & Lymphoedema	
SD210 Community Dietetics (SLA in RUH) No specific service, could offer under another service. Twilight service in community nursing.	SD10 Dietetics	SD210 Dietetics Service	
SD46 Community Respiratory Service	SD44/SD206/SD46 - Respiratory (general, COPD, O2 Assessment) SD305 Pulmonary Rehab	SD46 Cardiology and Heart Failure SD206 COPD/PACE	
SD38 Community Physiotherapy SD40 Orthopaedic Interface Service	SD303 Therapy at Home SD40 Orthopaedic Interface Service (in acute GWH) SD214 Physiotherapy – MSK & practice based (in acute GWH)	SD214 Physiotherapy (Outpatient) including MAS, CPS, and W Wills Orthopaedic Service	
SD19 Community Nurse, NHS at Home (Virtual Wards, Urgent Community Response (UCR)) See reserve list	SD304 Urgent Community Response SD19/SD207 - NHS@Home/Virtual Ward	SD304 Rapid Response (UCR) SD207 NHS@H (V Wards)	
SD49 Speech and Language Therapy	SD27b Discharge Support/flow hub SD49 Therapy – SALT	SD27 Patient Flow Hub SD49 SALT	

Adult Core Continued

Banes	Swindon	Wiltshire
SD61 Falls Response Service – Falls rapid response car	SD61 Falls and movement disorders	No service
SD26 Movement Disorders and Falls and Balance		
SD211 Enhanced health in care homes	SD211 Enhanced Health in Care Homes (With Primary Care in Swindon)	SD211 Enhanced Health in Care Homes
Within reablement services	SD17 - Therapy support to Pathway 2 beds	SD213 Intermediate Care Team
Community Orthotics (in acute RUH contract)	Orthotics (acute GWH contract)	SD204 Orthotics
SD58 Community IV Therapy	SD58 IV Therapy	No service
Community Phlebotomy as part of SD19 Community Nursing	SD300 Phlebotomy	No service
SD51 Minor Injuries Unit	No comparable service in Swindon, minimal MIU for Shrivenham population only	SD51 Minor Injury Service
Community DVT Service	SD300 DVT	?
NA	Shrivenham (Oxford Health) day time community nursing	NA
Community Fracture Support Service (With BEMS contract until March 2024)	SD205 Fracture Clinic (in acute GWH)	SD205 Fracture Clinic
SD13 Community Audiology and Hearing Therapy	Audiology & Hearing Therapy In acute contract (GWH)	Hearing Therapy contract (Adults with HCRG in Banes) & Audiology in acute
		SD307 Acute Trust Liaison (In reach)
Adult Hearing Therapy – SOMERSET		
Parkinson's Specialist Clinics – SOMERSET		

SD211 Service offer all different

Check Wiltshire

Adult Reserve

Banes	Swindon	Wiltshire
Dermatology In acute contract (RUH) & Community Dermatology?	SD302 Dermatology	Dermatology In acute contract (SFT, RUH)
SD21 Interim Pain Management	SD21 Pain in acute (GWH)	SD21 Pain in acute contract (SFT, RUH)
Wheelchair Services (Contract with NBT)	SD201 Wheelchairs	SD201 Wheelchairs
High Intensity User Scheme (Medivo)	High Intensity User Scheme (Medivo)	High Intensity User Scheme (Wilts CIL)
Community Equipment Services (In Banes Council) Request to exclude from contract?	SD16b - Equipment Services	Community equipment joint contract with Wilts Council (Mediquip)
		MEDIVO Access to Care (Contract to March 25)
	BSW Care Coordinaton into community contract (no contract currently)	
	BSW Women's Health Hubs (pilots just starting in BSW)	
SD24b Dorothy House – End of Life Care (sub-contracted)	Hospices – Prospect	Hospices – D House, Salisbury Hospice, Prospect
		RND (small BSW contract)
		Link Transport (BSW contract)
List of BANEs VCS Sub-contracts (multiple contracts)	CRUSE (BSW Contract Wilts and Swindon)	CRUSE (BSW Contract Wilts and Swindon)
		Functional Electronic Stimulation (FES) (Odstock GP Practice)
		ARRS roles (WH&C provide some primary care roles)
SD43 HCRG Adults with a Learning Disability and their Families Appendix A – Supported Living services	SD43 Learning Disability & Autism Support (Currently sits within AWP)	SD43 WH&C Specialist Learning Disability Health Services (SLDHS) which form part of the Joint Community Team for People with a Learning Disability (CTPLD)
		SD207 Post Covid syndrome assessment clinics delivers BSW wide service
Banes Community Wellbeing Hub (Not in contract) workforce is public health funded.		
List of BANEs VCS Sub-contracts to be updated once clear position (multiple contracts)	SD19 Urgent Treatment Centre - in community contract (under review to move into acute contract)	
SD48b Stroke Association – communication support (ICA, health funded so included in reserve list)		
SD48b Stroke Association - community stroke co-ordinator (ICA health funded so included in reserve list)		
SD22b RICE – Research Institute for Care of the Elderly Dementia Assessment Service		

BSW Contract non-recurrent funding

Small contract with Odstock medical practice offering a FES service for Wiltshire and NCA for Banes and Swindon. Could be in community stroke and neurology service

Options for future BSW service model to be considered by LDA Programme Board

WH&C deliver this service on behalf of BSW. Funding not confirmed by NHSE beyond March 2024

Agree approach to BSW memory services.

Adults Excluded

Banes	Swindon	Wiltshire
SD14b – SD52b Banes VCS sub-contracts are these 'out of scope' completely?	None	SD14 Physiotherapy (Outpatient) including MAS, CPS, and W Wilts Orthopaedic Service – children's element of the service only , WH&C support children over 8 years old in current contract.

1. New community contract must harmonise all core services across BSW, level up or down where needed and align access. Note variation across several service areas for adults and current gaps where no services exist in ICAs.
2. Core service offer, note some are within other contracts currently, we propose working with procurement colleagues to determine future options for those contracts e.g., serve notice, align end dates. Note if services transferred into community contract this would increase the overall contract value.
3. Reserve service list during negotiation period to agree if included from April 2025, or services held to include during contract period, or exclude. Note services which are non-recurrently funded or unfunded.
4. Agree minimal excluded services

Appendix B: Process for Developing the Commissioning Approach

Council officers have been involved in the development of the commissioning approach and have raised concerns regarding the process. However, the ICB are confident that this approach is appropriate and cite other areas across England where this has been successful.

The commissioning approach that has been adopted has been informed by a range of other procurements that have been undertaken both within BSW and in other health and care systems across England, including Bristol, North Somerset and South Gloucestershire, Devon, Hampshire and the West Midlands.

The approach recognises the ethos behind collaborative working that underpins the development of ICSs and where possible this ethos has been built into the local process, ensuring that the commissioning approach is as informed as possible by the insights of a wide range of providers.

The commissioning approach has also been informed by the progression of the legislation associated with the Provider Selection Regime (PSR). Working closely with legal advisors the ICB and the local authorities have considered to what extent the PSR was applicable to the circumstances within BSW. Whilst we recognised that PSR could have been applied in certain circumstances across BSW, our conclusion was that this would have perpetuated some of the fragmented and variable approaches to service provision that pre-date the formation of the ICB. In this context we have concluded that in order to realise the full potential of community-based services across BSW, a whole system approach to procurement of services using the Public Contracts Regulations 2015 (PCR) is needed.

We recognise that the use of the PCR framework and the adoption of a negotiated process will necessitate a significant workload for providers and commissioners. However, we believe that the breadth and complexity of services and the opportunity for co-creation and innovation mean that this upfront investment in developing thinking, understanding and relationships will lead to significant longer-term improvements in the effectiveness and sustainability of services for the local population.

Approach to Provider Selection

The procurement of these services currently falls within the scope of Light Touch Regime (LTR) under the PCR and will be the case until any new regime is introduced.

The Provider Selection Regime (PSR) which is due to be introduced later this year is likely to have some additional flexibility when compared to the current procurement position under the LTR, with the ICB having a greater ability to award contracts without competition. This however is only feasible under three key decision-making categories:

- Category 1: Continuation of existing arrangements – where the incumbent provider is the only viable provider due to the nature of the service, where alternative providers are already available via patient choice routes, or where the incumbent is doing a good job (in relation to the key decision-making criteria – see below), is likely to continue to do so, and the service is not changing.

- Category 2: Identifying the most suitable provider when the decision-maker wants to use a new provider or for new or substantially changed arrangements – where existing arrangements need to change considerably, where the incumbent is no longer able/wants to provide the service, or where the decision-making body wants to use a different provider and the decision-making body considers it can identify a suitable provider without running a competitive procurement process.
- Category 3: Competitive procurement – for situations where the decision-making body cannot identify a single provider or group of providers that is most suitable without running a competitive process; or wants to test the market.

An assessment against these criteria suggests that the ICB does not have sufficiently robust reasonable grounds to believe it could appoint the most suitable provider(s) under category 1 or 2 above and therefore the only option would be under the Category 3 process which guidance suggests should be “...open and fair, conducted with integrity, and aimed at delivering maximum benefit and value for money”, and therefore does not indicate a significant relaxation from current LTR rules.

Whilst the guidance indicates that any challenges brought under PSR may be more favourable to the ICB and the remedies likely to be available to challengers more limited under the PSR than is currently the case under the PCR, the route of challenge to PSR decisions being likely to be via Judicial Review (JR). JR offers comparatively less attractive remedies than challenging under the PCR. On the other hand, bidders may be motivated to bring JR challenges for the purposes of clarifying the requirements of the PSR.

The LTR require the ICB to conduct a procurement process that is “lighter touch” than would otherwise be the case under the full requirements of the PCR. The LTR requires the ICB to, at a high level:

- Publish a notice advertising the opportunity.
- Conduct a transparent procurement procedure that treats bidders equally.
- Provide bidders with debrief information (such as their scores and reasons for the scores);
- Conduct a standstill period; and
- Issue a contract award notice.

The LTR does not go beyond the above requirements and dictate the form of the process that is undertaken. It expressly states that the ICB does not need to follow a prescribed procurement procedure (such as an “open” or “restricted” procedure) that it would otherwise need to follow if the opportunity was subject to the full PCR requirements. The LTR therefore offers the ICB flexibility to design and structure its own process and consider relevant considerations.

Provider Selection Process

Figure 13: Provider Selection Process

Pre-selection criteria

This is the first step in the provider selection process and is based on the provider's history which can be evidenced. It will include mandatory requirements but can also include discretionary items.

The key pre-selection criteria areas, that providers will need to demonstrate and evidence experience of, include:

- Quality standards
- Quality improvement and impact
- Reducing health inequalities
- Public engagement
- Environmental sustainability
- Finance and economic/commercial considerations
- Value for money
- Workforce
- IG and data
- Digital
- Service scope and experience
- Innovation including working in collaborations and implementing health improvement activities

In assessing against the pre-selection criteria, the following principles are to be used:

- National and legal standards must be mandatory.
- Regulatory matters and quality standards must adhere to a minimum standard supported by improvement plans where appropriate.
- Experience of delivery of service within the sector and/or locally will be mandatory.
- Financial assessment must be on equivalent basis for all providers and evidentially supported.

In addition to these mandatory principles, there are also a number of standards that are desirable, including:

- Delivery against elements of the ICB core objectives must be evidenced with examples.
- Delivery against key ICBC objectives should be evident in some areas.
- Community engagement and co-production must be illustrated with examples.
- Experience of working in collaboration with others must be exemplified.

- Evidence of taking steps to support local community development/ regeneration in delivery of services.
- Evidence of commitment to environmental sustainability.

Specification

The specification includes details of what is required for the future. It can include the in-scope services as well as a reserved list of services. The specification can be further developed through a negotiated process but this does require formal governance points throughout.

Memorandum of Information

The Memorandum of Information is a document that will go through formal governance routes and is to help the providers to understand the system and what is required. It will contain a range of information that is relevant to the ICS.

Appendix C: Principles Underpinning ICBC Programme

The principles underpinning the approach to the ICBC Programme and the commissioning of integrated community-based health and care services are detailed below in **Error! Reference source not found..**

Principles Underpinning ICBC Programme

Principles underpinning our approach to the recommissioning of community-based health and care services	
Core principles associated with the provision of community-based care	
1. Population focussed.	<ul style="list-style-type: none"> • We will collectively focus on the wellbeing of the population, the prevention of ill-health and the provision of early interventions when needed. • Our approach will be informed using Population Health Management tools and intelligence to target improvements more accurately to the areas of greatest need within BSW. • Our approach will be holistic, focussing on the whole person and the wider determinants that affect their health and wellbeing.
2. Informed by the experts and those with lived experience.	<ul style="list-style-type: none"> • We will develop approaches and services through co-creation with the local population who use them and colleagues who deliver them. • We will become an effective learning system, with a willingness to experiment, fail and learn so that we can deliver better outcomes.
3. Rewarding roles and careers	<ul style="list-style-type: none"> • We will invest to develop and grow a dynamic and innovative workforce with the skills, knowledge and behaviours to offer personalised care with patient safety and positive experience as central to all care delivery for the local population. • We will recognise and value the critical role played by formal and informal carers and the voluntary and community sectors in the delivery of care.
4. Support delivery of the BSW Together 'Integrated Care Strategy'.	<ul style="list-style-type: none"> • Our approach to the provision of community-based care services will reflect our commitment to delivering the outcomes set out in the Integrated Care Strategy and the approach described in the BSW Care Model. • Particular attention will be given to the delivery of fairer health outcomes within BSW.
5. Consistency of service offer	<ul style="list-style-type: none"> • The service offer across BSW will be consistent, but with variation in services where it is appropriate for meeting local needs.
Principles specifically associated with the commissioning process	

Principles underpinning our approach to the recommissioning of community-based health and care services	
6. Specification of requirements	<ul style="list-style-type: none"> • We will commission services by: <ul style="list-style-type: none"> ➤ describing a set of desired outcomes; and ➤ setting out specific requirements (e.g: Personalised care, collaborative operating between different providers, coordinating service delivery at the neighbourhood level, using Population Health Management Tools and sharing information via the Integrated Care Record).
7. Scope of requirements	<ul style="list-style-type: none"> • The scope of requirements will be described in two ways: <ul style="list-style-type: none"> ➤ Core – what range of services are we commissioning from 1st April 2025 to replace the current services – linked to the expiration of five existing contracts across BSW. ➤ Reserved – additional services that may be introduced into the contract(s) at a later date, for example when other existing contracts expire, or an improved way of working is identified.
8. Work collaboratively	<ul style="list-style-type: none"> • The new provider or providers are expected to emerge through true collaboration between current and potential providers. They will need to involve a cross section of statutory, voluntary and community sector organisations and are expected to maximise the contribution from local organisations.
9. Focus on value for money	<ul style="list-style-type: none"> • Our investment decisions will be informed by an evidence-based approach to achieving value for money. • We expect to see a shift in the proportion of resources invested in different sectors to more effectively deliver care and improve outcomes. • Our emerging ‘Case for Change’ highlights the risk if we do nothing and challenges our traditional approaches to the allocation of financial resources. • We need greater financial transparency between partners.
10. Use technology better	<ul style="list-style-type: none"> • We will deploy digital and automated tools to enhance capacity and capability, supporting individuals and professionals to make better choices. • With more relevant, timely and accurate information our aim is to increase the ability and confidence of our local communities to take responsibilities for their own wellbeing, health and care.
11. Achieve environmental sustainability	<ul style="list-style-type: none"> • Providers will need to deliver improvements in the environmental sustainability of services.

Principles underpinning our approach to the recommissioning of community-based health and care services

12. Allow time for innovation and collaboration

- We will support providers to innovate services over time, building on current good practice and developing collaboration.
- We will set out the early priorities for transformation during the initial years of the contract(s).
- We will take a shared risk approach between partners in the way we transition and deliver services.
- We will encourage collaborative behaviours and challenge those which are non-collaborative.

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Wiltshire Council

Cabinet

14 November 2023

Subject: A350 Chippenham Bypass (Phases 4 & 5) – Contract Award

Cabinet Member: Councillor Caroline Thomas, Cabinet Member for Transport, Street Scene & Flooding

Key Decision: Key

Executive Summary

The A350 forms part of the nationally important Major Road Network and provides an important strategic north-south link through western Wiltshire. It is the main connection from Chippenham and the west Wiltshire towns to the M4. High traffic volumes, particularly during peak periods, result in congestion, safety problems, delays, and unpredictable journey times on the route at Chippenham, especially at Bumpers Farm Roundabout.

The A350 Chippenham Bypass (Phases 4 & 5) scheme will provide an additional two-lane carriageway from Bumpers Farm Roundabout to Cepen Park South Roundabout, and from Chequers Roundabout to Lackham Roundabout, and improvements to Bumpers Farm Roundabout by increasing traffic lanes and the introduction of traffic signals. The scheme will complete the dualling of the A350 from the M4 to Lackham Roundabout.

The Outline Business Case for the scheme was approved in the Spending Review on 27 October 2021, when the Chancellor approved funding of up to £26,625,000 for the dualling of the remaining sections of the Chippenham Bypass. In February 2022 the Council approved £3,154,212 funding from the Community Infrastructure Levy (CIL) to contribute to the cost of the scheme.

The procurement of the contract to construct the scheme has followed a robust two-stage process. The first stage was for potential bidders to complete a Supplier Qualification (SQ) document to show their capability of delivering the proposed works. The second stage has been for the five highest scoring bidders to be invited to submit prices and a quality submission which are assessed to identify a preferred bidder. The detailed scoring and financial information on the bids are contained in a confidential report to be considered in Part 2 of this meeting.

The outcome of the procurement process will be used to complete the Full Business Case to obtain final funding approval from the Department of Transport. It is envisaged that construction will start in April 2024 and be completed in summer 2025. In the meantime, it is proposed to carry out advance works to facilitate an early start on the construction.

Proposal

Cabinet is asked to approve the appointment of the contractor detailed in the

exempt appendix for construction of the A350 Chippenham Bypass (Phases 4 & 5).

The proposal is to be considered as a Part 2 Item at this meeting.

Reasons for Proposal

- 1) There is a need for a specialist contractor to construct the A350 Chippenham Bypass (Phases 4 & 5).
- 2) Following a robust procurement exercise in accordance with the 'Restricted Procedure' tenders have been submitted and assessed in terms of price and quality.
- 3) The most advantageous tender for the Council, taking into account price, quality, carbon and social value, should be accepted in accordance with the procurement procedures. The detailed scoring and financial information are contained in a confidential report to be considered in Part 2 of this meeting.

Parvis Khansari
Corporate Director, Place

Wiltshire Council

Cabinet

14 November 2023

Subject: A350 Chippenham Bypass (Phases 4 & 5) – Contract Award

Cabinet Member: Councillor Caroline Thomas – Highways & Transport, Street Scene & Flooding

Key Decision: Key

Purpose of Report

1. To seek approval to award a contract for construction of the A350 Chippenham Bypass (Phases 4 & 5).

Relevance to the Council's Business Plan

2. The Council's Business Plan 2022 to 2032 sets out themes for Thriving Economy, Resilient Society, Sustainable Environment and Empowered People. The following objectives are particularly relevant to the current proposals:
 - We have vibrant well-connected communities,
 - We ensure decisions are evidence-based,
 - We take responsibility for the environment,
 - We are on the path to carbon neutral (net zero),
 - We are safe.
3. The dualling of the remaining sections of the Chippenham Bypass will improve the key A350 north-south route to ease connections to the west Wiltshire towns and improve road safety. The project includes environmental measures and facilities to improve safety for vulnerable road users. The alterations to Bumpers Farm Roundabout will improve safety and access to and from the important employment area at Bumpers Farm Industrial Estate.

Background

4. The A350 forms part of the nationally important Major Road Network and provides an important strategic north-south link in the Western Gateway Strategic Transport Body area. In Wiltshire, it connects Chippenham with Melksham, Trowbridge, Warminster and then on to Salisbury via the A36. It is the main connection from the towns to the wider strategic road network, including the M4 (Junction 17) to the north and the A36 (Trunk Road) to the South. High traffic volumes, particularly in the peak periods, result in congestion, delays, and unpredictable journey times on the route, especially at Bumpers Farm Roundabout.
5. The A350 Chippenham Bypass scheme was the subject of a planning application, statutory orders, and a public inquiry in the 1990's. It was always envisaged that the road would need to become a dual carriageway as traffic volumes increased, and sufficient land was acquired at that time to facilitate the future dualling.

6. The initial stages of the Chippenham Bypass at its northern end were built by developers as single carriageways. Subsequent stages were completed using government funding and were also built initially as single carriageways, but with the key structures constructed so that they could accommodate the final dual carriageway with minimal alterations.
7. In recent years dualling and junction improvements have been undertaken on various sections of the bypass as funding became available from the Department for Transport and Local Enterprise Partnership. The two remaining single carriageway sections of the bypass and Bumpers Farm Roundabout (see **Appendix 1**) are the subject of this report.
8. The Outline Business Case for the currently proposed improvement was approved in the Spending Review on 27 October 2021, when the Chancellor approved funding of up to £26,625,000 for the dualling of the remaining sections of the Chippenham Bypass. In February 2022 the Council approved £3,154,212 funding from the Community Infrastructure Levy (CIL) to contribute to the cost of the scheme.
9. The benefits of the scheme are to:
 - Improve journey time reliability and reduce total delay along the A350 Chippenham Bypass.
 - Reduce the frequency of personal injury collisions along the A350 Chippenham Bypass and parallel routes.
 - Improve journey time reliability on the A350 to preserve its key role as part of the advisory freight route network.
 - Increase the capacity of the A350 Chippenham Bypass to support planned growth and future growth in the emerging Local Plan.
 - Improve journey time reliability and reduce total delay along the A350 which may otherwise discourage inward investment towards new and existing employment sites in Chippenham.
 - Protect the strategic role of the A350, by increasing the road capacity to improve north-south connectivity and minimise traffic reassigning onto the local road network.
10. The scheme has now been designed in detail and further assessment work has been undertaken to inform the preparation of the Full Business Case, which will be submitted to the DfT for approval and funding shortly. The Full Business Case for the scheme requires tenders for the work to be obtained to enable the costs to be identified with greater certainty.

Main Considerations for the Council

The Scheme

11. The proposals for a Chippenham Bypass at the time of the original planning application and public inquiry was for a dual carriageway, with earth mounds and landscaping proposals, as well as drainage management and other mitigation measures. It was initially constructed as a single carriageway with provision for future dualling.
12. The statutory orders for the scheme included the compulsory purchase of sufficient land to construct the full dual carriageway bypass, including easements for drainage provision, working space to facilitate construction, and landscaping including providing

an extension to Vincients Wood which is now a nature reserve. The land along the route was taken into the public highway to facilitate the future dualling.

13. The scheme included statutory orders to stop up rights of way where they were crossed by the bypass route, and the provision of new crossing facilities with a new bridge for pedestrians, cyclists and equestrians at Frogwell and a road bridge and diverted Byway at Easton Lane. When the bypass was constructed pedestrians and other users were allowed to continue using those single carriageway crossing locations pending the eventual dualling.
14. The original bypass scheme included new road bridges over the A350 at Frogwell and Easton Lane, and a bridge for the London-Bristol railway, which were all constructed with adequate width to accommodate the second carriageway when required for future traffic volumes.
15. Some sections of the bypass have already been dualled, and the current scheme will dual the remaining sections of the bypass. The scheme comprises:
 - An additional two-lane carriageway from Chequers Roundabout to Lackham Roundabout on the western side of the existing road (Phase 4),
 - Alterations at Lackham Roundabout,
 - Improvement of Bumpers Farm Roundabout by increasing traffic lanes and the introduction of traffic signals (Phase 5),
 - An additional two-lane carriageway between Bumpers Farm Roundabout and Cepen Park South Roundabout on the western side of the existing road (Phase 5),
 - Signal controlled pedestrian crossings and routes to provide safe pedestrian and cyclist movements across the bypass, and connections to the existing overbridges.

16. Further information on the proposals can be found on the scheme webpage at:

[A350 Chippenham Bypass Improvements \(Phase 4 and 5\) - Wiltshire Council](#)

17. The works are in the public highway and no further planning or statutory permissions are required to facilitate the implementation of the current proposals.

Public Engagement

18. The proposals for the dual carriageway Chippenham Bypass were the subject of consultations at the planning application stage and at a public inquiry in the 1990s. Following the public inquiry, the statutory orders for the scheme were approved by the Secretary of State.
19. The scheme was the subject of a further public engagement exercise between December 2022 to February 2023. This included direct letter deliveries to local businesses and residents within the Bumpers Farm Roundabout area, public meetings and presentations and a display at Chippenham Library, with a dedicated scheme webpage and an online questionnaire.
20. The purpose of the exercise was to raise awareness of the project, highlight the scope and scale of the works to be delivered and obtain views regarding the proposals. From the public engagement exercise several themes were identified, including comments

about the need for the scheme, the priority, speed limits, noise, access to the countryside, operational and environmental aspects.

21. The comments and suggestions received, and the responses are summarised in a report on the public engagement exercise which is available on the scheme webpage. The matters raised have been considered and are discussed in the 'Response to Public Engagement' document which is also available on the scheme webpage.

The Proposals

22. The scheme has not changed significantly since the bypass was granted planning permission and the first phases of the bypass were constructed. However, some changes have been made in response to changing design standards and guidance, and in response to the recent public engagement exercise.
23. At Bumpers Farm, increased traffic volumes have resulted in increasing delays, especially for traffic leaving the industrial estate in the evening peak periods when there can be substantial queues and delays before drivers are able to enter the roundabout because of the high volume of circulating traffic. To increase the throughput of traffic, it is proposed to introduce traffic signals on four arms of the roundabout to create gaps in the circulatory traffic to ease movements. Similar arrangements proved successful at Farmers Roundabout on the A350 at Melksham.
24. The changes at Bumpers Farm roundabout will include signal-controlled pedestrian and cyclists crossings across the A350 on the north side of the roundabout and across the eastern arm of the A420 Bristol Road.
25. New pedestrian routes will be provided within the highway boundary to connect the footpaths Chippenham 33 and Chippenham 116 at Bumpers Farm Industrial Estate and the footpath Chippenham 6 at the Rugby Club to the overbridge at Frogwell. This will provide a safe pedestrian route to cross the bypass.
26. Consideration was given to the closure of the left in/left out junction at Drake Crescent, which could improve safety by concentrating vehicle turning movements at the roundabouts and would enable additional screening to be provided to residential properties. However, it is appreciated that this would be less convenient for some residents, and instead changes to the signing and road markings will be made.
27. At Cepen Park South Roundabout a signal-controlled Toucan crossing will be provided to link the residential areas with the Bridleways Chippenham 10 and Chippenham 8 on the west side of the bypass. Consideration was given to options to keep link the byways via the previous crossing location at Drake Crescent, but a pedestrian route at ground level would be less safe with the dual carriageway and merging traffic. An overbridge would not be practical because of the presence of the overhead electricity lines and an underpass would not be feasible on cost grounds and it would require the removal of a large part of the earth mounds which currently screen the road from the adjacent properties.
28. There were concerns from residents about traffic noise because of increased traffic and speeds. The bypass is generally well screened from adjacent properties and additional noise fencing would not be justified. However, it is proposed to use quieter road surfacing on the new carriageway to reduce traffic noise associated with the scheme.

29. The original bypass was provided with street lighting along its whole length north of the A4. Current practice is to provide lighting generally only at junctions and where required for safety reasons. It is therefore intended to remove the existing lighting where it is no longer required on the longer lengths of fairly straight road between the roundabouts. Lighting at the junctions will be retained and upgraded as necessary.

Procurement Strategy

30. Consideration was given to various procurement options, which were assessed against criteria for time (speed or certainty of completion date), cost (price level and cost certainty), and quality (functionality and performance). They were assessed in the knowledge that the scheme has been developed to a good level of detail with design drawings, quantities and estimated costs prepared.
31. The traditional contract approach scored highest in the assessment for this scheme. This procurement method was also followed for the previous phases of the Chippenham Bypass improvements which were all delivered successfully, and it is expected to provide time predictability and good cost certainty for the current works.
32. During November and December 2022, supplier engagement was undertaken, focusing on a presentation to potential suppliers using Microsoft Teams on the 17 November 2022. The main aim of the exercise was to proactively engage with potential suppliers and inform them of the opportunity, and to seek input and feedback from the market regarding the procurement approach and strategy being adopted.
33. The market engagement presentation attracted interest from 19 potential suppliers, including major national contractors, medium sized organisations, and local suppliers. Following the presentation four suppliers requested individual meetings and four suppliers provided written submissions with their views.
34. It was apparent that the scheme was an attractive proposition for the market, and the suppliers considered the presentation to have been informative and clear. The proposed Price (60%) and Quality (40%) tender assessment arrangement was well received by most of the suppliers, and the two-stage route to market with a Supplier Qualification (SQ) and Invitation to Tender (ITT) was well received and is something that the market was comfortable with and is standard practice.
35. From the market engagement exercise, and from the more detailed discussions with potential suppliers, it was concluded that the two-stage procurement route would be appropriate and would be likely to be successful.

Procurement Process

36. The tenders were invited using the two stage Restricted Procedure based on the NEC4 form of contract, which has the following advantages:
- Restricts the number of organisations invited to tender making the tender evaluation more manageable and requiring a more finite amount of resource to evaluate effectively.
 - Enables a detailed selection assessment and allows commissioners to focus on potential bidders who can demonstrate the requisite level of capability and experience in the sector.
 - Can help to improve the quality of bids as there is an increased chance of a capable and experienced bidder being successful.

37. The first stage of the procurement was for potential bidders to complete a SQ document to show their capability of delivering the proposed works. The SQ assessed financial capabilities of the supplier and quality based on questions regarding previous projects.
38. In compliance with the regulations, all the documents (the SQ and the draft tender documents) were made available to the potential bidders at the start of the process. This was to allow them to fully understand the requirements and make an informed decision regarding whether to complete and submit a SQ.
39. The SQ documents were published on 27 April 2023 and were to be returned by 30 May 2023. As well as the full package of tender documents, there was a questionnaire which required information on the suppliers' policies, capacity, and capability. There were specific questions asking for examples of previous schemes, delivery, and commercial management. It was indicated that the five highest scoring contractors would be taken through to the next stage.
40. There were 13 completed SQ documents returned which were reviewed by a panel of suitably experienced staff. Three submissions were rejected because of incomplete information, and the top scoring five suppliers were selected for the second stage of the process.

Tender Process

41. The tender documents were issued to the selected list of bidders on 26 June 2023 for return by 31 August 2023. The tender documents included a Price List and a Quality Questionnaire.
42. During the tender period a total of 91 clarification questions were received from bidders, which were answered. From the questions received it was apparent that the bidders had a good understanding of the requirements of the contract.
43. At the close of the tender period on 31 August 2023 there had been three tenders received. Two contractors indicated that they would not be bidding because of resource pressures and tenders recently won elsewhere. This was disappointing but reflected the current state of the market and resource availability.
44. The received tenders were reviewed, and clarification questions were sent to each of the bidders to ensure that they had fully understood the requirements, especially where zero rates had been returned and sums were assumed to be included in other items. No major discrepancies were identified.
45. The tenders were assessed in accordance with the methodology set out in the tender documentation, which set out the tender assessment process based on price (60%) and quality (40%) (see **Appendix 2**).
46. The total score for the Quality evaluation of 40% was broken down into the following elements:
 - Q1 Organisation, Key People and Delivery - 8%
 - Q2 Programme and project risks - 16%
 - Q3 Social Value - 4%
 - Q4 Minimising Carbon/ Climate Emergency - 4%
 - Q5 Traffic and Pedestrian Management and public liaison - 8%

47. The bidders had to provide information on their proposed staffing, resources sub-contractors and approach to delivery, including an organogram which showed linkages to stakeholders and the Council.
48. An indication of the proposed outline programme for the works had to be provided, with a narrative to describe the proposed resourcing phasing and key traffic management changes.
49. The bidders were requested to set out the social value commitments that they were prepared to make when delivering the project, taking into account the Council's Business Plan priorities.
50. Bidders were asked to set out what measures they would implement to minimise the climate/carbon impact of the Project. A Carbon Management Plan has been developed for the project and bidders had to indicate how they would develop this further.
51. The effective and efficient management of the works is important to ensure safe and speedy delivery and the bidders have been assessed on their proposals, including the approach to be taken to traffic management, public liaison and communications. The A350 is an important route and Bumpers Farm Roundabout is a busy junction, so delays need to be kept to a minimum whilst still constructing the works safely.
52. The Quality Questionnaires were assessed and scored by a panel of council staff who have extensive experience of the type of work proposed to be undertaken through the contract. The scores awarded for each question could range from 10 for an excellent response which exceeds the requirements to 0 for an unacceptable that does not meet the requirement.
53. The financial element representing 60% of the overall score consisted of two elements:
 - Tendered Total of the Prices - 51%
 - Compensation Event Scenarios - 9%
54. The tendered total is based on a bill of quantities using the volume of work expected to be undertaken. The Compensation Event scenarios assess the contractors submitted fees to be paid in the event of variations to the work, based on three potential scenarios with the total used to generate a score.
55. All three bids were considered to be of good quality and from experienced contractors.

Comparison of Bids

56. The quality and price scores were combined in accordance with the 60/40 Price/Quality proportions to obtain an overall score for each bidder. This tender assessment process recognised the vital importance of delivering cost-effective works but has also acknowledged the importance of the quality of the work to be carried out by the contractor. This robust process applied to the tender assessment has enabled a preferred bidder to be identified for the contract.
57. The full details of the results of the assessments are described in the **Part II** item to be considered at this meeting.

Next Stages

58. Following a decision to award the contract there will be a ten-day standstill period during which other tenderers may make a legal challenge to the award of the contract.
59. Subject to the outcome of the decision by Cabinet, and assuming no legal challenges are received, the intention is to complete the Full Business Case (FBC) so that the Department for Transport can review the case and confirm the funding. Following approval of the FBC the contract will be awarded to the identified preferred bidder.
60. The contractor will prepare a communications strategy to ensure that residents and businesses are kept informed regarding the proposed start of works, progress during the works, and the temporary traffic management arrangements to be implemented. It is intended that a 'meet the contractor' or similar events will be held prior to the start of the main works.
61. There would be benefits in carrying out some site clearance and earth moving operations before the start of the main contract to avoid delays and additional costs because of seasonal environmental constraints, especially in connection with nesting birds. It is therefore proposed that some advance works should be undertaken making use of the Council's existing highway framework contracts. This will reduce the risk of delays and additional costs resulting from potential claims by the main contractor and will increase certainty of delivery to time and price.
62. The companies on the Council's framework contract for Specialist Surfacing and Associated Highway Works were invited to submit prices for the advance works, and the outcome of that procurement exercise will also be included in the Part 2 report.
63. There is a risk that this work could be abortive if the scheme is cancelled or does not receive funding. However, it is considered that this is a low risk in view of the strategic importance of the scheme, the previous approval of the Outline Business Case by the Department for Transport, and the results of the recent procurement exercise and funding position.

Overview and Scrutiny Engagement

64. A briefing on the tender assessment process will be given to the Chair of the Environment Select Committee and any views or comments will be reported at this meeting.

Safeguarding Implications

65. The tender is for the construction of a road improvement scheme and is not considered to have any safeguarding implications.

Public Health Implications

66. Roads and junctions can have serious safety implications for road users. The proposed scheme is intended to reduce collisions and improve safety for all road users. The introduction of dual carriageways will reduce the potential for head on vehicle collisions, and the use of traffic signals at Bumpers Farm Roundabout is expected to reduce serious conflicts and collisions between vehicles.

67. The proposals include additional pedestrian and cyclist crossing provision and links to safe crossing points of the road. Consideration has been given to the noise and air quality implications of the scheme, and it is not considered to have a significant detrimental effect.
68. Independent Road Safety Audits have been undertaken during the development of the scheme and a further audit will be undertaken when construction is complete. During the construction works careful consideration will be given to traffic management and protection of the public and those working on the project.
69. The tender evaluation process has included assessment of the contractor's health and safety policies and procedures.

Procurement Implications

70. The Council's Procurement Team has been actively involved in the process and has monitored the procurement and tender assessment to ensure they are carried out properly and to reduce the risk of a legal challenge at a later stage.
71. The procurement has followed the Restricted Procedure, which is a two-stage process. The relevant notices and procedures have been complied with.
72. The scope and details of the contract considered several factors, including the type of work required and the need to make the contract attractive to bidders by managing risks and providing a procurement process that is easily understood, clear and fair.
73. The detailed scoring and financial information on the tender assessment are contained in a confidential report to be considered in **Part 2** of this meeting.

Equalities Impact of the Proposal

74. The Full Business Case for the scheme which will be submitted to the Department for Transport will include an Equalities Impact Assessment.
75. The successful tenderer has been required to demonstrate good practice in terms of employment policies and practices which conform to the Council's standards and requirements. The tenderers' employment policies have been considered in assessing the tenders.
76. The tender assessment process has also included consideration of the social value and community engagement proposals of the bidders.

Environmental and Climate Change Considerations

77. The effects of climate change are likely to have a significant impact on the highways network as has been seen in the flooding and high temperatures experienced at various times in recent years. In some cases, this has resulted in substantial damage to the roads, footways, and drainage systems.
78. The Chippenham Bypass scheme has been developed and designed to improve the condition of the network and help build resilience into the highway infrastructure. The choices of materials and construction processes have been made considering the

whole life implications and the need to provide a durable and resilient highway network.

79. The move to net zero will see an increasing use of construction plant and materials with reduced carbon emissions, mainly following the example of National Highways who have set out a Net Zero Highways Plan to achieve it for their own maintenance and construction operations by 2040. However, at present there is limited scope for reducing the carbon impact of many construction processes needed for a scheme of this type because of the currently limited choice of suitable materials, equipment, and processes available.
80. A Carbon Management Plan has been developed for the scheme and was included in the tender documentation. The bidders were asked to indicate the measures they would take during construction and how they would develop the plan further.
81. The tender assessment process has reviewed and scored the environmental policies and approach to carbon reduction of the bidders. This has included reviews of their longer-term carbon reduction plans and policies, and their commitment to carbon reduction, although it is appreciated that many measures may be longer term and are unlikely to be delivered in the current contract.

Workforce Implications

82. There are no significant workforce implications for the Council with the award of this contract and there are no TUPE implications. The construction work will be carried out by external contractors under the supervision of the Council's own Major Highway Projects team supported by staff provided through the Highways Consultancy Contract.
83. The opportunity will be taken to provide site experience for other Council staff, especially apprentices, as a large scheme of this type enables experience to be gained in a wider range of construction processes than is usually possible on smaller schemes and maintenance work. This will contribute to staff development and increase the capacity and capability of the highways service.

Risks that may arise if the proposed decision and related work is not taken

84. Not proceeding with the construction of the scheme would result in increasing traffic delays and an increased number of vehicle collisions on this section of the A350. It would not deliver the strategic benefits associated with improving transport links within the corridor as described in the Outline Business Case and would not achieve the Council's Business Plan priorities.
85. Delaying the award of the contract would be expected to result in increased costs and could require the contract to be retendered. This would incur additional procurement costs as well as the effects of inflation and it is unlikely to result in reduced prices in the current circumstances.
86. Awarding the contract to a contractor other than the preferred bidder identified through the procurement process would not be justified and would be likely to result in a legal challenge, with consequent delays and financial implications.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

87. There is a risk that despite the stringent procurement procedure and assessment processes that the selected contractor does not meet expectations and performance is not as good as anticipated. Careful consideration has been given to managing the contractor's performance using suitably experienced supervising staff, performance milestones and key performance indicators to ensure that the contract requirements are met.
88. The potential risks associated with major construction projects, especially regarding safety, costs, and delivery are well understood by the Council, and comprehensive site supervision and contract management will be put in place to manage those risks.
89. Inflation has been causing concern in the construction industry recently, and the situation is continuing to be monitored. The proposed contract includes provision for the linking the prices to construction indices. This can cause some uncertainty regarding final costs as they would increase in the event of high inflation, but it removes the risk of the bidders increasing their initial bid prices disproportionately if they must carry those inflation risks.
90. Increasing workloads in the public and private sectors, and national skills shortages, are causing resourcing concerns across the construction industry which could affect delivery of the scheme. The bidders proposed staffing and resourcing of the works have been considered in the assessment of their bids which should reduce these risks.
91. Previous experience indicates that major risks associated with implementing a scheme of this type are that there will delays in public utilities carrying out diversion of their plant, or that environmental constraints will cause delays. These risks will be reduced as much as possible by the careful programming of the works and by carrying out a package of advance work where feasible.
92. The implementation of an advance works package before the main works would reduce some of the risks associated with potential programming constraints because of environmental factors but does have its own risks as such works could be abortive if the scheme does not proceed. In view of the strategic importance of the scheme and its stage of development, this is considered to be a low risk in the current circumstances.
93. There are some financial risks associated with this type of contract, especially because of unforeseen circumstances, including ground conditions and public utilities apparatus, but the design work and the site investigations that have been carried out in advance have reduced these and should enable any residual risks to be managed effectively.
94. There is a risk that there could be a legal challenge to the contract award during the ten-day standstill period following contract award. However, the robust processes followed in procuring the contract will have reduced this risk.

Financial Implications

95. The scheme represents a significant investment in improving the county's highways network, which would have substantial benefits as demonstrated in the previously approved Outline Business Case. The financial benefits will be confirmed as part of

the finalisation of the Full Business Case, but the indications are that the scheme represents good value for money, with significant economic benefits.

96. The funding for the scheme is being predominantly provided by the Department for Transport following the approval of the outline Business Case. The funding was approved in the Spending Review on 27 October 2021, when the Chancellor approved funding of up to £26,625,000 for the dualling of the remaining sections of the Chippenham Bypass. In February 2022 the Council approved £3,154,212 funding from the Community Infrastructure Levy (CIL) to contribute to the cost of the scheme.
97. The financial implications of the award of the contracts are discussed in the Part 2 report which will be considered at this meeting.

Legal Implications

98. The Council is the local highway authority and has a duty to maintain the highways network and related infrastructure. The proposed scheme would help the Council to carry out its statutory duties and improve the capacity and safety of the highway network. The schemes are within existing highway boundaries and Council land, and no additional land acquisition or permissions are required to implement the scheme.
99. The Council's legal services team have been involved in the development of the contract documents and the award of the contract. Care has been taken to ensure that the procurement and contract award processes have been followed correctly to avoid legal challenges during the process, which could delay or prevent the start of construction.

Options Considered

100. Not proceeding with the scheme would result in increasing traffic delays and increased collisions and would not deliver the strategic transport and business plan objectives.
101. The possibility of separate contracts for each phase of the works was considered, but there would be economies of scale in having a single contract for all phases of the work.
102. Various procurement options were considered at the Outline Business Case stage, including an open single stage procurement and the use of framework contracts, however it was concluded that the two-stage restricted process would be most appropriate for this scheme in view of the high level of design development, limited scope for variations in the design and the balance of quality and cost factors.
103. Other weightings of cost and quality could have been used in the assessment process, but whilst the price is an important consideration the quality aspects are particularly relevant to this scheme because of the high level of traffic management required, especially at Bumpers Farm and the road safety implications of working on busy high-speed roads.
104. The procurement process has identified the most suitable contractors for the work. Awarding the contract to one of the unsuccessful tenderers would not represent good value for money and could result in a legal challenge.

105. The tenders submitted for the contracts have been assessed in terms of price and quality in accordance with the agreed procedure, and the most suitable tenderer has been identified.

Conclusions

106. A robust procurement process has been undertaken to ensure appropriate arrangements are made for the construction of the Chippenham Bypass (Phases 4 & 5) scheme, and a suitable and competent contractor has been identified for the award of the contract.

107. The most advantageous tender for the Council, taking into account quality and price, has been identified in accordance with the procurement procedures. The results of the assessment to identify the preferred bidder are described in detail in the Part 2 item to be considered at this meeting.

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6 November 2023

Appendices

Appendix 1 – Scheme description
Appendix 2 - Tender Evaluation Process

Background Papers

Background information including the Outline Business Case for the scheme can be viewed on the scheme webpage at:

[A350 Chippenham Bypass Improvements \(Phase 4 and 5\) - Wiltshire Council](#)

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A350 Chippenham Bypass Phases 4 & 5 Dualling

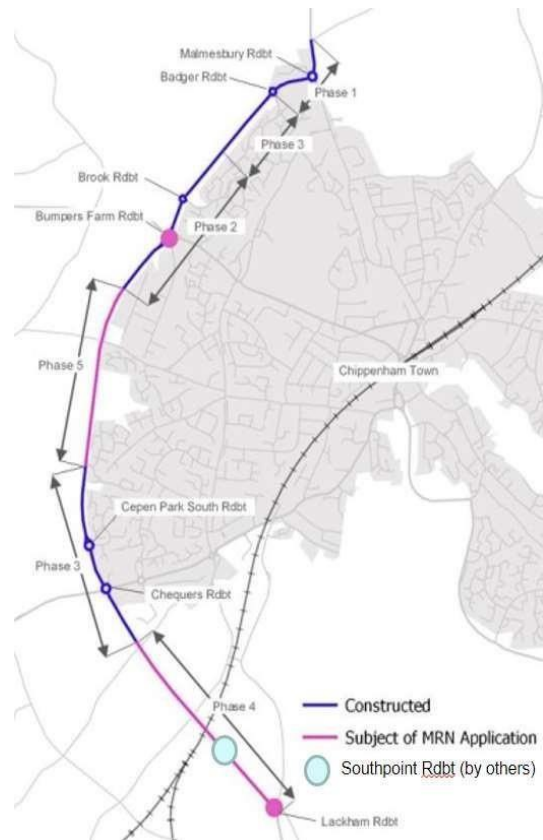


BACKGROUND

The A350 is one of the most important strategic routes within Wiltshire, and ensuring it operates effectively helps support the local economy. For many years, high traffic volumes on the A350 Chippenham Bypass have resulted in delays and unpredictable journey times for road users, especially at Bumpers Farm Industrial Estate. Increasing traffic demand associated with housing and employment growth is forecast to make the situation worse.

Mitigation is needed to maintain an acceptable level of service on the A350, to preserve the attractiveness of the Chippenham area as a principal development location, and to benefit existing and future road users as well as Wiltshire as a whole.

Originally, the A350 Chippenham Bypass was built as a single carriageway, and over the past decade, a comprehensive programme of A350 dualling and junction improvements has been underway, with Wiltshire Council having already successfully completed the first three phases of the programme. The A350 Chippenham Bypass Phases 4 & 5 scheme will build on this work and will complete the Council's aim to dual the entire Chippenham Bypass.



The Wiltshire Council Business Plan contains four objectives particularly relevant to this scheme:

- We have vibrant well-connected communities.
- We are safe.
- We take responsibility for the environment.
- We have the right skills to prosper.

The scheme supports the aim of helping people to get around easily and having a thriving economy. It will improve road safety and provide suitable facilities for vulnerable users, with provision for walking and cycling and safe facilities to cross the road. The scheme has been designed with appropriate environmental assessments, mitigation and drainage systems designed to reduce the risk of flooding and manage water quality. The project forms part of the wider strategy to improve the A350 to encourage employment opportunities and development within the corridor. It will also reduce the amount of traffic seeking to use alternative, less appropriate roads.

This scheme is being delivered by the Highway Authority under its powers to manage, maintain and upgrade the highway asset. The scheme has planning consent and is being brought forward as permitted development. The scheme does not focus solely on providing benefits for local residents, although the scheme will deliver local traffic improvements, as the thrust of the project is to provide an enhanced asset for all users of the A350 corridor including, importantly, regional and strategic traffic movements and connections.



Previously dualled section of the Chippenham Bypass similar to current scheme

The A350 Chippenham Bypass (Phases 4 and 5) dualling scheme consists of the following elements:

- **Bumpers Farm Roundabout improvements:** there will be additional traffic lanes and highway capacity on the A420 approaches and exits to the roundabout. There will also be additional lanes on the A350 northbound approach to the roundabout. Traffic signals will be added to the A420 and A350 approaches, and traffic signal-controlled pedestrian and cycle crossings will be provided on the northern A350, and eastern A420 arms of the junction.
- **Phase 4 dualling (Chequers to Lackham):** the A350 will be widened to two lanes in both directions, between Chequers and Lackham Roundabouts. A new roundabout at the Southpoint development is currently being built by a developer, and the Phase 4 works will tie into that new junction.
- **Phase 5 dualling (Bumpers Farm to Cepen Park South):** the A350 will be widened to two lanes in each direction between Bumpers Farm and Cepen Park South Roundabouts. This is the section of road which passes the rugby club.
- **Lackham Roundabout capacity enhancements:** the scheme is anticipated to complete the dualling from M4 to Lackham Roundabout, with some minor changes proposed at the roundabout to improve traffic flows there.

THE NEXT STAGES

The Full Business Case is being submitted to the Department for Transport for final approval of the funding.

The intention is that some advance works, vegetation clearance and earthworks should be carried out early in 2024, with the main works starting in spring 2024 and being completed in 2025.

A meet the contractor event will be held prior to the main works starting, and webpage will provide up to date information of progress with contact information.

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TENDER EVALUATION PROCESS

The following information is based on the instructions issued to tenderers.

QUALITY ASSESSMENT

There were five questions that tenderers had to answer.

All questions have been given an individual weighting. The weightings given to each question are shown below. Questions were scored out of 10 with the maximum score for any question being 10. Bidders were asked to note that the responses to each element within a question would not be given an individual mark, rather they would be marked and assessed by the Council as one 'package' of information and a single mark per question would be awarded.

The overall weighting for this tender is 40% Quality, 60% Commercial.

The total score for the Quality evaluation was 40% broken down as follows:

	Subject	Percentage
Q1	Organisation, Key People and Delivery	8%
Q2	Programme and project risk	16%
Q3	Social Value	4%
Q4	Minimising Carbon/ Climate Emergency	4%
Q5	Traffic and Pedestrian Management and public liaison	8%

The Scores from the Quality Questions were converted into weighted scores as the following example demonstrates:

	Weighting	Score (max 10)	Quality Score x Weighting	Weighted Score
Q1	8%	9	(9/10)*8	7.2%
Q2	16%	7	(7/10)*16	11.2%
Q3	4%	8	(8/10)*4	3.2%
Q4	4%	8	(8/10)*4	3.2%
Q5	8%	6	(6/10)*8	4.8%
Total Quality Score	40%			29.6%

All responses were limited to a maximum allowable number of pages. The question would have been marked at a score of zero if the word/page limit was exceeded or the response was not provided in the correct file format. One page was considered the equivalent of one side of A4 at Arial font size 11 point excluding question reference.

Quality Questions

Q1 Bidders were asked to set out the following:

- their approach to delivery,
- who will be involved in delivering the works Project; and
- what are, and how they will manage, the key interfaces – internally within the Project team, and externally.

Q2 Bidders were asked to set out the following:

- Programme with narrative
- Project Risks

Q3 Bidders were asked to set out the Social Value commitments that you are prepared to make when delivering this Project - having regard to our four main priorities and the fact that you too are to deliver the Project under the banner of improving lives through stronger communities.

- Empowered People
- Resilient Society
- Thriving Economy
- Sustainable Environment

Q4 Bidders were asked to set out what measures they plan to implement to minimise the climate/ carbon impact of the Project.

Q5 Bidders were asked to provide details of their plan and methodology for engagement with the Local Highway Authority, local businesses and the Public. The following items were to be considered with this response:

- (a) Communication Plans for local businesses and public,
- (b) Liaison Resources,
- (c) Engagement meetings with both local businesses and public prior to commencement and during the works,
- (d) Conflict resolution and complaint management.

Bidders had to provide draft traffic management plans with narrative including details for ensuring minimum disruption during construction periods and beyond.

Scoring Criteria

The following scoring matrix was used when evaluating responses to the quality submission.

Classification	Score	Award Criteria
Excellent	10	Exceeds the requirement. Exceptional demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures. Response identifies factors that demonstrate added value, with evidence to support the response.
	9	Exceeds the requirement of the statement below but does not fully meet the requirement of the statement above.
Good	8	Satisfies the requirement with minor additional benefits. Above average demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures. Response identifies factors that demonstrate added value, with evidence to support the response.
	7	Exceeds the requirement of the statement below but does not fully meet the requirement of the statement above.
Acceptable	6	Satisfies the requirement. Demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures, with evidence to support the response.
	5	Exceeds the requirement of the statement below but does not fully meet the requirement of the statement above.
Minor Reservations	4	Satisfies the requirement with minor reservations. Some minor reservations regarding how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with limited evidence to support the response.
	3	Exceeds the requirement of the statement below but does not fully meet the requirement of the statement above.
Serious Reservations	2	Satisfies the requirement with major reservations. Considerable reservations regarding how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with little or no evidence to support the response.
	1	Exceeds the requirement of the statement below but does not fully meet the requirement of the statement above.
Unacceptable	0	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with little or no evidence to support the response.

PRICING SCHEDULE

Price Submission ECC - Tender Price and Compensation Event Scenarios

The Price (as per bidder's submitted Form of Tender) and Compensation Event (CE) Scenarios total (calculated from rates and percentages submitted in a Tenderer's Contract Data Part Two) were assessed.

The total score available for these elements of the evaluation are 60% broken down as follows:

- ECC Tendered Total of the Prices 85% of 60% = 51%
- CE Scenarios 15% of 60% = 9%

All scores, i.e. those attained for each area were combined resulting in overall score for Price. Tenderers are to keep their bid open until 30 April 2024. In relation to the pricing, the base date for Clause X1 (Inflation Clause) is stated as 1 November 2023, any payments assessed following the final award of the contract will therefore calculate inflation from that date. The Tenderers were advised to consider the application of the X1 clause within their overall commercial bid.

Prices must be exclusive of VAT and be in Pounds Sterling.

Any Contractor risk values that the Tenderer considers necessary should be allowed for within the total of the Prices. Such a value must be allocated within the rates in the Price List and Tenderers must ensure that their submitted programme reflects any time issues due to the identified risks. The Tenderers must only include mitigation, and cost and time allowances for risks that it has priced for in their Tender. Tenderers must not allocate risks to the Client.

Evaluation Criteria

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. For example:

- Bid 1 £100,000 scores 100
- Bid 2 £120,000, differential of £20,000 or 20% remove 20% from price scores 80
- Bid 3 £150,000, differential £50,000 remove 50% from price scores 50
- Bid 4 £175,000, differential £75,000 remove 75% from price scores 25.

The lowest score possible is 0. All scores are then subjected to a multiplier, these scores will be weighted to the related percentage i.e. CE 9% and Tendered Price 51%.

Tenderers were required to complete the Bill of Quantities, Volume 5B, included in the ITT. The Tenderer shall return the Bill of Quantities in Excel format as provided without amendment. All prices quoted shall be inclusive of all costs associated in the delivery of this Contract but shall be exclusive of VAT. All costs must be included in this section, as costs appearing elsewhere in the proposal but not mentioned in the Pricing Schedule shall be presumed waived.

Compensation Event Assessment

The evaluation of the financial element of the tender included an assessment of the rates the Tenderer submitted as set out in Contract Data Part 2. This was accomplished by way of an evaluation of three potential Compensation Event Scenarios. The profile of people rates will vary between the Scenarios. The scenarios are set out in the table below:

	Scenario 1	Scenario 2	Scenario 3
Works value (approximate)	£100,000	£100,000	£100,000
People cost (approximate - to be sourced from person categories)	£40,000	£45,000	£50,000
Equipment cost (published list excluding adjustment)	£30,000	£45,000	£25,000
Other cost elements	£30,000	£10,000	£25,000
Sub-total	£100,000	£100,000	£100,000
Fee (as tender submission)	TBA	TBA	TBA
Total	TBA	TBA	TBA

Using the information above, and the rates and fee percentages submitted in Contract Data Part 2, the total Compensation Event prices were calculated as part of the tender evaluation process. The total value of the CE Scenarios Works and People Costs are approximate, the resultant Total was dependent upon the Tenderers returned rates and Fee.

The prices from the three CE scenarios were converted into scores and weighted as per the following example demonstrates:

	Contractor 1	Contractor 2	Contractor 3
CE Scenario 1	£105,350	£90,200	£108,120
CE Scenario 2	£102,663	£82,775	£106,000
CE Scenario 3	£107,500	£90,750	£111,300
Total value	£315,513	£263,725	£325,420
Score (max 100)	80.04	100.00	76.60
Weighted score (max 9)	7.24	9.00	6.90

Number of contractors shown is illustrative only, assessment of all compliant tenders was undertaken.

AWARD CRITERIA

The breakdown of questions and associated weightings from the Quality Questions and the Pricing Schedule are identified below:

No	Section 1 Quality Questions	Weighting (Out of 100%)
1	Organisation, Key People and Delivery	8%
2	Programme and project risk	16%
3	Social Value	4%
4	Minimising Carbon/ Climate Emergency	4%
5	Traffic and Pedestrian Management and public liaison.	8%
	Sub-total	40%
	Section 2 Pricing Schedule	
n/a	Submitted Price (As submitted on Form of Tender derived from Bill of Quantities - Volume 5B)	51%
n/a	Compensation Event Assessment	9%
	Sub-total	60%
	Total	100%

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