AGENDA

Meeting: **Overview and Scrutiny Management Committee**

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

Date: **Wednesday 27 November 2024**

Time: **10.30 am**

Please direct any enquiries on this Agenda to Ben Fielding - Senior Democratic Services Officer of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718656 or email benjamin.fielding@wiltshire.gov.uk

Press enquiries to Communications on direct lines 01225 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership

Cllr Graham Wright (Chairman)
Cllr Christopher Williams (Vice-Chairman)
Cllr Gavin Grant
Cllr Ruth Hopkinson
Cllr Jon Hubbard
Cllr Tony Jackson
Cllr Johnny Kidney
Cllr Gordon King

Cllr Jerry Kunkler
Cllr Robert MacNaughton
Cllr Tony Pickernell
Cllr Pip Ridout
Cllr Tom Rounds
Cllr Jonathon Seed
Cllr Jo Trigg

Substitutes:

Cllr Steve Bucknell
Cllr Clare Cape
Cllr Ernie Clark
Cllr Brian Dalton

Cllr Jacqui Lay
Cllr Dr Nick Murry
Cllr Ian Thorn

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult Part 4 of the council's constitution.

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AGENDA

Suggested Scrutiny Questions - Procedural Document *(Pages 7 - 8)*

1   **Apologies**

To receive details of any apologies or substitutions for the meeting.

2   **Minutes of the Previous Meeting** *(Pages 9 - 20)*

To approve and sign the minutes of the meeting held on 12 September 2024.

3   **Declarations of Interest**

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

4   **Chairman's Announcements**

To receive any announcements through the Chair.

5   **Public Participation**

The Council welcomes contributions from members of the public.

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

Questions
To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Wednesday 20 November 2024** in order to be guaranteed of a written response. In order to receive a verbal response, questions must be submitted no later than 5pm **on Friday 21 November 2024**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6   **Financial Year 2024/25 - Quarter Two Revenue Budget Monitoring** *(Pages 21 - 54)*

To review the Quarter Two budget monitoring forecast for revenue for the financial year 2024/25. Considered by Cabinet on 19 November 2024.

7   **Financial Year 2024/25 - Quarter Two Capital Budget Monitoring** *(Pages 55 - 104)*

To review the Quarter One budget monitoring forecast for capital for the financial year 2024/25. Considered by Cabinet on 19 November 2024.

8   **Mid-Year Treasury Management Review 2024/25** *(Pages 105 - 126)*

To receive the Mid-year Treasury Management performance report for the financial year 2024/25. Considered by Cabinet on 19 November 2024.

9   **Performance and Risk Report 2024-25 Quarter Two** *(Pages 127 - 156)*

To review the Quarterly report to Cabinet on the scorecard and the strategic risk summary. Considered by Cabinet on 19 November 2024.

10   **Health and Safety Improvement Programme** *(Pages 157 - 184)*

To receive a report providing the Committee with an update on the Corporate Health and Safety Improvement programme, the progress made since the programme initiated and ongoing actions that the Health and Safety Service are intending on performing.

11   **Executive Response to the Final Report of the Stone Circle Governance Task Group** *(Pages 185 - 188)*

To receive a report on the Executive response to the Final Report of the Stone Circle Governance Task Group.

12   **Final report of the Evolve Task Group** *(Pages 189 - 198)*

To receive the final report of the Evolve Task Group.

13   **Final Report of the Transformation Programme Task Group** *(Pages 199 - 204)*

To receive the final report of the Transformation Programme Task Group.

14   **Financial Planning Task Group Update** *(Pages 205 - 210)*

To receive a report from the Financial Planning Task Group.

15   **Forward Work Programme** *(Pages 211 - 250)*

To receive updates from the Chairmen and Vice-Chairmen of the Select Committees in respect of the topics under scrutiny in their areas, including any recommendations for endorsement by the Management Committee.

16   **Cabinet Member Update**

To receive a brief verbal update from attending Cabinet Members (or Portfolio Holders on their behalf) highlighting any news, successes or milestones in their respective areas since the last meeting of the Committee, not covered elsewhere on the agenda.

17   **Date of Next Meeting**

To confirm the date of the next meeting as 28 January 2025.

18   **Urgent Items**

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

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Suggested Scrutiny Questions

Below are some sample questions for scrutineers to use as a reference and adapt according to the issue or proposal under scrutiny.

Area of Enquiry	Questions
Customers	• Who will benefit? • Is there a breakdown of those eligible for the service? • Has the impact on different groups been considered? • How has customer experience informed the proposal? • How can service users give feedback or get involved in designing or reviewing the service?
Purpose	• What evidence of need is there for the actions proposed? • How has the need been identified?
Link with wider objectives	• How does the proposal support the delivery of the council's Business Plan or other strategies?
Resources	• What assurances can you give that the proposal can be delivered on time / within budget? • Is there a clear action plan for delivery? • What resources are in place to meet the identified need?
Workforce	• What staff development will be needed and how will this be achieved? • How will the staff be recruited and retained?
Performance	• What system is in place to monitor performance? • What are the key performance indicators (KPIs)? • How will KPIs be used to inform planning and decision-making? • To what extent is the service meeting the needs of Wiltshire residents? • Is performance improving or dipping? • Do we measure our performance against comparator councils?
Impact	• What are the expected outcomes of the proposal? • What would success or failure look like?

Area of Enquiry	Questions
	• How will you measure the difference the service/change will make? **NB.** How will the select committee monitor the proposals' success, and when?
Risk Management	• What are the key risks and what actions will mitigate/reduce these risks? • Is there a framework in place for managing the risks? • At what point would the risk be unmanageable? Is there an exit strategy?
Efficiency	• How will efficiency be measured? • How will processes be reviewed and improvements identified?
Compliance	• How will you ensure compliance with regulatory standards? • Do the service standards meet external standards?
Public awareness	• How will you raise awareness of the service/changes proposed?
Benchmarking	• How well does the council perform compared to comparator authorities? • How well do service users do in comparison to those in other areas?

Overview and Scrutiny Management Committee

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 12 SEPTEMBER 2024 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:
Cllr Graham Wright (Chairman), Cllr Gavin Grant, Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Tony Jackson, Cllr Johnny Kidney, Cllr Gordon King, Cllr Jerry Kunkler, Cllr Robert MacNaughton, Cllr Pip Ridout, Cllr Tom Rounds, Cllr Jonathon Seed and Cllr Ian Thorn (Substitute)

Also Present:
Cllr Richard Clewer, Cllr Jacqui Lay, Cllr Ashley O'Neill, Cllr Ian Blair-Pilling, Cllr Nick Botterill and Cllr Dominic Muns

49 **Apologies**

Apologies for absence were received from Councillors Tony Pickernell and Jo Trigg. Cllr Jo Trigg arranged for Councillor Ian Thorn to attend the meeting in her absence.

50 **Minutes of the Previous Meeting**

The minutes of the meeting held on 23 July 2024 were presented for consideration, it was;

Resolved:

To approve and sign as a true and correct record of the minutes of the meeting held on 23 July 2024.

51 **Declarations of Interest**

There were no declarations of interest.

52 **Chairman's Announcements**

The Chairman made the following announcements:

A) Scrutiny Review Actions

The Chairman noted that in July, the Vice-chair and Chairman had met with the Council's Corporate Leadership Team to review the council's approach to Overview and Scrutiny to discuss ideas for further improving its effectiveness. The discussion was constructive, and some new initiatives were discussed with the Chairs and Vice-chairs of the other select committees. These initiatives

included the following, which would be implemented during the next round of meetings:

- Attendees at select committees to be encouraged to, in general, provide reports over presentations.
- Shorter verbal introductions to reports at committee, to allow more time for questions and debate.
- Large committee reports to include an executive summary.
- The introduction of a standing agenda item titled, 'Executive Member updates', where Cabinet Members or Portfolio Holders present can update on recent activity within their portfolio.
- More post-decision scrutiny, with select committees review the impact and effectiveness of proposals they have previously scrutinised.
- Greater public promotion of scrutiny work, using the council's various communication channels.
- The development of a short Scrutiny Protocol document, setting out the roles and responsibilities of everyone involved in the process.

B) Financial Planning Task Group – Housing Revenue Account training session

The Chairman noted that on Tuesday 10 September, the Financial Planning Task Group received training regarding the Housing Revenue Account and that the session was also open to members of the Management Committee and Environment Select Committee.

The training covered, but was not limited to, what the HRA was and its governance, its 30-year business plan, the size and distribution of the housing stock, the types of tenancies, rents and tenures offered.

The Chairman thanked all those who attended as well as officers for delivering the training and for being on hand to answer any questions.

It was noted that the presentation and link to a recording of the session would be circulated shortly.

53   **Public Participation**

There were no questions or statements submitted by members of the public.

54   **Wiltshire Community Safety Partnership (WCSP)**

The Chairman noted that as reflected in Part 8 of Wiltshire Council's Constitution, which had recently been reviewed, Overview and Scrutiny had a statutory duty to scrutinise the performance of the partnerships under the provisions of the Police and Criminal Justice Act 2006. It was outlined that this was an annual requirement.

The Chairman noted that the Committee had been joined by Mark Cooper, Assistant Chief Constable of Wiltshire Police and Chair of the Wiltshire

Community Safety Partnership as well as Sarah Valdus, Director for Environment, and Jen Salter, Director for Families and Children.

Mark Cooper, Assistant Chief Constable of Wiltshire Police and Chair of the Wiltshire Community Safety Partnership (CSP) provided the Committee with a presentation, which included, but was not limited to, the following points:

- An overview of the CSP was provided, with it noted that it had been established under the Crime and Disorder Act 1998 to bring together responsible authorities to develop a strategy to tackle crime and disorder in an area.
- Detail was provided on the statutory responsibilities and requirements of the CSP as included within the report.
- The inter-relation of the CSP and Wiltshire's Safeguarding People Partnership (SVPP) was discussed.
- Headlines of the work conducted by the CSP was provided, including but not limited to work relating to Domestic Abuse, Exploitation, Safer Communities and Domestic Abuse Related Death Reviews.
- It was outlined that transformation work relating to the CSP was set to take place to make improvements, for example being able to meet more statutory requirements, increasing accountability and engagement from partner agencies.
- An overview of the proposed strategic objectives was provided.
- Detail of the CSP planning cycle was provided as well as a project timeline of the CSP transformation.

Leader of the Council, Councillor Richard Clewer commented that joined up work relating to public space protection orders and anti-social behaviour was clearly working and could be built on. Furthermore more, such actions were significantly reducing the time spent by Wiltshire Police and Wiltshire Council on problems.

Members of the Committee made the following comments with a discussion taking place on the relation of the CSP to the FACT programme with it noted that the programme had played a key part in informing group and wider priority areas with a review set to take place following a pilot of how such activities could translate to business as usual. A point was also raised about improving the community engagement of the CSP and how the Area Board system might be a possible mechanism for this. Additionally, the need for the CSP to consider rural areas was also highlighted.

Feedback was also provided that it would be positive to have a clear idea of the performance and outcomes of the CSP and that it would be positive to clearly be able to demonstrate the benefit of the work to residents. This prompted a suggestion that the CSP return to the Committee in the future to demonstrate progress, The need to take the CSP agenda out to the public was further re-emphasised.

The crossover of the CSP priorities and local group priorities was discussed as well as the benefit of mapping out a network to better understand how the local

priorities and voices fit and compliment those higher within the CSP governance structure. This prompted a point about the potential value of providing training to local communities, therefore increasing the ability of residents to escalate and report issues.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

a) **To note and welcome the briefing on the Wiltshire Community Safety Partnership, its objectives and its progress against these.**
b) **In light of the gaps in delivery identified, to request a further report in 6 months' time providing an update on progress to address these.**

55 Wiltshire Council Annual Complaints Report 2023-24

The Chairman noted that on page 35 of the agenda pack was a report presenting the Council's Annual Complaints report for 2023-24. It was outlined that the report would also be considered by the Standards Committee on 3 October, as the committee that oversees the council's complaints handling arrangements.

Cllr Ashley O'Neill, Cabinet Member for Governance, IT, Broadband, Digital, and Staffing introduced the report with it noted that in comparison to neighbouring local authorities, Wiltshire Council had the lowest number of upheld complaints by the Ombudsman and was better than the national average. Furthermore, the five-year trend of the Council's complaints handling was on a positive downward trend.

Henry Powell, Democracy and Complaints Manager, provided the Committee with a presentation which included, but was not limited to, the following points:
- The Annual report covered 1 April 2023 to 31 March 2024 but excluded complaints about elected Members and complaints about the Police and Crime Commissioner.
- Detail was provided regarding service requests, which had decreased by 4% with it also noted that the number of complaints received by the Council had increased by 20%.
- Detail was provided regarding the complaints received by service area, with Education and Skills having received the most, however this was largely down to SEND and ECHP related matters.
- A breakdown of the service requests received was provided, with the amount received by Highways, Transport and Streetscene having increased by 46%.
- Further detail was provided regarding the percentage of complaints upheld by the Ombudsman, with it suggested that Wiltshire Council had a good level of customer service and overall complaint handling relative to other unitary councils nationally and in the southwest region.

- A breakdown of the response times for complaints was provided, with it noted that the percentage of stage one complaint responses provided on time had decreased to 59%, while the percentage of stage two complaint responses provided on time had increased to 92%.
- It was noted that from 21 October 2024 there would be less time to respond to complaints at both Stage one and two if agreed by Full Council, with the new timescales potentially being 10 working days shorter and that services were being made aware and prepared for the change.
- Actions for 2024/25 were outlined with detail provided on how improvements would be made.

Perry Holmes, Director for Legal and Governance commented that an improvement had been made by the Complaints Team and that though a valid point had been made about capacity and resource of teams, there was not a choice to respond to complaints and the whole Council had a responsibility. Therefore, Directors had been asked to identify where there had been increases, which could then be collated and reported to Select Committees.

Members of the Committee made the following comments with reference drawn in relation to the number of housing complaints to which clarity was provided by the Leader that there had been more complaints following the pandemic, there had been a national trend relating to housing complaints regarding mould and that the Council, was also being inspected which drove complaints up.

A point was made that it was unclear how residents would be able to place a complaint, however there was an awareness of officer time, and resources required to handle increased complaints. It was also suggested that it could be positive for the data to be simplified as there seemed to be a crossover between qualitative and quantitative data.

Reference was made to how previously there had been a Task Group investigating customer experience considering websites and apps, with it suggested that this could possibly be a useful mechanism to consider the complaints experience for residents.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

a) **To note the Wiltshire Council Annual Complaints Report 2023-24, including the issues identified through complaints data and the reported actions in place to address these.**
b) **To note the actions to improve the council's complaints handling function over the next 12 months.**
c) **To ask the Select Committee Chairs and Vice-chairs to consider if the report raises service issues within their remit that require more in-depth scrutiny.**

56   Final Report of the Stone Circle Governance Task Group

The Chairman noted that on page 77 of our agenda, was the final report of the Stone Circle Governance Task Group. It was outlined that the task group was established 12 months ago to consider arrangements for scrutiny engagement on the council's activity regarding its wholly owned Stone Circle companies and to bring proposals back to Committee.

Cllr Ruth Hopkinson, Chair of the Task Group, introduced the report and outlined that this had been a difficult Task Group for a number of reasons including a lack of transparency regarding Stone Circle, inconsistencies in information as well as officers having concern about the Task Group crossing over into operational issues. It was outlined that without investigating some operational issues the Task Group could not have progressed, and officers were supportive of this. Furthermore, the purpose of the Task Group was to consider the future scrutiny arrangements for Stone Circle, which was included within the recommendations before the Committee.

Cllr Hopkinson further raised points that regarding Business Plans, it was difficult to scrutinise these as prior to 2024-2025 there wasn't an accompanying narrative. Furthermore, the need for Stone Circle to have a risk register was stressed to represent the level of risk that Stone Circle represents to the Council and that concerns were also raised that the original business case for setting up Stone Circle in 2018 needed to be considered in relation to today's environment. The need for the Council to have an exit plan was also raised, to protect the overall financial and reputational position of the Council should a need to withdraw arise.

Leader of the Council, Councillor Richard Clewer made the following comments including that Members were welcome to attend the Cabinet Shareholder's Group, which allowed for comment and engagement on the Stone Circle Group,

Members of the Committee made the following comments which included a discussion about the difference between scrutiny oversight and political oversight and how the minutes from the Cabinet Shareholder's Group should be made available to all Members as well as the method for doing so. The importance of this was also further emphasised, with it suggested that not all Members would understand what Stone Circle is and that there would be greater accountability if Members were to read the minutes. It was also suggested that it could be beneficial for a simple summary be sent out alongside the minutes to assist with understanding.

Further clarity was provided that the Cabinet Shareholder's Group had been set up to make sure performance and financial standing was in line with the business plan whilst also acting as an opportunity to hold the Directors to account.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

  a) **To endorse recommendations 1 to 3, and to refer these to the Executive for response, with recommendation 2 amended to propose that Cabinet Shareholder Minutes be made available, rather than disseminated to, all members.**
  b) **To establish a task group under the Overview and Scrutiny Management Committee with the terms of reference set out in the report under recommendation 4, amended to replace the words "scrutinise the decisions of" with "scrutinise the activity of".**
  c) **To review the terms and reference and effectiveness of the task group in 12 months' time.**

The Chairman called the meeting to a break at 12.41pm and resumed the meeting at 12.46pm.

Cllr Tony Jackson left the meeting at 12.41pm.

57   **Performance and Risk Report 2024/25 Quarter One**

The Chairman noted that on page 87 of the agenda pack, was the quarter one update on performance against the stated missions in the Council's Business Plan 2022-32. Additionally, the report would be considered by Cabinet next Tuesday.

Cllr Richard Clewer, Leader of the Council introduced the report and made the following points including that the reporting process was now into a well-established pattern, however there had been some quirks with some data now not being provided centrally as it had been, for example the change from single word Ofsted assessments. Attention was drawn to the total households in temporary accommodation which had fallen and was noted as a success.

Members of the Committee made the following comments with reference drawn to repeated referrals to Children's Services having risen to 18.1%, which suggested that 1/5 coming out of social care would then be returning into social care, which suggested a challenge in thresholds. Clarity was provided on this matter that though this was up it was still within bands and that an audit had taken place which had not raised any issues with the threshold, though the Council was interested to understand why this continued to rise with a further audit of Q1 data set to take place.

Concern was raised regarding the percentage of NHS health checks undertaken being 35.2%, to which assurance was provided that the Council recognised that this was not good enough and the ICB would be attending the next Corporate Parenting Panel to discuss this issue. Issues with paediatrician availability were also cited. In addition, a discussion took place regarding the percentage of care-experienced 16–17-year-olds who are EET (57%) and how many of these young people had been offered jobs within Wiltshire Council

compared to the number interviewed. It was stated that a Virtual School Officer (VSO) had been appointed last month to further address performance, with it suggested that the data could be clearer as to how many of the young people wanted to work for Wiltshire Council and then successfully interviewed for a job.

Further clarity was provided in relation to how the number of working age adults in residential care was counted as well as the process for employees taking maternity leave and how the Council aimed to temporarily cover these roles if possible.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

a) **To note the performance against the selected measures mapped to the Council's strategic priorities.**
b) **To note the progress in transitioning to the new Risk Management Policy.**
c) **To ask that, where appropriate, written answers are provided to the specific questions raised.**

Cllr Jonathon Seed left the meeting at 1.00pm.

58   **Financial Year 2024/25 - Quarter One Revenue Budget Monitoring**

The Chairman noted that in agenda supplement 1, was a report setting out the first quarterly revenue budget monitoring forecast for the financial year 2024/25 based on the position at the end of June 2024. The report also provided an update on the Medium-Term Financial Strategy (MTFS) and budget gap for the financial year 2024/25 and beyond. The report was considered by Financial Planning Task Group on 8th September and would be considered by Cabinet on 17th September. A summary of the Task Group's discussions was provided in a report in the agenda pack.

Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning stated that the quarter one position forecasted a net overspend for the year of £8.242million. It was stated that the Council had previously been in a similar position having predicted an overspend in the People area, which then had a favourable outturn in the end. It was also emphasised that though this projected overspend was not a desired outcome, management actions would be sought to close the overspend rather than using reserves.

Lizzie Watkin, Section 151 Officer stated that the within the report, paragraphs 126 onwards presented a Section 151 Officer commentary and set out positions of concern and risk. Further emphasis was made that the overspend was not a tolerable or acceptable position and meetings were set to take place with senior leadership to consider remedial actions, such as holding vacancies and

recruitment freezes. Concern was also raised regarding the Dedicated Schools Grant Area with further reporting set to take place on Safety Valve submissions.

The following comments were received by Members of the Committee including concern regarding the overspend, with questions asked as to whether the Leader and Chief Executive had questioned Adult Services regarding the overspend as well as how it was important for areas to run their own respective budgets. Assurance was provided that funding was not being taken from one area to fund another and that the Cabinet had been rigorous in investigating the budget. The need to understand the issue behind the overspend was stressed with further resource to be spend on diagnostics. The importance of questioning the assumptions within the base budget was also stressed as well as the need to understand the cause of different variances.

Further assurance was also provided by the Deputy Chief Executive and Corporate Director of Resources that a One Council approach was being taken to balance the budget whilst acknowledging that each area of the organisation needed to play their part and manage costs and controls in year.

Clarity was sought regarding who had the authority to make decisions regarding mitigations for the overspend, to which it was stated that this was dependent on each decision, with policy changes having to be taken to Cabinet whilst operational decisions could be made by Head of Services and Directors.

Concern was raised regarding holding vacancies, particularly in adult social care due to the inflated cost of bringing in support from the market to which assurance was given that there would be some exceptional areas for recruitment freezes dependent on context.

A discussion took place regarding the role and responsibility of the Financial Planning Task Group, as well as the balance between Select Committees and the Overview and Scrutiny Management Committee. It was suggested that a meeting with the Select Committee Chairmen, the Overview and Scrutiny Management Committee Chairman and Financial Planning Group Chairman take place. The Section 151 Officer also provided further guidance as to the opportunities for scrutiny during the budget setting process.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

   a) **The proposed transfer of £2.237m to a new High Needs Sustainability Activity reserve.**
   b) **The current revenue budget is forecast to overspend by £8.284m by the end of the financial year.**
   c) **The current forecast savings delivery performance for the year.**
   d) **The forecast overspend on the HRA of £1.042m and the impact on the HRA reserve.**

e) **The forecast overspend against Dedicated Schools Grant (DSG) budgets of £9.893m and the impact on the cumulative DSG deficit.**
f) **The reported transfers from earmarked reserves.**

59   **Financial Year 2024/25 - Quarter One Capital Budget Monitoring**

The Chairman noted in agenda supplement 1, was a report setting out the first quarterly capital budget monitoring forecast for the financial year 2024/25 based on the position at the end of June 2024. The report included the movements from the original budget set by Full Council in February 2024 to the revised programme and sets out how the programme is forecast to be financed. The report was considered by Financial Planning Task Group on 8th September and would be considered by Cabinet on 17th September. A summary of the Task Group's discussions was provided in a report in the agenda pack.

Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning stated that last year the Council spent £163million of capital spending and went into 2024/25 with an agreed capital budget of £255.667million. It was outlined that 9 months on, the Council was in a better position to adjust the programme with £65.750m reprogrammed into future years and £8.055million brought forward to accelerate projects. It was expected that the Council would not spend the £255.667million but would rather have an outturn nearer to £170-180million.

Cllr Botterill stated that the report highlighted how much further the Council would have to go to project spends and that work was being conducted on this as well as improvement in systems as covered in paragraph 9 of the report. It was stated that currently the Council had spent 13% of the capital budget, however this was down to the projection of the programmes with spending likely to be put into future years.

The following comments were received by Members of the Committee, including reference to the capital funding table within the report, which suggested that the total spend could be perceived to be £40-50million lighter. Clarity was provided on this matter including that this was not the case as there was a correlation with borrowing to grant funding schemes available. It was further noted that there would likely be further reprofiling once the Council had an idea of when commercial negotiations would take place, with the example of an environment project relating to phosphates cited. It was suggested that this strongly linked to treasury management regarding borrowing and that discussions were ongoing as to how forecasts fit with the budget.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed to note the revised 2024/25 Capital Programme forecast as at quarter one of £225.721m and the capital spend as of 30 June 2024 of £24.877m.

60   **Management Committee Task Groups**

A report was received on the Task Groups and Panels established by the Management Committee.

Evolve Programme Task Group

Cllr Jon Hubbard, Task Group Chairman outlined that the Task Group had not met since the last meeting of the Overview and Scrutiny Management Committee, however a meeting would take place shortly.

Transformation Task Group

Cllr Chris Williams, Task Group Chairman outlined that the Task Group had made good progress after meeting on 31 July and that officers had had an open approach to scrutiny. It was noted that the focus of the Task Group on the difference made by transformation to the Wiltshire residents as well as the governance arrangements in place. One further meeting of the Task Group was set to take place.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed to note the update on the Task Group activity provided and the Financial Planning Task Group's forward work programme.

61   **Forward Work Programme**

The Committee considered the forward work programmes for each select Committee, as well as updates from the Chairman for each Select Committee.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

   a) **To note the updates on select committee activity and approve the Overview and Scrutiny Forward Work Programme.**
   b) **To add the Executive Response to the Final Report of the Stone Circle Governance Task Group to the OS Management Committee agenda for 27 November 2024.**

62   **Date of Next Meeting**

The date of the next meeting was confirmed as 27 November 2024.

63 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 2.15 pm)

The Officer who has produced these minutes is Ben Fielding - Senior Democratic Services Officer of Democratic Services, direct line 01225 718656, e-mail benjamin.fielding@wiltshire.gov.uk

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

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Financial Year 2024/25 - 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 position for the financial year 2024/25 based on the position at the end of September 2024, updated for any known significant changes in October 2024. It also provides an update on the known pressures that are likely to impact the future years budgets and MTFS as well as an updated assessment of changes to assumption that affect the 2025/26 budget and the budget gap in future years.

Quarter Two Revenue Budget Monitoring

Quarter two budget monitoring forecasts are based on information known as at 30 September 2024. These are forecasts and will be 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 2024/25 was £490.298m. This 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 almost £20m of savings that need to be delivered in 2024/25.

This quarter two position forecasts a net overspend for the year of £0.861m which is significant improvement from the previous £8.284m forecast reported at quarter one. Cost control measures have been implemented following the adverse forecast position previously reported. At this stage and considering the improved forecast position no proposal is made to fund the position from reserves. Directors are currently charged with the continuation of mitigating action to limit any need to draw from the council's reserves at the end of the year.

This position will need continued focus to ensure mitigating action delivers the required result for the rest of the year and there are a number of risks that the council is exposed to that need continuing oversight, including increased demand and higher package costs in People Services, continued pressures in SEND transport and an underachievement of income in some Place services.

MTFS Update

This report also includes a high-level update and outlines to members the latest forecast position in respect to the Budget 2025/26 and the MTFS following the setting of the 2024/25 budget in February 2024.

It sets out the changes since the budget was set, including an assessment of the ongoing impact of variances identified in the final year end position for 2023/24 and pressures presenting and identified as part of the quarter one budget monitoring process for 2024/25. At this stage the position does not include plans and actions to mitigate and contain the pressures and these will continue to be assessed as we lead in to the setting of next year's budget.

The Council set a balanced MTFS for 2024/25 and 2025/26, with a budget gap remaining in year 3 of the MTFS (2026/27) of £13.3m. The pressures presenting in the current year have been assessed to ascertain which are on-going and an assessment of the underspends and additional income is on-going. With the current position on government funding allocations unclear until we receive confirmation of the Provisional Local Government Finance Settlement full modelling of the financial position continues over the coming months as these approaches become more certain, along with updated assessments of demand and inflation those originally included.

If pressures are left unmitigated savings will be required over the next 2 years, however as stated in the quarter one position cost control measures will be implemented in year and cost mitigations will be proposed to manage the pressures on a permanent basis.

Further updates will be presented as risks and forecasts become more certain, and work will be required to identify mitigating action to manage demand and other pressures and to identify savings required to balance the budget in 2025/26 and across the 2 subsequent years.

The report also sets out the high-level timescales and key dates that will be required to set a balanced budget for the 2025/26 financial year.

Proposals

Cabinet is asked to approve:

a) A new reserve for £0.680m is requested to facilitate early support and adviser activity for schools and families in future years.

Cabinet is asked to note:

b) the current revenue budget is forecast to overspend by £0.861m by the end of the financial year.
c) the current forecast savings delivery performance for the year.
d) the forecast overspend on the HRA of £1.042m and the impact on the HRA reserve.
e) The forecast overspend against Dedicated Schools Grant (DSG) budgets of £14.942m and the impact on the cumulative DSG deficit.
f) The transfer from earmarked reserves;
    i. £0.121m from the Leisure reserve to fund Virtual Studios

ii.	£0.075m from Libraries reserve to fund Library pods and new windows
iii.	£0.050m for Q2 Enforcement Activity from the Business Plan Priority reserve
iv.	The use of £0.300m of earmarked reserves to enable Adults and Children's Services to undertake a feasibility study of potential sites for accommodation

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 2024/25 as at quarter two (30 September 2024), including delivery of approved savings for the year.

Lucy Townsend
Chief Executive

Lizzie Watkin
Director - Finance and Procurement (S151 Officer)

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Financial Year - 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 position 2024/25 Quarter Two (30 September 2024) for the financial year 2024/25 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.

3. Providing updates on the medium term financial strategy and budget for future years supports effective decision making and the alignment of resources to the Council's priorities and objectives as laid down in the Business Plan.

Background

Revenue Budget Monitoring 2024/25 – Quarter Two

4. The Council approved a net budget for 2023/24 of £490.298m at its meeting on 20 February 2024. This is the first report for the financial year.

5. The following paragraphs focus on forecast outturn variances against the approved budget based on information as at 30 September 2024. They also set out the pressures currently estimated within the service areas and mitigating action being taken to manage these.

6. The forecasts at this stage of the year are subject to movement during the year 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.

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 2024/25

	Original Budget	Revised Budget	Forecast	Variance	Variance Qtr 1	Movement From Qtr 1 to Qtr 2
	A £m	**B** £m	**C** £m	D (C-B) £m	£m	£m
Corporate Director People						
Adult Services	179.437	179.437	185.736	6.299	7.930	(1.631)
Public Health	-	-	-	-	-	-
Education & Skills	38.901	38.844	38.422	(0.422)	(0.777)	0.355
Family & Children Services	70.852	70.852	71.179	0.327	0.596	(0.269)
Commissioning	4.306	4.306	3.801	(0.505)	-	(0.505)
TOTAL PEOPLE	*293.496*	*293.439*	*299.138*	*5.699*	*7.749*	*(2.050)*
Corporate Director Resources						
Finance	7.622	7.622	7.622	-	-	-
Pensions	-	-	-	-	-	-
Assets	18.197	18.355	18.355	-	-	-
HR&OD	4.293	3.969	3.846	(0.123)	(0.076)	(0.047)
Transformation	-	-	-	-	-	-
Information Services	12.383	12.659	12.659	-	0.100	(0.100)
TOTAL RESOURCES	*42.495*	*42.605*	*42.482*	*(0.123)*	*0.024*	*(0.147)*
Corporate Director Place						
Highways & Transport	43.063	43.623	43.055	(0.568)	(0.541)	(0.027)
Economy & Regeneration	2.525	2.526	2.509	(0.017)	(0.018)	0.001
Planning	2.808	2.677	2.901	0.224	0.453	(0.229)
Environment	49.635	49.634	47.958	(1.676)	(0.573)	(1.103)
Leisure Culture & Communities	5.932	5.394	4.320	(1.074)	(0.825)	(0.249)
TOTAL PLACE	*103.963*	*103.854*	*100.743*	*(3.111)*	*(1.504)*	*(1.607)*
Chief Executive Directorates						
Legal & Governance	10.380	10.437	10.420	(0.017)	0.318	(0.335)
Corporate Directors & Members	3.292	3.292	3.822	0.530	0.525	0.005
TOTAL CEX DIRECTORATES	*13.672*	*13.729*	*14.242*	*0.513*	*0.843*	*(0.330)*
Corporate						
Movement on Reserves	3.910	3.910	3.910	-	-	-
Finance & Investment Income & Expense	25.786	25.786	26.343	0.557	1.172	(0.615)
Corporate Costs	3.411	3.411	2.687	(0.724)	-	(0.724)
Corporate Levies	3.564	3.564	3.614	0.050	-	0.050
TOTAL CORPORATE	*36.671*	*36.671*	*36.554*	*(0.117)*	*1.172*	*(1.289)*
TOTAL GENERAL FUND	490.298	490.298	493.159	2.861	8.284	(5.423)
Funding						
General Government Grants	(84.265)	(84.265)	(84.265)	-	-	-
Council Tax	(351.076)	(351.076)	(351.076)	-	-	-
Collection Fund (Surplus) / Deficit	1.503	1.503	1.503	-	-	-
Business Rates Retention Scheme	(56.460)	(56.460)	(58.460)	(2.000)	-	(2.000)
TOTAL FUNDING	*(490.298)*	*(490.298)*	*(492.298)*	*(2.000)*	*-*	*(2.000)*
TOTAL VARIANCE	-	-	0.861	0.861	8.284	(7.423)

Overview of Quarter Two Monitoring

8. Overall, the quarter two report forecasts a net overspend of £0.861m. This is the second report of the year 2024/25 and shows significant improvement from the quarter one forecast earlier in the year. Details of the significant variances within service areas are included in the service specific paragraphs below.

9. The council budgeted for an average increase of 4.5% for the pay award for 2024/25. The National Employers made a full and final offer of £1,290 to all NJC pay points to the Staff Sides of the four negotiating groups. In the previous reporting period risk remained on the pay award as it had not been agreed nationally however the National Employers offer has now been accepted and agreed. This results in a favourable variance for the council of approximately £1m and is reflected at this stage as part of the variance in Corporate Costs. In the next report it will be fully reflected within service variances.

10. The future year's pay award assumptions have been updated and are now set at 3.5% for 2025/26 and 2.5% for the following 2 years. This area of spend, due to the scale of costs is always an area of risk for the council, with small percentage variances having relatively large value impacts and a small amount (£0.700m) is held within a specific earmarked reserve to help mitigate this risk.

11. Inflation over the past couple of years has caused significant pressure and has not reduced in line with the Bank of England forecasts. This pressure was built into the budget for 2024/25 and currently services are not reporting any undue concern and are, on the whole managing any pressures within the budget increases that have been included.

12. The Council continues to see 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.

13. Cost control measures were introduced as a result of the forecast position at quarter one, and action implemented to address the forecast overspend position. These include the active management of vacancies to manage the cost of staffing, challenging and halting non-essential and discretionary spend wherever possible, challenging orders and commitments or delaying spend. Directors were charged with assessing and implementing additional mitigating actions to bring the position back into balance to limit any draw from the council's reserves. The current forecast shows significant improvement to the position however cost control measures will remain in place to ensure the financial position is not adversely impacted before the end of the year.

14. The current forecast will continue to be be closely reviewed and action monitored to ensure that the scale of impact remains sufficient and both the financial and operational impact will be reported in future monitoring reports.

Corporate Director – People

Table 2 – Forecast as at Quarter Two 2024/25 Corporate Director People Position

		Original Budget A £m	Revised Budget B £m	Forecast C £m	Variance D (C-B) £m
Corporate Director People					
Adult Services	Expenditure	267.207	267.207	279.870	12.663
	Income	(87.770)	(87.770)	(94.134)	(6.364)
	Net Exp	**179.437**	**179.437**	**185.736**	**6.299**
Public Health	Expenditure	23.454	23.620	26.337	2.717
	Income	(23.454)	(23.620)	(26.337)	(2.717)
	Net Exp	**-**	**-**	**-**	**-**
Education & Skills	Expenditure	161.527	217.516	217.270	(0.246)
	Income	(122.626)	(178.672)	(178.848)	(0.176)
	Net Exp	**38.901**	**38.844**	**38.422**	**(0.422)**
Families & Children Services	Expenditure	78.587	78.587	78.914	0.327
	Income	(7.735)	(7.735)	(7.735)	-
	Net Exp	**70.852**	**70.852**	**71.179**	**0.327**
Commissioning	Expenditure	7.504	8.780	8.275	(0.505)
	Income	(3.198)	(4.474)	(4.474)	-
	Net Exp	**4.306**	**4.306**	**3.801**	**(0.505)**
TOTAL PEOPLE	**Expenditure**	**538.279**	**595.710**	**610.666**	**14.956**
	Income	**(244.783)**	**(302.271)**	**(311.528)**	**(9.257)**
	Net Exp	**293.496**	**293.439**	**299.138**	**5.699**

Total People: Budget £293.439m, overspend £5.699

Adult Services: Budget £179.437m, £6.299m overspend

15. The Adult Services budget is forecast to overspend by £6.299m by the end of the year. This is a £1.631m favourable movement from quarter one. Quarter two would have reported an £11.295m overspend due to the impact of unachievable savings and increased package cost and demand, however the service mitigated this with £4.996m of cost mitigation actions through spend reviews and additional income to bring the quarter two position to that reported above.

16. This position includes £2.235m of unachievable savings. The details of these can be found in Appendix B. These savings and their replacements have been built into the MTFS position for 2025/26 – 2027/28. The market conditions have changed greatly over the last 18 to 24 months resulting in the need to evaluate and change the areas we focus on.

17. The majority of the overspend is due to the increased demand and costs of packages of care above that budgeted. There are a number of reasons for this including increased costs to sustain the market, a number of extremely high-cost packages coming through for existing and new service users. The customers that are being referred to the Whole Life Pathway services are increasing in complexity with a notable increase in the people who have autism and mental health needs.

18. Transforming Adult Social Care (TASC) continues to work through a number of priorities. 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 in place which ensures 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. TASC workstreams are focused on identifying further opportunities to prevent and delay need.

<u>Public Health: Budget £0.000m, nil variance</u>

19. In 2024/25 the Public Health Grant is £19.011m. The grant 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 £1.058m 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.

<u>Education & Skills (School Effectiveness, SEND & Inclusion): Budget £38.844m, £0.422m underspend</u>

20. The services in this area fulfil numerous statutory duties with a mixture of local authority and Dedicated Schools Grant (DSG) funding. Much 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. A revised approach to SEND transport spend has been adopted with much greater collaboration with colleagues across the organisation. There are monthly strategic meetings held to review savings proposals and ensure key strategic issues affecting transport are identified and growth considered. An early forecast based on 2024 academic year contracts estimated an underspend of £0.500m at quarter 1. Since this the new academic year new contracts have been taken into account and the quarter 2 forecast is a £0.070m overspend. This means that spend is more in line with the budget overall however, budgeted pupil numbers were 1,949 and the forecast pupil numbers are 2,153 so higher against an average budgeted unit cost per annum of £11,202 compared with a forecast average unit cost per annum of £9,846. The forecast includes £0.350m savings which have been achieved which are evidenced in the lower unit cost, above.

22. Schools on going pension costs are forecast to overspend by £0.174m. A slight improvement on the quarter 1 forecast.

23. Recruitment difficulties that services continue to face this year lead to projected underspends for School Effectiveness, Targeted and SEND and Inclusion service areas resulting in a £0.277m underspend. The recruitment of education psychologists is particularly challenging both nationally and locally - recruitment is ongoing.

24. The income in the education welfare service is forecast to be £0.176m higher than planned. This is in relation to grant income; penalty notice income and traded income.

25. Cost containment measures include reduced spend on new cases of redundancy costs in schools with deficits, estimated at £0.175m which is manageable, based on current

information from schools. A vacancy held until the end of the financial year will achieve savings of £0.019m.

26. MTFS savings in this service total £0.687m. The majority of these are fully achieved, on track or have alternative funding arrangements in place for 2024/25 however, due to the change in the DfE directive for all maintained schools to academise by 2030, the number of maintained schools is not expected to reduce at the level anticipated and the savings of £0.123m in Schools Effectiveness are unable to be achieved. A drawdown from the School Effectiveness reserve will mitigate against this in 2024/25 financial year.

27. As part of the early help programme and in order to facilitate programmes longer than one year it is requested that £0.680m of grant funding is transferred to a new reserve and is approved to facilitate the early support and adviser activity in 2025/26 financial year.

Families & Children Services: Budget £70.852m, £0.327m overspend

28. 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 in a demand driven service area, offset by successful prevention.

29. The budgeted number of children in care for 2024/25 financial year is 464. The actual number of children in care is 462 (September 2024) which is within the service set target range of 407-469. The proportion of children and young people in external residential placements is 9% and remains within the target range of 9-11%. All placement types remain consistent and broadly within expected ranges with the following exceptions:

30. 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. The government's strategy Stable Homes, Built on Love recognises the challenge is a national one, locally we are progressing plans to reduce pressure and associated costs, as set out. The main strategy is to reduce residential placement costs is the new contract that will deliver residential placements from properties owned by the Council within Wiltshire, as previously approved by Cabinet.

31. The provider was originally expected to commence delivery in October 2023 however there have been delays due to procurement timeframes and Ofsted registration the first of four homes in Melksham opened in September 2024, a second planned for opening in December 2024: pending an Ofsted registration visit. A third property in Salisbury is currently undergoing construction works. Purchase of a fourth property, an assessment home in Devizes is being purchased by the provider and this is not yet complete. These delays have subsequently had a negative impact on 2023/24 and 2024/25 savings not achieved and therefore increased expenditure in external residential placements. A further capital programme bid, and tender process has been agreed, to provide 4 further specialist children's home placements in an attempt to further reduce expenditure in this area.

32. There are a number of over 18 young people who are supported as care experienced adults 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. As a result, the budget was increased for 2024/25 until savings can be achieved via the longer-term strategy - a capital budget to facilitate the purchase of supported accommodation and accommodation for care experienced young people. A tendering process is underway and will be completed in February 2025, and the savings target for 2025/26 is based on local provision specifically commissioned at a reduced cost. The accommodation is anticipated to open later than planned in 2025/26.

33. 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) 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 £0.783m, there is a net forecast underspend across all teams of £1.149m. 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. There is a clear plan to reduce agency costs in the coming months.

34. 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 £2.581m for social care, SEN placements and special guardian permanence arrangements. This is an increase since quarter 1. The pressure remains largely for external residential placements and, support and accommodation costs of 16 to 25-year-old young people. These base budget pressures include a forecast underspend of £0.396m for foster care placements. 53% of our children are placed with in house foster carers or connected carers and are the lowest cost placements, when including those children placed in independent fostering agencies this increases to 78%. 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.

35. There is also a piece of work underway to review funding arrangements for placements across Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board (ICB).

36. The Southwest Fostering Recruitment and Retention Hub funded by the DfE was launched at the end of May. This programme runs until March 2025 and is expected to support the increase of in house foster carers, reducing the budget pressures and need to use residential placements. The on-going government funding for this programme is still unknown and may provide an additional cost to the Council should we continue it, based on evidence from the pilot.

37. 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 £0.150m however the support and placement cost is forecasting an underspend of £0.069m included in the overall placement pressure above. 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.

38. Cost containment activity included a review of client spend, increased controls have been put into place and reduced spending plans of £0.497m as well as holding vacancies and not backfilling where external income has been received for specific activity; £0.398m

39. The council provides placements for unaccompanied asylum-seeking children (UASC) and current numbers of these young people under 18 years of age are 39. In addition to this we have 89 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 67, 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 where young people can be placed with in house carers. 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.

40. Total savings approved for 2024/25 are £1.264m for this service, and due to factors described above, delivery of these is challenging. Robust delivery plans are in place and savings relating to the placement strategy, risk rated as red were unmet in 2023/24 and this subsequently impacts 2024/25 estimated at £0.400m and included in the placement forecast above.

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

Commissioning: Budget £4.306m, £0.505m underspend

42. Commissioning is forecasting an underspend of £0.505m by the end of the financial year. The majority of this position is due to the service holding staff vacancies. This is only an in year underspend as the service will need to fully recruit the team to be able to support Adults and Childrens commissioning activity to achieve their strategic aims and savings activities in future years.

43. This position will be regularly reviewed, it is a priority to maintain capacity to deliver a functional commissioning service to support People Services.

Corporate Director - Resources

Table 6 - Forecast as at Quarter Two 2024/25 Corporate Director Resources Position

		Original Budget A £m	Revised Budget B £m	Forecast C £m	Variance D (C-B) £m
Corporate Director Resources					
Finance	Expenditure	78.030	78.087	78.087	-
	Income	(70.408)	(70.465)	(70.465)	-
	Net Exp	**7.622**	**7.622**	**7.622**	**-**
Pensions	Expenditure	2.057	2.057	2.057	-
	Income	(2.057)	(2.057)	(2.057)	-
	Net Exp	**-**	**-**	**-**	**-**
Assets	Expenditure	25.163	25.352	26.137	0.785
	Income	(6.966)	(6.997)	(7.782)	(0.785)
	Net Exp	**18.197**	**18.355**	**18.355**	**-**
HR&OD	Expenditure	6.835	6.480	6.736	0.256
	Income	(2.542)	(2.511)	(2.891)	(0.380)
	Net Exp	**4.293**	**3.969**	**3.846**	**(0.123)**
Information Services	Expenditure	15.231	15.507	15.507	-
	Income	(2.848)	(2.848)	(2.848)	-
	Net Exp	**12.383**	**12.659**	**12.659**	**-**
Transformation	Expenditure	2.229	2.229	2.617	0.388
	Income	(2.229)	(2.229)	(2.617)	(0.388)
	Net Exp	**-**	**-**	**-**	**-**
TOTAL RESOURCES	**Expenditure**	**129.545**	**129.712**	**131.142**	**1.430**
	Income	**(87.050)**	**(87.107)**	**(88.660)**	**(1.553)**
	Net Exp	**42.495**	**42.605**	**42.482**	**(0.123)**

Total Resources: Budget £42.605m, underspend £0.123m

Finance: Budget £7.622m, nil variance

44. Finance continues to forecast a balanced position at Quarter 2. This forecast accounts for both overspends and underspends in staffing across various teams that off-set, each other.

45. The service is projecting an overspend of £0.290m against the Housing Benefit Subsidy budget for quarter two. This includes a shortfall against Housing Benefit overpayments recovered due to a reduction in the number of Housing Benefit claimants as they switch over to Universal Credit which makes recovery of these amounts more challenging for the service. Additionally, a pressure is being reported against the Local Welfare Provision which has been identified as an area of demand in the MTFS. The removal or reduction of this provision could increase demand in other service areas, and also potentially affecting debt levels.

46. Officers will be monitoring the position for Housing Benefit Subsidy throughout the year; however, this budget continues to see increased pressure from an increase in the use of temporary accommodation (when people are housed in hotels) and supported living accommodation (which is not provided by a registered charity or Registered Social

Landlord) which results in a loss of subsidy. These housing approaches are more cost effective for the Council and mitigate increased pressure in Housing and Adults Services. Furthermore, as the number of claimants for Housing Benefit decreases due to the transition to Universal credit, it is expected to impact on the amount of Benefit Administration Subsidy grant the Council receives and the service will mitigate this where possible with holding vacancies and re-shaping the service.

47. A draw of £0.040m from the Enforcement Reserve is being projected for quarter two to support staffing costs in Council Tax & Business Rates Team enforcement activity. Additionally, it has been confirmed that the service is to receive extra £0.040m towards the cost of administration for the Household Support Fund, as well as £0.020m towards the provision of white goods provided via Local Welfare Provision scheme. Furthermore, it has been confirmed that the service is to receive an additional £0.042m from the Homes for Ukraine grant to cover additional staff time that has been dedicated to this area. Vacancies are being held where possible to manage the risk in Housing Benefit subsidy.

48. Other smaller variances contribute to the overall position, including additional court fee income and alongside staffing vacancies and the additional income and funding the service overall is projecting a balanced position. The service will continue to monitor opportunities for cost containment within the service including opportunities for contract savings.

Assets: Budget £18.355m, nil variance

49. Assets is continuing to report a balanced position at quarter 2. This projection mainly comprises additional required spend on maintenance as previously reported and the pressure is being mitigated by one-off surpluses that have been built up on the utility contracts. The service has generated an annual income stream through the installation of PV solar panels across the estate. It has also benefited from energy hedging which has protected the Council from increases in utility costs. The service continues to implement a Property Carbon Reduction (PCRP) programme which has lowered the council's carbon emissions and generated utility cost savings.

50. The service is projecting increased spend on health and safety due to planned investment in service improvements including personal safety devices and updated software. Overspend on this service will be covered via drawdown from the Health and Safety reserve in 2024/25.

Information Services: Budget £12.659m, nil variance

51. Information services is reporting a balanced position at quarter 2. The Evolve Project Team has identified a need for continued support from Mastek after the Hypercare support arrangement has ended until the workforce becomes proficient in the use of Oracle. This support is expected to be required for a period of three years, with an estimated annual cost of £0.200m. This requirement accounted for £0.100m of the reported overspend at quarter 1. This has now moved to a balanced position at quarter 2 as the service is holding on to non-critical vacancies and costs are being contained through contract management and negotiation of preferential rates.

52. A number of pressures have been identified which have been added into the MTFS and are being managed within the service in 2024/25. These include the cost of SAP licenses and SAP maintenance, £0.544m, cost of Oracle licences £0.135m, cost of support from Mastek (£0.100m in 2024/25), changes to inflation assumptions £0.199m and other smaller pressures £0.062m. The original business plan for Oracle assumed staff savings

from across Resources to fund these however, these have not been possible to achieve and therefore further work will be required to find a solution which will require cost containment or savings via reductions in use of IT across the Council.

<u>Human Resources & Organisational Development: Budget £3.969m, £0.123m underspend</u>

53. An underspend of £0.123m is being forecast at quarter two. This position includes a net underspend of £0.164m related to staffing, due to vacancy savings and the recruitment freeze in 2024/25. Underspends are also reported for staff training costs, at £0.048m, and job advertising, at £0.034m, as the service anticipates reduced demand because of the vacancy freeze. Additionally, a shortfall of £0.036m is projected for HR advisory income from schools and other external organizations, as well as a shortfall of £0.019m for payroll advisory income purchased by schools through Right Choice, both due to reduced demand. The difference comprises a net overspend of £0.068m, which consists of variances across various other lines.

54. This position is more accurate than what was reported in the first quarter because a more detailed salary projection was available. Additionally, by the second quarter, more accurate information regarding demand and vacancy savings became available.

55. The final outturn position will depend upon the availability of capital funding for the EVOLVE programme and this is being finalised currently.

Transformation

56. This service brings together the systems thinking and programme office to create a transformation and business change service that is at the heart of supporting the delivery of the Council's business plan priorities. No variance is forecast however where cost pressures are greater than budgeted, these are absorbed and mitigated via savings against other budget lines or through use of the reserve.

<u>Housing Revenue Account: £1.042m adverse variance</u>

57. The Housing Revenue Account is continuing to forecast an overspend of £1.042m at quarter 2 means that projected transfer to HRA reserves is £1.071m against the budgeted figure of £2.113m.

58. The overspend is caused by a forecast £1.2m pressure on the Responsive Repairs maintenance budget, mitigated by underspend relating to vacancies in the service. All other lines have been forecast as on budget at quarter 2.

59. The service has been signalling for some time the risk of inflationary pressure on construction related costs, and it appears that some of the increased costs are inflation related and have had a significant impact on the business. In addition, the service is seeking to undertake more activity for example in relation to landlord compliance as we respond to the increasing requirements of the social housing regulatory agenda

60. Responsive repairs are demand driven and must be undertaken as such cost containment is challenging, works volumes have also substantially increasing over recent years. Lastly, works on empty properties (voids) will expediate new tenancies and income, the service is working hard to address the historic backlog arising from multiple contract failure, in addition we are generally seeing more works required when properties are handed back, increasing cost and time.

61. Repairs and maintenance cost pressures and volume increases are being seen across the wider social housing sector. A full review of maintenance spend is underway, mitigating measures being considered to control spend and officers will continue to monitor this area closely going forwards. Along with a review of the business plan to determine the treasury and borrowing implications of our changed reserve expectation.

Corporate Director – Place

Table 7 - Forecast as at Quarter Two 2024/25 Corporate Director Place Position

		Original Budget A £m	Revised Budget B £m	Forecast C £m	Variance D (C-B) £m
Corporate Director Place					
Highways & Transport	Expenditure	61.336	63.693	65.532	1.839
	Income	(18.273)	(20.070)	(22.477)	(2.407)
	Net Exp	**43.063**	**43.623**	**43.055**	**(0.568)**
Economy & Regeneration	Expenditure	4.191	4.677	4.555	(0.122)
	Income	(1.666)	(2.151)	(2.046)	0.105
	Net Exp	**2.525**	**2.526**	**2.509**	**(0.017)**
Planning	Expenditure	10.557	10.426	10.496	0.070
	Income	(7.749)	(7.749)	(7.595)	0.154
	Net Exp	**2.808**	**2.677**	**2.901**	**0.224**
Environment	Expenditure	61.147	61.183	60.377	(0.806)
	Income	(11.512)	(11.549)	(12.419)	(0.870)
	Net Exp	**49.635**	**49.634**	**47.958**	**(1.676)**
Leisure Culture & Communities	Expenditure	22.568	23.768	23.948	0.180
	Income	(16.636)	(18.374)	(19.628)	(1.254)
	Net Exp	**5.932**	**5.394**	**4.320**	**(1.074)**
TOTAL PLACE	**Expenditure**	**159.799**	**163.747**	**164.908**	**1.161**
	Income	**(55.836)**	**(59.893)**	**(64.165)**	**(4.272)**
	Net Exp	**103.963**	**103.854**	**100.743**	**(3.111)**

Total Place: Budget £103.854m, underspend £3.111m

62. As shown above £59.893m of the Place Directorates 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		
		Budget	Forecast Outturn	Forecast Variance	Budget	Forecast Outturn	Forecast Variance	Budget	Forecast Outturn	Forecast Variance
Highways & Transport	Highways	4.952	6.342	1.390	2.394	2.446	0.052	7.346	8.788	1.442
	Car Parking	8.409	8.566	0.157	-	-	-	8.409	8.566	0.157
	Passenger Transport	0.456	0.952	0.496	3.859	4.171	0.312	4.315	5.123	0.808
		13.817	15.860	2.043	6.253	6.617	0.364	20.070	22.477	2.407
Economy & Regeneration	Enterprise Network	1.730	1.659	(0.071)	-	-	-	1.730	1.659	(0.071)
	Major Projects	-	-	-	0.207	0.207	-	0.207	0.207	-
	Economic Regeneration	-	-	-	0.214	0.180	(0.034)	0.214	0.180	(0.034)
		1.730	1.659	(0.071)	0.421	0.387	(0.034)	2.151	2.046	(0.105)
Planning	Building Control	1.156	1.017	(0.139)	(0.005)	(0.009)	(0.004)	1.151	1.008	(0.143)
	Development Management	5.818	5.141	(0.677)	(0.004)	(0.010)	(0.006)	5.814	5.131	(0.683)
	Local Land Charges	0.734	0.861	0.127	-	-	-	0.734	0.861	0.127
	Spatial Planning	-	-	-	0.050	0.595	0.545	0.050	0.595	0.545
		7.708	7.019	(0.689)	0.041	0.576	0.535	7.749	7.595	(0.154)
Environment	Public Protection	0.847	0.945	0.098	0.018	0.118	0.100	0.865	1.063	0.198
	Natural & Historic Environment	0.063	0.082	0.019	0.027	0.639	0.612	0.090	0.721	0.631
	Climate Programme	-	0.034	0.034	-	0.061	0.061	-	0.095	0.095
	Waste	10.554	10.500	(0.054)	0.040	0.040	-	10.594	10.540	(0.054)
		11.464	11.561	0.097	0.085	0.858	0.773	11.549	12.419	0.870
Leisure Culture & Communities	Leisure	15.955	17.069	1.114	1.826	1.933	0.107	17.781	19.002	1.221
	Libraries & Heritage	0.361	0.370	0.009	0.232	0.256	0.024	0.593	0.626	0.033
		16.316	17.439	1.123	2.058	2.189	0.131	18.374	19.628	1.254
TOTAL PLACE		51.035	53.538	2.503	8.858	10.627	1.769	59.893	64.165	4.272

63. 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. Quarter two has continued as reported in quarter one with Street Works and Leisure Centres forecasting to exceed budget along with an increase in Car Parking and Public Protection income forecast. These are offsetting other pressures across the directorate explained in the paragraphs below and the underachievement of income in Planning.

Highways & Transport: Budget £43.623m, £0.568m underspend

64. The Highways and Transport service is reporting a forecast net £0.568m underspend at quarter two. This is largely due to additional income from Street Works and Electricity savings on Street Lighting.

65. Highways contracts and staff costs are currently forecasting no significant variances. Local Highways have been allocated an additional £1.000m of funding for Highways and Flooding prevention, this additional investment is being used for enhanced gully cleansing operations and additional pressure jetting units for reactive drainage works. Highways Operations have additional funding of £0.603m for Rural Play Areas and are in the process of allocating this. Focus also continues on the Business Plan Priorities as detailed further below.

66. Car Parking income is being closely monitored and is currently forecast to achieve budget. New parking machines have now been installed across the County, this is currently creating some pressure on the processing fees which is being kept under review.

67. From January 2025 it has been agreed that Wiltshire Council will delegate certain services to Westbury Town Council who will deliver all the litter, grounds, allotment and cemetery services within their boundary. This will result in reductions in the Streetscene contract costs of £0.059m in 2024/25 and £0.235m in future years.

68. The Council has been awarded a Bus Service Improvement Plan plus (BSIP plus) grant of £2.100m per year for both 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. The Passenger Transport service were able to manage contract pressures within the service for 2023/24 and so have been able to roll forward the full 2023/24 allocation for use in 2024/25 and 2025/26.

69. A key condition of the grant is that the Council cannot reduce Public Transport budgets in this period, and the delivery of the savings proposals relating to the review, repatterning and reduction of less well used bus services, out of area services and the removal of Saturdays from the supported services timetable for 2023/24 and 2024/25 totalling £0.590m have been delayed. The council is currently reviewing its Public Transport policy to ensure a sustainable and financially viable network from 2025/26 and these proposals will be considered again as part of this. The pressure from delaying the savings will be covered from the BSIP Plus grant funds.

70. In September 2023 the Capital Investment Programme Board approved a feasibility funding request of £0.068m for the Passenger Transport service to assess the bus infrastructure and service improvements required to deliver the preferred priority Super Bus route. Approval was given as part of the 2023/24 quarter 3 budget monitoring to fund this from the corporate Feasibility Studies reserve and the work is now underway and the funds will be drawn down to cover this.

Economy & Regeneration: Budget £2.526m, £0.017m underspend

71. From 1 April 2024 Local Enterprise Partnership (LEP) functions have been transferred back to local authority responsibility, revenue grant funding has been provided for 2024/25 to support the delivery of their functions but funding beyond 2024/25 is subject to future Spending Review decisions and yet to be confirmed.

72. The Enterprise Network (TEN) Centres are facing increasing pressure on their budgets from premises maintenance and running costs, this is currently being managed by the service who are working on a review of the TEN model that will help to resolve this going forward.

Planning: Budget £2.677m, £0.224m overspend

73. Government set planning application fees increased from December 2023 and in line with this the Development Management income budget was increased by £1.176m for 2024/25, based on assumptions made about the number of different types of planning applications that Wiltshire Council will receive. Applications received during 2024/25 have reduced and if this trend continues, an underachievement of £1.443m could be anticipated. However, there is a strong possibility that because of the new government's pro-growth policy, an improved economic outlook and the Local Plan reaching a more advanced stage that more large-scale planning applications will be received during the year and a more optimistic underachievement of £0.677m is forecast to reflect this.

74. This pressure is being offset by a forecast £0.526m underspend on staffing. A full-service restructure was undertaken in 2023/24. 19 of 42 vacant posts have so far been filled during 2024/25. The recruitment to these remaining vacant posts will help to reduce the reliance on agency staff.

75. Building Control is currently forecasting an underachievement against income of £0.139m but this is being offset by an overachievement against Local Land Charges

income of £0.127m due to expected reductions in income as a result of HMLR digitalisation not yet coming to fruition.

Environment: Budget £49.634m, £1.676m underspend

76. The net underspend forecast of £1.676m is an increase of £1.103m from the £0.573m underspend reported for quarter one. This is largely due to Waste but also due to improved income projections in Public Protection who are now forecasting an over achievement against income budgets of £0.198m across Environmental Protection, Pest Control, Animal Welfare and Trading Standards.

77. Waste Services typically face pressures arising from the known volatility of prices paid for materials collected for recycling, and from changes in tonnages of collected materials which can be influenced by the economy and seasonal factors. As in previous years, the level of income generated remains difficult to predict, but the modest recovery of material prices compared with the previous year shown in quarter one has continued in quarter two. The forecast is based on the actuals received for April to September 2024 and an average for the remainder of the year (also accounting for historic waste flows) and shows that income arising from kerbside collected material is expected to overachieve by £0.097m if material prices remain at current levels. The council's ongoing "Recycling – Let's Sort It!" campaign aims to educate residents on the importance of sorting their recyclables so that the best prices for sold materials are achieved, and less unrecyclable waste is handled which has to be rejected by the sorting process after collection.

78. Income generated by the Chargeable Garden Waste collection service continues to be strong for quarter two, with forecasts showing that the revised income target of £5.860m should be achieved in-year, and which will allow for much of the cost associated with the delivery of this optional service to be offset by subscription receipts, and support the service's other MTFS commitments where implementation delays may result in modest shortfalls.

79. Pressures include an overspend on the Lakeside Energy from Waste contract due to higher inflation than forecast and some additional costs from a new bulky waste shredding initiative. The MBT contract is forecasting an overspend of £0.189m partly due to the application of new environmental taxes by the German and Dutch authorities. As garden waste subscriptions have now stabilised the requirement for additional garden waste resource has been removed and the Waste Collection contract is now forecasting an underspend of £0.081m.

80. The above pressures are being mitigated by a forecast underspend on landfill tax of £0.983m as landfill tonnage is expected to significantly reduce due to the purchase of a new waste shredder which will make more of our bulky residual household waste from HRCs suitable for the councils Lakeside and MBT contracts. Forecast underspends of £0.758m on fuel and third-party haulage costs on the HRC contract are also contributing to the overall position.

Table 9 – Waste Contracts

Budget:	Service:	2024/25 BUDGET Tonnes Budget setting F'cast (T)	Current Yr End F'cast (T)	Var (T)	Var (%)	£/Tonne (Budget Setting)	£/Tonne (Forecast)	Var (£)	Var (%)	Budget Forecast Variance (£m)
Lot1	Provision and operation of Waste Transfer Stations (WTS), a Materials Recovery Facility (MRF) and two Household Recycling Centres (HRCs)	75,200	74,694	-506	-0.7%	£84.69	£79.83	-£4.86	-5.7%	-0.277
Lot2	Management and operation of 8 council-owned HRCs									-0.758
Lot 3	Composting services (0-25,000 tonnes pa)	40,300	40,778	477	1.2%	£48.39	£ 48.39	-£0.00	0.0%	-0.122
	Composting services (>25,000 tonnes pa)					£29.50	£ 27.66	-£1.84	-6.2%	
Lot 4	Residual waste - Non-haz waste to LF	12,542	5,258	-7,284	-58.1%	£25.62	£23.51	-£2.11	-8.2%	-0.035
	Residual waste - Haz waste - to LF	100	80	-20	-19.7%	£96.76	£97.51	£0.75	0.8%	
	Residual waste - Street sweepings	300	203	-97	-32.4%	£100.39	£84.41	-£15.98	-15.9%	
	Residual waste - Shredding to EFW	0	7,765	7,765	0.0%	£0.00	£ -	£0.00	0.0%	
	Residual waste - POPs waste	1,700	1,747	47	2.8%	£269.00	£293.52	£24.52	9.1%	
Lot 5	Waste and recycling collections									-0.081
Landfill Tax	Tax payable on all waste sent to landfill	31,342	22,328	-9,014	-28.8%	£106.18	£103.70	-£2.48	-2.3%	-0.983
Lakeside	Energy from waste landfill diversion contract.	50,000	50,000	0	0.0%	£153.73	£162.47	£8.74	5.7%	0.437
MBT	Mechanical biological treatment (MBT) Landfill diversion contract (exc LFT)	56,037	54,624	-1,413	-2.5%	£199.33	£208.05	£8.72	4.4%	0.189

* £/T excludes income

Leisure Culture & Communities: Budget £5.394m, £1.074m underspend,

81. The net underspend of £1.074m in Leisure Culture & Communities is an increase of £0.249m from the £0.825m position reported at quarter one. The underspend is largely due to Leisure Operations which is currently forecasting an overachievement against income of £1.114m as a result of continued growth in fitness memberships in certain areas and an underspend on salaries. This position assumes the drawdown of Leisure funding from reserves for Virtual Studios and Pool Pods.

82. The Library Service is currently forecasting an overspend of £0.097m on staffing due to the use of relief staff to ensure the libraries remain open. The service has been through a peer challenge and is working through the actions resulting from this.

Chief Executive Directorates

Table 10 - Forecast as at Quarter Two 2024/25 Chief Executive Directorates Position

		Original Budget A £m	Revised Budget B £m	Forecast C £m	Variance D (C-B) £m
Chief Executive Directorates					
Legal & Governance	Expenditure	13.231	13.248	16.047	2.799
	Income	(2.851)	(2.811)	(5.627)	(2.816)
	Net Exp	**10.380**	**10.437**	**10.420**	**(0.017)**
Corporate Directors & Members	Expenditure	3.306	3.306	3.836	0.530
	Income	(0.014)	(0.014)	(0.014)	-
	Net Exp	**3.292**	**3.292**	**3.822**	**0.530**
TOTAL CEX DIRECTORATES	**Expenditure**	**16.537**	**16.554**	**19.883**	**3.329**
	Income	**(2.865)**	**(2.825)**	**(5.641)**	**(2.816)**
	Net Exp	**13.672**	**13.729**	**14.242**	**0.513**

Total Chief Executives: Budget £13.729m, overspend £0.513m

Legal & Governance: £10.437m, £0.017m underspend

83. The quarter two position is an improved position from the £0.318m forecast overspend reported at quarter one. The service put cost mitigations in place to bring this budget

back to a forecast underspend position. This has been delivered through reducing agency spend, staff vacancy savings and increased income.

<u>Corporate Directors & Members: Budget £3.292m, £0.530m overspend</u>

84. The overspend in Corporate Directors & Members is a result of historic cost pressures. This has been built into the MTFS as part of the quarter two review.

Corporate Expenditure

Table 11 - Forecast as at Quarter Two 2024/25 Corporate Position

		Original Budget <u>**A**</u> *£m*	*Revised Budget* <u>**B**</u> *£m*	*Forecast* <u>**C**</u>	*Variance* D (C-B) *£m*
Corporate					
Movement on Reserves	Expenditure	3.910	3.910	3.910	-
	Income	-	-	-	-
	Net Exp	***3.910***	***3.910***	***3.910***	***-***
Finance & Investment Income & Expense	Expenditure	30.231	30.231	33.200	2.969
	Income	(4.445)	(4.445)	(6.857)	(2.412)
	Net Exp	***25.786***	***25.786***	***26.343***	***0.557***
Corporate Costs	Expenditure	6.082	6.082	5.368	(0.714)
	Income	(2.671)	(2.671)	(2.681)	(0.010)
	Net Exp	***3.411***	***3.411***	***2.687***	***(0.724)***
Corporate Levies	Expenditure	7.221	7.221	7.271	0.050
	Income	(3.657)	(3.657)	(3.657)	-
	Net Exp	***3.564***	***3.564***	***3.614***	***0.050***
	Net Exp	***-***	***-***	***-***	***-***
TOTAL CORPORATE	***Expenditure***	***47.444***	***47.444***	***49.749***	***2.305***
	Income	***(10.773)***	***(10.773)***	***(13.195)***	***(2.422)***
	Net Exp	***36.671***	***36.671***	***36.554***	***(0.117)***

<u>Total Corporate: Budget £36.671m, underspend £0.117m</u>

<u>Corporate Costs: Budget £3.441m, underspend £0.724m</u>

85. This underspend position is a result of additional External Audit fees offset by the agreed national pay award that is approximately £1m less than budgeted. For ease and due to lateness of the agreement of the pay award it is shown within this area of the budget, however in the next reporting period it will be more accurately reflected in services forecasts.

<u>Finance & Investment, Income & Expenditure: Budget £25.786m, £0.557m overspend</u>

86. The final value of capital spend funded by borrowing figure for 2023/24 sets the Minimum Revenue Provision (MRP) charge for year 2024/25. As a result of the increased spend in the 2023/24 capital programme funded by borrowing, the MRP is £1.390m higher than budgeted. As reported in the Quarter 3 Capital report we were expecting the MRP to be higher. We reported a provisional charge of £22.634m for 2024/25, however the final charge will be £20.332m.

87. This is offset by a net impact of interest payable and receivable. There is a forecast overachievement of interest receivable income of £2.412m that is offset in part by £1.546m additional cost on interest payable. This results in a net £0.866m which offsets the MRP pressure detailed in the paragraph above.

Corporate Levies: Budget £3.564m, underspend £0.050m

88. The £0.050m overspend is as a result of the increased salary budgets and impact on the Apprenticeship Levy.

Dedicated Schools Grant – Total Grant £494.619m, planned transfer from reserves plus forecast variance £43.196m

89. The overall in year forecast for dedicated schools grant (DSG) is an overspend of £14.942m after the transfer of £28.254m from the deficit reserve, agreed at budget setting and in line with the Safety Valve agreement. This is an adverse movement of £5.049m compared with the Q1 forecast. This movement is accounted for by a reduction in the early years block underspend of £2.2m and an increase of £2.8m in the projected overspend against the high needs block. The overspend against the high needs block is now projected to be £17.489m.

Table 12 – DSG Block Summary

	DSG Allocation from the £m	Wiltshire Transfers £m	Current Annual Budget £m	Forecast Outturn £m	Forecast Outturn Variance £m	% Variance
Early Years Block	52.205	0.180	52.385	50.074	(2.311)	-4%
Schools Block	364.468	(2.000)	362.468	362.391	(0.077)	0%
High Needs block	74.445	1.984	104.683	122.172	17.489	17%
Central Block	2.644	(0.164)	2.480	2.320	(0.160)	-6%
Overall	493.761	0.000	522.015	536.957	14.942	3%
Planned transfer to DSG reserve (overspend)					28.254	
Net in year forecast movement to the DSG reserve					43.196	

90. The projected underspend against the early years block reduces the overall deficit however there is risk that this could be clawed back, in part or total, by the Department for Education (DfE) if the early years census in January shows that uptake of places is below their estimate   This financial year is the introduction of the rollout of both the 9 months to 2 years and universal 2 year old funding and therefore parental take up of the offer is largely unknown.

91. The reason for the overall spend above grant continues to be driven by demand 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 2024/25 is 6,060. This continues to be ahead of the forecast number of plans for this year.

92. The Council has a Safety Valve agreement in place and performance against that agreement is monitored on a quarterly basis by the DfE. Additional actions will need to be put into place in order to ensure that the Council can still deliver on the agreement to achieve in year balance against its high needs budgets by April 2029. As previously reported to Cabinet, the plan is being rebased prior to submission of the next monitoring report to the DfE at the end of November.

93. The impact of the quarter 2 forecast on the overall DSG deficit, and therefore on the performance against the Safety Valve agreement, is summarised as follows:

Table 13 – Impact on the Dedicated schools Grant Deficit Reserve

	Safety Valve Agreement £m	Total 24/25 FY £m
Balance Brought Forward from 23/24	29.447	28.706
Early Years Adjustment (prior year)	0.000	1.030
Planned drawdown from reserve	28.280	28.254
Actual Variance 24/25	0.000	14.942
In year Safety Valve payments	(6.700)	(6.700)
Balance CFWD 2024/25	**51.027**	**66.233**

94. Table 13 shows that the projected deficit for 2024/25 continues to be higher than the maximum allowable deficit in the council's Safety Valve agreement.

95. 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. This continues to present a significant financial risk to the Council.

Savings Delivery 2023/24 as at Quarter Two

96. For 2024/25 savings were required to deliver a balanced revenue budget totalling £19.673m (with £14.151m approved for 2025/26 and £1.5m approved for 2026/27 leaving a budget gap of £13.340m). The 2024/25 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.

97. 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 one 2024/25 is shown in the tables below, and these assessments are included in the General Fund figures set out in this report.

98. For 2024/25 of the £19.673m savings targets £8.457 (42.99%) is assessed as having been fully delivered as at the end of September. £6.196 (31.49%) is forecast to be achieved by the end of the year. £2.150m (10.93%) is considered to have some deliverability risk, being that they may be achieved this year. This leaves £2.871m (14.59%) 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 A and a table providing further detail on the proposals categorised as significant risk is shown in Appendix B.

99.   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. Savings delivery will continue to be reviewed as part of the MTFS process and reprofiling or non delivery of savings will be factored in to the 2025/26 to 2027/28 budget.

Table 14 - Savings delivery BRAG rating by year 2024/25 – 2026/27 as at Quarter Two

Directorate	2024/25 Budgeted Savings Target £m	Blue £m Fully Achieved	Green £m On Track	Amber £m Some issues	Red £m Significant issues
People	11.733	5.244	3.390	0.342	2.758
Resources	2.208	1.085	1.077	0.000	0.046
Place	3.712	0.394	1.510	1.808	0.000
Chief Executive	0.592	0.306	0.219	0.000	0.067
Corporate	1.428	1.428	0.000	0.000	0.000
Total £'m	19.673	8.457	6.196	2.150	2.871
% of total Budget		42.99%	31.49%	10.93%	14.59%

Directorate	2025/26 Budgeted Savings Target £m	Blue £m Fully Achieved	Green £m On Track	Amber £m Some issues	Red £m Significant issues
People	10.308	0.000	6.589	1.057	2.662
Resources	1.072	0.000	0.327	0.000	0.745
Place	3.421	0.114	1.695	1.612	0.000
Chief Executive	0.750	0.000	0.000	0.490	0.260
Corporate	-1.400	-1.400	0.000	0.000	0.000
Total £'m	14.151	-1.286	8.611	3.159	3.667
% of total Budget		-9.09%	60.85%	22.32%	25.91%

Directorate	2026/27 Budgeted Savings Target £m	Blue £m Fully Achieved	Green £m On Track	Amber £m Some issues	Red £m Significant issues
People	1.102	0.000	0.724	0.378	0.000
Resources	0.054	0.000	0.054	0.000	0.000
Place	0.344	0.000	0.140	0.204	0.000
Chief Executive	0.000	0.000	0.000	0.000	0.000
Corporate	0.000	0.000	0.000	0.000	0.000
Total £'m	1.500	0.000	0.918	0.582	0.000
% of total Budget		0.00%	61.20%	38.80%	0.00%

Capital Receipts Flexibilities 2024/25

100.   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.

101. As 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.

Collection Fund 2024/25

102. The Collection Fund is the ring-fenced fund which comprises all income and expenditure for both the Council Tax and Business Rates. Over the past few years, the Collection Fund has seen significant changes due to the changing economic backdrop including the impact of COVID-19 and the cost of living crisis and impacts of high levels of inflation on the economy and households. Due to the mechanism and regulations significant volatility has been seen in business rates, with s31 grant funding received to compensate councils where significant deficits arise. More recently the level of overdue debts is increasing and if this trajectory continues it will have a detrimental impact on the overall income received.

103. The approach the council has taken as a result of these uncertainties has been one of prudence. Further modelling of the income has been undertaken and an additional £2m of retained business rates is being recognised within this forecast. This income is likely to be ongoing and therefore will mitigate pressures presenting in services that impact the ongoing base budget and MTFS position.

Reserves Position and Forecast

Table 15 - Reserves Summary

Reserve	Opening Balance 2024/25 £'m	Projected Closing Balance 2024/25 £'m	Projected Closing Balance 2025/26 £'m	Projected Closing Balance 2026/27 £'m	Projected Closing Balance 2027/28 £'m
General Fund	**34.056**	**34.056**	**34.056**	**34.056**	**34.056**
Latent Demand	2.570	0.123	-	-	-
Collection Fund Volatility	0.220	0.575	-	-	-
Public Health	6.328	5.741	5.167	4.581	4.581
Homes for Ukraine	10.284	5.004	5.004	5.004	5.004
Transformation	10.945	7.004	3.991	2.829	2.829
Business Plan Priority	2.446	0.771	-	-	-
Highways Improvements Works	5.705	-	-	-	-
Pay Award	0.700	0.700	0.700	0.700	0.700
PFIs	5.080	4.346	3.613	2.847	2.847
Insurance	9.042	8.016	7.516	7.016	7.016
Accommodation Needs	9.672	2.895	0.895	-	-
High Needs	11.238	18.209	18.209	18.209	18.209
Other Earmarked	21.305	16.429	13.768	12.678	12.678
Total Earmarked	**95.536**	**69.813**	**58.864**	**53.864**	**53.864**
Schools Balances	13.185	10.185	7.185	4.185	4.185
DSG	(28.706)	(61.184)	(95.764)	(117.643)	(118.371)
TOTAL	**114.070**	**52.870**	**4.340**	**(25.539)**	**(26.267)**

104. 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.

105. The level of general fund reserves and earmarked reserves (excluding DSG) held by the Council have seen increases as part of the approach of increasing the council's financial resilience. Contributions to the General Fund Reserve has brought the level of this reserve up to the value that was set out in risk assessed level of reserves required to support the council's budget for 2024/25 and included in the budget report in February 2024. This provides resilience to support the financial position in 2024/25, supports the financial risks within the budget and continues to allow lead in time for transformation and to reshape services to deliver on-going financial resilience and sustainability in future years.

106. The residual balances held in the Latent Demand reserve is committed and the reserve is fully used by the end of 2025/26 financial year. The residual balance of the Pay Award reserve and need for this balance will continue to be assessed. As risk remains in this area and assumptions for future years may not prove to be adequate it is expected that this balance will be carried forward in to future financial years.

107. 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.

108. As part of the Capital Bids process, the Capital Investment Programme Board has £0.600m available through earmarked reserves to support services with feasibility funding. This funding enables a service to investigate whether a scheme has a robust business case and is viable before a capital bid is submitted. At its meeting held on 26 September 2024, the Capital Investment Programme Board reviewed a feasibility funding request from Adults Commissioning to undertake a feasibility study of 10 potential Wiltshire Council owned sites that could potentially be used to provide a range of social care accommodation needs for adults and children. This feasibility supports the wider work of the Adults and Children's Review. Pending the outcome of the feasibility study a subsequent request for capital funding would be made based on future need. The Board recommended that £0.300m of the reserve is used for this and Cabinet is asked to note the use of this earmarked reserve. Should feasibility funding result in a successful capital scheme the £0.300m will be capitalised as part of the request and the £0.300m returned to the earmarked reserves funds as revenue. £0.368m of the £0.600m has now been allocated to services for feasibility work, leaving £0.232m for services to bid for.

109. 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, and spend profile for 2024/25 and 2025/26. As part of the budget setting proposals £0.250m was allocated for each of the next two financial years to increase the capacity of the planning enforcement team and address complex and contentious cases and ensuring the Council increases its presence and activity in this area. £0.821m of other elements of enforcement activity have been identified and will be delivered over the course of the next 2 years to ensure the safety of our communities remains priority.

Business Plan Priority Reserve	2024/25	2025/26	Total
	£m	£m	£m
Opening Balance	**2.446**	**0.771**	**2.080**
Gully Emptying	(0.335)	-	(1.000)
Fly Tipping	(0.150)	-	(0.443)
Litter - Cameras & Picking	-	-	-
Parish Stewards	(0.233)	-	(0.578)
Road Markings and Lining	-	-	-
Road Signage	-	-	(0.434)
Litter Enforcement	(0.105)	-	(0.105)
Fly Posting	(0.049)	-	(0.056)
Litter Picking + Communications Plan	(0.231)	-	(0.494)
Approved additional funding	-	-	2.401
Planning Enforcement	(0.250)	(0.250)	(0.500)
Council Wide Enforcement Activity Commitment	(0.300)	(0.521)	(0.821)
Armed Forces Covenant	(0.022)	-	(0.050)
Closing Balance	**0.771**	**0.000**	**0.000**

Medium Term Financial Strategy (MTFS) and Budget 2025/26 Update

110. The budget set by Full Council in February 2024 balanced the current 2024/25 financial year successfully with a Net Budget of £490.298m and the Medium MTFS set out funding assumptions and savings proposals to balance the budget for 2025/26 and a gap remained for 2026/27. The final year end financial position for 2023/24 was an underspend of £14.371m.

111. This has put the Council in a strong position for 2025/26 budget setting but it is important to formally review the assumptions within the estimates and it is important to do this early, considering the financial position and risks highlighted in the budget monitoring position reported in the above paragraphs. These mainly relate to increased demand, cost of care packages and a suggested change in approach for funding resources that support the delivery of transformation across the council.

112. The table below provides the MTFS position that was reported to Council in February 2024 when the budget was approved. It shows the balanced budget across the MTFS period.

Table 16 - MTFS February 2024

MTFS Model	2024/25 £m	2025/26 £m	2026/27 £m
Net Service Spend	490.298	500.984	528.898
Council Tax Requirement	(12.201)	(10.566)	(10.886)
Social Care Levy	(6.687)	(3.546)	(3.688)
Rates Retention	(7.016)	(1.496)	-
Collection Fund (surplus) / deficit	8.353	(1.503)	-
Specific Grants	(3.718)	6.426	-
Total Funding	(490.298)	(500.984)	(515.558)
GAP	-	-	13.340

113. To balance the budget a number of savings proposals were agreed by Council and have been included in the MTFS, the table below set outs the total of savings in each.

Table 17 - MTFS Model Savings February 2024

MTFS Model	2024/25 £m	2025/26 £m	2026/27 £m
Savings Total	19.673	14.151	1.500

114. As part of the quarterly budget monitoring process a review of the pressures presenting in 2024/25 has been carried out to assess the impact on future years budget. If these on-going pressures are not managed there will be a budget gap for the next financial year (2025/26) and savings would need to be found so that a balance budget is set. The below paragraphs set out the pressures presenting along with detail of further risks that are not able to be quantified at this stage with confidence but may come forward.

115. Generally, inflation is still not presenting a significant pressure in the current financial year which is a significantly different position in comparison to previous years.

116. During the budget setting process the national pay award assumption was an increase of 4.5% for the current year's budget and 2.5% for both 2025/26 and 2026/27. The employers full and final offer for 2024/25 of £1,290 per spinal column point and 2.5% for

HAY grades has now been agreed and this results in a saving in the current year and in in the base budget in future years of approximately £1m. Assumptions for future years have been updated and the prudent approach for budgeting purposes is to increase the assumptions of the 2025/26 pay award from 2.5% to 3.5% and leave future years at 2.5%. This will continue to be reviewed as the budget setting process progresses.

117. On Wednesday 30 October 2024 the Chancellor of the Exchequer presented her Autumn Budget to Parliament. Included in that Budget were some commitments for funding for Local Government. At this stage the amounts of new funding that were announced were national figures and it is not clear what the allocation for the council will be. The following paragraph set out some of the confirmation and funding for Local Government.

118. The Household Support Fund and Discretionary Housing Payments have been confirmed to continue in 2025/26, with national funding confirmed at £1bn. UK SPF has also been announced to continue in 2025/26, however this is on a reduced basis, with £900m confirmed for next year. Funding for Bus Improvement Plans has been confirmed as continuing with £640m nationally. Confirmation of Council Tax Referendum thresholds was given, left at 5% for authorities with social care responsibilities.

119. An additional £1.3bn was announced for Local Government. Included in that was £600m specifically for social care, that will be allocated as part of the social care grant. This could be in the region of £3.5m for the council. An additional £233m was announced for tackling homelessness, alongside £40m for Kinship allowance pilots, £4m to create new foster placements through regional recruitment hub access, £1bn additional funding for SEND & AP, and various additional funding streams for capital.

120. There is an expectation that £1.1bn of new funding will flow through the Extended Producer Responsibilities to councils. The continuation of Business Rates reliefs for Retail, Hospitality and Leisure was announced with councils being fully compensated for the loss of this income.

121. Confirmation of the increases to the National Living Wage were announced alongside changes to the employers National Insurance (NI) thresholds for 2025/26, reducing from £9,100 to £5,000. Although it has been confirmed that councils will get compensated for the change in employers NI threshold for direct employed staff it is not clear the impact across the supply base and costs are expected to increase for the council's suppliers and provider markets. This could impact the council's ability to hold inflationary and price increases in next year and future years of the MTFS.

122. Further detail will be known when the Provisional Local Government Finance Settlement is issued, which is expected mid December. The settlement will include individual council allocations and it will then be clear the impact on the councils budget for next year. In light of the uncertainty services are being asked to ensure that cost containment measures address any residual gap and these along any additional savings proposals required to set a balanced budget for 2025/26 will be presented as part of the budget report. Assumptions will continue to be updated as we progress through the budget setting process.

123. Risk remains in the latter two years of the MTFS, with uncertainty on future government funding. There is an expectation that government will issue consultation on funding reform, and the budget included an announcement that there will be a long-term programme of recovery and reform for government, and this will start in 2025/26 with a

deprivation-based approach to funding followed by a broader redistribution of funding through a multi-year settlement from 2026/27.

124. The key date for the budget setting process above all else is the Council Meeting on 25 February 2025, and prior to that the Cabinet meeting currently planned for 4 February 2025 which will set out the Cabinet's final budget proposals in order to set a balanced budget. Papers will be made available early to allow consultations and scrutiny to take place during January.

Budget 2025/26 Key Timescales:

Activity / Meeting	Date
Cabinet – Draft Budget Proposals published	Early January 2025
Overview & Scrutiny Management Committee	28 January 2025
Statutory consultation with Businesses	January 2025
Cabinet – Final Budget Proposals	4 February 2025
Overview & Scrutiny Management Committee	13 February 2025
Full Council Budget & Council Tax setting	25 February 2025

Overview and Scrutiny Engagement

125. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position. This report is being considered at the meeting of Overview and Scrutiny Management Committee on 27 November 2024 and Financial Planning Task Group on 15 November 2024.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

129. 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

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

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

131. 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

132. 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

133. This is the second report of the 2024/25 financial year and it shows significant improvement from the forecast as at quarter one to an almost balanced position. We must not be complacent about this improvement as cost control measures have been implemented and must stay in place to ensure the financial position does not deteriorate. Significant pressure remains in Adults Services where additional demand and price of care packages is not able to be contained.

134. Risk remains within this position, not only on whether the impact of cost control measures have the scale of impact needed but also some of the unknown areas of forecasting.

135. As stated in the narrative of the report the levels of inflation have reduced from the high levels in the previous year and are more in line with levels forecast by the Bank of England and the assumptions included when the budget was set. This is positive for the council's financial position following a period of significant inflationary pressure.

136. The MTFS has been updated in light of the pressure presenting and left unmitigated reflects a potential financial gap the Council will have to close in order to balance its budget in future years. This is in the context that significant levels of savings have already been identified for delivery in 2025/26 of £14m. Although the Council is demonstrating a strong delivery in savings there have been additional savings identified as having significant delivery issues since that reported at quarter one and this will have a detrimental impact on the budget moving forwards. Time allows for plans for alternative savings to replace those at risk and there is an expectation that where savings are not able to be delivered alternative savings will be brought forward to manage the financial position for the council. Whilst officers have worked hard to ensure the significant savings programme of approximately £20m in this financial year is achieved, there is the possibility that further savings not yet delivered fail to be delivered either at all or by their original time frame. Close monitoring and transparent reporting provides the focus on delivery of savings and remains key.

137. Although there are no specific management actions proposed at this time the council's Extended Leadership Team implemented cost control mechanisms following the previous report and ensuring close scrutiny and challenge of the forecasts and ongoing mitigating actions to ensure the Council comes back into a balanced position remains important. It is also critical that permanent solutions are found to ensure the council remains financially resilient.

138. 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 set to end in March 2026. Although indications have been given by government that this override will be extended it has not been confirmed and at the point the override is currently due to end the council will not have sufficient reserves to fund the predicted cumulative deficit. The council is not alone in this. Nationally this is one of the most pressing funding issues for councils and it is imperative that government announce an extension to the override prior to the budget being set for 2025/26.

139. Additional funding was announced for SEND as part of the government's Autumn Budget on 30 October 2024. Although £1bn was announced this does not meet the expected pressures and funding gaps.

140. The council entered into a Safety Valve agreement with the DfE in March 2024, that includes a commitment from the DfE to contribute £67m towards the cumulative deficit over the 5 year plan period. A significant increase in the forecast deficit in 2024/25 was forecast at quarter one above the value included in the agreement and this forecast has again increased. Although it is understood that this does not put at risk the continuation of the agreement, risk remains. The council must focus on bringing the DSG into a financially balanced annual position as any residual deficit not funded by government through the Safety Valve agreement or any other additional funding mechanism must be funded by the council and it must be made clear that additional spend increases the residual deficit and will have to be made good by other reserves or covered by other general fund savings to the same value.

141. Although additional funding was announced within the government's Autumn Budget it is not clear at this stage the values that the council may receive. What is clear is that there will be additional funding but for 2025/26 only at this stage. Paragraph 123 above sets out risk associate with funding reform and it is clear that if changes to the distribution of funding is based on deprivation the council is likely to see reduced funding from government. This could result in either reductions or cessation of services or increases in local taxation, or both, to manage the council on a financial sustainable basis moving forwards. It will be critical for the council to respond to consultations as fair funding proposals are progressed by government.

Legal Implications

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

Workforce Implications

143. 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.

Options Considered

144. 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

145. 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 2024/25.

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Appendices

Appendix A: Savings Delivery Targets by Service

Appendix B: Savings Delivery Targets 2024/25 with Significant Risk

Background Papers

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

Budget 2024/25 and Medium-Term Financial Strategy 2024/25 to 2026/27

(Public Pack)Agenda Document for Council, 20/02/2024 10:30 (wiltshire.gov.uk)

Appendix A – Savings Delivery Targets 2024/25 by Service

Directorate	Service	2023/24 Budgeted Savings Target £'m	Blue £m Fully Achieved	Green £m On Track	Amber £m Some issues	Red £m Significant issues
Corporate Director People	Adult Services	9.721	4.313	3.083	0.091	2.235
	Public Health	0.000	0.000	0.000	0.000	0.000
	Education & Skills	0.688	0.213	0.151	0.201	0.123
	Families & Children Services	1.264	0.658	0.156	0.050	0.400
	Commissioning	0.060	0.060	0.000	0.000	0.000
Corporate Director People TOTAL		**11.733**	**5.244**	**3.390**	**0.342**	**2.758**
Corporate Director Resources	Finance	0.049	0.000	0.049	0.000	0.000
	Assets	0.457	0.045	0.366	0.000	0.046
	HR&OD	0.167	0.000	0.167	0.000	0.000
	Transformation	1.040	1.040	0.000	0.000	0.000
	Information Services	0.495	0.000	0.495	0.000	0.000
Corporate Director Resources TOTAL		**2.208**	**1.085**	**1.077**	**0.000**	**0.046**
Corporate Director Place	Highways & Transport	0.238	-0.030	0.268	0.000	0.000
	Economy & Regeneration	0.209	0.150	0.000	0.059	0.000
	Planning	1.347	0.126	0.045	1.176	0.000
	Environment	1.125	0.000	0.602	0.523	0.000
	Leisure Culture & Communities	0.793	0.148	0.595	0.050	0.000
Corporate Director Place TOTAL		**3.712**	**0.394**	**1.510**	**1.808**	**0.000**
Chief Executive Directorates	Legal & Governance	0.592	0.306	0.219	0.000	0.067
Chief Executive Directorates TOTAL		**0.592**	**0.306**	**0.219**	**0.000**	**0.067**
Corporate	Corporate Costs	1.428	1.428	0.000	0.000	0.000
Corporate TOTAL		**1.428**	**1.428**	**0.000**	**0.000**	**0.000**
Grand Total		19.673	8.457	6.196	2.150	2.871
% of total Budget			42.99%	31.49%	10.93%	14.59%

Appendix B – Savings Delivery Targets 2024/25 with Significant Risk

Directorate	Service	Head of Service	Saving	2024/25 Budget £m	Significant issues £m
People	Adult Services	Living & Ageing Well	Reduction in 12 hour block domiciliary care	0.380	0.380
People	Adult Services	Living & Ageing Well	Market Intervention into Home Care	0.500	0.500
People	Adult Services	Living & Ageing Well	TEC Transformation	0.075	0.075
People	Adult Services	Living & Ageing Well	Increase OTA activity to support adaptations and subsequent POC reductions	0.040	0.030
People	Adult Services	Living & Ageing Well	Transformation of Community Support	0.400	0.400
People	Adult Services	Living & Ageing Well	Help to Live at Home (homecare) Alliance	0.150	0.150
People	Adult Services	Whole Life Pathway	Increased use of Enablement service	0.150	0.150
People	Adult Services	Whole Life Pathway	Tec Enabled Care	0.050	0.050
People	Adult Services	Whole Life Pathway	Transitions service	0.500	0.500
People	Education & Skills	School Effectiveness	Review of School Effectiveness Service	0.123	0.123
People	Families & Children Services	Children in Care & Young People	Residential Step Forward Project	0.100	0.100
People	Families & Children Services	Children in Care & Young People	Childrens home Block Contract	0.150	0.150
People	Families & Children Services	Children in Care & Young People	Fostering Excellence	0.150	0.150
Resources	Assets	Strategic Asset & Facilities Management	Steamroom and sauna closures - multiple leisure sites	0.070	0.025
Resources	Assets	Estates & Development	SAM&FM County Hall Income Opportunities	0.050	0.021
Chief Executive	Legal & Governance	Executive Office	Staff Savings to cover 2023/24 pay award cumulative impact	0.092	0.052
Chief Executive	Legal & Governance	Registration & Coroner	Staff Savings	0.060	0.015
				People TOTAL	2.758
				Resources TOTAL	0.046
				Place TOTAL	-
				Chief Executive TOTAL	0.067
				Corporate TOTAL	-
				TOTAL SIGNIFICANT ISSUES	2.871

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Financial Year 2024/25 - 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 2024/25 as at 30 September 2024 for the second quarterly budget monitoring period. It includes the additional funding approved by Full Council at its meeting on 08 October 2024 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 at 30 September 2024. 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 approve:

a) the virement from Early Years and Childcare (£0.021m) and Schools Maintenance and Modernisation (£0.004m) to support additional works required through Access and Inclusion;

b) the virement of £0.109m from Fleet Vehicles to Waste to facilitate improved financial oversight of waste vehicle purchases;

c) the removal of £1.370m grant funding from the HUG 2 programme as agreed with the Department of Energy Security and Net Zero (DESNZ);

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

Cabinet is asked to note:

e) The additional budgets added to the programme of £13.342m under Chief Finance Officer delegated powers;

f) the removal of £1.370m budget under Chief Finance Officer delegated powers;

g) the end of year 2023/24 budget adjustment of £0.077m;

h) the budgets brought forward from future years into the 2024/25 programme totalling £4.886m under Chief Finance Officer delegated powers;

i) the budgets reprogrammed from 2024/25 into future years totalling £16.301m under Chief Finance Officer delegated powers;

j) Budget Movements between Schemes as detailed in Appendix A;

k) the revised 2024/25 Capital Programme forecast as at quarter two of £226.355m;

l) the capital spend as of 30 June 2024 of £67.931m

m) the use of £0.300m of earmarked reserves to enable Adults and Children's Services to undertake a feasibility study of potential sites for accommodation

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 2024/25 capital programme as at quarter two (30 September 2024).

Lucy Townsend
Chief Executive

Lizzie Watkin
Director - Finance and Procurement (S.151 Officer)

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Financial Year 2024/25 - 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 2024/25 Capital Programme position as at quarter two (30 September 2024).

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 2024/25 Quarter Two

3. Full Council approved a net capital programme budget for 2024/25 of £255.667m at its meeting on 20 February 2023. As part of the final year end position Cabinet approved the advancement of £20.937m from future years into 2023/24, the removal of £0.059m from the programme for schemes that have completed with an underspend or no longer proceeding and the transfer of £26.930m into 2024/25, which increased the 2024/25 Capital Programme to £261.601m.

4. As part of the quarter one capital programme report actions were recorded which amended the capital programme to £225.721m.

Main Considerations for the Council

5. A budget correction of £0.077m has been made to offset a credit on Fleet Vehicles in 2023/24. This has resulted in an increase to the 2024/25 Capital Programme to £225.798m

6. In quarter two £13.342m of additional funding has been added to the programme. This has been authorised by the Chief Finance officer under delegated powers and is requested to be approved by Cabinet. These increases have no effect on the net funding position of the programme or the approved borrowing level as they are funded by external sources such as grants, developer and parish council contributions.

7. The Capital Programme has been reduced by £1.370m. This reduction has come from the HUG2 grant provided to the Council by the Department for Energy Security and Net

Zero (DESNZ) and is a as a result of timescales associated with delivering the previously approved volume of retrofits. Cabinet is requested to approve this reduction.

8. In addition, Capital schemes have been reviewed for quarter two and £16.301m has been reprogrammed into future years to align with forecast programme delivery. £4.886m has been brought forward from future years to support the delivery of accelerated projects, or to align with forecast delivery. Both adjustments have been actioned under Chief Finance Officer delegated powers.

9. A detailed budget movement by scheme is shown in Appendix A for Cabinet to review.

10. The Capital Programme forecast for 2024/25 stands at £226.355 as of 30 September 2024, after the above changes have been made. The table below summarises the budget movements discussed. A detailed Capital Programme Quarter Two Forecast by scheme is shown in Appendix B for Cabinet to review.

Table 1 – 2024/25 Quarter Two Capital Programme Amendments

	£'m
Capital Programme Approved by Full Council September 2024	**225.721**
Amendments to Capital Programme Authorised as part of 2023/24 Year End to Note:	
Budgets brought forward from future years to the 2023/24 programme	0.077
Capital Programme 2024/25 as at 30 June 2024	**225.798**
Amendments to Capital Programme Authorised as part of Quarter Two Review to Note:	
Budget removed from the programme	(1.370)
Additional budgets added to the programme	13.342
Budgets brought forward from future years to the 2024/25 programme	4.886
Budgets reprogrammed from 2024/2025 into future years	(16.301)
Capital Programme 2024/25 as at 30 Sept 2024	**226.355**

11. Wiltshire Council's average annual Capital Programme spend has increased over the last two years. In 2023/24 outturn spend increased from an average of £100m per annum in previous years to £163m. However, the approved quarter one capital budget for 2024/25 is £31m higher than it was for the same period in 2023/24 and reviewing the programme and aligning the profile to a more realistic and deliverable level continues to be critical. Improvement continues to be made on the profiling of the programme however more work is required to assess the profile of the programme better and it is critical that the programme better reflects the expected deliverability capacity and the external influences to this. There continues to be some significant schemes included in the programme. Notably there appears to be more government funding being added to the programme to deliver key improvements that are also driving the higher budget level and these are detailed in the report below.

12. As part of quarter three monitoring and budget setting for 2025/26, further work will be undertaken with services to reprofile capital held in future years. The quarter three report is most critical as it is used as the basis for setting the budgets for 2025/26.

13. Shortages in supply chain in relation to materials, component parts, drivers and workforce continue to create high risk with deliverability and price for capital projects. Whilst the cost of construction material prices has stabilised, prices are still considerably higher than they were two to three years ago and this will result in increased costs for

the same provision, and this is a driver for some of the drawing forward of budget in some areas. Availability of some key materials also continues to be an issue. These issues are currently being managed within built in contingencies and for newer projects contingency percentages are being set at a higher rate to manage this risk.

14. The total capital expenditure as at quarter two is £67.931m, approximately 30% of the revised annual capital programme. Officers are still forecasting that these schemes will progress and be delivered according to the current forecasts in 2024/25. It should be noted that the spend figure does not include commitments or accruals for costs so represents payments made only.

15. The final value of capital spend funded by borrowing figure for 2023/24 sets the Minimum Revenue Provision (MRP) charge for year 2024/25. As a result of the increased spend in the 2023/24 capital programme funded by borrowing, the MRP is £1.390m higher than budgeted. As reported in the quarter three capital report we were expecting the MRP to be higher. We reported a provisional charge of £22.634m for 2024/25, however the final charge will be £20.322m.

16. 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 continuous review to ensure it is robust and achievable and to inform the 2025/26 budget setting process.

17. As part of the Capital Bids process, the Capital Investment Programme Board has £0.600m available through earmarked reserves to support services with feasibility funding. This funding enables a service to investigate whether a scheme has a robust business case and is viable before a capital bid is submitted. At its meeting held on 26 September 2024, the Capital Investment Programme Board reviewed a feasibility funding request from Adults Commissioning to undertake a feasibility study of 10 potential Wiltshire Council owned sites that could potentially be used to provide a range of social care accommodation needs for adults and children. This feasibility supports the wider work of the Adults and Children's Review. Pending the outcome of the feasibility study a subsequent request for capital funding would be made based on future need. The Board recommended that £0.300m is funded for this and Cabinet is asked to approve that the funding is provided from the earmarked reserves. This request is also included quarter two of the revenue monitoring report. Should feasibility funding result in a successful capital scheme the £0.300m will be capitalised as part of the request and the £0.300m returned to the earmarked reserves funds as revenue. £0.368m of the £0.600m has now been allocated to services for feasibility work, leaving £0.232m for services to bid for.

18. 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. Budget movements requiring Cabinet approval is included in the proposals above and will be referenced specifically in the report.

People

19. The table below shows the Capital Programme 2024/25 quarter two at programme level for the People Directorate. The forecast stands at £35.570m and spend is currently at 37%.

20. As part of the quarter two review, £3.175m of additional budgets have been added to the programme, and these additions are funded by grant contributions.

21. The quarter one forecast is £35.570m, a total of £1.697m budget has been reprogrammed into future years and £1.260m budget has been brought forward from future years into 2024/25 to align budget with forecast.

Table 2 – 2024/25 Capital Programme, People Services

Scheme Name	Capital Programme Forecast and Spend 2024/2025 Quarter Two		
	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Adult Services			
Sensory Stimulation & Development Play Equipment	0.016	0.000	0%
Disabled Facilities Grants	4.726	1.187	25%
Adult Services Total	**4.742**	**1.187**	**25%**
Education & Skills			
Access and Inclusion	0.209	0.052	25%
Basic Need	3.652	0.922	25%
Stonehenge School Replacement of Lower Block	0.751	0.615	82%
Devolved Formula Capital	0.581	0.000	0%
Early Years & Childcare	1.510	0.345	23%
Early Years Buildings	0.247	0.179	72%
Silverwood Special School	6.234	5.227	84%
SEND Special School Capacity & Alternative Provision	0.000	0.000	0%
SEND High Needs	4.171	0.000	0%
High Needs Provision Capital Allowance	4.849	0.999	21%
Education & Skills Total	**29.794**	**11.121**	**37%**
Families & Children's Service			
Childrens Homes	0.959	0.860	90%
Canon's House	0.075	0.000	0%
Families & Children's Total	**1.034**	**0.860**	**0.897**
Corporate Director - People	**35.570**	**13.168**	**37%**

<u>Adult Services</u>

22. 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. £0.337m of grant funding has been added to the programme as an uplift to reflect the grant award. This has been added to 2025/26.

23. £2.4m of the budget (Disabled Facilities Grant funding) has been allocated to provide adaptations to housing and will include works such as ground floor extensions or stair lifts. In addition, the funding provides Move on Grants and loans. At the end of quarter

two 47 properties have been adapted with a further 26 approved and in train, whilst seven Move On grants and two Lendology Loans have been issued with a further two approved for each of the schemes.

24. £0.750m has been allocated to the DFG HIA expenditure. This provides funding for the staff involved in taking forward the adaptations from Occupational Therapists (OT) and Occupational Therapist Assistants (OTA) who assess the clients and determine what is needed to the technical officers who draw up the plans, tender for the work and carry out site inspections. There are eight housing technical officers and six OTs/OTAs. Full spend is projected on both areas of funding.

25. Within the MS Alternative Accommodation capital line a bespoke property was purchased for a client with complex. The property now sits within the HRA and enables the council to have a long term fully adapted property for future needs. Contractors have been appointed to carry out the high level adaptations to the property with works anticipated to be completed in 2024/25.

26. Following an increased in need for temporary ground floor adapted accommodation works to refurbish two ground floor flats at Kingsbury Square and make them wheelchair accessible completed in September 2024. Adaptations to a third flat have just commenced.

27. Funding within this capital scheme line has been allocated to provide a Technology Enabled Care (TEC) team. The team has published a TEC strategy and undertaken various pilots to test equipment and apps. These processes have been reviewed and this has facilitated some training delivery. The service has recently undertaken a restructure, with some vacancies not yet recruited to. Therefore £0.072m has been moved to future years to align with projected spend.

Education & Skills
28. A total of £3.175m has been added to the programme to reflect the 2024/25 grant awards. £1.260m has been drawn forwards from future years to align the budget with projected spend. A total of £1.450m budget has been transferred to future years to align to forecast.

29. The Access and Inclusion funding is used for multiple projects where adaptions are required to support the admission or continued attendance of individual pupils in mainstream schools. Works include ramps, handrails and accessible toilets. Multiple projects were completed over the summer holidays ready for new pupils starting school in September 2024. Other projects are being progressed and this will continue right up until outturn. Some years there is more demand on this budget than others, depending on the needs of pupils starting school that particular year. This year demand is high and an overspend is forecast. Rather than drawing funding forwards from future years, Cabinet is requested to approve a virement of £0.025m from Maintenance and Modernisation (£0.004m) and Early Years and Childcare (£0.021m) to cover the projected overspend.

30. The Basic Need capital scheme is used to provide new schools and expand existing schools, ensuring there are sufficient spaces in Wiltshire. Several large expansion projects are included in this programme and some, particularly those at academies, are managed by the schools themselves, submitting invoices to reclaim their spend. Works tend to take place during the longer school holidays of Summer and Easter.

31. The expansion of Holt Primary School project was delayed at the school's request. An order has now been placed with construction contractor and works will commence on site in January 2025. £0.450m has been moved to future years to align with forecast programme delivery.

32. The Salisbury St Peter's project is costing significantly less than projected and therefore £0.500m has been moved to future years and will be reallocated to other projects in due course. Works on this scheme are largely complete.

33. £0.244m of section 106 funding has been added to the programme. This will be used for expansion works at Lavington Secondary School. The school commenced these works over the summer.

34. The Stonehenge School project included the creation of a new block to replace the old Lower School block, the demolition of Lower School block and the creation of playing field in its place. The new block was completed for September 2023 and the lower school block demolished. The playing field works completed over the summer. The invoices for this have not yet paid, but these along with the retention on the new build will be paid in this financial year.

35. The Schools Maintenance and Modernisation budget funds maintenance work, plus modernisation projects such as mobile classroom replacements with new permanent extensions. A proportion of the budget is retained as contingency to ensure that emergency works can be undertaken to keep schools safe and open. Cabinet is asked to approve the virement of £0.004m from this capital scheme line to Access and Inclusion.

36. Within the Maintenance budget line, a significant programme of planned maintenance works was completed over the school summer holidays with final invoices pending on many of these works. Contingency for emergency works has been retained in this budget line.

37. On the Modernisation budget line, works have commenced on site at The Grove. Reprogrammed spend has result in £0.500m being moved to future years to align with the revised programme of works. Design works continue for Frogwell and Hullavington Primary Schools.

38. Early Years and Childcare capital is funded by s106 contributions and DfE grant. The service has a ten year plan to deliver projects with the service reliant on s106 funding to progress these projects. The Bradford on Avon project is progressing with build expected to complete by the end of the financial year. A total of £1.260m has been brought forwards from future years to align with project delivery. £0.153m of this is to complete the replacement of a mobile classroom on the Bradley Road, Trowbridge project. £1.107m of this is for early years and wraparound expansion projects that must be completed in 2024-25 in accordance with DfE requirements. Cabinet is requested to approve a virement of £0.021m from Early Years and Childcare to Access and Inclusion.

39. The Early Years Buildings fund has been used to replace an inadequate and ageing mobile with a carbon neutral modular building on the Holt Primary School site.

40. The Silverwood, Rowde new build project (Phase 3) completed ready for the start of the new academic year and is now in use by the school. Some project contingency remains in the budget along with retention payments that will be released in 2025/26. A tender for Phase 4 works (on the Main House, Multi-Use Games Area (MUGA) and Orchard

Block is in progress with the refurbishment works due to commence in late 2024 and complete in Spring 2025. Works on Phase 5 (enhancements to Chippenham and Trowbridge campuses) will be scoped once Phase 4 is underway. The intention is to commence the Phase 5 works in the latter half of 2025/26, once the Phase 4 works are completed.

41. Schemes have been progressed at pace to ensure Wiltshire has sufficient capacity for learners requiring specialist provision through the SEND Special School Capacity and Alternative Provision budget. There are currently two Department of Education led (DfE) Free Schools in progress; provision for young people with Social, Emotional and Mental Health and Wellbeing (SEMH) at Bitham Park and Alternative Provision (North and South) schemes as well as numerous other projects in progress that were reported at quarter one.

42. The High Needs Provision Capital Allowance had predominantly been allocated to fund the Exeter House 2 project that is intended to provide a new school at Ludgershall. Programming of this budget line had been paused until the outcome of the Safety Valve grant funding. The Council has now received notification that its application for Safety Valve capital grant has been successful. £2.850m of this funding has been added to the 2024/25 capital programme, with the remaining £2.850m added to 2025/26. A further review of spending plans and budgets will be reviewed and an updated position reported at quarter three. Additional DfE grant funding of £6.373m was confirmed in March 2024 and this has been added to this capital scheme line.

Families & Children's Service
43. The Council has Department for Education (DfE) funding for 50% of the capital costs to purchase properties for the purpose of providing residential children's homes. The first property has been leased to the Council's commissioned provider Horizon, who has completed the required refurbishment works and obtained Ofsted registration. The home is now open for placements.

44. The Melksham children's home has been leased to Horizon and refurbishment works completed. Ofsted registration and the outcome of Certificate of Lawfulness application are both pending. The home is expected to open for placements in late 2024/early 2025.

45. The third property purchase was completed on 16 July 2024 and a scope of works for refurbishment has been agreed between the Council and Horizon prior to the home being leased and the works commencing. It is anticipated under current projections that the home will open in Spring 2025.

46. The capital funding for Canon's House is intended to provide an annex to the main building to support further provision of respite care to young people with significant disabilities and life limiting conditions. A number of options are currently being considered for delivery. A project manager has been appointed and the scope and specifications for each option are being assessed. It is anticipated that this stage of the project will complete by the end of the financial year. £0.175m has been moved to future years to align with projected delivery.

Resources

47. The table below shows the Capital Programme 2024/25 quarter two at programme level for the Resources Directorate. The forecast stands at £47.412m and spend is currently at 20%.

48. The quarter two forecast is £47.412m, a total of £7.625m budget has been reprogrammed into future years and £0.935m budget has been brought forward from future years into 2024/25 to align budget with forecast.

Table 3 – Capital Programme 2024/25, Resources

Scheme Name	Capital Programme Forecast and Spend 2024/2025 Quarter Two		
	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Finance			
Evolve Project	4.138	1.611	39%
Finance Total	**4.138**	**1.611**	**39%**
Assets			
Affordable Housing including Commuted Sums	0.353	0.420	119%
Capital Receipt Enhancement	0.061	0.006	10%
Depot & Office Strategy	1.333	0.032	2%
Facilities Management Operational Estate	3.817	1.032	27%
Gypsies and Travellers Projects	0.037	0.000	0%
Health and Wellbeing Centres - Live Schemes	0.120	0.006	5%
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0%
Property Carbon Reduction Programme	1.909	0.323	17%
Park & Ride Solar Panel Canopies	1.019	0.533	52%
Facilities Management Investment Estate	0.661	0.393	59%
Social Care Infrastructure & Strategy	0.000	0.000	0%
Salisbury Resource Centre	0.000	0.000	0%
South Chippenham	0.200	0.040	20%
Housing Acquisitions	10.750	1.751	16%
Assets Total	**20.560**	**4.536**	**22%**
Capital Loans			
Stone Circle Housing Company Loan	8.244	1.034	13%
Stone Circle Development Company Loan	9.323	0.000	0%
Capital Loans Total	**17.567**	**1.034**	**6%**
Information Services			
ICT Applications	1.999	0.600	30%
ICT Business as Usual	1.555	1.038	67%
ICT Other Infrastructure	0.082	0.060	73%
ICT Get Well	1.511	0.464	31%
Information Services Total	**5.147**	**2.162**	**42%**
Corporate Director - Resources	**47.412**	**9.343**	**20%**

Finance

49. The second phase of the Evolve programme (Oracle) went live in April 2024, with new modules being made live at intervals over this coming financial year. To ensure best use of the council's investment an optimisation programme is in progress which requires continued specialist consultancy support. The contract also retains several milestone payments until such time as the product is fully working and embedded and this support period is formally exited. The supplier has also indicated that they wish to undertake a

commercial review of the extended Hypercare period which is likely to result in additional charges not currently being forecast, the scale of which is not yet known.

50. A review of the cost profile has determined that £0.540m is moved to future years as a result of delays to milestone signoff, contingency forecasts not fully expended as anticipated and departure of two external consultants.

Assets

51. The final project in the Phase One Depot Programme is the construction of a new depot in the southwest, Hindon Stagger. Planning permission has been achieved and the contractor appointed. Based on the revised programme the project is unlikely to complete before year end and so £2.000m has been moved to future years.

52. 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. A programme of works is in place that prioritises facilities that enable the delivery of vital council services. There are no known budget pressures at this point, but this budget deals with the reactive capital maintenance requirement for the estate and is therefore subject to change due to emergency works. This capital scheme line is projected to spend in full.

53. The Gypsy and Traveller Projects capital scheme is intended to provide Emergency Stopping Up sites. There are no new sites identified for development and therefore there will be no construction/build spend in this financial year. £0.650m has been moved to future years as a result. The remaining budget will be for professional services e.g. site surveys should a potential location be identified.

54. The Health and Wellbeing Centres capital scheme includes Melksham House and Melksham Community Campus. The refurbishment of Melksham House concluded early in February 2024 and is currently in the defects period. A six month defect inspection was recently carried out with only minor decorating to make good. This Grade II listed building has been completely restored and reconfigured to provide an education facility for young people with Social, Emotional, Mental Health and Wellbeing needs (SEMH). The registered education provider Brunel has now been appointed and they are expected to take possession of the building in late October/early November 2024. Brunel will be working to secure Ofsted registration, appoint staff and complete the fit out of the facility with the new school opening in early 2025.

55. Final financial aspects are in the process of being concluded for Melksham Community Campus ahead of this project budget line being formally closed.

56. The Property Carbon Reduction Programme (PCRP) has delivered multiple projects across the council's property estate during 2024/25. These projects have the objective of reducing the council's carbon emissions and generating utility cost savings. Planned work for the rest of the year includes the roll out of a motor upgrade programme in Air Handling Units at large sites, the installation of a biomass boiler system at The Activity Zone, Malmesbury, and then subject to further assessment and feasibility work decarbonisation of Calne Community Campus and Bradbury House. £0.500m of credit amendments on this budget line have been moved to future years.

57. The Park and Ride Solar Canopies Capital Scheme provides PV canopies over car parking spaces, generating electricity to be used directly in council buildings to reduce utility costs. Only one project has been scoped for 2024/25, the design and installation

of a solar car park canopy at Springfield Community Campus, Corsham. £0.500m has been brought forwards to meet spend realignment for this project.

58. Within the Facilities Management Investment Estate capital scheme line a significant amount of spend is being made across the Rural Estate, in particular on the replacement of non-compliant septic tanks. As a result, £0.075m has been brought forwards to meet this level of demand.

59. There has been no progress in finding a property in Salisbury to provide a Resource Centre, therefore the full budget of £0.825m has been moved to future years.

60. The draft Local Plan is pending submission for inspection in early 2025. The Council as landowner, continues to work with landowners to the south of Chippenham to progress the emerging allocation of housing, infrastructure and road development as identified in the draft Local Plan. Budget was re-profiled at quarter one to support this process.

61. The Housing Acquisitions funding has been put in place to purchase properties that support a range of council services to provide accommodation for specific client groups in the community. Seven of the 14 homes to provide supported accommodation for care leavers and asylum-seeking young people are in progress. Eight homes for adults with additional needs have been identified with four having been completed. £2.750m has been moved to future yeas as some homes will now be acquired through the HRA.

Capital Loans to Stone Circle
62. The Capital Loans represents the capital loan to Stone Circle companies for 2024/25. The total loan balance outstanding as at 31 March 2024 was £45.493m.

63. Progress against the Stone Circle Housing Company Business Plan are as follows:

   a) Acquisitions – 4 acquisitions have been completed so far this financial year, this is below the target of 7.25 per month.
   b) Portfolio – the portfolio comprises 168 properties with 163 active tenancies, this is above the occupancy target of 90%.
   c) Income – the actual monthly income for September was £128,437.26, compared to the expected monthly income of £134,522.66.
   d) Arrears – 57 tenancies were in arrears, which equates to 34.97%, just above the target of 33%. The balance of arrears is £55,466.64.

64. Stone Circle Development Company has five schemes currently in progress. Of those schemes, one is currently on site, two are in post-planning stages and expected to reach site in the 2024/25 financial year and two are in the pre-planning stages. The current position is respect of each site is summarised in more detail in the attached monthly reports.

65. The Company maintains individual Financial Viability Assessments for each of the sites. Presented below is an overview of forecast financial position for each scheme. While the sites are expected to generate an overall profit, operational costs are not included in these projections.

Development	Town	Units			RIBA Stage	Current Position	Projected Profit (%)	Projected Profit (£)	Approved Budget to Date	Spent to Date
		Total	OMH	AH						
Priestly Grove	Calne	9	9	0	5	Construction	-19.68%	-£516,560	£2,610,449	£1,478,172
Cherry Orchard	Marlborough	24	14	10	4	Land Purchase	7.90%	£555,332	£262,519	£181,385
Weaveland Road	Tisbury	13	7	6	4	Tender	12.67%	£453,764	£371,682	£283,796
Stoneover Lane	RWB	41	25	16	2	Project Plan	8.60%	£903,920	£47,983	£43,638
Horton Road	Devizes	42	30	12	1	Feasibility	7.15%	£819,738	£54,837	£9,976
		128						£2,216,194		

Information Services

66. 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.

67. 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 remains on target for the remaining milestone payments to be made in quarter three. Once the final payment has been issued, the formal project closure will be instigated. This budget line is expected to be fully spent in 204/25.

68. Within the Business as Usual capital budget, the Devices for Personas project is in its final year of deployment and is on track to achieve its key deliverables, to replace the oldest dell laptops and provide tablet devices where there is a business need. The project is currently ahead of schedule and, coupled with increases in staff numbers across the organisation, £0.360m has been drawn forwards to ensure stock levels can meet deployment needs.

69. To date, 3,400 laptop devices have been deployed, and 200 tablets have been issued to users throughout the organisation. There are approximately 600 laptops left to replace this year, with the projected number of tablet replacements expected to be circa 250 in total. This project is within tolerance for timescales, cost, and quality, and there are no major issues or risks affecting project delivery. As a result, the remaining scope of the project is being handed over to Business as Usual early.

70. The Other Infrastructure budget line was implemented to cover miscellaneous ICT and technology equipment that required replacing across the Council. This line will continue to fund hybrid meeting room equipment. The equipment itself is constantly reviewed based on feedback.

71. The Get Well capital budget line funds Project 99 which was instigated to improve the failing server and network estate. It has delivered most actions from the Phase 2 business case along with new monitoring systems which are now being continuously expanded and improved upon. The project has transitioned to the maintenance phase for these systems and a pro-active approach to improvement processes based around a 5-year lifecycle is being investigated. The service has benchmarked itself against the Cyber Assessment Framework from the National Cyber Security Centre (NCSC) and the resulting Cyber Security Strategy (CAF) is currently going through appropriate internal governance and approval. The infrastructure teams continue to work through the Ministry of Housing, Communities and Local Government's (MHCLG), Get CAF Ready initiative. This is due to be completed in mid-November 2024. This will provide the Council with a strong foundation to benchmark services against ready for the CAF certification.

72. At quarter one it was reported that the Council's partnership with the new supplier to support delivery of infrastructure improvements had proved fruitful. This partnership continues to flourish and their assistance has been instrumental in realising some of our critical work streams.

73. Deployment of replacement network hardware continues with 183 units, or 48%, replaced out of the total of 351. County Hall works began in early July 2024 and completed before the end of August, with minimal impact to the business. Works to Bourne Hill, Salisbury, Kennet House, Devizes and Churchfields Depot, Salisbury were all also completed in September 24. Work on replacements in the libraries is due to commence imminently and is forecast to be completed by end the of January 2025.

74. The tender process for the Backup System replacement is in its final stages with moderation and contract award to have taken place end of October/beginning of November 2024. Adjusted timescales for now mean that the new Backup and Cyber Recovery solution will be in place by the end of December 2024.

75. Investigations are still taking place around update/replacement of our datacentre-based storage systems in line with projected replacement timelines. New storage will work alongside the new Backup and Cyber Recovery system to provide increased security and faster recovery for council systems.

76. The total spend across the four ICT capital scheme lines does not include capital recharges for staff salaries. In addition, expenditure on the Backup and Cyber Recovery system will not be made until the end of quarter three. The service is projecting full spend of budgets at the end of 2024/25.

Housing Revenue Account (HRA)

77. The table below shows the quarter two capital programme summary position for the Housing Revenue Account. The forecast stands at £44.005m and spend is currently at 36%. As part of the quarter two review, £0.300m has been moved to future years on Phase 3, reducing the quarter two forecast to £44.005m.

Table 4 – Capital Programme 2024/25, HRA

Scheme Name	Capital Programme Forecast and Spend 2024/2025 Quarter Two		
	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Housing Revenue Account			
Council House Build Programme	0.000	0.000	0%
Council House Build Programme (Phase 2)	0.256	0.000	0%
Council House Build Programme (Phase 3)	27.476	7.887	29%
Refurbishment of Council Stock	15.809	7.891	50%
Highways Road Adoptions	0.464	0.239	52%
Housing Revenue Account Total	**44.005**	**16.017**	**36%**

78. The 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 is split into different phases and is planned to deliver one thousand homes affordable homes over the next ten years.

79. The Council House Programme is now in year five of the ten year programme. To date 149 homes have been delivered, with 421 homes in the pipeline process of being built or acquired, 115 of which are programmed to be delivered during 2024/25. An assessment of the current in year spend profile on 88 projects and purchases has taken place. This has considered purchase acquisitions, design stage progress, achieving planning consent and completing tenders to progress on site activity. This has identified the requirement for £0.300m to be moved to future years on Phase 3. This will be reviewed at quarter three.

80. The service has also been working to determine the long term spend profile. Whilst 1,000 additional homes by 29/30 is the target delivery number, based on current spend forecasting it is estimated it will be possible to achieve approximately 980 homes.

81. The Refurbishment of Housing Stock covers all the capital spending in the Housing Revenue Account (HRA) concerned with running the service and maintaining the housing stock. It includes the planned maintenance programmes required to achieve and maintain the Decent Homes Standard, energy efficiency work and one-off projects across the stock. It also includes the delivery of disabled adaptation works and the purchase of fleet vehicles. Whilst there are various over and under spends across the numerous maintenance disciplines, most notably a significant increase in expenditure on compliance-related electrical works because of increased frequency of fixed wire testing, the overall programme remains on budget and is forecast to stay on budget for the remainder of the financial year.

82. The table below provides an overview of volume of work completed to end of September 2024.

Table 5 – Refurbishment of Council Stock Delivery to 30 September 2024

Item	Number	Item	Number
Kitchens	76	Disabled Facilities Grant Adaptations	56
Bathrooms	39	External Doors	36
Cavity Wall	159	Windows	99
Sewage Treatment Plants	7	Loft Insulation	66
Cyclical Maintenance (External Decorations and RWG	452	Heating	107
Roofs	26	Solar PV	133

83. The Highways Road Adoptions provides funding for Highways to use for adoption of roads and footpaths linked to the HRA. Site investigations and coring are underway, and the projects are currently being delivered to programme.

Place

84. The table below shows the quarter two capital programme summary position for Place Directorate. The forecast stands at £99.368m and spend is currently at 30%.

85. As part of the quarter two review £10.167m has been added to the programme through town and parish council contributions and grant funding, £2.691m has been brought forwards from future years and £7.038m budget has been reprogrammed into future years to align budget with forecast. In addition, Cabinet is requested to remove £1.370m from the programme as a result of a reduction in the HUG2 grant funding.

Table 6 – Capital Programme 2024/25, Place

Scheme Name	Capital Programme Forecast and Spend 2024/2025 Quarter Two		
	Forecast	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m
Highways & Transport			
Churchyards & Cemeteries	0.000	0.000	0%
Parking Contactless Machines	0.380	0.211	56%
Fleet Vehicles	1.861	0.559	30%
Highway flooding prevention and Land Drainage schemes	0.208	0.155	0%
Integrated Transport	1.572	0.813	52%
Local Highways and Footpath Improvement Groups	0.866	0.252	29%
Structural Maintenance & Bridges	19.479	11.813	61%
Churchfields Depot Drainage and Traffic Management	0.011	0.024	218%
Passenger Transport RTPI	4.472	0.032	1%
Drainage Improvements	0.841	0.220	26%
Major Road Network M4 Junction 17	1.659	0.111	7%
A338 Salisbury Junction Improvements MRN	0.020	0.008	40%
A350 Chippenham Bypass (Ph 4&5) MRN	6.152	0.105	2%
A3250 Melksham Bypass LLM - Full Scheme	(0.000)	0.000	0%
Safer Roads Fund - A3102	2.250	0.458	20%
Highways Investment Plan	9.000	0.846	9%
Highways Investment Plan Tranche 2	1.000	0.000	0%
DfT Road Resurfacing Funding	5.225	2.494	48%
Lyneham Banks	5.000	0.847	17%
Central Area Depot & Strategy	1.000	0.091	9%
Short Term Depot Provision	0.378	0.044	12%
Highways & Transport Total	**61.374**	**19.083**	**31%**
Economy & Regeneration			
River Park	0.025	0.067	268%
Porton Science Park	0.505	0.505	100%
Salisbury Future High Streets	5.893	2.897	49%
Trowbridge Future High Streets	7.464	3.814	51%
UK Shared Prosperity Fund Projects	2.740	0.179	7%
Integrated Care Centre	0.000	0.000	0%
Carbon Reduction Projects	0.009	0.000	0%
Wiltshire Ultrafast Broadband	0.000	0.016	0%
Wiltshire Online	0.128	0.000	0%
Economy & Regeneration Total	**16.764**	**7.478**	**45%**
Environment			
Waste Services	2.122	1.073	51%
Housing Upgrade Grant (HUG2)	1.780	0.000	0%
Environmental Projects	9.895	0.002	0%
Environment Total	**13.797**	**1.075**	**0.506**
Leisure Culture & Communities			
Area Boards and LPSA PRG Reward Grants	0.400	0.103	26%
Fitness Equipment for Leisure Centres	1.077	0.095	9%
Libraries - Self Service	0.210	0.035	17%
Trowbridge Leisure Centre	2.348	0.611	26%
Leisure Requirements	3.328	0.923	28%
History Centre Reception and Performing Arts Library	0.070	0.000	0%
Leisure Culture & Communities Total	**7.433**	**1.767**	**24%**
Corporate Director - Place	**99.368**	**29.403**	**30%**

<u>Highways & Transport</u>

86. Parking Services have capital funding to deliver the replacement parking machine programme. The new payment machines will give customers more choice on how they want to pay, either using cash, contactless card or mobile device, using the MyPermit app, or by text. The new machines are compliant with the Equality Act 2010 and all locations have been reviewed in line with the Department for Transport Inclusive Mobility guidance, with ramps installed where appropriate and ensuring the machines are positioned to allow easier access for all users. In addition, the new machines are more robust and resilient and will be powered by solar or other sustainable means. Approximately 100 of the 135 machines have been installed with just the multi-storey car parks and infrastructure removal remaining. The full budget is expected to be spent during 2024/25.

87. 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. The Fleet Strategy has a target to reduce the current baseline of 240 fleet vehicles by 20%, to a revised baseline of 192 vehicles in 2030 and to replace 80% of the revised baseline fleet with electric vehicles by 2030, resulting in a fleet of 154 electric vehicles. At the end of quarter two Fleet Services have completed the purchase of 5 cars, two road sweepers and installed ten electric vehicle charging points on five units. The larger vehicles ordered in 2022/23 are still under construction and will be delivered in 2024/25. Further spend on this programme has been paused pending due diligence on the short-term depot programme.

88. In addition, the Fleet Vehicles Capital Scheme budget line also includes the purchase of Waste Vehicles. The final vehicle to be purchased from this capital scheme line is a 26t Refuse Collection Vehicle. Payment for this vehicle has now been made with the vehicle fully operational. Cabinet is asked to approve the virement of the remaining funding for Waste Vehicles to the Waste Capital scheme line. This is a sum of £0.109m.

89. At quarter two, £4.409m has been add to the Passenger Transport capital scheme line. The Passenger Transport Unit has received £3.409m of DfT grant funding to deliver the ZEBRA 2 project. A further £1m has been contributed by developer contributions associated with the Salisbury Transport Strategy. A grant agreement has been put in place with the bus operator who will deliver the scheme. The bus operator is contributing a further £7.070m. This capital investment will ensure that all buses operating in Salisbury are electric by 2026. The project will deliver 23 electric buses, 12 single deck and 11 double deck and will serve the closely related communities of Laverstock, Longhedge Village, Old Sarum and Wilton. In addition, the funding will also electrify the Stonehenge Tour.

90. The buses will be deployed from the bus depot in Salisbury, where 12 charging points will be installed. The buses will also need to comply with enhanced accessibility requirements. Pending achievement of milestones required to be delivered by the Bus Company all grant funding will be spent in 2024/25.

91. Highway Flooding Prevention and Land Drainage works are progressing. £0.208m of funding has been added to this budget line at quarter two.

92. The Integrated Transport capital scheme line (funded by the Department of Transport (DfT)) is aimed principally at stimulating economic development and combatting climate change, as well as improving safety, reducing road accident casualties, easing traffic

congestion, increasing accessibility, managing the highway network effectively, and promoting active and sustainable travel. A plan of works is in place which includes the 'Taking Action on School Journey' schemes. Four of the seven projects have been completed). The funding also supports the Local Highways and Footpath Improvement Groups. Six schemes have been programmed this year with one already completed.

93. The Local Highways and Footpath Improvement Groups (LHFIG) is funded through the Integrated Transport block and Community Infrastructure Levy (CIL). This funding is used to support the work of the 18 Local Highway and Footway Improvement Groups in delivering local infrastructure improvements in response to local need. Examples of work types include signs, drop kerbs, new crossings and footways and speed limit changes. Multiple projects will be delivered across the year. 372 projects have been identified with 84 projects completed and a further 138 due to be constructed by the end of March 2025. £0.166m of town and parish council contributions have been added to this capital scheme line. However, £0.500m has been moved to future years to align with anticipated spend.

94. Included within Highways & Transport are the Structural Maintenance and Bridges programmes. These are also funded by grant from the 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. Works are progressing through all work streams. Substantive additional spend has been made on reactive pothole activities and this has led to an increase in works requiring the Bobcat for planning and surfacing. As a result, Bobcat works have been moved to Tranche 1 of the Highways Investment Plan to reduce budget pressure. Outturn spend is currently projected to be in excess of the current budget. £0.150m of new grant funding from the Department of Transport has been added to the budget for Traffic Signal Obsolescence works. The remainder of the grant (£0.435m) has been put into future years.

95. Drainage Improvements funding is being used to provide drainage interventions to prevent future flooding events. The start date for the two large schemes at Wyatts Lake and Monks Lane have slipped with works now due to commence in November 2024. Works should still be completed by the end of March 2025.

96. The local highway network in Wiltshire comprises over 2,700 miles of road and 3,700 miles of public rights of way. The condition of the network is important in terms of meeting Wiltshire Council's Business Plan priorities including improving road safety, enabling economic growth and promoting active, healthy lifestyles. Effective maintenance is essential to ensure the network's availability and resilience to meet the day to day needs of residents, businesses and visitors. As at the end of quarter two, 3.2 miles of resurfacing works have been delivered. 1.4 miles of grouted asphalt works have been scheduled for delivery in October and November. The coring programme is underway, as is the verge programme with completion due late January, early February. As noted in para 95 an extensive programme of Bobcat repairs for preventative surfacing is ongoing and will continue to year end. Two teams of operatives are working on these programmes full time. £1.000m has been brought forwards on the Highways Investment Plan Tranche 2 so that preparations can start to take place on this expenditure.

97. Safer Roads Grant funding (DfT) has been secured to provide safety improvements along the whole length the A3102 following a study undertaken by the Road Safety Foundation. 26 locations have been identified in total. All works orders have been placed with the contractor and work on the intermediate sites begun. Design work is underway on four substantive junction improvements. Site works are anticipated in Spring 2025 and so £2.337m has been moved to future years to align with this programme.

98. At quarter two, the Council has received £5.225m of Road Resurfacing grant funding from the Department of Transport which has been added to the capital programme.

99. Major Road Network schemes are progressing. Outline Business Case approval from the DfT was received in May 2024 for the M4 Junction 17 scheme. AtkinsRealis have been appointed to progress the next stage of the scheme development and commenced work at the beginning of July 2024. Works in 2024-25 will focus on the development of the detailed design, including various surveying and investigation works and stakeholder engagement. Works are progressing in line with the programme with on-site survey works taking place between September and November 2024.

100. Detailed design for the A338 Salisbury Junction Improvement is approaching completion. Utility diversion costs are significant and projected scheme costs have escalated. These costs have been challenged and this has resulted in a slightly reduced cost estimate. The costs, budget and timescales to bring the scheme forward to site were reviewed at quarter one, resulting in the majority of the budget being moved to future years. It is anticipated that site works will commence in Spring / Summer 2025.

101. The A350 Chippenham Bypass Scheme (Phase 4 and 5) Scheme has successfully progressed through the design, procurement and advanced works stages, and mobilisation preparations continue with the identified Contractor. The Full Business Case (FBC) for the project was submitted to DfT in December 2023. It was anticipated that FBC approval would have been granted early 2024 to allow a start on site in Spring 2024. As approval has still not been received the project has been delayed beyond the six month delay reported at quarter one. Therefore £0.866m has been moved to future years. Realistically the project will not start on site until Spring 2025.

102. There has been no significant progress made during 2023-24, or into 2024/25 on the A3250 Melksham Bypass Scheme. The scheme is currently 'on hold' pending the outcome of National Highways' north - south connectivity study, which may have implications for the status of the A350. It is unlikely that any progress will now be made during 2024-25. The remaining £0.115m budget has been moved to future years and the full budget reprofiled to reflect the status of the scheme and ongoing programme delays.

103. As part of the quarter one budget monitoring, Cabinet approved the virement of £2m from the highways maintenance budgets (£1m each from Highways Investment Plan and Structural Maintenance and Bridges) and a balance of £3m of commuted sums to undertake the necessary repair works associated with Lyneham Banks. Contractors have been on site since July 2024 with works projected to complete in Spring 2025. A cost profile review will take place at quarter three to determine if any budget needs to be moved to future years.

104. The Central Area Depot and Strategy will deliver of a new strategic depot at Melksham. On-site ecological surveys are drawing to a concluding and associated reports are being

prepared which will inform any mitigation and bio-diversity net gain requirements. Client requirements have been agreed by services and the high-level optimal layout for the site is in the process of being finalised. The feasibility stage is due to complete in early November 2024. As part of this process the programme and cost profile will be revised.

105. The Short Term Depot Provision capital scheme will provide critical short-term maintenance requirements for the depots county-wide and transitional depot requirements at Royal Wootton Bassett. A plan of works has been identified for the depot maintenance which include some electric vehicle charging points. £0.054m has been brought forward to align with projected spend. The final site requirements for the Royal Wootton Bassett will be significantly influenced by the outcomes of the Waste Transformation Project and the decisions made regarding the service requirements for the central depot in Melksham. Meanwhile ecological surveys and site investigations continue.

Economy & Regeneration

106. The Salisbury River Park will result in the reduction of flood risk in the city and make significant environmental improvements, including on land owned by the council, which will result in positive social and wellbeing outcomes for residents and visitors. The project is due to complete in summer 2024. This Capital Scheme line has been used to underpin the significant budgetary pressures with contributions from CIL supporting improvements to the coach park and grant funding from the Forestry Commission for tree planting. The project is drawing towards completion. The final expenditure on the budget line is for the Forestry Commission grant funding to support the ongoing maintenance of the trees.

107. Phase Two of Porton Science Park was officially opened on 30 June 2023. The majority of defects for the Lyle Building and fitout for Exploration Division have been completed, however some latent defects persist which the main contractors are in the process of resolving. There are minor invoices remaining, along with a retention sum for the fit out works to be paid.

108. 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. The Station Forecourt enhancement works will provide a bus interchange, cycle hub, arrival point, wayfinding and safety enhancements. Construction commenced in May 2024 with internal station enhancements in progress. Phase 1 is due to complete in January. Phases 2 and 3, which will be the remaining element of the project, are due to complete in May 2025.

109. The Fisherton Gateway Scheme focuses on pedestrian enhancements including widening of pavements, new street lighting, wayfinding and continuous footpaths to enhance pedestrian priority. There have been substantial delays during construction linked to servicing issues, particularly the gas network. However the scheme has made good progress in recent months and the road opened to two-way traffic on Friday 18 October 2024, marking the end of the scheme, with only snagging works remaining.

110. The Heritage Living project is subject to a change request to MHCLG. As of 30 September there has been an indication this has been approved, and agreements and funding are being processed. The allocated funding for the project is modelled on the Trowbridge Future High Streets Vacant Units Fund and will provide grants for local businesses.

111. The Trowbridge Future High Streets Fund will deliver a range of projects that aim 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.

112. The Transport projects will deliver improvements to four gateway areas in the town, improving public realm and the pedestrian and cyclist experience. The Wicker Hill/Fore Street have now been completed, with Manvers Street nearing completion. Final works to Hill Street will be completed before Christmas 2024. A Public Realm strategy and design has been completed, and the works order has been placed, with items awaiting delivery ahead of installation.

113. The River Biss project is being managed by Wiltshire Wildlife Trust and is still pending planning consent. A procurement exercise for the main contractor is currently at tender stage. The remaining funding will be passported to Wiltshire Wildlife Trust once the works contract is awarded. It is anticipated that this scheme will complete by the end of March 2025.

114. The Trowbridge Town Hall refurbishment works commenced in September 2023. The project is on programme for construction to complete in May 2025. Demolition works are nearing completion with re-construction starting on the Great Hall. On the ground floor, mechanical and electrical works and trunking install has commenced, as have works to male and female toilets. Birdcage scaffolding has been erected in the main staircase and decoration works are progressing throughout the building. The new lift shaft has been completed and the lift due installed. £0.839m has been brought forwards to align with the latest cost forecast, whilst £0.009m has been added to the programme through local contributions to additional works.

115. All of the Vacant Units Grant funding has been approved and allocated to town centre developers and landlords. There are four projects left to deliver. All projects will have completed by the end of 2024 and the remaining grants paid.

116. The UK Shared Prosperity Fund grant is supporting a number of schemes. £1.800m has been contracted through Invest in Wiltshire to provide funding to support businesses in developing new premises, new infrastructure and reducing their carbon footprint, delivering new floorspaces, additional jobs and match funding. The Business Fit for the Future is managing a grant pot of £1m for smaller grant support for businesses to progress carbon net zero interventions, invest in new growth methods, start-ups and rural hubs. Grant awards are continuing to be processed. The Skills Infrastructure pot has awarded £0.500m of funding across schemes to support green skills courses, and includes EV charging and retrofitting of facilities. Improving Mobility is progressing with £1m of capital assigned to increase coverage of Demand Responsive Transport. It is anticipated that all funding will be spent in 2024/25.

117. The Integrated Care Board has secured c£12m capital funding through the National Sustainability and Transformation Partnership (STP) Wave 4 funding to deliver the Trobridge Integrated Care Centre. This was secured in 2018 and must be spent by 31st March 2025. For various reasons outlined at quarter one, including covid and increased construction costs, there is a shortfall in funding. At quarter one, Cabinet approved a contribution of £3m CIL to support this deficit. The Council is in the process of putting in place a legal agreement for this funding, which is intended to be released in April 2025.

Therefore £3.000m has been moved to future years to align with expenditure. The NHS intends to start building on site in late October 2024, subject to planning approval being received.

Environment

118. 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. Cabinet is asked to note that £4.990m of Defra grant funding has been added to the programme in 2026/27.

119. At budget setting Full Council approved the capital funding for three new requirements. The first of these was for the replacement of four vehicles and an electric waste collection vehicle. Four new vehicles have been purchased and are operational. In addition the service has negotiated and purchased a good price for an electric waste collection vehicle which will be used as a pilot to test dependability, vehicle range, driveability, pay load, collection routes across the county and varying weather conditions. Wiltshire is one of the first authorities in the country to take this approach and the data will not only support longer term vehicle plans for the Council, but will also support national data collection. The second successful capital bid was for the purchase of a waste shredder. This was purchased and has been operational since July 2024 and is already delivering revenue savings and significant carbon emission reductions and was purchased at lower price than forecast. As a result. £0.059m has been moved to future years. Plans for the roll out of the third successful capital, provision of communal waste bins, are underway, however a restructure across the service has delayed its implementation. As a result, £0.091m has been moved to future years to align with forecast delivery.

120. A new supply contract has been negotiated for Food Waste Digesters and these continue to be provided in line with demand. Future spend requirements are to be reviewed alongside the development of a new comms and promotions strategy. MBT Emissions Control Equipment and monitoring arrangements are now in place. Spend remains dependant on the Environment Agency agreeing revised emission control measures under new Environmental Permit conditions with the final cost still to be determined. £0.070m has been moved to future years.

121. A further review of the Waste capital scheme line will be made at quarter three.

122. In April 2023 the Council was allocated £3.622m of Homes Upgrade Grant Funding (HUG2) to retrofit up to 175 Wiltshire homes over two financial years, 2023-24 and 2024-25. The funding provided through the Department of Energy Security and Net Zero (DESNZ) is intended to improve the energy efficiency of some of the least energy-efficient homes (Energy performance Certificate bands D-G) without mains gas central heating. During year one of the project a new delivery team was recruited and trained, the project design and documentation was completed and approved and the procurement of a turnkey contractor to deliver the HUG2 compliant retrofit project was completed. This resulted in insufficient time to market the grant, verify applications, survey properties, obtain DESNZ agreement for the proposed measures for each property and complete installations for any properties in year 1. It was therefore not possible to deliver the target of 86 completed retrofits. To reflect the change to

anticipated delivery in year 1 DESNZ has adjusted the available funding to Wiltshire Council to £1.780m for the improvement of 86 eligible homes. Cabinet is asked to approve the removal of £1.370m. The first properties are due to be completed in November 2024. Payments are made to the contractor on completion of works only. In addition, staffing costs have yet to be recharged.

123. The HUG2 funding has been replaced by Warm Homes Local Authority funding which will enable the delivery of a similar retrofit improvements programme from March 2025. The Council intends to submit an expression of interest for this once DESNZ has provided further information post the outcome of the Governments spending review.

124. £9.8m of government grant funding was added to the capital programme at quarter one for Nutrient Neutrality projects. This funding will be fully committed in this financial year demonstrating spend to date on current projects as well as projects that are ongoing. The £2m purchase of Manor Farm, Fovant, which is land situated in the River Avon Special Area of Conservation is the first significant allocation from this grant funding. A full profile will be completed for this funding once final costs for relevant projects are known. A new post of Programme Manager has been created with the postholder commencing their role at the end of September 2024. Their primary function is to oversee the spend against projects.

Leisure, Culture and Communities

125. Area Board Grant funding is used to provide the 18 Area Boards with capital for community projects to improve vital local community facilities and purchase essential equipment for local organisations. To the end of September 2024, 79 community led capital projects have been funded by the 18 Area Boards. It is anticipated that all funding will be allocated during 2024/25.

126. Provision of fitness equipment has been profiled to align with a new forecast delivery plan. Installation of any procured fitness equipment is linked to either a rolling replacement schedule or the agreed pipeline of projects. Equipment upgrades have been completed at the Olympiad, Chippenham and Five Rivers Health and Wellbeing Centre, Salisbury. An order for works/replacement kit is scheduled for Springfield Community Campus, Corsham. The pipeline projects will see refurbished/re-configured fitness suites. Works at Devizes have completed and the new facilities opened in October. Construction works to Marlborough and Warminster commenced in November and so fitness equipment orders will be placed imminently.

127. The Libraries Self Service capital funding is being used to develop innovative digital solutions and improvements to Library services and facilities. A needs analysis and benchmarking of current service and initial stakeholder engagement has completed. Service priorities for the library strategy is nearing completion and further engagement with stakeholders has commenced with the adoption of the library strategy due by the end of quarter three. Meeting pods were installed in libraries at Chippenham, Corsham, Royal Wootton Bassett, Salisbury and Trowbridge during October and Wi-Fi printing will launch in the autumn subject to ICT capacity.

128. Work to deliver a new leisure centre for Trowbridge is continuing at pace. The planning application was submitted at the beginning of September with a decision expected by January 2025, pending timely stakeholder engagement and mitigation of any issues arising. Meanwhile the detailed design development is progressing well with contact award scheduled in early 2025. £0.798m has been drawn forwards to align with the current programme.

129. The Leisure Requirements capital scheme funds a planned pipeline of leisure facility improvements that are intended to generate greater usage of each facility, improve health and wellbeing and increase sustainability, is progressing well. The Warminster Sports Centre project includes relocating and improving the fitness suite, refurbishing the existing studios and creating a consultation room and converting the existing fitness suite into a multi-purpose space for spinning classes and community activities. The main construction contractor has now been appointed. The programme of works is currently being reviewed, but it is anticipated that works will start on site in November 2025 and conclude in Spring 2025.

130. The Marlborough Leisure Centre project will improve and extend the fitness suite which will include new equipment and a consultation room and the wet change will be redesigned to increase the size of the changing facility, create family changing cubicles, single sex group changing, provide a Changing Places facility and generally improve accessibility. As per Warminster the main construction contractor has been appointed and works are expected to commence in early November and conclude in Spring 2025.

131. The Devizes leisure refurbishment works are now complete and the new facilities have opened. The upstairs fitness studio works have included a new air handling system, new electrics, sanding and resealing of the timber floor, new ceiling, painting and decoration throughout, refurbished mirrors, windows and wall protection. New fitness equipment and a new audio system has been installed. The lift lobby and the stairwell access to studio have also been decorated. Support structure and access steps to the AHU on the roof have also been fitted. The fitness studio re-opened for classes at the end of September. The main fitness suite and new weights room re-opened on 21 October 2024. These areas have also benefitted from new air handling, new fitness and weights equipment as the provision of a consultation room and managers office.

132. Phase 2 of works to the Wiltshire and Swindon History Centre involves the relocation of the Performing Arts Library to the ground floor and includes the installation of mobile shelving and movement of items from Devizes Library. A structural engineer has investigated the weight ratios for the suspended floor and assessed the shelving supplier's data. The engineer's final report is being assessed before this aspect of the project proceeds. It is likely that works will be delivered at the end of 2024/25, beginning of 2025/26. Project expenditure will be assessed at quarter three.

Capital Programme 204/25 Funding

133. The Capital Programme for 2024/25 has been financed as shown in the table below as at quarter one. A detailed Capital Programme Quarter Two Funding by scheme is shown in Appendix C for Cabinet to review.

Table 7 – Capital Programme 2024/25 Funding

Funding	£'m
Grants	92.804
Other Contributions	0.671
S106 Contributions	5.083
CIL Contributions	7.036
HRA	36.781
General Fund Receipts	0.722
Contributions from Revenue	7.056
Stone Circle Capital Loan	17.567
Borrowing	54.788
Total Capital Programme 2024/25	**226.355**

134. 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, Ministry of Housing, Communities and Local Government.

135. In addition to grants, contributions are also used to finance the programme and cover any third party non grant funding for example Section 106 (S106) developer contributions, Community Infrastructure Levy (CIL), contributions from private or public sector organisations.

136. 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 is the responsibility of the Chief Executive until such time that responsibility is delegated. 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.

137. The General Fund borrowing total of £60.529m, together with historic council borrowing, will generate a Minimum Revenue Provision (MRP) charge, which is the amount councils have to statutorily set aside to repay the debt. As a result of the increased spend in the 2023/24 capital programme funded by borrowing, the MRP is £1.390m higher than budgeted. As reported in the Quarter Three Capital report we were expecting the MRP to be higher. We reported a provisional charge of £22.634m for 2024/25, however the final charge will be £20.322m

138. The 2024/25 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 Capital Investment Programme Governance and Gateway process which will provide assurance through regular review and challenge of the capital schemes.

139. The Council brought forward into 2024/25 £2.637m of capital receipts from previous years and is forecasting to achieve £4.649m receipts from the disposal on assets in 2024/25, this includes land at Wroughton and Hilltop. £1.472m of capital receipts are planned to be used to finance the capital programme. A further £1m has been set aside under Capital Receipts Flexibilities regulation to fund revenue costs of transformational projects.

Overview and Scrutiny Engagement

140. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position. This report is being considered at the meeting of Overview and Scrutiny Management Committee on 27 November 2024 and Financial Planning Task Group on 15 November 2024.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

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

146. 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.

147. The roll-forward of underspends will set aside funds to manage the slippage in the delivery of approved schemes and ensures that approved schemes are able to be delivered successfully.

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

148. 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 – Section 151 commentary

149. The financial implications are implicit throughout the report.

150. The Capital Investment Programme Board continues to provide a robust governance process for the council's capital that includes the profiling and oversight of the delivery of the schemes within the Capital Programme. Timetabled service reviews provide a

check and challenge opportunity for the Board to consider key issues, risks and mitigations as well as lessons learned that can be utilised for other projects. As at the end of quarter two service reviews for 19 capital scheme lines have been undertaken including Children's Homes; Trowbridge and Salisbury Future High Streets Funds; the Housing Revenue Account (Build and Refurbishment); the four ICT budget lines; the four Education budget lines; Fleet Vehicles; the four Major Road Network budget lines and Lyneham Banks.

151. The Board has scrutinised the quarter two financial position and this has resulted in £16.301m of planned capital investment being re-profiled to be spent in later years. In addition, £4.886m of approved spending in later years has been advanced into this financial year to be spent. Although there are projects in the capital programme that are of a significant size which could incur spend relatively quickly, they are complex in nature, as such the scale of the programme is one that is unlikely to be deliverable. Challenge will continue through the governance process and reviews to ensure the profiling of spend reflects realistic delivery achievability.

152. The 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. At quarter three, the Capital Investment Programme Working Group intends to work with key capital budget holders to review and re-profile their capitals schemes. This is critical as we move into setting the MTFS and Budget for the next financial year.

153. During quarter three the Capital Investment Programme Governance and Gateway Policy and Procedures will be subject to the SWAP Audit process. Feedback and actions from this process will facilitate the continuous improvement of the oversight of the Council's capital programme.

Legal Implications

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

Workforce Implications

155. 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

156. 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

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

Lizzie Watkin – Director Finance and Procurement (s.151 Officer)

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Appendices
Appendix A: Capital Programme Budget Movements 2024/25 Quarter Two
Appendix B: Capital Programme 2024/25 Quarter Two
Appendix C: Capital Programme Funding 2024/25 Quarter Two
Appendix D: Capital Programme Adjustments 2024/25 Quarter Two

Background Papers
Budget 2024/25 and Medium-Term Financial Strategy 2024/25 to 2026/27 – Council 20 February 2024
Agenda for Council on Tuesday 20 February, 10.30 am, Wiltshire Council

Quarter One 2024/25 Capital Budget Monitoring Report - Cabinet 17 September 2024
Agenda for Cabinet 17 September 2024 10.00am

Appendix A: Capital Programme Budget Movements 2024/25 Quarter Two (page 1)

Scheme Name	Capital Programme Budget Movements 2024/25 Quarter Two					
	Q1 Budget Approved	Year End Budget Transfer from 2024/25 into 2023/24	Year End Budget Transfer 2023/2024 into 2024/2025	Additional Budgets added to the Programme (Appendix D)	Reduced Budgets	Revised Budget 2024/2025
	£m	£m	£m	£m	£m	£m
Adult Services						
Sensory Stimulation & Development Play Equipment	0.016	0.000	0.000	0.000	0.000	0.016
Disabled Facilities Grants	4.798	0.000	0.000	0.000	0.000	4.798
Adult Services Total	**4.814**	**0.000**	**0.000**	**0.000**	**0.000**	**4.814**
Education & Skills						
Access and Inclusion	0.184	0.000	0.000	0.000	0.000	0.184
Basic Need	4.358	0.000	0.000	0.244	0.000	4.602
Stonehenge School Replacement of Lower Block	0.751	0.000	0.000	0.000	0.000	0.751
Devolved Formula Capital	0.500	0.000	0.000	0.081	0.000	0.581
Schools Maintenance & Modernisation	8.094	0.000	0.000	0.000	0.000	8.094
Early Years & Childcare	0.271	0.000	0.000	0.000	0.000	0.271
Early Years Buildings	0.247	0.000	0.000	0.000	0.000	0.247
Silverwood Special School	6.234	0.000	0.000	0.000	0.000	6.234
SEND Special School Capacity & Alternative Provision	0.000	0.000	0.000	0.000	0.000	0.000
SEND High Needs	4.171	0.000	0.000	0.000	0.000	4.171
High Needs Provision Capital Allowance	1.999	0.000	0.000	2.850	0.000	4.849
Education & Skills Total	**26.809**	**0.000**	**0.000**	**3.175**	**0.000**	**29.984**
Families & Children's Service						
Childrens Homes Phase 1 (DfE)	0.959	0.000	0.000	0.000	0.000	0.959
Families & Children's Accomodation	0.000	0.000	0.000	0.000	0.000	0.000
Canon's House	0.250	0.000	0.000	0.000	0.000	0.250
Families & Children's Total	**1.209**	**0.000**	**0.000**	**0.000**	**0.000**	**1.209**
Corporate Director - People	**32.832**	**0.000**	**0.000**	**3.175**	**0.000**	**36.007**

Appendix A: Capital Programme Budget Movements 2024/25 Quarter Two (page 2)

Scheme Name	Capital Programme Budget Movements 2024/25 Quarter Two					
	Q1 Budget Approved	Year End Budget Transfer from 2024/25 into 2023/24	Year End Budget Transfer 2023/2024 into 2024/2025	Additional Budgets added to the Programme (Appendix D)	Reduced Budgets	Revised Budget 2024/2025
	£m	£m	£m	£m	£m	£m
Finance						
Corporate	0.000	0.000	0.000	0.000	0.000	0.000
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0.000	0.000	0.000	0.300
Evolve Project	4.678	0.000	0.000	0.000	0.000	4.678
Finance Total	**4.978**	**0.000**	**0.000**	**0.000**	**0.000**	**4.978**
Assets						
Affordable Housing including Commuted Sums	0.353	0.000	0.000	0.000	0.000	0.353
Capital Receipt Enhancement	0.061	0.000	0.000	0.000	0.000	0.061
Depot & Office Strategy	3.333	0.000	0.000	0.000	0.000	3.333
Facilities Management Operational Estate	3.817	0.000	0.000	0.000	0.000	3.817
Gypsies and Travellers Projects	0.687	0.000	0.000	0.000	0.000	0.687
Health and Wellbeing Centres - Live Schemes	0.120	0.000	0.000	0.000	0.000	0.120
Non-Commercial Property Purchases	0.000	0.000	0.000	0.000	0.000	0.000
Property Carbon Reduction Programme	2.409	0.000	0.000	0.000	0.000	2.409
Park & Ride Solar Panel Canopies	0.519	0.000	0.000	0.000	0.000	0.519
Public Sector Decarbonisation Scheme Projects	0.000	0.000	0.000	0.000	0.000	0.000
Facilities Management Investment Estate	0.586	0.000	0.000	0.000	0.000	0.586
Social Care Infrastructure & Strategy	0.000	0.000	0.000	0.000	0.000	0.000
Salisbury Resource Centre	0.825	0.000	0.000	0.000	0.000	0.825
South Chippenham	0.200	0.000	0.000	0.000	0.000	0.200
Housing Acquisitions	13.500	0.000	0.000	0.000	0.000	13.500
Assets Total	**26.410**	**0.000**	**0.000**	**0.000**	**0.000**	**26.410**
Capital Loans						
Stone Circle Housing Company Loan	8.244	0.000	0.000	0.000	0.000	8.244
Stone Circle Development Company Loan	9.323	0.000	0.000	0.000	0.000	9.323
Capital Loans Total	**17.567**	**0.000**	**0.000**	**0.000**	**0.000**	**17.567**
Information Services						
ICT Applications	1.999	0.000	0.000	0.000	0.000	1.999
ICT Business as Usual	1.195	0.000	0.000	0.000	0.000	1.195
ICT Other Infrastructure	0.082	0.000	0.000	0.000	0.000	0.082
ICT Get Well	1.511	0.000	0.000	0.000	0.000	1.511
ICT Stay Well	0.000	0.000	0.000	0.000	0.000	0.000
Microsoft Cloud Navigator	0.000	0.000	0.000	0.000	0.000	0.000
Information Services Total	**4.787**	**0.000**	**0.000**	**0.000**	**0.000**	**4.787**
Corporate Director - Resources	**53.742**	**0.000**	**0.000**	**0.000**	**0.000**	**53.742**

Appendix A: Capital Programme Budget Movements 2024/25 Quarter Two (page 3)

Scheme Name	Capital Programme Budget Movements 2024/25 Quarter Two					
	Q1 Budget Approved	Year End Budget Transfer from 2024/25 into 2023/24	Year End Budget Transfer 2023/2024 into 2024/2025	Additional Budgets added to the Programme (Appendix D)	Reduced Budgets	Revised Budget 2024/2025
	£m	£m	£m	£m	£m	£m
Highways & Transport						
Churchyards & Cemeteries	0.000	0.000	0.000	0.000	0.000	0.000
Parking Contactless Machines	0.380	0.000	0.000	0.000	0.000	0.380
Fleet Vehicles	1.784	0.077	0.000	0.000	0.000	1.861
Highway flooding prevention and Land Drainage schemes	0.000	0.000	0.000	0.208	0.000	0.208
Integrated Transport	1.572	0.000	0.000	0.000	0.000	1.572
Local Highways and Footpath Improvement Groups	1.200	0.000	0.000	0.166	0.000	1.366
Structural Maintenance & Bridges	19.329	0.000	0.000	0.150	0.000	19.479
Churchfields Depot Drainage and Traffic Management	0.011	0.000	0.000	0.000	0.000	0.011
Passenger Transport	0.063	0.000	0.000	4.409	0.000	4.472
Drainage Improvements	0.841	0.000	0.000	0.000	0.000	0.841
Major Road Network M4 Junction 17	1.659	0.000	0.000	0.000	0.000	1.659
A338 Salisbury Junction Improvements MRN	0.020	0.000	0.000	0.000	0.000	0.020
A350 Chippenham Bypass (Ph 4&5) MRN	7.018	0.000	0.000	0.000	0.000	7.018
A3250 Melksham Bypass LLM - Full Scheme	0.115	0.000	0.000	0.000	0.000	0.115
Safer Roads Fund - A3102	4.587	0.000	0.000	0.000	0.000	4.587
Highways Investment Plan	9.000	0.000	0.000	0.000	0.000	9.000
Highways Investment Plan Tranche 2	0.000	0.000	0.000	0.000	0.000	0.000
DfT Road Resurfacing Funding	0.000	0.000	0.000	5.225	0.000	5.225
Lyneham Banks	5.000	0.000	0.000	0.000	0.000	5.000
Central Area Depot & Strategy	1.000	0.000	0.000	0.000	0.000	1.000
Short Term Depot Provision	0.324	0.000	0.000	0.000	0.000	0.324
Highways & Transport Total	**53.903**	**0.077**	**0.000**	**10.158**	**0.000**	**64.138**
Economy & Regeneration						
River Park	0.025	0.000	0.000	0.000	0.000	0.025
Porton Science Park	0.505	0.000	0.000	0.000	0.000	0.505
Salisbury Future High Streets	5.893	0.000	0.000	0.000	0.000	5.893
Trowbridge Future High Streets	6.616	0.000	0.000	0.009	0.000	6.625
UK Shared Prosperity Fund Projects	2.740	0.000	0.000	0.000	0.000	2.740
Integrated Care Centre	3.000	0.000	0.000	0.000	0.000	3.000
West Ashton Urban Extension Project	0.000	0.000	0.000	0.000	0.000	0.000
Carbon Reduction Projects	0.009	0.000	0.000	0.000	0.000	0.009
Wiltshire Ultrafast Broadband	0.000	0.000	0.000	0.000	0.000	0.000
Wiltshire Online	0.128	0.000	0.000	0.000	0.000	0.128
Economy & Regeneration Total	**18.916**	**0.000**	**0.000**	**0.009**	**0.000**	**18.925**
Environment						
Waste Projects	2.342	0.000	0.000	0.000	0.000	2.342
HUG 2 Grant	3.150	0.000	0.000	0.000	(1.370)	1.780
Trowbridge Bat Mitigation Strategy	0.000	0.000	0.000	0.000	0.000	0.000
Environmental Projects	9.895	0.000	0.000	0.000	0.000	9.895
Environment Total	**15.387**	**0.000**	**0.000**	**0.000**	**(1.370)**	**14.017**
	£m	£m	£m	£m	£m	£m
Leisure Culture & Communities						
Area Boards Grants	0.400	0.000	0.000	0.000	0.000	0.400
Community Projects	0.000	0.000	0.000	0.000	0.000	0.000
Fitness Equipment for Leisure Centres	1.077	0.000	0.000	0.000	0.000	1.077
Libraries - Self Service	0.210	0.000	0.000	0.000	0.000	0.210
Trowbridge Leisure Centre	1.550	0.000	0.000	0.000	0.000	1.550
Leisure Requirements	3.328	0.000	0.000	0.000	0.000	3.328
History Centre Reception and Performing Arts Library	0.070	0.000	0.000	0.000	0.000	0.070
Leisure Culture & Communities Total	**6.635**	**0.000**	**0.000**	**0.000**	**0.000**	**6.635**
Corporate Director - Place	**94.841**	**0.077**	**0.000**	**10.167**	**(1.370)**	**103.715**
Total General Fund	**181.415**	**0.077**	**0.000**	**13.342**	**(1.370)**	**193.464**

Appendix A: Capital Programme Budget Movements 2024/25 Quarter Two (page 4)

Scheme Name	Capital Programme Budget Movements 2024/25 Quarter Two					
	Q1 Budget Approved	Year End Budget Transfer from 2024/25 into 2023/24	Year End Budget Transfer 2023/2024 into 2024/2025	Additional Budgets added to the Programme (Appendix D)	Reduced Budgets	Revised Budget 2024/2025
	£m	£m	£m	£m	£m	£m
Housing Revenue Account						
Council House Build Programme	0.000	0.000	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 2)	0.256	0.000	0.000	0.000	0.000	0.256
Council House Build Programme (Phase 3)	27.776	0.000	0.000	0.000	0.000	27.776
Refurbishment of Council Stock	15.810	0.000	0.000	0.000	0.000	15.810
Highways Road Adoptions	0.464	0.000	0.000	0.000	0.000	0.464
Total Housing Revenue Account	**44.306**	**0.000**	**0.000**	**0.000**	**0.000**	**44.306**
Total Capital Programme	**225.721**	**0.077**	**0.000**	**13.342**	**(1.370)**	**237.770**

Appendix B: Capital Programme 2024/25 Quarter Two (Page 1)

Scheme Name	Capital Programme 2024/25 Quarter Two				
	Revised Budget 2024/2025	Forecast	Variance	Budgets brought forward from future years to the 2024/25 programme (Appendix D)	Budgets reprogrammed from 2024/2025 into future years (Appendix D)
	£m	£m	£m	£m	£m
Adult Services					
Sensory Stimulation & Development Play Equipment	0.016	0.016	0.000	0.000	0.000
Disabled Facilities Grants	4.798	4.726	(0.072)	0.000	(0.072)
Adult Services Total	**4.814**	**4.742**	**(0.072)**	**0.000**	**(0.072)**
Education & Skills					
Access and Inclusion	0.184	0.209	0.025	0.000	0.000
Basic Need	4.602	3.652	(0.950)	0.000	(0.950)
Stonehenge School Replacement of Lower Block	0.751	0.751	0.000	0.000	0.000
Devolved Formula Capital	0.581	0.581	0.000	0.000	0.000
Schools Maintenance & Modernisation	8.094	7.590	(0.504)	0.000	(0.500)
Early Years & Childcare	0.271	1.510	1.239	1.260	0.000
Early Years Buildings	0.247	0.247	0.000	0.000	0.000
Silverwood Special School	6.234	6.234	0.000	0.000	0.000
SEND Special School Capacity & Alternative Provision	0.000	0.000	0.000	0.000	0.000
SEND High Needs	4.171	4.171	0.000	0.000	0.000
High Needs Provision Capital Allowance	4.849	4.849	0.000	0.000	0.000
Education & Skills Total	**29.984**	**29.794**	**(0.190)**	**1.260**	**(1.450)**
Families & Children's Service					
Childrens Homes Phase 1 (DfE)	0.959	0.959	0.000	0.000	0.000
Families & Children's Accomodation					
Canon's House	0.250	0.075	(0.175)	0.000	(0.175)
Families & Children's Total	**1.209**	**1.034**	**(0.175)**	**0.000**	**(0.175)**
Corporate Director - People	**36.007**	**35.570**	**(0.437)**	**1.260**	**(1.697)**

Appendix B: Capital Programme 2024/25 Quarter Two (Page 2)

Scheme Name	Capital Programme 2024/25 Quarter Two				
	Revised Budget 2024/2025	Forecast	Variance	Budgets brought forward from future years to the 2024/25 programme (Appendix D)	Budgets reprogrammed from 2024/2025 into future years (Appendix D)
	£m	£m	£m	£m	£m
Finance					
Corporate	0.000	0.000	0.000	0.000	0.000
North Wiltshire Schools PFI Playing Fields	0.300	0.300	0.000	0.000	0.000
Evolve Project	4.678	4.138	(0.540)	0.000	(0.540)
Finance Total	**4.978**	**4.438**	**(0.540)**	**0.000**	**(0.540)**
Assets					
Affordable Housing including Commuted Sums	0.353	0.353	0.000	0.000	0.000
Capital Receipt Enhancement	0.061	0.061	0.000	0.000	0.000
Depot & Office Strategy	3.333	1.333	(2.000)	0.000	(2.000)
Facilities Management Operational Estate	3.817	3.817	0.000	0.000	0.000
Gypsies and Travellers Projects	0.687	0.037	(0.650)	0.000	(0.650)
Health and Wellbeing Centres - Live Schemes	0.120	0.120	0.000	0.000	0.000
Non-Commercial Property Purchases	0.000	0.000	0.000	0.000	0.000
Property Carbon Reduction Programme	2.409	1.909	(0.500)	0.000	(0.500)
Park & Ride Solar Panel Canopies	0.519	1.019	0.500	0.500	0.000
Public Sector Decarbonisation Scheme Projects	0.000	0.000	0.000	0.000	0.000
Facilities Management Investment Estate	0.586	0.661	0.075	0.075	0.000
Social Care Infrastructure & Strategy	0.000	0.000	0.000	0.000	0.000
Salisbury Resource Centre	0.825	0.000	(0.825)	0.000	(0.825)
South Chippenham	0.200	0.200	0.000	0.000	0.000
Housing Acquisitions	13.500	10.750	(2.750)	0.000	(2.750)
Assets Total	**26.410**	**20.260**	**(6.150)**	**0.575**	**(6.725)**
Capital Loans					
Stone Circle Housing Company Loan	8.244	8.244	0.000	0.000	0.000
Stone Circle Development Company Loan	9.323	9.323	0.000	0.000	0.000
Capital Loans Total	**17.567**	**17.567**	**0.000**	**0.000**	**0.000**
Information Services					
ICT Applications	1.999	1.999	0.000	0.000	0.000
ICT Business as Usual	1.195	1.555	0.360	0.360	0.000
ICT Other Infrastructure	0.082	0.082	0.000	0.000	0.000
ICT Get Well	1.511	1.511	0.000	0.000	0.000
ICT Stay Well	0.000	0.000	0.000	0.000	0.000
Microsoft Cloud Navigator	0.000	0.000	0.000	0.000	0.000
Information Services Total	**4.787**	**5.147**	**0.360**	**0.360**	**0.000**

Appendix B: Capital Programme 2024/25 Quarter Two (Page 3)

Scheme Name	Capital Programme 2024/25 Quarter Two				
	Revised Budget 2024/2025	Forecast	Variance	Budgets brought forward from future years to the 2024/25 programme (Appendix D)	Budgets reprogrammed from 2024/2025 into future years (Appendix D)
	£m	£m	£m	£m	£m
Highways & Transport					
Churchyards & Cemeteries	0.000	0.000	0.000	0.000	0.000
Parking Contactless Machines	0.380	0.380	0.000	0.000	0.000
Fleet Vehicles	1.861	1.861	0.000	0.000	0.000
Highway flooding prevention and Land Drainage schemes	0.208	0.208	0.000	0.000	0.000
Integrated Transport	1.572	1.572	0.000	0.000	0.000
Local Highways and Footpath Improvement Groups	1.366	0.866	(0.500)	0.000	(0.500)
Structural Maintenance & Bridges	19.479	19.479	0.000	0.000	0.000
Churchfields Depot Drainage and Traffic Management	0.011	0.011	0.000	0.000	0.000
Passenger Transport	4.472	4.472	0.000	0.000	0.000
Drainage Improvements	0.841	0.841	0.000	0.000	0.000
Major Road Network M4 Junction 17	1.659	1.659	0.000	0.000	0.000
A338 Salisbury Junction Improvements MRN	0.020	0.020	0.000	0.000	0.000
A350 Chippenham Bypass (Ph 4&5) MRN	7.018	6.152	(0.866)	0.000	(0.866)
A3250 Melksham Bypass LLM - Full Scheme	0.115	(0.000)	(0.115)	0.000	(0.115)
Safer Roads Fund - A3102	4.587	2.250	(2.337)	0.000	(2.337)
Highways Investment Plan	9.000	9.000	0.000	0.000	0.000
Highways Investment Plan Tranche 2	0.000	1.000	1.000	1.000	0.000
DfT Road Resurfacing Funding	5.225	5.225	0.000	0.000	0.000
Lyneham Banks	5.000	5.000	0.000	0.000	0.000
Central Area Depot & Strategy	1.000	1.000	0.000	0.000	0.000
Short Term Depot Provision	0.324	0.378	0.054	0.054	0.000
Highways & Transport Total	**64.138**	**61.374**	**(2.764)**	**1.054**	**(3.818)**
Economy & Regeneration					
River Park	0.025	0.025		0.000	0.000
Porton Science Park	0.505	0.505	0.000	0.000	0.000
Salisbury Future High Streets	5.893	5.893	0.000	0.000	0.000
Trowbridge Future High Streets	6.625	7.464	0.839	0.839	0.000
UK Shared Prosperity Fund Projects	2.740	2.740	0.000	0.000	0.000
Integrated Care Centre	3.000	0.000	(3.000)	0.000	(3.000)
West Ashton Urban Extension Project	0.000	0.000	0.000	0.000	0.000
Carbon Reduction Projects	0.009	0.009	0.000	0.000	0.000
Wiltshire Ultrafast Broadband	0.000	0.000	0.000	0.000	0.000
Wiltshire Online	0.128	0.128	0.000	0.000	0.000
Economy & Regeneration Total	**18.925**	**16.764**	**(2.161)**	**0.839**	**(3.000)**
Environment					
Waste Projects	2.342	2.122	(0.220)	0.000	(0.220)
HUG 2 Grant	1.780	1.780	0.000	0.000	0.000
Trowbridge Bat Mitigation Strategy	0.000	0.000	0.000	0.000	0.000
Environmental Projects	9.895	9.895	0.000	0.000	0.000
Environment Total	**14.017**	**13.797**	**(0.220)**	**0.000**	**(0.220)**
Leisure Culture & Communities					
Area Boards Grants	0.400	0.400	0.000	0.000	0.000
Community Projects	0.000	0.000	0.000	0.000	0.000
Fitness Equipment for Leisure Centres	1.077	1.077	0.000	0.000	0.000
Libraries - Self Service	0.210	0.210	0.000	0.000	0.000
Trowbridge Leisure Centre	1.550	2.348	0.798	0.798	0.000
Leisure Requirements	3.328	3.328	0.000	0.000	0.000
History Centre Reception and Performing Arts Library	0.070	0.070	0.000	0.000	0.000
Leisure Culture & Communities Total	**6.635**	**7.433**	**0.798**	**0.798**	**0.000**
Corporate Director - Place	**103.715**	**99.368**	**(4.347)**	**2.691**	**(7.038)**
Total General Fund	**193.464**	**182.350**	**(11.114)**	**4.886**	**(16.000)**

Appendix B: Capital Programme 2024/25 Quarter Two (Page 4)

Scheme Name	Capital Programme 2024/25 Quarter Two				
	Revised Budget 2024/2025	Forecast	Variance	Budgets brought forward from future years to the 2024/25 programme (Appendix D)	Budgets reprogrammed from 2024/2025 into future years (Appendix D)
	£m	£m	£m	£m	£m
Housing Revenue Account					
Council House Build Programme	0.000	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 2)	0.256	0.256	0.000	0.000	0.000
Council House Build Programme (Phase 3)	27.776	27.476	(0.300)	0.000	(0.300)
Refurbishment of Council Stock	15.810	15.809	(0.001)	0.000	(0.001)
Highways Road Adoptions	0.464	0.464	0.000	0.000	0.000
Total Housing Revenue Account	**44.306**	**44.005**	**(0.301)**	**0.000**	**(0.301)**
Total Capital Programme	**237.770**	**226.355**	**(11.415)**	**4.886**	**(16.301)**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 1)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Services											
Sensory Stimulation & Development Play Equipment	0.016	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.016
Disabled Facilities Grants	4.726	4.726	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Adult Services Total	**4.742**	**4.726**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.016**
Education & Skills											
Access and Inclusion	0.209	0.025	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.184
Basic Need	3.652	2.287	0.000	0.130	1.235	0.000	0.000	0.000	0.000	0.000	0.000
Stonehenge School Replacement of Lower Block	0.751	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.751
Devolved Formula Capital	0.581	0.581	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Schools Maintenance & Modernisation	7.590	3.522	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.068
Early Years & Childcare	1.510	1.107	0.000	0.403	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Early Years Buildings	0.247	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.247
Silverwood Special School	6.234	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.234
SEND Special School Capacity & Alternative Provision	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SEND High Needs	4.171	2.497	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.674
High Needs Provision Capital Allowance	4.849	4.849	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Education & Skills Total	**29.794**	**14.868**	**0.000**	**0.533**	**1.235**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**13.158**
Families & Children's Service											
Childrens Homes Phase 1 (DfE)	0.959	0.959	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Families & Children's Accomodation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Canon's House	0.075	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.075
Families & Children's Total	**1.034**	**0.959**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.075**
Corporate Director - People	**35.570**	**20.553**	**0.000**	**0.533**	**1.235**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**13.249**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 2)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Finance											
Corporate	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.300
Evolve Project	4.138	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.138
Finance Total	**4.438**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**4.438**
Assets											
Affordable Housing including Commuted Sums	0.353	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.353	0.000	0.000
Capital Receipt Enhancement	0.061	0.000	0.000	0.000	0.000	0.000	0.061	0.000	0.000	0.000	0.000
Depot & Office Strategy	1.333	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.333
Facilities Management Operational Estate	3.817	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.817
Gypsies and Travellers Projects	0.037	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.037
Health and Wellbeing Centres - Live Schemes	0.120	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.120
Non-Commercial Property Purchases	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Property Carbon Reduction Programme	1.909	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.909
Park & Ride Solar Panel Canopies	1.019	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.019
Public Sector Decarbonisation Scheme Projects	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Facilities Management Investment Estate	0.661	0.000	0.000	0.000	0.000	0.000	0.661	0.000	0.000	0.000	0.000
Social Care Infrastructure & Strategy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Salisbury Resource Centre	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
South Chippenham	0.200	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.200
Housing Acquisitions	10.750	0.000	0.000	0.000	0.000	3.492	0.000	0.000	6.676	0.000	0.582
Assets Total	**20.260**	**0.000**	**0.000**	**0.000**	**0.000**	**3.492**	**0.722**	**0.000**	**7.029**	**0.000**	**9.017**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 3)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Capital Loans											
Stone Circle Housing Company Loan	8.244	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	8.244	0.000
Stone Circle Development Company Loan	9.323	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.323	0.000
Capital Loans Total	**17.567**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**17.567**	**0.000**
Information Services											
ICT Applications	1.999	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.027	0.000	1.972
ICT Business as Usual	1.555	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.555
ICT Other Infrastructure	0.082	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.082
ICT Get Well	1.511	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.511
ICT Stay Well	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Microsoft Cloud Navigator	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Information Services Total	**5.147**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.027**	**0.000**	**5.120**
Corporate Director - Resources	**47.412**	**0.000**	**0.000**	**0.000**	**0.000**	**3.492**	**0.722**	**0.000**	**7.056**	**17.567**	**18.575**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 4)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Highways & Transport											
Churchyards & Cemeteries	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Parking Contactless Machines	0.380	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.380
Fleet Vehicles	1.861	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.861
Highway flooding prevention and Land Drainage schemes	0.208	0.208	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Integrated Transport	1.572	1.572	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Local Highways and Footpath Improvement Groups	0.866	0.400	0.166	0.000	0.300	0.000	0.000	0.000	0.000	0.000	0.000
Structural Maintenance & Bridges	19.479	19.479	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Churchfields Depot Drainage and Traffic Management	0.011	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.011
Passenger Transport	4.472	3.409	0.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.063
Drainage Improvements	0.841	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.841
Major Road Network M4 Junction 17	1.659	0.059	0.000	0.000	1.600	0.000	0.000	0.000	0.000	0.000	0.000
A338 Salisbury Junction Improvements MRN	0.020	0.000	0.000	0.000	0.020	0.000	0.000	0.000	0.000	0.000	0.000
A350 Chippenham Bypass (Ph 4&5) MRN	6.152	4.619	0.000	0.000	1.533	0.000	0.000	0.000	0.000	0.000	0.000
A3250 Melksham Bypass LLM - Full Scheme	(0.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Safer Roads Fund - A3102	2.250	2.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Highways Investment Plan	9.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.000
Highways Investment Plan Tranche 2	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
DfT Road Resurfacing Funding	5.225	5.225	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Lyneham Banks	5.000	1.000	0.000	3.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Central Area Depot & Strategy	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Short Term Depot Provision	0.378	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.378
Highways & Transport Total	**61.374**	**38.221**	**0.166**	**4.000**	**3.453**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**15.534**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 5)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Economy & Regeneration											
River Park	0.025	0.025	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Porton Science Park	0.505	0.000	0.505	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Salisbury Future High Streets	5.893	5.893	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Trowbridge Future High Streets	7.464	7.464	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
UK Shared Prosperity Fund Projects	2.740	2.740	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Integrated Care Centre	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
West Ashton Urban Extension Project	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Carbon Reduction Projects	0.009	0.009	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Wiltshire Ultrafast Broadband	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Wiltshire Online	0.128	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.128
Economy & Regeneration Total	**16.764**	**16.131**	**0.505**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.128**
Environment											
Waste Projects	2.122	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.122
HUG 2 Grant	1.780	1.780	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Trowbridge Bat Mitigation Strategy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Environmental Projects	9.895	9.800	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.095
Environment Total	**13.797**	**11.580**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**2.217**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 6)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Leisure Culture & Communities											
Area Boards Grants	0.400	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.400
Community Projects	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Fitness Equipment for Leisure Centres	1.077	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.077
Libraries - Self Service	0.210	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.210
Trowbridge Leisure Centre	2.348	0.000	0.000	0.000	2.348	0.000	0.000	0.000	0.000	0.000	0.000
Leisure Requirements	3.328	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.328
History Centre Reception and Performing Arts Library	0.070	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.070
Leisure Culture & Communities Total	**7.433**	**0.000**	**0.000**	**0.000**	**2.348**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**5.085**
Corporate Director - Place	**99.368**	**65.932**	**0.671**	**4.000**	**5.801**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**22.964**
Total General Fund	**182.350**	**86.485**	**0.671**	**4.533**	**7.036**	**3.492**	**0.722**	**0.000**	**7.056**	**17.567**	**54.788**

Appendix C: Capital Programme Funding 2024/25 Quarter Two (Page 7)

Scheme Name	Capital Programme Funding 2024/25 Quarter Two										
	Forecast	Grants	Other Contributions	S106 Contributions	CIL Contributions	HRA	General Fund Receipts	Right To Buy Housing Receipts	Contributions from Revenue	Stone Circle Capital Loan	Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing Revenue Account											
Council House Build Programme	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 2)	0.256	0.000	0.000	0.000	0.000	0.256	0.000	0.000	0.000	0.000	0.000
Council House Build Programme (Phase 3)	27.476	6.319	0.000	0.550	0.000	16.760	0.000	3.847	0.000	0.000	0.000
Refurbishment of Council Stock	15.809	0.000	0.000	0.000	0.000	15.809	0.000	0.000	0.000	0.000	0.000
Highways Road Adoptions	0.464	0.000	0.000	0.000	0.000	0.464	0.000	0.000	0.000	0.000	0.000
Total Housing Revenue Account	**44.005**	**6.319**	**0.000**	**0.550**	**0.000**	**33.289**	**0.000**	**3.847**	**0.000**	**0.000**	**0.000**
Total Capital Programme	**226.355**	**92.804**	**0.671**	**5.083**	**7.036**	**36.781**	**0.722**	**3.847**	**7.056**	**17.567**	**54.788**

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

Cabinet Meeting	19-Nov-24
Financial Year:	2024/25

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:	Basic Need		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.244	0.000	0.000
Funding Source:	S106 developer contributions		
Reason for movement:	Lavington School project funding		
Project Name:	Devolved Formula Capital		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.081	0.000	0.000
Funding Source:	DfE grant		
Reason for movement:	Uplift to reflect 24/25 award		
Project Name:	High Needs Provision Capital Allowance		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	2.850	2.850	0.000
Funding Source:	DfE grant		
Reason for movement:	Safety Valve grant ageed		
Project Name:	Highway flooding prevention and Land Drainage schemes		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.208	0.000	0.000
Funding Source:	Environment Agency		
Reason for movement:	Surface water studies funding		
Project Name:	Local Highways and Footpath Improvement Groups		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.166	0.000	0.000
Funding Source:	Town & Parish Contributions		
Reason for movement:	Local contributions to schemes		
Project Name:	Structural Maintenance & Bridges		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.150	0.435	0.000
Funding Source:	DfT grant		
Reason for movement:	Traffic Signal Obsolescence Grant		

Appendix D: Capital Programme Adjustments Quarter Two 2024/25 (Page 2)

Project Name:	Passenger Transport		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	3.409	0.000	0.000
Funding Source:	DfT grant		
Reason for movement:	Zebra 2 money received		
Project Name:	Passenger Transport		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	1.000	0.000	0.000
Funding Source:	S106 contributions		
Reason for movement:	Zebra 2 funded from Salisbury Transport Strategy		
Project Name:	DfT Road Resurfacing Funding		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	5.225	0.000	0.000
Funding Source:	DfT grant		
Reason for movement:	Additional funding received		
Project Name:	Trowbridge Future High Streets		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.009	0.000	0.000
Funding Source:	Town Hall contributions		
Reason for movement:	Local contribution to additional works		
Project Name:	Disabled Facilities Grant		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.000	0.337	0.000
Funding Source:	DLUHC grant		
Reason for movement:	Uplift to reflect award		
Project Name:	Waste Services		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.000	0.000	4.990
Funding Source:	DEFRA		
Reason for movement:	Food Waste Recycling monies		
Total Delegated Changes	**13.342**	**3.622**	**4.990**

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-24

Appendix D: Capital Programme Adjustments Quarter Two 2024/25 (Page 3)

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

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:	HUG 2 Grant		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	-1.370	0.000	0.000
Reason:	Scope of project reduced in line with capacity to deliver		
Funding Source:	DLUHC grant		
Total Re-programming between years	**-1.370**	**0.000**	**0.000**

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-24

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

Cabinet Meeting	19-Nov-24
Financial Year:	2024/25

SECTION 2 - DELEGATED CFO POWERS

"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme

not progressing as originally anticipated or other circumstances"

Project Name:	Trowbridge Leisure Centre		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.798	-0.798	0.000
Funding Source:	CIL		
Reason for movement:	Drawback to meet anticipated spend in year		
Project Name:	Trowbridge Future High Streets		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.839	-0.839	0.000
Funding Source:	DLUHC grant		
Reason for movement:	Drawback to meet anticipated spend in year on Town Hall		
Project Name:	Short Term Depot Provision		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.054	-0.054	0.000
Funding Source:	Borrowing		
Reason for movement:	Alignment of projected spend		
Project Name:	Highways Investment Plan Tranche 2		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	1.000	-1.000	0.000
Funding Source:	CIL		
Reason for movement:	Accelerated spend in these project areas		
Project Name:	ICT Business As Usual		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.360	-0.360	0.000
Funding Source:	Borrowing		
Reason for movement:	Alignment of projected spend		
Project Name:	Facilities Management Investment Estate		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.075	-0.075	0.000
Funding Source:	Capital Receipts		
Reason for movement:	Alignment of projected spend		
Project Name:	Park & Ride Solar Panel Canopies		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	0.500	-0.500	0.000
Funding Source:	Borrowing		
Reason for movement:	Drawback to meet anticipated spend in year		
Project Name:	Early Years & Childcare		
Budget Change:	**2024/25**	**2025/26**	**2026/27**
	1.260	-1.260	0.000
Funding Source:	Grant / S106		
Reason for movement:	Childcare Delivery projects showing potential accelerated spend		
Total Delegated Changes Approved by Section 151 Officer	**4.886**	**-4.886**	**0.000**

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-24

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

SECTION 2 - DELEGATED CFO POWERS

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

Project Name:	Salisbury Resource Centre							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.825	0.825	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Delayed start to project							
Project Name:	A3250 Melksham Bypass LLM							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.115	-2.989	-0.083	-0.070	-19.060	-21.349	1.149	42.517
Funding Source:	DfT Grant / CIL							
Reason:	Reprofile whole scheme to reflect delayed start							
Project Name:	A350 Chippenham Bypass (Ph 4&5) MRN							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.866	0.866	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	DfT Grant / CIL							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	Housing Acquisitions							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-2.750	2.750	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Revenue Reserves / Borrowing							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	Evolve Project							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.541	0.541	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	HRA - Refurbishment of Council Stock							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.001	0.001	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	HRA							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	HRA CHBP - Phase 3							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.300	0.300	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	HRA / Grant							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	Depot & Office Strategy							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-2.000	2.000	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Delays to Hindon Stagger project							
Project Name:	Gypsies and Travellers Projects							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.650	0.650	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Reprofile whole scheme to reflect delayed start							
Project Name:	Basic Need							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.950	0.950	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	DfT grant / S106							
Reason:	Budget adjustment to reflect scheme start points							
Project Name:	Schools Maintenance & Modernisation							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.500	0.500	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Grant / S106							
Reason:	Slip of The Grove Primary project							
Project Name:	Canons House							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.175	0.175	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Delays to project progression							
Project Name:	Local Highway Footway Improvement Group							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.500	0.500	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Grant / CIL / Contributions							
Reason:	Budget adjusted to meet anticipated spend in year							

Appendix D: Capital Programme Adjustments Quarter Two 2024/25 (Page 6)

Project Name:	Property Carbon Reduction Programme							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.500	0.500	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	Safer Roads Fund							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-2.337	2.337	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	DfT Grant							
Reason:	Budget adjusted to meet anticipated spend in year							
Project Name:	Waste Services							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.220	0.220	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Borrowing							
Reason:	Various projects reprofiled in line with anticipated spend							
Project Name:	Integrated Care Centre							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-3.000	3.000	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	CIL							
Reason:	Spend not anticipated until April 25							
Project Name:	Disabled Facilties Grant							
Budget Change:	**2024/2025**	**2025/2026**	**2026/2027**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
	-0.072	0.072	0.000	0.000	0.000	0.000	0.000	0.000
Funding Source:	Grant							
Reason:	Adjustments to Digital TEC element							
Total Re-programming	**-16.301**	**13.197**	**-0.083**	**-0.070**	**-19.060**	**-21.349**	**1.149**	**42.517**

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-24

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Wiltshire Council

Cabinet

19 November 2024

Subject: **Report on Treasury Management Strategy 2024/25 Half Year ended 30 September 2024**

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 2024/25 at its meeting on 20 February 2024. 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 2024 to 30 September 2024.

The Council has not taken out any new long term borrowing (loans) during 2024/25, but some may be taken towards the end of the financial year, to unwind some of the Council's under-borrowed position.

The Council has not exceeded any of its prudential indicators for the half year 1 April 2024 to 30 September 2024.

Proposals

That Cabinet approve:

a) the amendments to the Third Party Loans Policy (paragraphs 13-16 and Appendix 3).

That Cabinet note:

b) that the contents of this report are in line with the Treasury Management Strategy 2024/25.

c) the performance of the Council's investments and borrowings against the parameters set out in the approved Treasury Management Strategy for 2024/25.

Reasons for Proposals

To give members an opportunity to consider the performance of the Council in the period to 30 September 2024 against the parameters set out in the approved Treasury Management Strategy for 2024/25.

Lucy Townsend
Chief Executive

Lizzie Watkin
Director of Finance & Procurement (S151 Officer)

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Report on Treasury Management Strategy 2024/25 Half Year ended 30 September 2024**
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 2024/25 at its meeting on 20 February 2024, 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 2024/25 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 2024/25
   - A review of the Council's borrowing strategy for 2024/25
   - A review of compliance with treasury and prudential limits for 2024/25

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 Bank of England kept the Bank Rate unchanged at 5.00% in September 2024, following a 25 basis point cut in August 2024, which was the first reduction in over four years.

6. November looks to be the most likely date for a rate cut to 4.75%, but thereafter, inflation and employment data, as well as geo-political events, are likely to be the determinant for what happens for the remainder of 2024/25 and 2025/26.

7. The latest forecast from Link Group, the Council's treasury advisor, sets out a view that short, medium and long dated interest rates will fall back over the next year or two. They 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.

	2024/25		2025/26				2026/27			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bank Rate	4.50	4.00	3.50	3.25	3.25	3.25	3.25	3.00	3.00	3.00
3 Month Average	4.50	4.00	3.50	3.30	3.30	3.30	3.30	3.00	3.00	3.00
6 Month Average	4.40	3.90	3.50	3.30	3.30	3.30	3.30	3.10	3.10	3.20

8. Gilt yields and PWLB certainty rates were less volatile than at this time last year. There was some movement downwards, this was in the shorter part of the curve, as markets positioned themselves for Bank Rate cuts.

9. At the beginning of April, the five year certainty rate was the cheapest borrowing at 4.72%, whilst the 25 year rate was relatively expensive at 5.28%.

10. Conversely, mid-September saw the low point for the whole curve, with the 5 year certainty rate falling to 4.31% before rebounding to 4.55% by the end of the month. Similarly, the 50 year certainty rate fell to 4.88% but finished the month at 5.13%.

11. Link Group forecast rates to fall back over the next two to three years as inflation dampens. The 50 years PWLB target certainty rate for new long term borrowing is currently 4.20% and is also forecast to stand at 4.20% by the end of September 2026.

12. Below is an interest forecast table for PWLB certainty rates, provided by Link Group.

	2024/25		2025/26				2026/27			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

25yr PWLB Rate	5.00	4.80	4.70	4.50	4.50	4.40	4.40	4.40	4.30	4.30
50yr PWLB Rate	4.80	4.60	4.50	4.30	4.30	4.20	4.20	4.20	4.10	4.10

Treasury Management Strategy Statement and Annual Investment Strategy Update 2024/25

13. The Treasury Management Strategy Statement (TMSS) 2024/25, which includes the Annual Investment Strategy, was approved by Full Council on 20 February 2024.

14. The TMSS requires revision in the light of a structural and operational change during the year, whereby the activity, responsibility and liabilities of the Swindon and Wiltshire Local Economic Partnership (SWLEP) have transferred to the Council.

15. The SWLEP Business Growth Unit provided loan funding to companies for capital projects from the 'Growing Place Infrastructure Fund' (GPIF). Many of these loans may fall outside the criteria previously agreed in the Council Loan Policy, so it has been necessary to revise this policy to ensure these loans and any new loans issued are within the policy framework.

16. The proposed changes and supporting detail for the changes are set out in appendix with additional test shown in red for ease.

17. There are no further policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary impact already approved.

The Council's Capital Position (Prudential Indicators)

18. 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

19. The following table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed by Full Council on 20 February 2024.

Capital Expenditure	2024/25 Original Budget £m	2024/25 Revised Budget £m
General Fund	191.673	164.783

Housing Revenue Account (HRA)	45.667	44.005
Commercial Activities/Non-financial investments *	18.335	17.567
Total	**255.667**	**226.355**

* 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

20. 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.

21. 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	2024/25 Original Budget £m	2024/25 Forecast £m
Total Capital Expenditure	**255.667**	**226.355**
Financed by		
Capital Receipts	2.532	4.569
Capital Grants	82.846	92.804
HRA	25.406	16.528
Revenue Contributions	0.00	7.056
Other (inc CIL/S106 Contributions)	9.236	12.790
Total Financing	**120.020**	**133.747**
Borrowing Requirement - GF	115.394	72.355
Borrowing Requirement – HRA	20.253	20.253
Borrowing Requirement – Total	**135.647**	**92.608**

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

Prudential Indicator – Capital Financing Requirement

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

Prudential Indicator – CFR	2024/25 Original Estimate £m	2024/25 Revised Estimate £m
CFR – General Fund	666.197	604.226
CFR – HRA	114.322	104.118
Total CFR	**780.519**	**708.344**

23. 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

24. 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 2024/25, which was approved by Full Council on 20 February 2024 and does not change throughout the year.

Operational Boundary for External Debt	2024/25 Original Estimate £m
Operational Boundary	804.229

Limits to Borrowing Activity

25. 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.

26. 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 2024/25 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

	2024/25 Original Estimate £m	2024/25 Current Position £m	2024/25 Revised Estimate £m
Borrowing	519.311	380.480	473.088
Other Long Term Liabilities	0.200	0.200	0.200
Total Debt	**519.511**	**380.680**	**473.288**
CFR	**780.519**	**708.344**	**708.344**

Prudential Indicator – Authorised Limit

27. 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 2024/25, which was approved by Full Council on 20 February 2024 and does not change throughout the year.

Authorised Limit for External Debt	2024/25 Original Estimate

	£m
Total Authorised Limit	821.447

Borrowing

28. The Council's Revised Capital Financing Requirement (CFR) for 2024/25 is forecast as £708.344m. 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.

29. The table in paragraph 26 shows the Council currently has borrowings of £380.680m and has utilised £327.664m of cash flow funds in lieu of borrowing. This figure includes £49.309m PFI liability, which when accounted for, results in a net internal borrowing position of £278.354m.

30. 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.

31. It is anticipated that some borrowing will be undertaken this financial year in order to unwind some of the Council's under-borrowed position.

32. The current forecast for interest expenditure for 2023/24 against budget is a small overspend of £0.034m.

33. A summary of the Council's borrowing position as at 30 September 2024 is detailed at Appendix 1.

Borrowing - Stone Circle

34. 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 31/03/2024 £m	2024/25 Revised Expenditure £m	Forecast Total Loan as at 31/03/2025 £m
Loans to Stone Circle	45.493	17.567	63.060

35. 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.

36. 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

37. 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

38. 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 2024, the Council has operated within the treasury and prudential indicators set out in the Council's TMSS 2024/25.

39. No future difficulties are envisaged for the current or future years in complying with these indicators.

Annual Investment Strategy

40. 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

41. 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. However, in the first half of 2024/25, the sovereign rating has proven to be robust.

Investment Counterparty Criteria

42. 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.

43. The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

Investment Portfolio 2024/25

44. As at 30/09/2024, the Council held £53.432m of cash investments and £20m of property fund investments with the CCLA. This compares to total investments of £102.056m as at 31/03/2024.

45. The average level of funds available for investment over the first six months of the year was £98.835m. The level of funds available was mainly dependant on the timing of payments, receipt of grants and progress on the capital programme.

46. A summary of the Council's investments as at 30 September 2024 are detailed at Appendix 2

Investment Performance 2024/25

47. The investment portfolio yield for the first six months of the year was 5.44% against a benchmark of 5.20% (90 day backward looking SONIA (Sterling Overnight Indexed Average) rate).   Therefore, the Council outperformed the benchmark by 0.24%.

48. 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.

49. 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.

50. 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

51. 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.

52. Due to a fall in property prices, the fund is currently valued at £16.644m. 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.

53. 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.

54. Once the investment income on the property fund has been adjusted for the associated fees, the net dividend income for the first quarter is £0.225m, which represents a net return of 4.52%.

Overview & Scrutiny Engagement

55. Financial Planning Task Group will consider this report on 15 November 2024. Any comments from the Task Group will be reported verbally at the meeting of Cabinet. Overview & Scrutiny Management Committee will also consider the report at their meeting on 27 November 2024.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

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

61. 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

62. All investments have been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.46%, which compares favourably with similar rates of other UK local authorities.

63. The primary management risks to which the Council is exposed are adverse movements in interest rates and the credit risk of counterparties.

64. Investment counterparty risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy.

Financial Implications

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

66. 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. When there is a

need for borrowing, advice will be sought on short-term and long-term options to ensure interest rate exposure is limited.

67. 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.

68. The change to the Third Party Loans policy has been as a result of the transfer of operations and liabilities from SWLEP. Although the loans issued as part of the GPIF have more risk of default, they are funded by existing grant so the default risk results in less funding from the grant being available to issue as new loans.

Legal Implications

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

Workforce Implications

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

Options Considered

71. Reporting Treasury Management performance forms part of the financial control environment and it is important to provide reporting on all aspects of Treasury Management activity and performance to Cabinet and the public, including delivery to plans, variances and risks and impacts.

Conclusions

72. The report supports effective decision making, ensures a sound financial control environment and ensures members are updated on the latest position for the Treasury Management activity for 2024/25.

Lizzie Watkin – Director, Finance & Procurement (S151 Officer)

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Appendices
Appendix 1   Borrowing Portfolio
Appendix 2   Investment Portfolio
Appendix 3   Third Party Loans Policy

Borrowing Portfolio as at 30 September 2024

Lender	Start Date	Maturity Date	Amount £m	Rate %	Annual Interest £m
Public Works Loan Board (PWLB)					
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			**320.123**		**10.621**

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
			36.000		**1.602**
Total Market Loans			**57.000**		**2.499**
Salix Loans					
Loan 1	01/11/2019	01/04/2025	0.207	0.00	0.000
Loan 2	01/03/2020	01/04/2026	1.641	0.00	0.000
Loan 3	01/07/2021	01/07/2027	1.509	0.00	0.000
Total Salix Loans			**3.357**		**0.000**
Total - All Loans			**380.480**		**13.120**

Appendix 2

Investment Portfolio as at 30 September 2024 (compared to the counterparty list)

Counterparty	Amount (£m)	Interest Rate (%)	Start Date	Maturity	Link Credit Rating (see next page for explanatory key)
National Bank of Kuwait (International)	10.000	5.29	04/07/2024	04/10/2024	Red – 6 months
Qatar National Bank	10.000	5.41	18/07/2024	18/10/2024	Red – 6 months
Money Market Fund - Black Rock	0.018	4.97	*	*	AAA
Money Market Fund - JP Morgan	0.001	4.87	*	*	AAA
Money Market Fund – Federated	14.987	5.03	*	*	AAA
Money Market Fund - Aberdeen Investments	18.416	5.01	*	*	AAA
Money Market Fund – BNP	0.010	4.96	*	*	AAA
Total	**53.432**				

* 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 September 2024

Counterparty	Amount £m	Dividend Rec'd ** £m	Current Valuation £m	Notes
CCLA – Property Fund	20.000	0.251	16.644	Current valuation unrealised – no impact on revenue
Total	**20.000**	**0.251**	**16.644**	

** Dividends received quarterly (up to 30 June 2024 only reported here, as Q2 dividend received a month in arrears)

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:
c)   credit watches and credit outlooks from credit rating agencies;
c)   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:

i)   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;
i)   Dark pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
i)   Light pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
i)   Purple – 2 years;
i)   Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries):
i)   Orange – 1 year;
i)   Red – 6 months;
i)   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

Third Party Loans Policy

1. Government changes in the way councils are funded has prompted local authorities to look at more innovative ways of supporting Business Plan priorities.

2. The primary aims of any investment, in order of priority, are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.

3. Whilst the Council does not wish to become a commercial lender in the market place it can use its ability to borrow, at relatively economic rates, to support the delivery of improved outcomes for the residents of Wiltshire. At the same time this will facilitate the creation of a relatively modest income stream to support the Council's overall financial resilience. All third party loans must demonstrate alignment to the Council's core objectives and priorities.

4. The intention of this policy is therefore to establish a framework within which the Council may consider advancing loans to third party organisations.

Types of Loan

Loans Defined as Capital Expenditure

5. The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.

6. A loan, grant or financial assistance provided by this Council to another body will be treated as capital expenditure if the Council would define the other bodies use of those funds as capital had it undertaken the expenditure itself.

7. Loans of this nature will be included in the Council's approved capital programme.

8. The Council's Minimum Revenue Provision (MRP) Policy sets out the MRP requirements in respect of capital loans.

Other Loans

9. Other loans refers to loans that do not meet the definitions of capital expenditure but still support the delivery of the Council's core objectives and priorities. Examples of this type of loan include working capital loans to the Council's Local Authority Trading Companies (LATC's) and loans to Wiltshire Schools to enable Academy conversion.

Growing Place Infrastructure Fund Loans

10. The Growing Places Infrastructure Fund (GPIF) was established by government as a programme in 2012, providing Local Enterprise Partnerships (LEPs) with funding to establish revolving investment funds.

11. In our area, GPIF loans have been issued by the Swindon and Wiltshire Local Economic Partnership (SWLEP). In June 2024, Wiltshire Council took on the functions and staff of the SWLEP, now the Swindon and Wiltshire Business Growth Unit (SWBGU), within the Economy and Regeneration department. This includes the operation of the GPIF revolving loan programme including the novation of loan agreements issued by SWLEP to Wiltshire Council. New loans may be issued by the council following the transfer of functions.

12. Wiltshire Council, as the accountable body for the SWBGU, holds the GPIF capital fund and interest payments in a ringfenced account on behalf of Swindon Borough Council and Wiltshire Council for investment which contributes to the sustainable economic growth of the area under the LEP transition governance arrangements

13. The GPIF loans provide funding to companies for capital projects that would otherwise not be deliverable, providing investments to companies in Swindon and Wiltshire to use towards capital elements of projects or to fund pre-revenue to companies.

14. These loans are issued and are expected to be repaid in full and may be offered with no security and as such are risker than other loans the council would otherwise issue.

15. The governance for these loans is managed through a GPIF working group, which seeks to advise on the day-to-day operation of the GPIF fund to ensure it is well managed with a view to supporting on the on-going economic growth of the area whilst safeguarding the integrity of the loan capital and its revenue generation capability

16. The decisions and business of the GPIF Working Group are subject to the overview and scrutiny of the Joint Management Partnership and Joint Oversight Partnership which sits between Swindon Borough Council and Wiltshire Council to manage these shared functions, and which reviews the programme's operation.

17. The S151 Officer may veto or pause the issue of a loan agreement if the due diligence work flags serious concerns or they believe that the governance processes have not been fully implemented by the GPIF Working Group. The S151 Officer will also have oversight of new GPIF loans to be awarded and the interest rate to be set, amendments to repayment schedules which may arise from-time-to time, and enforcement of the terms of the GPIF loan agreement terms to reclaim funds.

Loan Framework

18. All loans, with the exception of loans to Wiltshire Schools to enable Academy conversion and the GPIF loans described in the above paragraphs, must be secured against an asset or guaranteed by a public sector organisation with tax raising powers.

19. The maximum loan to value will not exceed 80% of the security.

20. The maximum duration of the loan will be 25 years, but the loan period must not exceed the useful life of the asset.

21. An independent valuation of the asset upon which the loan is secured will be undertaken by the Council.

22. A robust business case must be developed that demonstrates that the loan repayments are affordable.

23. The on-going value of the asset(s) that the loan has been secured against will be valued on a 5 year basis. A charge to revenue may be required if the equity value falls below the debt outstanding or if it becomes clear that the borrowing organisation is unable to service the debt.

24. Guarantees will be called upon if the lending organisation falls into arrears in line with the clauses set out in the signed loan agreements.

25. Given the administrative costs incurred in both establishing and managing loans of this nature an administration/arrangement fee will be applied to each loan made. The arrangement fee will be no more than 1.0% of the value of the loan value.

26. All loan proposals (including any loan re-scheduling) must be agreed with the Director of Finance and Procurement (S151 Officer) in conjunction with the Council's Treasury Management team.

Limits

27. No specific maximum limits are proposed but all loans must be approved as set out above.

28. Loans less than £0.250m will not be considered.

Subsidy Control and Interest Rates

29. Following the UK exit from the EU the State Aid Rules ceased to have effect. The UK then became subject to the subsidy control provisions of the World Trade Organisation (WTO), existing Free Trade Arrangements (FTA), and those of the Trade and Cooperation Agreement (TCA). This change came into effect on 1 January 2021. These three set of controls have different definitions and

provisions. However, it is unlikely that Wiltshire Council will be in breach of WTO and FTA arrangements if it observes the TCA Subsidy Control Provisions. It is expected that the control regime will be monitored and enforced by a body established by HM Government similar to the Competition and Markets Authority. HM Government's Technical Note on Subsidy Control observes that there may be a consultation in early 2021 to determine a "bespoke approach" with secondary legislation to follow. Nonetheless the TCA subsidy controls are enforceable now through the UK Courts.

30. The principles and terminology contained in the TCA subsidy control reflect State Aid legislation. It is to be expected that the new regulator and the Courts when implementing TCA subsidy control will have in mind the previous State Aid procedures and that there will be analogous reasoning. In general, the parameters of the new scheme will not permit subsidies from state bodies that amount to "financial assistance" to be made which confers an economic advantage on one or more economic actors not available on market terms. This, the TCA specifically identifies, includes a direct or contingent transfer of funds such as direct grants, loans or loan guarantees. Not for profit organisations often undertake commercial activities in order to support the delivery of non-commercial activities and so can be classified as "economic actors" falling into this control regime. An economic advantage given to an actor will not be a subsidy if the state is acting in a way that a rational private investor would, for example in providing loans or capital on terms that would be acceptable to a genuine private investor who is motivated by return and not policy objectives. This is because the beneficiary is not considered to be obtaining an advantage from the State but on the same terms that it could have obtained on the open market.

31. Until further certainty is given by proposed legislation and regulators the actual interest rate charged on third party loans will be set with reference to the minimum permitted within State Aid rules operational in the EU at the time of fund advance and the Council's cost of borrowing plus an appropriate credit risk margin, whichever is higher.

32. If there is any doubt as to whether Subsidy Control may be an issue, Legal advice must be sought.

Governance Arrangements

33. Loans Defined as Capital Expenditure require Cabinet approval in order to be added to the Capital Programme and will be supported by a full business case.

34. The Director of Finance and Procurement (S151 Officer) has delegated authority for awarding loans to schools, in order to assist with their conversion process to become an academy. Specific delegation was awarded by Cabinet at their meeting of 17 May 2016, minute number 63.

35. Growing Places Infrastructure Fund loans are given within the governance framework set out in paragraph 13.

36. All other loans must be approved by Cabinet supported by a full business case. Specific details in relation to drawdown of approved loan facilities must be specified as part of each business case.

37. Due-diligence checks will be undertaken to test the underlying assumptions set out in each business case. These checks will include but are not limited to independent credit checks and future cashflow forecasts.

Financial Risk

38. Where the Council issues capital loans to third parties (including to its own commercial companies), the expectation is that the funds lent will be re-paid in full at a future date.

39. However, the Council is required to consider the potential impairment of all loans that it issues to third parties on an annual basis to comply with International Financial Reporting Standards (IFRS 9). Where it is considered that there is a risk that any loan will not be re-paid, the Council will need to consider the level of any impairment, in full or in part) as appropriate. Impairments represent a real financial cost to the Council and are charged to the Council's General Fund revenue budget.

Exemptions

40. Exemptions to this policy may be considered but any exemption will need to be approved by Full Council.

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Corporate Performance and Risk Monitoring Report 2024-25 Q2**
Cabinet Member:	**Cllr Richard Clewer - Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing**
Key Decision:	**Non-Key**

Executive Summary

This report provides a quarter two update on performance against the stated missions in the Council's Business Plan 2022-32.

Proposals
Cabinet is asked to note and agree:

1) Performance against the selected measures mapped to the Council's strategic priorities.

2) The Strategic Risk Summary.

Reason for Proposals

To provide Cabinet with a quarterly update on measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32.

To provide Cabinet with a quarterly update on the Council's strategic risks and the current position of threats, and potential threats, the Council faces in delivering its services, responsibilities and ambitions.

Lucy Townsend
Chief Executive

Wiltshire Council

Cabinet

19 November 2024

Subject:	**Corporate Performance and Risk Monitoring Report 2024-25 Q2**
Cabinet Member:	**Cllr Richard Clewer** **Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing**
Key Decision:	**Non-Key**

Purpose of Report

1. This report provides an update on performance against the stated missions in the Council's Business Plan and the current position of threats, and potential threats, the Council faces in delivering the Business Plan.

2. It provides measures of performance using data available at the end of Quarter 2 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 2024/25 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.

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. 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 (POBs) and Groups (POGs) to inform recommendations and drive improvements. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.

9. Risks are also owned by the service to which they relate, and are identified, scored, managed and reported on in accordance with the Council's recently updated Risk

Management Policy. Support to services in managing their risks is provided by the Executive Office.

Main Considerations for the Council

Performance

10. The new Central POB continues to operate, meeting monthly and chaired by the Chief Executive Officer. Membership consists of the Corporate Leadership Team, as well as the Council Leader and Deputy Leader. The Central POB focuses on challenges to performance and horizon scanning, with recent meetings focused on in-depth discussions around Planning and the Housing Revenue Account (HRA).

Corporate Performance Scorecard

11. Changes made in Q1 have been retained, with a light-yellow background to the Scorecard in Appendix 1 indicating that a measure has been updated, and a white background indicating that no new data was available this quarter. In addition, narratives on the Scorecard are no longer replicated on this report, except where additional contextual information is provided.

12. No new data is available on the educational gap at Year 1 or Key Stage 4, nor on educational outcomes at Key Stage 4, either overall or specific to SEND, as exams and marking were still underway at the time the report was compiled. The next update to these datasets is expected to be published in the autumn.

13. Following Ofsted's decision[1] to scrap single-word judgements of overall effectiveness during Q2 2024/25, the two measures reporting on the percentage of schools and the percentage of early years settings rated good or outstanding have been removed from the Performance Scorecard. Alternative indicators for school and early years effectiveness will be explored, once more is known about the proposed replacement report cards.

14. No new data is available for the number of EHCPs issued within 20 weeks on time with no exceptions. Data for Q2 will be included in the Q3 2024/25 report.

15. Annual data for the percentage of children and adults who are physically active was updated for the Q1 2024/25 report. This measure next be updated for the Q1 2025/26 report.

16. Road resurfacing activities are being funded from three sources during 2024/25: A & B roads are being resurfaced via machine surfacing from the DfT Structural Maintenance Block; The surface dressing programme is funded from the DfT Road Resurfacing Fund; C & unclassified activity is funded from the Wiltshire Council Increased Highway Investment Tranche 1. The Wiltshire Council Increased Highway Investment Tranche 2 is to be used in 2025/26. Targets for 2024/25 have been updated since first reported in Q1.

17. No new data is available for the percentage of cars found speeding by Community Speedwatch Teams. Data for Q2 will be included in the Q3 2024/25 report.

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[1] Ofsted Consultation outcome: "Hearing feedback, accepting criticism and building a better Ofsted: the response to the Big Listen: Hearing feedback, accepting criticism and building a better Ofsted: the response to the Big Listen - GOV.UK (www.gov.uk) [Accessed 16/10//2024].

18. Since preparation of the data in Appendix 1, an issue has been identified in the way reported antisocial behaviour cases have been recorded in the new ARCUS system. This issue has already been addressed by making certain fields mandatory before a case can be closed. The public protection team are now reviewing all cases to ensure they have been closed correctly. Following this, all data on the percentage of reported antisocial behaviour cases resolved within 60 days will be updated for the Q3 2024/25 report.

19. Since April 2024 Public Health have embedded a new digital function for collecting data from the NHS healthcare programme delivered in Primary care. During this transition period and Primary Care getting used to a new data reporting system, the Q1 figures for the uptake of NHS health checks previously submitted have now been amended. The new data system ensures a consistent approach in collating this data from each GP Practice. The reason for the decrease in uptake in Q1 from previously submitted figures is due to the variation in the time period at which patients are invited. There is now consistency with inviting those patients every 5 years as in line with the best practice guidance for this programme. There has been an increase in the numbers offered an NHS Health Check in Q1 2024/25 compared to Q4 2023/24. This is typical in Primary Care where we see an uplift in Q1 compared to previous financial years quarters. The numbers of invitations sent is 14% lower in Q1 2024/25 than Q1 2023/24. Those taking up a health check has decreased in number in Q1 compared to the same quarter in 2023/24, however the uptake percentage has increased slightly to 31%. The Q2 figures are provisional, as these need to be quality assured. Q2 shows a similar trend with an increase in the number of health checks offered and broadly similar uptake of people receiving a health check. The average over Q1 and Q2 shows an increase in the numbers of people invited for an NHS Health Check and a slight decrease in the numbers of people taking up the offer. Public Health are confident that the data collected from Ardens Manager reflects activity within Primary Care.

20. No new data is available for the percentage of 16-17-year-olds who are NEET. Data for Q2 will be included in the Q3 2024/25 report.

21. No new data for Gross Weekly Pay, Regional GVA or RFQ Skills level have been published since the most recent annual update reported in Q1 2024/25. These are annual measures and are not expected to be updated again until Q1 2025/26.

22. No new data on the number of rail journeys has been published since the previous scorecard reported in 2023/24 Q4. The next update to this dataset is expected to be published in December 2024 and will be included in the Q3 2024/25 report.

23. New data on the percentage of 4G mobile phone coverage indoors from all providers is an interim update to 2023's dataset and shows continual improvement.

24. No new data for Wiltshire's greenhouse gas emissions or Wiltshire Council's carbon emissions have been published since the last scorecard reported in Q1 2024/25.

25. No new data for the number of hectares of new tree/woodland planting is available. The tree-planting season will take place over Q3 and Q4 and progress will be reported in the Q3 2024/25 Performance Scorecard.

26. No new data for Wiltshire's renewable energy capacity or the percentage of energy performance certificates at levels A-C have been published since the last scorecard reported in Q1 2024/25.

Risk

27. Risks are now being identified, managed and reported under the new Risk Management Policy, approved by Cabinet in May (item #66), which involves risks being scored against the new 5x5 scoring matrix.

28. Risks continue to be identified, defined, reviewed, and managed in service areas.

29. A review of the Council's strategic risks has now been completed. The 18 new strategic risks, agreed by CLT, cover a broader range activities conducted by the Council and better reflect the strategic threats to the Council's ambitions, responsibilities and strategic priorities.

30. These new risks are reported in the Strategic Risk Summary, attached as Appendix 2. The overall level of current risk is Medium.

31. The inability to meet increasing demand for EHCPs and support to children with SEND within available budgets remains as an issue, meaning that the risk is now present. The impact of SEND Transformation activity is not yet evident, as demand for EHCPs remains high and support to children with SEND within available budgets remains an issue, meaning that the risk is now present. Officers continue to work to mitigate the issue through actions to implement the Safety Valve management plan.

32. The strategic risk on failures in corporate health, safety and wellbeing (STR-24-09) is currently a high risk that exceeds its appetite. A full review has been undertaken following a transfer of the service to a different Directorate and an improvement plan developed, with key projects prioritised and supporting budget established. Early priorities include new governance, new software, roll out of personal protection devices, and targeted training. Increased reporting and action plan updates are also planned, and the first meeting of the Strategic Health and Safety Board is scheduled. In addition, a programme of internal audits is underway, instigated by the Director of Assets, to cover both this and the strategic risk relating to a failure to achieve full statutory landlord compliance (AF-24-01). An improvement plan will be discussed by November's Overview and Scrutiny Management Committee.

33. The previously reported issue around staff capacity, recruitment and retention is no longer considered an issue and has therefore been de-escalated to a strategic risk for ongoing monitoring and mitigation.

34. The previously reported emerging risk on the financial impact of global events is now better understood and has been incorporated into strategic risk FI24, an inability to withstand the impact of excessive inflation on suppliers.

35. The previously reported emerging risk on additional service pressures has also been removed, as it is no longer considered to be an area of strategic concern.

36. There are 208 risks currently 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.

37. Officers continue to meet regularly with Internal Audit to review progress against the agreed action plan, which was reported to November's Audit and Governance Committee meeting. Work continues to progress well on outstanding actions, which are almost complete.

Future Developments

38. The Office for Local Government is reported to be pushing ahead with work to expand its data gathering, despite ministers pausing its early warning conversations, pending a review of Oflog's long-term role by the end of the year. It is understood that a new version of Oflog's Data Explorer is current being tested.

Safeguarding Implications

39. There are no direct safeguarding implications arising from the report. However, performance for a number of key metrics relating to the safeguarding of children and adults is reported, allowing for strategic oversight of safeguarding considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Public Health Implications

40. There are no direct public health implications arising from this report. However, performance for a number of key public health metrics is reported, allowing for strategic oversight of public health considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Procurement Implications

41. There are no procurement implications arising from this report as it is for information only and no decision is required.

Equalities Impact of the Proposal

42. There are no equalities implications arising from this report as it is for information only and no decision is required.

Environmental and Climate Change Considerations

43. There are no direct environmental implications arising from this report. However, performance for a number of key environment metrics is reported, as are two climate-related risks, allowing for strategic oversight of environmental and climate change considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Workforce Implications

There are no direct workforce implications arising from this report.

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

44. This is not applicable as the report is for information only and no decision is required.

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

45. This is not applicable as the report is for information only and no decision is required.

Financial Implications

46. There are no direct financial implications arising from this report as it is for information only and no decision is required.

Legal Implications

47. There are no direct legal implications arising from this report as it is for information only and no decision is required.

Overview and Scrutiny Engagement

48. The Overview and Scrutiny Management Committee is due to consider this report and associated appendices in its meeting on 27th November 2024.

49. At their meeting on 12 September 2024, the Committee asked a number of questions relating to measures on the 2024/25 Q1 Corporate Performance Scorecard.

50. The discussion was captured fully in the minutes, and all actions and follow ups have been completed.

Options Considered

51. There are no options to consider as the report is for information only and no decision is required.

Conclusions

52. This report brings together the list of corporate performance indicators and supplementary commentary to provide further context around the Council's activities in these areas, as well as strategic risks that may prevent the Council from achieving its responsibilities and strategic ambitions.

Perry Holmes
Director - Legal and Governance

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Appendices
Appendix 1 – Performance Scorecard 2024/25 Q2.
Appendix 2 – Strategic Risk Summary 2024/25 Q2.

Background Papers

Risk Management Policy 2024.

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Wiltshire Council Performance Scorecard - 2024/25 Quarter Two

Of the 56 indicators on this scorecard 46 (82.1%) 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. Grey indicates a measure is slightly outside the target but heading the correct direction, or is likely to be on target by the stated deadline. Red is substantially worse than target. The graph to the right summarises how many measures fall into each category.

All measures show a rolling 12-month average or cumulative total, unless stated, with most recent figures presented even though these may not represent a full quarter.

Figures for the previous two quarters or years may have been updated since first reported to incorporate new or updated data.
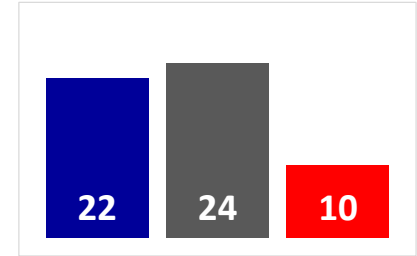
| 22 | 24 | 10 |

| Gold shaded measures have been updated this quarter | Unshaded indicators have no new data available this quarter |

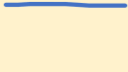| Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We Get the Best Start in Life									
Educational Gap: Phonics (The percentage point gap at Year 1 between pupils receiving the pupil premium and their non-disadvantaged peers - achieving phonics. The gap specific to maintained and academy schools is also provided.) Source: Nexus	Below national benchmark (16.6%) by August 2025	21.0% (2021/22)	23.7% 22.8% (M) 23.1% (A) (2022/23)	**19.9%** Provisional **19.2% maintained** **20.5% academy**	Jun-24	annual - academic year	⬇ Lower is better		Early provisional data suggests we have reduced the educational gap since last year. Final published data is likely to change once full vaidation has been completed nationally and will be available in September/October. This remains a priority area for improvement aligned with the disadvantaged strategy.
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	31.7% (2021)	32.2% (2022)	**32.6%** **23.5% maintained** **38.4% academy**	Aug-23	annual - academic year	⬆ Lower is better		The target is to reduce the gap to be in line with national at 27% by August 2025. The strategy is to continue the positive trajectory of maintained school outcomes in all areas, accelerate outcomes in academies to address the gap and to extend our reach to schools and secure wider engagement. Factors contributing to outcomes in maintained schools include the 3 year systematic, structured SIA programme, responsive strategy, CPD, significant partnerships and collaborations and a tiered approach. The gap is not as large in the maintained schools, but there is a caution in that only 4 schools are maintained in then Secondary sector. The performance though is encouraging. The gap is wider with academies but even within this, there is variance between Trusts and within Trusts. Academies have engaged in the Affordable School Strategy and through the Wiltshire Learning Alliance this year. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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%	52.5% (2021)	48.6% (2022)	**44.8%** **31.7% maintained** **46.6% academy**	Aug-23	annual - academic year	↓ Higher is better		Wiltshire performance for 2023 was 44.8%, which is a slight decrease from 2022 at 48.6%. The national level for 2023 was 45.3%. Caution should be taken when looking at the performance of maintained schools against academy given the number of schools that are maintained is significantly smaller. Please note that the academy data includes the grammar school sector, which makes comparisons in KS4 slightly nuanced. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
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%	6.6% (2021)	9.9% (2022)	**8.0%** **6.6% maintained** **8.6% academy**	Aug-23	annual - academic year	↓ Higher is better		The national level for 2023 was 6.6%. Caution should be taken given the low numbers of SEND pupils in the four maintained schools. The overall performance of SEND pupils in academies is a positive in terms of performance outcomes and correlates with the overall profile across the whole sector. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
Percentage of EHCPs issued within 20 weeks on time with no exceptions Source: Wiltshire Council	Above 40%	26.0% (Q3)	26.2% (Q4)	**24.3%**	Jun-24	average over last 12 months	↓ Higher is better		Q1 performance was variable, with a low in May of 20% but two stronger months in April and June (29% and 34% respectively). Early figures for July show timeliness at 44% and our average monthly timeliness for Q1 (28%) is higher than the average for the previous 3 quarters (23.5%). Demand for assessments continues to be high in Wiltshire. There continues to be fluctuations in the monthly request rate but overall the upward trend in demand continues.

We Stay Active

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of Children who are Physically Active Source: Active Lives Children and Young People Survey, Sports England	Above 60% over course of Business Plan	53.7% (2020/21)	47.8% (2021/22)	**56.7%**	Jun-24	annual figures with a 1 year lag	↑ Higher is better		The most recent data from 2022/23 has seen an upward trend in Wiltshire of around a 9% increase from the previous year. This is encouraging following a slight drop in children's physical activity levels in 2021/22. Whilst the average for England (47%) has stayed relatively stable, this years' data shows Wiltshire is now above the national average. However, it is worth noting the England values are drawn on a larger sample from each of the local authorities so caution is needed when interpreting the data. Sport England suggest caution when comparing with previous academic years due to a difference in the response profile.
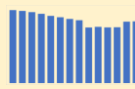
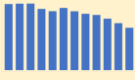| Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of Adults who are Physically Active Source: Sports England Active Lives Survey	Above 75% over course of Business Plan	72.9% (2020/21)	71.9% (2021/22)	**70.6%**	Jun-24	annual figures with a 1 year lag	⬇️ Higher is better		Although there was a small variation around 70-72% in each of the last four years, the data for Wiltshire (70.6%) continues to be above that for England (67.1%) and similar to that for the region (71.7%). Wiltshire figures are not quite on target but the slight dip in figures in 2022/23 are in line with national and regional reflections. Data is based on subjective survey responses.
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	Above 2,000,000 per year	1,792,494 (Q4)	2,118,123 (Q1)	**2,372,842**	Sep-24	cumulative total over last 12 months	⬆️ Higher is better		The 5.5% decrease in footfall compared to Q1 is a result of the three gym development projects at Devizes, Five Rivers and Olympiad taking in place in the period. The gym equipment at Five Rivers and Devizes was reappointed in the sports hall, which also had an impact on attendance in the sports halls and gym users due to the reduced offer. Olympiad gym was closed for a 3 week period as there was no alternative space for the gym to be relocated. Lime Kiln had a building refresh that caused some areas of the facility to close for short periods of time, which will have impacted overall attendance.
Number of library visits (Cumulative total over 12 months) Source: Wiltshire Council	Above 1,500,000 per year	1,275,043 (Q4)	1,323,032 (Q1)	**1,333,954**	Sep-24	cumulative total over last 12 months	⬆️ Higher is better		At the end of Q2 library visits are up 9.6% compared to the same 6 month period last year and are at 81.8% of pre-pandemic levels, mirroring the national trend. Work on improving visitor numbers continues, including delivering 19 author and reading group events as part of the £30k Arts Council Funded project the Reading Roadshow.
Percentage of people in their own homes 91 days after entering the reablement service Source: Wiltshire Council	Between 80% and 90%	83.80% (Q4)	84.40% (Q1)	**85.10%**	Sep-24	average over last 12 months	⬆️ Higher is better		The outcome at 91 days shows the longer-term affects 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.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We are Safe									
Repeat referrals to Children's Services (% referrals within 12 months of previous referral) Source: Wiltshire Council	Between 14% and 20%	17.5% (Q4)	18.1% (Q1)	**18.2%**	Sep-24	average over last 12 months	↔ Lower is better		Whilst our rate remains within target, we have seen an upward trend over the last four quarters. Audits have assured us of appropriate threshold application, although this will be monitored by way of detailed exception reporting into POB each quarter given the continued rise. A further audit will take place in Q3 to provide additional oversight and assurance.
Percentage of children in care fostered within Local Authority provision (Excludes Connected Carers) Source: Wiltshire Council	Between 42% and 48%	41% (Q4)	41% (Q1)	**40%**	Sep-24	average over last 12 months	↓ Higher is better		Performance has dipped slightly during Q2. There has been a significant increase in foster carers recruited in Q1, which continues into Q2 alongside the launch of the South West Fostering Recruitment and Retention Hub, which is a positive direction of travel for increasing our number of foster carers.
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%	96.8% (Q4)	97.5% (Q1)	**97.9%**	Sep-24	average over last 12 months	↑ Higher is better		This sustained position of strong performance is not only within the target range but is also showing a clear upward trend. A strong emphasis on partnership working between social care, health services and police, and other relevant agencies has enhanced the speed and quality of safeguarding interventions and outcomes. This coordinated approach ensures that risks are identified and managed efficiently, leading to better protection for vulnerable adults and their desired outcomes.
Number of adult social care (ASC) care home providers currently rated inadequate in CQC Inspections Source: Care Quality Commission	0 (no inadequate providers)	0 (Q4)	0 (Q1)	**0**	Sep-24	current position	↓ Lower is better		There are no care homes in Wiltshire currently rated by the CQC as Inadequate.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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	24.5 (Q4)	24.8 (Q1)	**19.5**	Sep-24	average over last 12 months	Lower is better		This cumulative metric looks at the number of new admissions of younger adults to residential and nursing care homes. This measure includes admissions following a discharge from hospital, if the adult was in residential or nursing prior to hospital, this is still counted as a new admission. Over the last rolling year there has been a steady increase in the number of admissions. Some of the increase can be attributed to the introduction of the Moving on Service and younger adults in residential placements transitioning across from Children's to Adult Services - the service started last August. We continue to consider alternatives as part of our transformation work, although we are aware that we have a shortage in accommodation options to support people in the community. A full review is being led by Commissioning to further understand changes seen in demand and mapping/planning for sufficient placements going forward.

Road Safety

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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	73.30% 2,228 (Q4)	80.70% 2,004 (Q1)	**81.09%** 1,968	Sep-24	average over last 12 months	Higher is better		The trend in the numbers of overall reports has decreased, attributable in part to seasonality but also believed to be due to increased resources deployed on minor surface repairs. Previous improvements across all defect categories, in relation to repairs undertaken in the requisite intervention time have been maintained. Graph for P1 potholes shows quarterly data. Graphs for P2 and P3 potholes shows monthly data.
Percentage of reported P2 potholes repaired within 14 days (Does not include "Find & Fix") Source: Wiltshire Council		60.13% 208 (Q4)	70.43% 189 (Q1)	**74.15%** 186	Sep-24	average over last 12 months	Higher is better		
Percentage of reported P3 potholes repaired within 28 days (Does not include "Find & Fix") Source: Wiltshire Council		79.85% 438 (Q4)	85.28% 392 (Q1)	**86.54%** 382	Sep-24	average over last 12 months	Higher is better		

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 (64.9 miles)	103.64% 118.04 (Q4)	108% 81.2 (Q1)	**114.43%** 92.91	Sep-24	cumulative total over last 12 months	Higher is better		Over the summer machine surfacing has progressed well and the surface dressing programme is complete, allowing the Micro Asphalt work to commence. Specialist surfacing of sites is now underway, with completion expected by the end of November. C& UC roads – 101 sites on C and unclassified roads have been identified: assessments are ongoing, with some works expected to be completed during 2024/25. However, the extent of these is not yet known. Targets for 2024/25 have been updated since first reported in Q1. Please see the report for additional information.
Percentage of cars found speeding by Community Speedwatch Teams Source: Wiltshire Police		3.84% (Q3)	3.55% (Q4)	**3.11%**	Jun-24	average over last 12 months	Lower is better		There has been a 44% reduction in the number of educational letters sent out by the Community Speed Watch team in Q1 2024 compared to Q1 2023, suggesting that community enforcement is having an impact on driving behaviour. Five more officers have joined the Wiltshire Police Roads Policing Unit (RPU). The team issued over 2390 tickets in Q4 and Q1 to motorists for various road offences. Operation Tramline is running every month and in April the main focus was on mobile phone enforcement. An insurance operation focussed on the M4 on conjunction with other police forces saw 12 vehicles seized off the M4 in Wiltshire - the highest in the region.
Public Protection									
Percentage of reported antisocial behaviour cases resolved within 60 days Source: Wiltshire Council	90% or over	79% (Q2)	77% (Q4)	**42%**	Jun-24	current position with a 1 quarter lag	Higher is better		The 60-day figure is an indication of case complexity, not just efficiency in closing cases. Over the last two quarters, significant resource has been put into implementing the PSPOs in Salisbury and Devizes and pulling together data with the police for an additional PSPO to be consulted on in Chippenham in the new year. Nine fixed penalty notices have been served for street drinking in Salisbury and the Devizes PSPO will go live this month. Wiltshire Council's role is to pursue these for payment and prosecute where there is a default. This last quarter we have been dealing with a number of complex ASB cases that have required multi-agency responses and hence has taken the resolved date beyond the 60 days. The team has been operating under reduced resource as recruitment to vacant post has proven unsuccessful however, we are hopeful the next round will prove successful and bring the team back up to a full resource level.
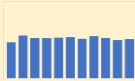
Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
					We Live Well Together				
Stability for Looked after Children									
Percentage of Looked After Children Placed more than 20 Miles from Home (Excludes unaccompanied asylum seeker children) Source: Wiltshire Council	Between 34% and 37%	39% (Q4)	39% (Q1)	**39%**	Sep-24	average over last 12 months	Lower is better		Performance continued strongly from the end of Q1 into Q2 with a smaller quarterly rate of CLA placed more than 20 miles from home, although the rolling annual rate remained constant. This is encouraging, especially given significant placement sufficiency challenges. In the current climate this remains strong performance.
Percentage of Care Experienced Young People in Suitable Accommodation (% of 19-21 year old care experienced people in suitable accommodation) Source: Wiltshire Council	Between 90% and 100%	94% (Q4)	94% (Q1)	**94%**	Sep-24	average over last 12 months	Higher is better		We continue to be ambitious having recently stretched our target from 85-95% to 90-100%. Performance has remained strong and within the new target range.
Public Health									
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	45% or over (Return to pre-Covid level)	35.2% 40,338 (Q4)	35.3% 38,690 (Q1)	**32.5%** Provisional 42,750	Sep-24	average over last 12 months with a 3-month lag	Higher is better		There was an increase in the numbers offered an NHS Health Check in Q1 2024/25 compared to Q4 2023/24, which is typical in Primary Care where there is typically an uplift in Q1. However, the number of invitations sent is 14% lower in Q1 2024/25 than Q1 2023/24 and those taking up a health check has also decreased in number in Q1 compared to the same quarter in 2023/24, although the uptake percentage has increased slightly to 31%. Q2 data is provisional, pending quality assurance, but shows a similar trend with an increase in the number of health checks offered and broadly similar uptake of people receiving a health check. The average over Q1 and Q2 shows an increase in the numbers of people invited for an NHS Health Check and a slight decrease in the numbers of people taking up the offer.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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	35% or over	45.93% 479 (Q3)	47.76% 501 (Q4)	**48.88%** 372	Jun-24	average over last 12 months with a 9-month lag	↑ Higher is better		Q1 has been a mobilisation period for Ardens Manager, the new function to collect Primary Care data for Smoking Cessation. The decrease in numbers setting a quit date and achieving a four-week quit are accurate at the time of submission. Nationally there have been issues with data collection due to changes made by NHS digital reporting requirements. Public Health are working with Ardens Manager and Primary Care to ensure that the data collected accurately reflects activity. Public Health are also in the process of utilising the smokefree generation grant to train more stop smoking practitioners in primary care, so increase the capacity of those delivering this service, which should in time result in an increase in numbers.

We ensure decisions are evidence-based

Participation

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Open rate for resident e-newsletters (Monthly average) Source: Mailchimp	Above 45%	50.9% (Q4)	52.5% (Q1)	**50.1%**	Sep-24	current position	↓ Higher is better		We have seen a slight reduction in open rates during Q2, possibly due to a technical issue that meant enewsletters didn't reach the full distribution list. However, open rates remain above target and are strong compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%).

We have the Right Housing

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Delivery of Affordable Housing Source: Wiltshire Council	650 homes per financial year	532 (Q4)	486 (Q1)	**438**	Sep-24	cumulative total over last 12 months	↓ Higher is better		Numbers for Q2 are down previous quarters and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders. We are also aware of a delay to the delivery of some Affordable Housing units due to the need for phosphate mitigation.
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	3,984 (Q4)	4,034 (Q1)	**3,678**	Sep-24	current position	↓ Lower is better		We are seeing a small decrease in the total number of households on the housing register that, compared nationally, is a big achievement as the demand for social housing remains high. We continue to review old applications and this will be a focus again this year to ensure the data remains as up to date and accurate as possible. The demands however are extremely high with backlogs of around six weeks to process applications.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Total Households in Temporary Accommodation Source: Wiltshire Council	Below 110 placements	125 (Q4)	103 (Q1)	**124**	Sep-24	current position	⬆ Lower is better		Over the past year we have had a real focus on trying to reduce the total number of households in temporary accommodation following a peak of 184 in May 2023. This has been a huge success with a significant reduction in numbers when demand continues to increase. Although Q2 2024/25 is showing an increase, only 97 of these are in temporary accommodation, which is below the current target. However, the figure reported, which is also reported to central government, includes 27 homeless at home, which gives the reported figure of 124.
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%	87% 134 (Q4)	93% 128 (Q1)	**94%** 137	Sep-24	average over last 12 months	⬌ Higher is better		During Q2 there has been an understandable decline from the previous quarter's 100% completion rate over the last 12 months. We are still recruiting to vacancies in order to improve performance. During Q2 only three applications of the 37 determined missed the agreed target.
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%	90% 3271 (Q4)	94% 3108 (Q1)	**95%** 2991	Sep-24	average over last 12 months	⬆ Higher is better		Performance over the last 12 months has remained similar to the previous period. We are still recruiting to vacancies in order to improve performance. During Q2 only 24 applications out of 670 determined missed the agreed target.

We have the Right Skills to Prosper

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Unemployment (percentage of the work age population [16+] claiming out of work benefits) Source: NOMIS	Below national average (4.3%)	2.2% (Q4)	2.2% (Q1)	**2.3%**	Aug-24	current position	⬌ Lower is better		Wiltshire's Claimant percentage at 2.3% is consistently lower than the national average at 4.3% and the South West at 2.9%. This represents no significant change from the previous quarter. The numeric value has seen a steady increase over the last quarter from 6700 to 7255.
Youth Claimant Rate (percentage of 18-24-year-olds claiming out of work benefits) Source: NOMIS	Below national average (5.3%)	3.4% (Q4)	3.2% (Q1)	**3.4%**	Aug-24	current position	⬌ Lower is better		Wiltshire's rate is 3.4%, matching 3.4% across the South West and lower than the 5.3% nationally. Historically, Wiltshire has aligned with the South West level. There is a slight increase in numbers on the previous quarter from 1135 to 1200.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
% 16-17-year-olds who are NEET Source: Wiltshire Council	Between 2% and 2.6%	2.1% (Q3)	2.7% Provisional (Q4)	**3.0%** **Provisional**	Jun-24	current position	↑ Lower is better		Note that Q4 and Q1 data is provisional as the data has not yet been validated by the DfE - they have notified LAs there is a delay (reason unknown). We (and other LAs) normally see an increase in NEETs at this point of the year as our rate of "Unknowns" decreases and we obtain the EET status of these young people. Nationally we perform well with a very low "Unknown" rate. The average rate for Q1 was 2.8% compared to an average of 2.7% in Q1 of the previous year, showing a marginal increase.
% care-experienced 16-17-year-olds who are EET Source: Wiltshire Council	Between 65% and 75%	60% (Q4)	57% (Q1)	**55%**	Sep-24	average over last 12 months	↓ Higher is better		Performance in Q2 has dropped below the target range. However, our end of year reconciliation shows improved performance overall compared to the previous year. Exceptions reporting continues to be in place with additional resource through the virtual school to provide increased oversight.
Gross weekly pay (Gross weekly pay by workplace) Source: ONS annual survey of hours and earnings	Above the national rate (£682.60)	569.3 (2021)	610.8 (2022)	**£646.00**	2023	annual figures	↑ Higher is better		Workplace earnings remain below residential earnings (£669.10 per week). While minor, the gap is once again widening between workplace earnings and residents earnings meaning residents still commute for higher paid opportunities. This should be monitored and considered in future plans.
Regional GVA (Value generated by economic activity in £ per million) Source: ONS	Above South-West average (£15,609m)	£11,216 (2020)	£12,285 (2021)	**£12,912**	2022	annual figures with a 2-year lag	↑ Higher is better		Wiltshire's GVA for 2022 is £12,912M, a 15% increase on 2019. This is lower than the average South West increase of 18%, however across county areas, the average increase is 15.4% since 2019.
RFQ Skills Level 4 (Percentage of 16-64 year olds qualified to RFQ Skills Level 4) Source: ONS Annual Population Survey	Increase gap above the national level (47.3%)	40.3% (Level 4 2020)	45.6% (Level 4 2021)	**47.7%**	2023	annual figures	■ Higher is better		The previous skills data set has been replaced by a new dataset measuring RFQ4 and above qualifications. Although historic level 4 skills are presented up to 2001, these are not directly correlated to the new metric. The new dataset reports from January 2023 to December 2023. In Wiltshire 47.7% of the working aged population had an RFQ Level 4 skill or above qualification, compared to 43.8% of the South West population and 47.3% across Great Britain. No skills data is available for 2002. The arrow indicates that new data is above target, but no direction of travel can be indicated until more data is available.
Gross Disposable Household Income (Gross Disposable Household Income per head of population at current basic prices) Source: ONS	Above the rate for England (£23,338)	£22,160 (2020)	£22,718 (2021)	**£24,212**	2022	annual figures with a 2-year lag	↑ Higher is better		Annual data for 2022 was published in September 2024, which included an update to historic figures. Income in 2022 continued to increase on previous years, and is higher than 2019 (pre-pandemic) levels.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We have Vibrant, Well-Connected Communities									
Transport and links									
Bus journeys (Number of passenger trips on both the commercial and supported bus network) Source: Bus operators	9,273,098 (trips per annum)	8,430,089 (Q4)	8,693,497 (Q1)	**8,844,541**	Aug-24	cumulative total over last 12 months	Higher is better		Passenger numbers continue to increase, although July and August will always be lower due to student numbers falling off during the summer holidays. Patronage is heading in the right direction, and can be attributed to user confidence improving post-Covid, as well as the £2 fare cap. The £2 fare cap is due to cease at the end of November and we are awaiting further guidance on this from the DfT.
Rail journeys (Number of entries and exists from Wiltshire's rail stations) Source: Office of Rail and Road		1613818 (2020/21)	4600314 (2021/22)	**5,584,530**	Mar-23	annual figures	Higher is better		Rail journey numbers to/from Wiltshire stations have recovered to 80% of the pre-Covid (3 year average) level. This is lower than for the SW region (89%), partly explained by the loss of long-distance commuting and business travel, but also reflecting degraded services on several routes.
Percentage of gigabit broadband coverage Source: Local Broadband Information by thinkbroadband	85% coverage by 2025	68.5% (Q4)	69.6% (Q1)	**70.9%**	Sep-24	current position	Higher is better		The current increase is due to the expansion of the private sector build plans. Project Gigabit is underway, with the South Wiltshire contract awarded to Wessex Internet - this is expected to increase coverage to around 14,000 properties across the next 5 years. In August Openreach was appointed to deliver across North Wiltshire, connecting 9,000 premises over the course of the five-year contract.
Percentage 4G mobile phone coverage (Percentage of premises with indoors 4G reception from all providers) Source: Ofcom Connected Nations report		75.32% (2022)	73.87% (2023)	**75.03%**	Apr-24	current position	Higher is better		The most recent data is from an interim update to the 2023 dataset. Coverage is anticipated to increase alongside the Shared Rural Services network that is currently in development.
Town centre vibrancy									
Car park transactions (Number of pay-and-display transactions) Source: Wiltshire Council		318,252 (Q4)	316,834 (Q1)	**318,053**	Sep-24	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.

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: Hills	Below 880kg	923.3 (Q4)	933.1 (Q1)	**931.5**	Aug-24	cumulative total over last 12 months	Lower is better		More household waste has been managed during 2024/25 than compared to the previous year (+2.8% on tonnes collected). A trial to send material rejected by the local recycling facility for further processing, and to assess whether further recyclables could be extracted, was unsuccessful. This led to a quantity of rejects that had been stockpiled for the trial needing to be landfilled during April, rather than in the 23/24 reporting period. This has coincided with an increase in kerbside collected residual waste.
Recycling Rate (Percentage of household waste recycled or composted) Source: Hills	Above 45%	43.7% (Q4)	42.9% (Q1)	**42.8%**	Aug-24	average over last 12 months	Higher is better		Current data shows the recycling rate is down on Q2 2023/24, due to a reduction in garden waste and recycling material collected to the end of August. However, it will take time for this decrease to be reflected in the rolling 12-month average figures, which currently show an overall increase. The 2023/24 outturn showed improved performance at 43.7%.
Waste Recovery Rate (Percentage of household waste sent for treatment/energy recovery) Source: Hills	Above 42%	41.4% (Q4)	41.6% (Q1)	**42.8%**	Aug-24	average over last 12 months	Higher is better		A new scheme to shred residual waste, primarily collected from Household Recycling Centres (HRCs), began in July 2024. This has enabled more non-recyclable waste that would typically be landfilled to be sent to an Energy from Waste facility instead. We have seen the waste recovery rate increase as a result. It will take time for this increase to fully be reflected in the rolling 12-month average figures.
Residual Waste Rate (Percentage of household waste sent to landfill) Source: Hills	Below 13%	14.9% (Q4)	15.4% (Q1)	**14.4%**	Aug-24	average over last 12 months	Lower is better		Performance this quarter has seen a decrease in the amount of material being sent to landfill, compared with Q2 in 2023/24. This decrease is as a result of the introduction of the shredding of residual waste from Household Recycling Centres (HRCs) and redirecting to energy from waste, which started at the end of June. It will take time for this increase to fully be reflected in the rolling 12-month average figures.

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 (-1% per year)	6.0% (Q4)	-3.5% (Q1)	**-5.6%**	Sep-24	Difference compared to previous 12 months	Lower is better		Q2 numbers are down 0.4% on Q2 2023/24 and comparing Q1&2 numbers shows a 6% fall in fly tip numbers on 2023/24. However, only 6% of reports have contained evidence during Q2 - this trend has been evident over the last 12 months. Of these, 81% of reports with evidence have resulted in formal actions being taken within the month of reporting. 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. The team have been proactive to achieve a higher level of enforcement actions: fly tip enforcement actions were up 9% in Q2 compared to 2023/24, which is encouraging given the slightly lower level of reports.

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

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Wiltshire's Greenhouse Gas Emissions (Measured in kilotonnes CO_2e. 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	2961 (2020)	3226 (2021)	**3,000**	Dec-22	annual figures with a 2-year lag	Lower is better		The data for 2022 shows a decrease in emissions from the previous year (2021) in line with the national average. The national and local emissions are now starting to reduce, since the initial bounce back following the pandemic. However, the county is still not on track to net zero according to the Anthesis recommendations. Transport, domestic properties and industry all saw a decrease from 2021 to 2022. Emissions from domestic properties showed the largest decrease, possibly due to slightly warmer weather and the cost-of-living crisis driving reduced fuel use.
Wiltshire Council's Carbon Emissions (Measured in CO_2e – the common unit for greenhouse gases. For any quantity and type of greenhouse gas, CO_2e signifies the amount of CO_2 which would have the equivalent global warming impact.) Source: Wiltshire Council	Below 3000 tonnes CO_2e	5,275 (2022)	3,568 (2023)	**2,767**	Mar-24	annual figures	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. At 2,767 tonnes, the Council's emissions are below target this year, due to continued efforts to decarbonise property, and electrifying fleet.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Number of hectares of new tree/woodland planting Source: Wiltshire Council	Over 222 hectares for 2024/25	0.03 (Q3)	270.56 (Q4)	**270.56**	Jun-24	cumulative total over last 12 months	⬆ Higher is better		The Woodland GAPS Team helps to facilitate the planting of trees by private landowners and community groups, through directing groups to funding, assisting with land searches, and grant application writing along with other support. When the planting season came to an end in March 2024 we had a flurry of projects come to fruition as well as obtaining more accurate information on independent tree planting undertaken by others. This led a revised figure for Q4 of over 270Ha compared to a target of 111Ha for 2023/24. No new planting has taken place over the spring and summer months, but work is underway applying for grants for the Q3/Q4 tree planting period.
Renewable energy capacity (Megawatts) Source: Regional Renewable Statistics - gov.uk	978MW by 2027	579 (2020)	583 (2021)	**583.5**	2022	annual figures with a 1-year lag	⬆ Higher is better		The most recent data is from December 2022, published in September 2023, which includes revisions to data from previous years due to updates from suppliers or more up to date information becoming available. There is 705MW capacity of renewable energy projects with planning approval, and more in the pipeline. However such projects take many years to achieve approval and construction.
Carbon literacy training within the Council (Number of officers and Councillors who have received the training) Source: Wiltshire Council	20% of staff (820 people) by end of 2025	194 (Q4)	253 (Q1)	**268**	Sep-24	current position	⬆ Higher is better		Carbon literacy training continues, with most Directors now trained, and additional courses offered to Councillors. Since the last report completion of courses has improved, partly due to Directors encouraging and enabling their teams to participate and demonstrating the relevance and importance to their areas of work. There is a still a risk that we will not achieve the Silver award (over 820 staff accredited) by the end of 2025. It remains a challenge and needs ongoing commitment and support by senior managers to facilitate staff being trained and implementing their pledges. Whilst 268 have completed the training, only 198 have been accredited. New course dates for December and the new year will be available shortly.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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 (54% for 2021-24)	49% (2019-2022)	52% (2020-2023)	**53.0%**	Jun-24	annual figures	↑ Higher is better		We use a three year rolling average using data available after the end of the financial year 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 the three year rolling average for March 2021 to March 2024 showed a slight increase compared to the previous three-year period. The target increases over time in line with the South West (54% for 2021-2024) benchmark at any snapshot in time.
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	80 per 100,000 population (in line with SW average for the quarter)	59 (Q3)	73 (Q4)	**75**	Jun-24	current position with a 1 quarter lag	↑ Higher is better		The total number of publicly available EV charge points as of June 2024 was 372. The number of EV chargepoints is increasing, and is only 5 behind the South West benchmark, which was at 80 per 100,000 population in June 2024 (Wiltshire is 75 per 100,000).

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Wiltshire Council Strategic Risk and Issues Summary - 2024/25

This report provides a summary of the Council's strategic risks as they are at the time of the report's production, including those that are currently esclated to issues.

Risk profile

Overall risk level: **Medium**

Current risk profile for Strategic Risks
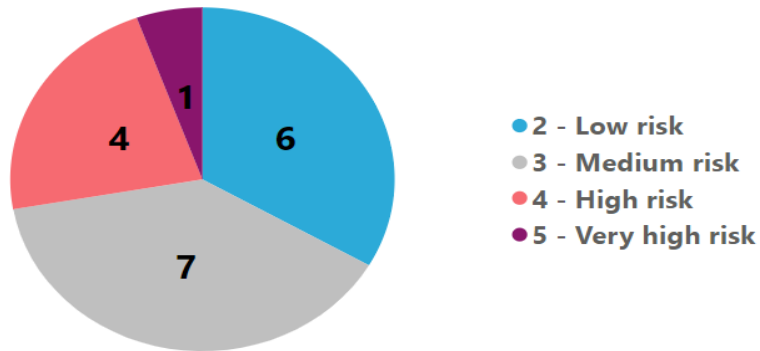
Distribution of current risk scores for Strategic Risks
The size of the bubble represents the number of strategic risks with that score

- ● 2 - Low risk
- ● 3 - Medium risk
- ● 4 - High risk
- ● 5 - Very high risk

Greater impact if the risk were to occur

Higher likelihood of the risk occuring
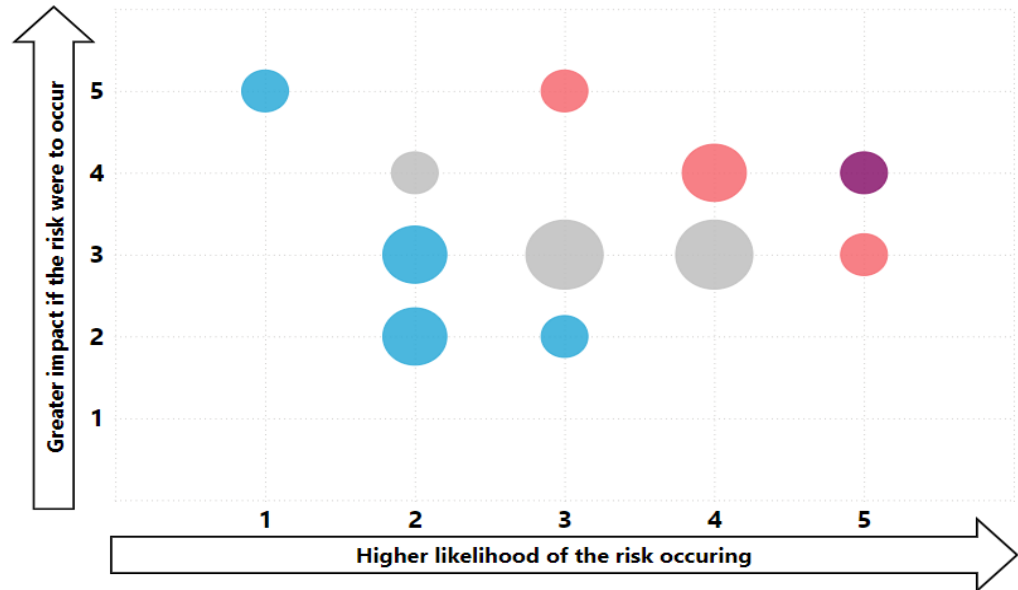
Issues

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

Risk ID	Risk short name	Business Plan Mission	Risk Description	Risk owner	Appetite level (Target)	Original Risk Score	Mitigations Update	Progress with mitigations	Current Likelihood * Impact	Current Risk Score (out of 25)	Current score vs. appetite
STR-24-12	**Inability to meet increasing demand for EHCPs and support to children with SEND within available budgets.**	Best start in life	Cost of provision exceeding the High Needs Block (HNB) of the Dedicated Schools Grant (DSG), and an unstable national funding picture, can result in more of the DSG being spent on providing education for SEND, as well as a growing overspend on the High Needs Block and insufficient supply of cost-effective solutions. This would result in a shortfall in the funding for schools and unsustainable HNB deficit for the Council. High Needs Block deficit reserves would continue to grow and increases the risk to the Council in managing the deficit in line with the government's scheduled removal of the statutory override in March 2026.	Darryl Freeman (DCS)	**9**	25	See below	Partially implemented	5 * 4	**20**	Exceeds

Current Mitigations	The Council was invited to take part in the DfE's Safety Valve programme in July 2023 due to the cumulative deficit in the High Needs Budget from DSG. Following consultation with stakeholders, including parent/carers, the Council's Safety Valve management plan was approved by the DfE in March 2024, with funding of £67m from 2023/24 to 2028/29. The Safety Valve (SEND transformation) funding will be paid in six tranches and, should the agreed actions prevent costs escalating, the cumulative deficit would be reduced to £70m by 2028/29. The Council's intention is that this remaining deficit will be met by the Council's own high needs earmarked reserve. However, if the statutory override is removed by government in 2025/26 then this reserve would not be sufficient to meet the projected HNB DSG deficit at that point in time (£92.9m).

Strategic Risk Register

Ranked by the current risk score - the risk as it is now with existing mitigating actions in their current state of implementation

The summary table provides the appetite for the level of risk that the Council is willing to tollerate.
It also provides the original, untreated risk score with no mitigations in place.
Risks should be evaluated based on the current risk score - the overall assessment for the likelihood and the impact of the risk if it were to occur now, with current mitigations in place.
Current risk scores are compared to the appetite to determine whether the risk is currently within or exceeding the appetite set through the Council's Risk Management Policy.

Risk ID	Risk short name	Business Plan Mission	Risk Description	Risk owner	Appetite level (Target)	Original Risk Score	Mitigations Update	Progress with mitigations	Current Likelihood * Impact	Current Risk Score (out of 25)	Current score vs. appetite
STR-24-09	Failures in corporate health, safety & wellbeing	Safe	Inadequate or ineffective control strategies, systems and governance can result in failure to achieve full statutory compliance, resulting in injury, incident, near miss, to staff or occupiers of assets managed under the General Fund or HRA or service users. This can result in regulatory or legal action, financial and reputational damage. Failure to apply corporate policies and procedures by managers and individuals can result in staff wellbeing declining and staff absences rising. If this is not managed and increasing pressure placed on remaining staff, low staff morale can result, with an inability to deliver services in a timely and efficient way, higher costs and reputational damage.	James Barrah (Director Assets)	6	16	A full review has been undertaken following a transfer of the service to a different Directorate and an improvement plan developed, with key projects prioritised and supporting budget established. Early priorities include new governance, new software, roll out of personal protection devices, and targeted training. Increased reporting and action plan updates are also planned.	Started implementation	4 * 4	16	Exceeds
STR-24-11	Inability to provide sufficient social care placements to meet demand within available budgets	Safe	Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Independent Fostering Agencies, Children's Homes and provision (Residential and Supported Living) for complex needs. Changes in regulation (including the cost of increased infection prevention, control measures, insurance costs), workforce pressures and inflationary pressures in the care market can mean that the right type of care and/or accommodation is not always available. Too often, provision needs 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, increasing budgetary pressures. When frameworks are recommissioned, each individual care package cost can increase for complex individuals. Collectively, this results in greater budgetary pressure to meet statuary requirements, impacting on preventative and other spend.	Darryl Freeman (DCS) & Emma Legg (DASS)	6	25	Available options to customers are being expanded, increasing choice and control. There are clear processes and terms and conditions in place for awarding uplifts and we continue to monitor every request for an uplift. We have agreed to look at intervening in the market and piloting alternative support options. We continue to work jointly with operational colleagues to monitor risk.	Partially implemented	4 * 4	16	Exceeds
EN03	Increasing vulnerability to climate impacts	Carbon neutral	An inability to adapt key infrastructure and services to increasingly severe weather impacts from climate change, would result in increased impacts from flooding, droughts, heatwaves and storms. This would have direct impacts on health, safety, environment, businesses, infrastructure and natural environment. It would also impact on service delivery, costs, insurance, vulnerable people and assets.	Parvis Khansari (Corporate Director Place)	6	15	The council's climate adaptation plan is currently being reviewed and most services have commenced Climate Change Risk Assessment and putting actions in place. The short-term target is to reduce to low risk in relation to present impacts, and we will review progress periodically. However, due to the costs associated with implementing some of these measures and the long-term nature of these impacts, the original risk score is likely to increase by mid-century.	Partially implemented	5 * 3	15	Exceeds
FI-24-03	Lack of financial resilience and sustainability	Healthy organisation	Lack of resources available to meet financial risks and poor financial management will lead to financial resilience and sustainability issues. Financial difficulties will not be able to be managed effectively during the year or pressures managed in the short or medium term, and could put the council at risk of financial failure, require exceptional financial support from government and at worst require the s151 officer to issue a s114 report.	Lizzie Watkin (Director Finance & S.151)	9	25	Transparent and detailed financial management reporting through Scrutiny to Cabinet mitigates this risk. This reporting included budget monitoring and budget setting for revenue and capital as well as Treasury Management, highlighting risk exposure and how this is being managed.	Fully implemented	3 * 5	15	Exceeds

Risk ID	Risk short name	Business Plan Mission	Risk Description	Risk owner	Appetite level (Target)	Original Risk Score	Mitigations Update	Progress with mitigations	Current Likelihood * Impact	Current Risk Score (out of 25)	Current score vs. appetite
STR-24-16	**Failure to achieve Carbon Neutral (Net Zero) ambitions**	Carbon neutral	A failure to reduce direct and indirect greenhouse gas emissions within the council and the county, causing the Net Zero by 2030 target to be missed, would result in the council having to offset a greater proportion of emissions. The Council's reputation would be impacted, as most councils are acting to reduce emissions in this area. There would be missed opportunities to innovate through the Council's supply chain, and missed potential to improve local economy and skills. Ultimately, the impact would be increased severity of climate impacts.	Parvis Khansari (Corporate Director Place)	8	15	Although the Council is on track for reducing its greenhouse gas emissions, the current score reflects risk related to county-wide emissions.	Partially implemented	4 * 3	12	Exceeds
STR-24-13	**Failure to deliver strategic housing aspirations**	The right housing	Caused by a lack of up-to-date Local Plan and a lack of housing land supply or suitable land in the right locations for development, combined with developers' unwillingness to apply for planning permission or to implement permissions, as well as a disconnect between local and central government aspirations. These causes would result in low rates of completion by developers, an inability to deliver the right homes in the right locations to meet the needs of communities, and housing development being applied for in locations that do not have community support. Impacts would include loss of community confidence in the planning system, exposure to losing planning appeals, significant costs and resource pressures defending appeals and and the right types of homes not being built in the right locations.	Parvis Khansari (Corporate Director Place)	9	16	We are working to secure an up-to-date Local Plan. We are working with developers to bring forwards sites, as well as bringing forward our own housing and land ownership of sites to help with land supply. We are providing support to Town and Parish Councils to encourage them to engage in shaping planning applications. We are responding to government consultations and engaging with ministers and MHCLG and are seeking government funding for infrastructure or support to accelerate delivery.	Partially implemented	4 * 3	12	Exceeds
HR-24-01	**Failure to recruit and retain staff**	Healthy organisation	An inability to compete with private sector pay and benefits, combined with Wiltshire's demographics and rural location, a predicted shortfall of 2.5m skills workers in the UK labour market by 2030, and a high turnover of staff due to increased workloads if vacancies can't be filled, can result in an inability to attract suitable candidates to vacant roles at the council and turnover of existing staff exceeding the ability to recruit to replace. Impacts would include increased costs through requirements to use agency staff and a requirement to apply market supplements. It would also result in spiralling turnover due to increased pressure on remaining staff, an inability to deliver services in a timely, efficient way, long waiting times, and public dissatisfaction. A lack of skills could also result in mean inability to deliver statutory duties and non-compliance.	Lucy Townsend (Chief Executive)	9	16	The HR&OD Workforce Strategy Action Plan tracks priorities and actions relating to this risk. Specific priority areas are identified in Directorate workforce action plans, monitored by SMTs and HR Business Partners. "Grow our own" and "career step" schemes are in place in hard to recruit areas. A Talent and Succession toolkit supports short and long-term planning, with a well-developed apprenticeship programme to attract and build capabilities, as well as staff engagement activities. A Market Supplement Policy supports competitive pay rates in hard to recruit areas, alongside a strong reward and benefits package. Recruitment and retention pilot schemes include linking in to wider public sector schemes to promote careers in public sector, development of branding, careers site and advertising channels, and a focus on under 25s recruitment.	Partially implemented	3 * 3	9	Within
FI-24-04	**Lack of commercial and contractual oversight**	Healthy organisation	Lack of an up-to-date Procurement Strategy, failure to update the Procurement Pipeline, failure to train relevant officers in contract management and a lack of awareness can result in failure to implement and comply with the Procurement Act. As a result the council would be liable to unforeseen and escalating costs and risks, service failures, and would potentially be open to legal challenge.	Lizzie Watkin (Director Finance & S.151)	12	16	Procurement processes will be improved via an updated Procurement Strategy, an improved Procurement Pipeline, peer review of tender documents, and improved training for 'contract management' available and undertaken by relevant officers, all of which will ensure an increased profile of the impact of the Procurement Act. An Audit Action Plan in place to address recently identified gaps. Procurement Act awareness sessions are being delivered in Head of Service Forums.	Mostly implemented	3 * 3	9	Within
FI24	**Inability to withstand the impact of excessive inflation on suppliers**	Healthy organisation	Inflation rates significantly increase or remain at sustained high rates, resulting in an inability to contain costs within budget set. The impact is overspend, draw from reserves, and an inability to fund priorities.	Lizzie Watkin (Director Finance & S.151)	12	16	Strong financial management, robustness of financial assumptions and adequate levels of reserves to manage assessed risks within the council's business provide confidence that should additional inflation arise it can be managed. This is set out in the financial reporting for the council.	Fully implemented	3 * 3	9	Within

Risk ID	Risk short name	Business Plan Mission	Risk Description	Risk owner	Appetite level (Target)	Original Risk Score	Mitigations Update	Progress with mitigations	Current Likelihood * Impact	Current Risk Score (out of 25)	Current score vs. appetite
AF-24-01	**Failure to achieve full statutory landlord compliance**	Healthy organisation	Inadequate or ineffective control strategies, systems and governance can result in a failure to achieve full statutory compliance in provision and maintenance of buildings. Impacts would include injury, incidents and near misses, to staff or occupiers of assets managed under the General Fund or HRA or service users, leading to regulatory or legal action, financial and reputational damage.	James Barrah (Director Assets)	6	12	Service reviews have been completed and action plans established to implement the preferred 5-layer model. Additional resources are being established for the HRA team, and a new GF compliance team manager appointed. Greater prominence on KPI scorecards and monthly compliance meetings established for both portfolios. A full policy and procedure review is underway, and both portfolios have increased KPI reporting to CLT and Scrutiny, and additional audits.	Partially implemented	2 * 4	8	Exceeds
STR-24-02	**Failure to respond to emergencies**	Safe	A failure to fully embed reviewed and well-rehearsed Business Continuity Plans in business as usual activities across all Directorates, and a lack of capacity within the Emergency Planning Team, combined with severe and unexpected events, can result in the Council's inability to respond quickly to emergency situations or council systems and services taking excessive time to restore. Disruption could include failure to deliver statutory or critical services, failures to meet the needs of residents and businesses during emergency situations, increased pressure on key response and frontline services, threats to the health and safety of residents and potentially high levels of mortality, and possibly widespread disruption to travel, health, supplies, education and other core needs.	Perry Holmes (Director Legal & Governance & Monitoring Officer)	6	20	Business Continuity Plans within the Council are reviewed annually with support from qualified specialists in the Emergency Planning Team. The team undergo regular training and implement learning from national exercises and the previous pandemic, and integrating this into new plans and ways of working. Pandemic planning includes robust surveillance systems as part of an integrated public health system and a regulatory framework with operational capacity to implement border measures. The BSW Communicable Disease Plan and LRF structure provide the framework for multiagency and cross border working on contingency plans for essential services in the event of an outbreak of infectious disease. Public Health interventions and education around effective mitigations such as vaccination and infection control are required. The Vulnerable Individuals Plan owned by the LRF has been exercised and amended per feedback. A Managing Excess Deaths Plan is in place, as is the LHRP emergency treatment plan alongside other LRF owned plans.	Partially implemented	2 * 3	6	Within
STR-24-14	**Failure to deliver strategic employment and economic aspirations**	Right skills to prosper	A lack of an up-to-date Local Plan or lack of suitable land in the right locations for employment development, combined with an unwillingness of land owners to release land for employment development and low rates of delivery by developers can result in an inability to support business expansion or to attract inward investment to support economic growth. Unfavourable economic conditions and the impact of economic downturn and post-covid environment on high street retail can result in increased or prolonged vacancy rates and deterioration of town centres. The impacts would be a loss of business investment to places outside of Wiltshire and a lack of employment opportunities for local communities, as well as reduced financial stability for the authority with reduced NNDR income.	Parvis Khansari (Corporate Director Place)	9	9	We are working to secure an up-to-date Local Plan. CPO powers are being used to acquire land and the Council is working with developers and partners to bring forward additional sites. We are also bringing forward our own housing and land ownership of sites to help with land supply. We are responding to government consultations and engaging with ministers and MHCLG, as well as seeking government funding for infrastructure or support to accelerate delivery. We are working closely with Town Councils in partnership to address short-term needs and medium-to-long-term actions.	Partially implemented	3 * 2	6	Within

Risk ID	Risk short name	Business Plan Mission	Risk Description	Risk owner	Appetite level (Target)	Original Risk Score	Mitigations Update	Progress with mitigations	Current Likelihood * Impact	Current Risk Score (out of 25)	Current score vs. appetite
STR-24-01	**Failure to deliver statutory responsibilities**	All	Lack of capacity within services, insufficient budgets or failures in policies and processes could result in the Council failing to deliver its statutory responsibilities, resulting in potential legal challenge, reputational risk, additional costs, and importantly potential damage or harm to local residents, businesses, the environment or to staff.	Lucy Townsend (Chief Executive)	**6**	20	The Council has robust governance processes in place. It has well established performance reporting processes that involve both officers and Members to rapidly identify any areas of concern in service delivery, including Performance Outcome Groups, Performance Outcome Boards (POBs) and a Central POB. Both performance and risk are reported to Cabinet quarterly. Scrutiny processes are used effectively to monitor all services. Assurance that the council is meeting its statutory responsibilities is also provided through a comprehensive framework of internal audits, challenge through external audit, inspections by regulators, and peer reviews. Officers and Members also have regular engagement with Whitehall. A new assurance framework and CLT scrutiny will be taking place throughout the Winter.	Mostly implemented	2 * 3	**6**	Within
LG22	**Impact of negative media/social media coverage on council**	Healthy organisation	Potential negative reactions to council decision making and delivery of services can cause a negative public reaction expressed via social media and through the media, resulting in a negative impact on the Council's reputation.	Perry Holmes (Director Legal & Governance & Monitoring Officer)	**9**	16	Good controls are in place including horizon scanning, working closely with directorate SMTs with Business partners attending SMT meetings, and trained members of staff ready to respond to incidents. There is also an out of hours on call rota.	Fully implemented	3 * 2	**6**	Within
STR-24-04	**Lack of suitable governance processes**	Healthy organisation	A lack of suitable governance processes around decision making or inappropriate management of personal, sensitive or other important information such as unfair processing, insecure storage, incorrect retention or inappropriate disclosure, not in line with requirements of the Data Protection Act Principles, Freedom of Information legislation, cyber security requirements and the management of records under the Local Government Transparency code, would leave the Council open to legal challenge. The Council could incur potential penalties and fines from the Information Commissioner's Office. Other impacts would include loss of or inability to use strategic, corporate, sensitive and secure information, impacting our ability to deliver services, as well as distress to individuals concerned and reputational damage.	Perry Holmes (Director Legal & Governance & Monitoring Officer)	**9**	25	To improve staff awareness, annual e-learning modules remain mandatory on Oracle with an increased profile of current advice via EPIC hub pages. The Information Management and Governance Board is attended by Senior Leadership to ensure a corporate and strategic overview. This will consider a forward plan, which may include the introduction of an IG Strategy. Policies and set processes are in place that ensure audit trails around decision making are recorded. Records of Processing Activity (ROPA) and review periods will be rolled out by the end of 2024.	Fully implemented	1 * 5	**5**	Within

Risk ID	Risk short name	Business Plan Mission	Risk Description	Risk owner	Appetite level (Target)	Original Risk Score	Mitigations Update	Progress with mitigations	Current Likelihood * Impact	Current Risk Score (out of 25)	Current score vs. appetite
STR-24-03	**Failure in safeguarding**	Safe	The council and/or multi- agency partners failing to follow procedures or to undertake a thorough assessment can result in the council and/or multi- agency partners providing inappropriate intervention or no intervention. As a result, children or vulnerable adults would not being protected from harm.	Darryl Freeman (DCS) & Emma Legg (DASS)	**6**	25	Robust policies and procedures, as well as an Early Help Strategy are in place. MASH continues to be strategically developed, with the introduction of case closure audits. A joined-up approach with Commissioning is engaging with providers and raising awareness on specific subject matters and strategic engagement with key partners is focused on sharing risk and agreed escalation processes. POBs, POGs and SASA are used to monitor performance around safeguarding activity. Quality assurance work is ongoing, with regulatory bodies, Ofsted and CQC inspections, quality assurance frameworks and audits used to regularly identify gaps and areas of good practice, stimulating improvement and development through action plans. Learning forums are scheduled and ongoing, with feedback from partners considered via action planning and audit activity. Vacancy rates are being reduced through a workforce development plan and the use of Market Supplements to enhance our workforce strategy. Leadership capacity is being increased to develop peer skills and a training matrix for all investigation managers.	Mostly implemented	2 * 2	**4**	Within
IT-24-01	**Lack of ICT resilience and security**	Healthy organisation	Failure of IT systems through equipment failure, power outages, system and software failures or failings, or malicious attacks can result in Wiltshire Council's IT systems being compromised, potentially leading to loss, theft or corruption of personal and corporate data, and/or an inability to deliver services.	Mark Tucker (Director ICT)	**8**	15	A new recovery plan was enacted with a phased delivery over the preceding two years and now, though largely complete, there is ongoing planning and upgrades to ensure that services remain deliverable in the long term. A Cybersecurity Strategy is currently in draft and will be issued once reviewed and agreed by all the relevant stakeholders. As noted, we continue to invest in ICT services via the Staywell capital investment. This project continues to ensure availability of on premise IT services and continuity of connection to cloud based IT services.	Fully implemented	2 * 2	**4**	Within

Wiltshire Council

Overview and Scrutiny Management Committee

27 November 2024

<u>**Health and Safety Improvement Programme**</u>

Executive summary

The purpose of this report is to update the Committee on the Health and Safety Improvement Programme that has commenced.

Proposal

That the committee comment/feedback on the Health and Safety Improvement Programme and proposals in the report.

To provide an update to the Committee in 6 months.

James Barrah, Director of Assets

Author: Ashley Byers, Interim Head of Health and Safety
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Wiltshire Council

Overview & Scrutiny Management Committee

27 November 2024

Health and Safety Improvement Programme

Purpose of report

1. The purpose of this report is to provide the Committee with an update on the Corporate Health and Safety Improvement programme, the progress made since the programme initiated and ongoing actions that the Health and Safety Service are intending on performing.

Background

2. Wiltshire Council is a high profile, dynamic organisation with an ambition to be exemplar with respect to health and safety. With a diverse range of responsibilities, the organisation is obliged to prioritise health and safety of their employees, contractors, residents and visitors.

3. In accordance with the Health and Safety at Work Act etc (1974), and associated regulations, the organisation is required to provide a safe working environment. This is achieved by having a robust health and safety management system which can assess the organisational wide effectiveness of the management and compliance of its activities.

4. Failure to adequately identify, manage and control health and safety risks can potentially lead to death or serious injury, corporate as well as individual criminal & civil litigation, poor productivity, poor staff morale, high staff turnover and significant reputational damage.

5. Everyone must strive and commit to developing, educating and empowering our employees to achieve the highest possible standards of health and safety, a safe working environment and a positive safety culture.

6. The retirement of the postholder of Head of Occupational Health and Safety in April 2024, signalled the timely opportunity to review the service.

7. Due to the synergies between health and safety and landlord compliance, the Health and Safety and Occupational Health services were divided and the Health and Safety Service moved into the Assets Directorate.

8. Following the appointment of Interim Head of Health and Safety, a review of the Health and Safety service was performed.

Main considerations for the committee

9. A review of the service identified the requirement to update and refresh the health and safety management system imbedded across the organisation to ensure that we have self-awareness of how the organisation is performing and can provide assurance with respect to its compliance.

10. To enable the Health and Safety Service to begin to build the foundations of the new management system, the following priorities have been identified:

    a. Updated Governance
    b. Health and Safety digital platform
    c. Review of policies and procedures
    d. Highest risk areas – personal safety and building/construction
    e. Training and competency of employees
    f. Organisational communications and profile

11. Looking at each priority, this report will highlight the outcome of the review, what action has been taken thus far, and what action the Health and Safety Service intend on taking.

Updated Governance

12. It was identified that the health and safety governance across the organisation required updating to ensure that an overarching view of the Council's health and safety function and activities are achieved.

13. To make certain that there is a strong governance system across the organisation, which can monitor performance and provide assurance, a new Governance and Accountability Structure has been developed (appendix 1).

14. A Strategic Health and Safety Board (SHSB) has been created. The SHSB will be chaired by the Chief Executive Officer (or delegated to an appropriate officer) and senior leaders and/or managers representing their directorates will be in attendance. The role and responsibility of the SHSB are laid out in the Terms of Reference (appendix 2).

15. As the health and safety activity, risks and operational requirements can significantly differ across services, it is proposed that Directorate Operational Health and Safety Committees will be created. These committees will review and scrutinise individual service's performance with respect to fulfilling their health and safety obligations and can escalate risks, updates and recommendations to the SHSB.

16. In addition, for the highest risks areas, it is proposed that specific steering groups (such as Personal Safety, Building and Construction Safety) are created, with representatives from services across the organisation to review risks and control measures associated with that activity. It is the role of the steering groups to ensure compliance with policies, sharing of best practices and make recommendations to higher committees or the SHSB.

Health and Safety digital platform

17. The Health and Safety service perform an audit and monitoring function which involves attending all assets and employer-maintained schools and assessing the service's compliance with relevant health and safety legislation and regulations. An action plan is developed after each audit, where tasks are assigned to the service or school to improve their compliance and performance with respect to their health and safety responsibilities.

18. A management responsibility is to ensure that their services have appropriate risk assessments for specific activities where there's identified risks, and these are cascaded and understood by employees. It was established that all risk assessments are saved locally by individual services.

19. With respect to accident and near miss reporting, the Council currently utilise an in-house developed platform for all employees to submit accident and near miss reports, and managers to provide a report following their investigation. Extracting data and reporting from this platform is extremely difficult.

20. The current systems in place to manage the activities set out in paragraphs 18 to 20, are a mix of paper-based and online forms

21. To promote consistency across the organisation and consolidate all health and safety activity, the Health and Safety Service are procuring an online digital platform that can replace the above systems. This platform can deliver a centralised system to capture all the above activities, provide accurate real-time data, promote identification of risks, performance and provide assurances to the SHSB and relevant committees.

Review of policies and procedures

22. Following a review of the Council's health and safety related policies and procedures, it has been identified that many would benefit from being refreshed and updated. The review of these documents will form part of the Health and Safety Improvement Programme.

23. As the Corporate Health and Safety Policy is the overarching policy for the organisation and was due to be reviewed in September 2024, this was prioritised.

24. A review has been performed and whilst the principles of the revised proposed policy are not too dissimilar, the following changes have been made –

   a. **Reformat of policy** - The Corporate Health and Safety Policy has been separated into three separate documents: Statement of Intent (appendix 3), Roles and Responsibilities and Governance and Accountability Structure.

   b. **Review of roles and responsibilities -** The proposed Roles and Responsibilities (appendix 4) are not too dissimilar to the existing section of the Corporate Policy however, it was an opportunity to remove or reduce any ambiguity with respect particular phrases that

were used. The purpose of this document is to ensure that there is clear delegation of responsibility across the organisation and everyone who works towards this policy, clearly understand what their role and responsibility is with respect to health and safety. The consent of a 'Corporate Leadership Team Health and Safety Champion' has been included and it is proposed that the Chief Executive Officer is appointed to demonstrate their commitment to this agenda.

c. **Inclusion of premises related responsibilities –** The current Corporate Health and Safety Policy needed to be updated and increase the level of detail within the structure and provide more in-depth information for premises related tasks. The current Policy doesn't clearly delegate premises related responsibility, or outline what that responsibility entails, so this has been incorporated to achieve a clear understanding for all.

d. **Inclusion of Governance and Accountability structure -** The existing Corporate Policy refers to the 'organisation structure for health and safety' however, doesn't clearly detail the overarching governance or the Council's adopted quality assurance framework (Performance and Outcome Group and Board). To ensure we reflect the current governance, these have been included in the newly revised Governance and Accountability Structure (appendix 1).

25. The Proposed new Corporate Health and Safety Policy is currently going through the correct decision-making process for approval, which is anticipated to be achieved by January 2025.

Highest risk areas – personal safety and building/construction

26. As part of the review, personal safety and building and construction have been identified as two of the highest risk areas for the organisation therefore, Steering Groups are being initiated as per the new governance arrangements.

27. Personal Safety Steering Group has been established and have met to the discuss the organisations responsibility and response to managing personal safety.

28. It has been identified that, whilst lone working, employees are reliant on their personal/work mobile phones to adopt a 'buddy systems' or check in / check out. Due to being a large rural county, there's not a guarantee that there's signal across the county which may place staff in a precarious position when they are at risk and unable to seek help.

29. Due to the gap in provision, the Health and Safety Service are procuring lone working personal safety devices for lone workers. These devices will have 4G roaming, GPS tracking function, check in and out and a SOS emergency call button. The provider of the devices operates a 24 hour, 7 day a week alarm receiving centre who will answer the emergency call and follow the appropriate escalation process ie ring the police, or call the line manager.

30. It is anticipated that the presence of a device can deter aggressive and hostile behaviour from members of the public, potentially reducing number of incidents. These devices will also allow employees to work and feel safe thereby maintaining their physical and emotional wellbeing.

31. Building and Construction Steering Group is going to be initiated and representatives from services who directly in this area of work will attend. It is intended that the group will review the organisation's compliance with respect to their responsibilities and whether existing control measures are sufficient to mitigate risk.

Training and competency of employees

32. It has been identified that the training and development needs of employees are currently being met by e-learning modules as well as ad-hoc training delivered by the Health and Safety Service and the Organisational Development (OD) team.

33. The Health and Safety Service and OD team are collaboratively working together to review existing learning for employees and exploring ways in which the Council's offer can be enhanced. The OD team are engaging with an existing training provider to deliver new e-learning modules and there's the scope to add additional health and safety modules.

34. As part of the review of the Council's approach to personal safety for employees, the Health and Safety Service and OD team are developing a management and employee instructor lead training courses. It is anticipated that the courses will support management to better understand their responsibilities with respect to personal safety and will provide employees with de-escalation strategies when having to manage heightened emotions from members of the public.

35. Institute of Occupational Health and Safety accredited 'Leading Safely' training is being arranged for to the Extended Leadership Team and Heads of Service to provide leaders and senior managers across the organisation with an overview of understanding good practice, benchmarking performance and shaping the health and safety vision across the organisation.

36. As the Council has responsibilities with regards to the Construction Design and Management Regulations 2015, accredited training has been arranged for those employers who work directly with construction related activity to empower those employees to understand their responsibilities with respect to health and safety.

Organisational communication and profile

37. To raise the profile of health and safety across the organisation, the Health and Safety Service will collaboratively work with the OD and People Change service to ensure engaging communications are sent to employees.

38. Appropriate communication and training will be provided to employees with the implementation of the new health and safety platform and the introduction of the revised Health and Safety Policy.

39. A health and safety employee survey has been shared across the organisation and closed in August 2024. The responses from the Survey are going to inform the ongoing development and review of the health and safety service.

40. Once the updated health and safety management system is embedded across the organisation, it is anticipated that awareness of the service and responsibility will be achieved over time.

Conclusion

41. A review of the Council's Health and Safety function across the organisation has identified areas that require updating and priority areas have been established.

42. A Health and Safety - Phase 1 Action Plan has been created to monitor progress of the improvement programme. (appendix 5).

43. It is proposed that the Committee are provided with an update on progress in 6 months.

**James Barrah
Director of Assets**

Report author(s): Ashley Byers – Interim Head of Health and Safety – Ashley.byers@wiltshire.gov.uk

Date of report: 14/11/2024

Appendices

1. Proposed Health and Safety Policy - Governance and Accountability Structure
2. Strategic Health and Safety Board Terms of Reference
3. Proposed Health and Safety Policy – Statement of Intent
4. Proposed Health and Safety Policy – Roles and Responsibilities
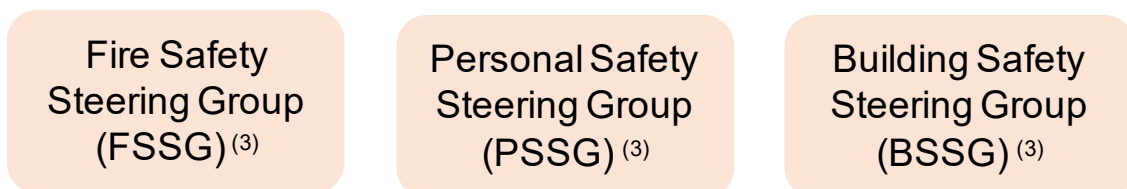5. Health and Safety – Phase 1 Action Plan

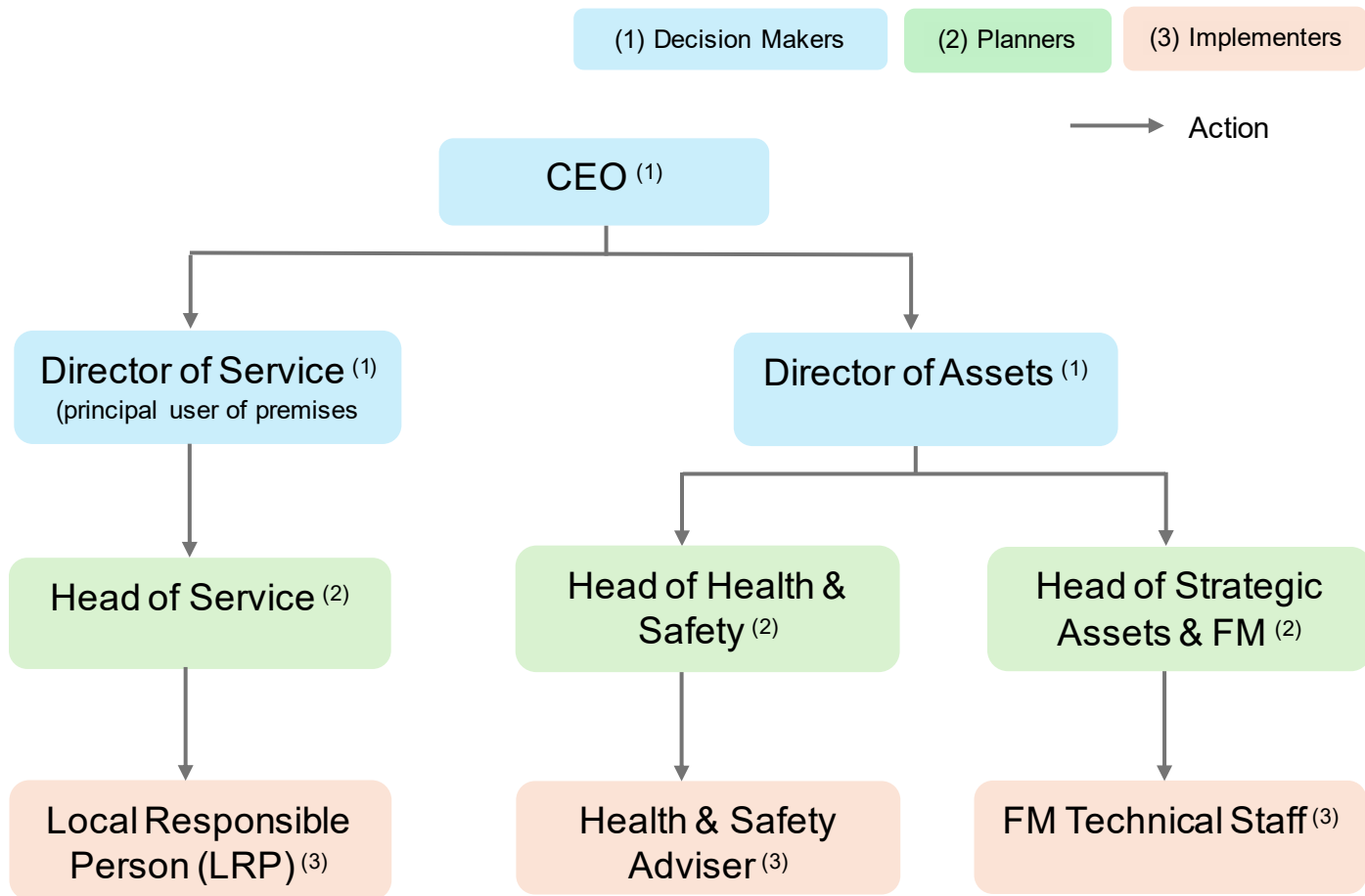This page is intentionally left blank

Health and Safety Policy

Corporate Governance and Accountability Structure

(1) Decision Makers (2) Planners (3) Implementers

······▶ Reporting
───▶ Action

- Leader (1)
- CEO (1)
- CLT (1)
- Director (1)
- Head of Service (2)
- Manager (2)
- Employee (1)

- Joint Consultative Committee
- Committees

- Strategic Health and Safety Board (SHSB) (2)
- Operational Health and Safety Committees (3)
- Performance & Outcome Board (2)
- Performance & Outcome Group (2)

Steering Groups

- Fire Safety Steering Group (FSSG) (3)
- Personal Safety Steering Group (PSSG) (3)
- Building Safety Steering Group (BSSG) (3)

HSP003

Premises Related Responsibility Accountability Structure

(1) Decision Makers   (2) Planners   (3) Implementers

→ Action

```
                          CEO (1)
                    ┌────────┴──────────┐
      Director of Service (1)     Director of Assets (1)
      (principal user of premises        ┌──────┴──────┐
              │                  Head of Health &   Head of Strategic
      Head of Service (2)        Safety (2)         Assets & FM (2)
              │                       │                   │
      Local Responsible      Health & Safety      FM Technical Staff (3)
      Person (LRP) (3)       Adviser (3)
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Strategic Health and Safety Board (SHSB)
Terms of Reference

1. Introduction

Wiltshire Council's Strategic Health and Safety Board ('the Board') is the strategic level consultative, planning, advisory and decision-making body for matters of health and safety affecting colleagues, third party partners, contractors, visitors, customers and members of the public. The Board is responsible for consulting, monitoring and reviewing health and safety risks, arrangements, compliance and performance.

The Board has the following terms of reference in accordance with the Health and Safety at Work etc Act 1974, The Management of Health and Safety at Work Regulations 1999, The Safety Representatives and Safety Committee Regulations 1977, and Health and Safety (Consultation with Colleagues) Regulations 1996 as well as Wiltshire Council Corporate Health and Safety Policy and management systems.

2. Purpose

The Board accepts its health and safety responsibilities, and in doing so will ensure the effective and proactive management, support and control of its operations in line with its health and safety policy, legal and best practice requirements. The Board plays a key role in ensuring colleagues, third parties and contractors are adequately consulted and communicated on matters relating to their health and safety at work, and we keep customers and visitors within our homes and communal areas healthy and safe.

The objectives of the Board shall be:

a) To keep under review the measures necessary to ensure the health and safety at work of colleagues, contractors, visitors, customers and members of the public and to make decisions and act within its defined level of responsibility and authority to meet Wiltshire Council's legal responsibilities and duty of care.

b) To make recommendations to Cabinet and/or CLT for such action as is necessary when faced with actions and decisions above its remit/scope.

c) To ensure that all reasonable steps are taken to plan and promote sound policy and practice to ensure the health and safety of colleagues, contractors, visitors, customers, members of the public and other stakeholders.

d) To take proactive measures in assessing the key health and safety risks arising from Wiltshire Council activities, services and changes in government legislation, Health and Safety Executive & Regulator initiatives/campaigns and the implementation of the Corporate Health and Safety Policy.

e) To receive management information, reports on accidents and incidents, violence and aggression, notifiable diseases, building safety non-compliances - and to consider and propose risk reduction strategies as appropriate.

f) Take ownership of the Wiltshire Council's Health and Safety action plan, and support the implementation of key actions, initiatives, and activities.

November 2024

g) Ensure the necessary management structure, resources, finances and skills are in place to implement the health and safety policy and action plan.

h) To receive periodic reports from the Health and Safety Service.

i) To promote co-operation and communication between Wiltshire Council management and its colleagues and contractors in matters relating to health and safety at work and to ensure the development of appropriate guidance, safe working practices and positive health and safety culture.

j) To monitor the adequacy of health and safety communications, publicity, training and development.

3. Key responsibilities

The Board will -

a) Meet every three months.

b) Receive standing agenda item reports and updates on items c-k below, through which to satisfy itself that strategic and operational health and safety risks are effectively identified, eliminated, reduced and/or controlled.

c) Ensure the Council has a robust Health and Safety Action Plan, review the status of the action plan and take the necessary steps to ensure its implementation and success.

d) Set up specialist steering groups to deal with technical matters such as personal safety and fire safety as and when is required. The Board shall receive reports, updates and recommendations from the chairs of the steering groups.

e) Ensure services have effective risk management systems in place, supported by robust risk assessments and safe systems of work.

f) Receive accident and incident data and ensure the necessary management investigations are performed. To review preventative and corrective actions and control measures are in place and being carried out.

g) Receive information on health and safety visits, inspections and audits across Wiltshire Council assets/sites, those hazards noted for action, those subsequently acted upon and those which are outstanding.

h) Consider areas for development of health and safety policy, guidance, training and will make recommendations to CLT and/or Directors.

i) To engage and consult with employees across the organisation to promote awareness and measures to ensure a positive health and safety culture.

j) Receive and review escalated items from the organisation that require discussion, review and recommendations to mitigate identified risks.

k) Ensure the provision of any facilities, equipment and assistance that may be reasonably required to carry out operational activities efficiently, effectively and most importantly, safely.

November 2024

4. Membership

The Board shall consist of:

- Chief Executive Officer as Chair

- Corporate Director as Deputy Chair

- Director of Assets

- Head of Health and Safety

- Senior Management Representative(s) from Resources Directorate

- Senior Management Representative(s) from People Directorate

- Senior Management Representative(s) from Place Directorate

- Senior Management Representative(s) from Environment

- Senior Management Representative(s) from Highways & Transport

- Senior Management Representative(s) from Leisure, Culture and Communities

The Health and Safety Service is responsible for organising meetings, taking and distributing minutes and action logs

Other Directorate/Service representatives may be required to attend at the request of the Board.

5. Governance and Reporting

The Board shall deliver regular reports, updates and management information to CLT, Committees and JCC on:

- Progress in relation to the Wiltshire Council's health and safety action plan.

- Performance data against specific health and safety objectives, KPIs, projects and legal compliance.

- Key health and safety risks, accidents, incidents, non-compliances/conformances and any actual or potential legal breaches.

6. Review and Evaluation

- The ToR will be reviewed on an annual basis, or sooner if required, to ensure they remain relevant and effective in fulfilling the Board's purpose.
- The effectiveness of the Board will be evaluated annually, including review of its performance against objectives.

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Health and Safety Policy - Statement of Intent

Wiltshire Council is committed to protecting the safety, health and wellbeing of its employees, customers, contractors and other stakeholders who may visit or use the facilities it manages and controls. The Council considers the successful management of health and safety to be a key corporate objective and an integral part of all operations.

This Policy Statement of Intent is satisfying and complying with the Health and Safety at Work etc Act 1974, the Local Government Act 2000 and all applicable legislative and regulatory requirements associated with safety and health.

Wiltshire Council is committed to:

- Reducing and preventing workplace injuries, ill health, and unnecessary losses and liabilities so far as is reasonably practicable.
- Providing a robust systematic and sustainable health and safety management system.
- Providing appropriate and sufficient resources to deliver the Council's commitment and achieving a high performance.
- Ensuring health and safety roles and responsibilities are clearly delegated, understood and communicated throughout the organisation, to stakeholders and interested parties.
- Identifying our health and safety risks and ensuring the provision of suitable and sufficient risk elimination and reduction through the hierarchy of risk control, risk assessments and safety systems at work.
- Ensuring employee awareness, competency and participation by providing comprehensive information, instruction, training and supervision.
- Ensuring employees at feel safe, are supported and feel included regardless of age, gender reassignment, being married or in a civil partnership, being pregnant, having a disability, race, religion or belief, sex or sexual orientation.
- Transparent consultation with employees, enforcing authorities, and other stakeholders on health and safety issues and key decisions.
- Providing appropriate emergency arrangements, equipment and facilities.
- Creating, embedding and maintaining a strong health and safety culture that supports and drives safe behaviours and work environment through robust governance.
- Continual improvement in all areas of health and safety management.

All Wiltshire Council services, managers, employees and partners shall carry out their duties in line with Wiltshire Council's commitment to achieving high levels of health and safety compliance and control.

We expect all employees, contractors and visitors to take reasonable care for their own health and safety and that of others who may be affected by their actions or omissions. All employees and contractors must ensure compliance with all legal requirements and standards; use the equipment, tools and systems provided; and raise and report any health and safety incidents, near misses or concerns.

HSP001

Wiltshire Council's Cabinet and Corporate Leadership Team accept their health and safety responsibilities and are committed to developing a culture that supports the effective management of health and safety at all levels. Wiltshire Council's Corporate Leadership Team will provide the necessary physical and financial resources, provide active leadership and obtain any necessary expert advice via the Corporate Health and Safety Service to demonstrate our commitment.

This Statement of Intent, in conjunction with the Health and Safety Roles and Responsibility Policy, as well as other supporting guidance documents, will achieve the aims of the Council's commitment and successful delivery of our Health and Safety Action plan.

Wiltshire Council's health and safety objectives and performance will be routinely monitored by the Strategic Health and Safety Board and subjected to regular audits and reviews.

Lucy Townsend   Richard Clewer

Chief Executive Officer   Leader of the Council

Date: DD/MM/YYYY   Date: DD/MM/YYYY

Review date: DD/MM/YYYY

Health and Safety Policy - Roles and Responsibilities

HSP002

Month Year

Health and Safety Policy - Roles and Responsibilities

1. Purpose and Scope of the Policy

Protecting the health, safety and wellbeing of employees, residents, visitors and contractors is an essential part of corporate risk management and it is therefore imperative that all managers and employees understand and implement their health and safety roles and responsibilities. The degree of responsibility is dependent on the employee's position in the Council.

Ultimate responsibility for health and safety rests with the Chief Executive Officer, with further responsibilities, duties and activities clearly delegated to Directors, Heads of Service, Managers, Department Safety Coordinators, Employees and the Health and Safety Service. All those with management responsibility will be expected to demonstrate their commitment to compliance with legal requirements and the continual improvement of health and safety performance.

The Corporate Leadership Team at Wilshire Council shall provide adequate resources for ensuring that its health and safety management system is properly implemented and performing in all locations and operations. Levels of management and supervision will, so far as is reasonably practicable, be influenced by level of risk and competencies of employees.

This policy will ensure the health and safety roles, responsibilities and accountability across the organisation are clearly defined to facilitate effective health and safety management and compliance with Wilshire Council's Health and Safety Policy – Statement of Intent (HSP001).

2. The Legal Framework

- a. Health and Safety at Work etc Act 1974
- b. Management of Health and Safety at Work Regulations 1999
- c. Workplace (Health, Safety and Welfare) Regulations 1992
- d. The Regulatory Reform (Fire Safety) Order 2005
- e. The Control of Substances Hazardous to Health Regulations 2002
- f. Control of Asbestos Regulations 2012

3. Who does it apply to?

This policy will set out the different responsibilities of Cabinet Members, Chief Executive Officer, Directors and Heads of Service (including premises related responsibilities), Managers and Supervisors (including premises related responsibilities), Employees, Contractors and Visitors.

HSP002

4. Responsibilities

- **Chief Executive Officer** will ensure:
  - A positive health and safety culture and provide visible leadership and commitment in ensuring high standards of health, safety and wellbeing across all Council activities.
  - Sufficient physical and financial resources are available to deliver high standards of health, safety and wellbeing across the Council.
  - Regular reviews of health, safety and wellbeing performance and compliance to ensure Wilshire Council policy, standards and commitment are being.

- **Wilshire Council Cabinet** is responsible for:
  - Ensuring health and safety is an integral part of Wilshire Council organisational performance.
  - Overseeing and scrutinising the Council's health and safety strategy, compliance and control.
  - Ensuring any policy decisions made consider health and safety legal and policy requirements.
  - Visible commitment and active health and safety leadership.
  - Performance is monitored and reviewed periodically

- **Committees** will:
  - Monitor health & safety performance across Wilshire Council by receiving reports from the Strategic Health and Safety Board on the effectiveness of policy implementation.
  - Receive additional reports/updates from the Health and Safety Service on key health & safety issues, risks, audits and compliance as required.
  - Review the effectiveness of the health and safety management system across Wilshire Council to ensure that systems are in place to deliver a safety culture that is aligned with the values and performance standards.

- **Corporate Leadership Team (CLT)** will ensure:
  - Visible commitment and active health and safety leadership.
  - Wilshire Council health and safety policy and management system is set, acknowledged, implemented and enforced across the organisation.
  - Adequate financial and human resources are provided for training, work equipment and the work environment.
  - The provision of competent advice and assistance in meeting legal requirements and health and safety standards.
  - Appropriate communication and consultation with employees on health and safety issues.
  - Health and safety objectives and targets are established, implemented, monitored and reviewed.
  - Health and safety management systems, procedures and arrangements are developed, implemented, maintained and adequately resourced.

HSP002

- **Health and Safety CLT Champion (Chief Executive Officer)** will:
    - Oversee the processes detailed within Wilshire Council Health and Safety policy and management system
    - Chair the Strategic Health and Safety Board.
    - Consider setting corporate health and safety targets to monitor the Council's performance.
    - Ensure the Extended Leadership Team considers health, safety and wellbeing matters as part of their service delivery and demonstrate a visible commitment and active health and safety leadership.

- **Strategic Health and Safety Board (SHSB)** is the strategic level consultative, advisory, planning and decision-making body for matters of health and safety affecting employees, third party partners, contractors, visitors, tenants/leaseholders and members of the public. The Board is also responsible for consulting, monitoring, planning and reviewing Wilshire Council health and safety risks, arrangements, compliance and performance.

    Further responsibilities and deliverables can be found in the Strategic Health and Safety Board Terms of Reference (HSD001) and Health and Safety Governance and Accountability Structure (HSP003).

- **Operational Health and Safety Committees** have responsibility for identifying and implementing risks and control measures, agreeing actions and policy implementation within their areas of control and expertise in line with the agreed terms of reference. Details of Operational Committees can be found in the Health and Safety Governance and Accountability Structure (HSP003)

- **Directors and Heads of Service** will ensure:
    - Decisions reflect the intentions and objectives set out in the Wilshire Council Health and Safety policy and management system.
    - Strong health and safety leadership is demonstrated by ensuring health and safety is given equal importance to service delivery.
    - Health & Safety policy, procedures and safe systems of work are implemented, understood, supported and monitored within their departments.
    - Their line managers, employees, contractors and visitors are aware of safety procedures, arrangements and requirements.
    - Health and safety is considered as part of new or changes to working practices, personnel, equipment, materials, regulations and guidance.
    - Health and safety objectives are established, implemented and monitored at Performance Operational Groups and Performance Operational Boards.
    - Setting and monitoring health and safety objectives within manager appraisals and senior manager team meetings.
    - Risk assessments are undertaken, implemented and regularly reviewed.
    - Adequate information, instruction, training, supervision and discipline is in place to ensure work activities are always conducted safely.
    - Regular two-way communication with employees on health and safety issues.
    - Machinery and work equipment is suitable for the task, properly maintained and safe to use - and any defects are identified and rectified promptly.

HSP002

- Accidents, incidents, violence and aggression and near misses are recorded, investigated and reported to the Health and Safety Service in line with the Accident and Incident Reporting Policy and Unwanted Behaviour towards Employee Policy.
- Accident, incident and near miss findings are reviewed and action taken to prevent recurrence.
- Financial and human resources in place for first aid.
- Good standards of housekeeping are maintained within the workplace.
- Regular monitoring and inspections of the workplace.
- Liaison with the Wilshire Council Health and Safety Service.

- **Directors and Heads of Service with premises related responsibilities** will:
    - Ensure that statutory servicing and compliance is undertaken across the asset portfolio.
    - Provide the organisation with technical expertise for the organisation in respect of buildings, including, legionella, asbestos, fire and statutory servicing and compliance.
    - Where service is principal user of premises, identify a 'Local Responsible Person' for all health and safety responsibilities across the asset portfolio.
    - Make resources available so that health and safety activities of the 'Local Responsible Person' are consistently undertaken and monitored.
    - Ensure premises are safely managed and used for employees, visitors and contractors.

- **Managers and Supervisors** will ensure:
    - They have attended the necessary health and safety training and are competent to deliver their health and safety responsibilities and risk control measures.
    - Wilshire Council policy and procedures on health and safety are carried out by all employees in their service.
    - Appropriate health and safety induction training is undertaken for all new employees.
    - Health and safety training for their employees is identified and undertaken.
    - Risk assessments are undertaken, implemented and understood for employees in their service.
    - Safe systems of work are developed, implemented and maintained.
    - Two-way communication with employees and management on all health and safety matters.
    - Appropriate and up to date health & safety information is displayed within their areas.
    - Regular inspections of work equipment and work areas.
    - Support safety related employees e.g. Department Safety Coordinators (DSCs), fire wardens and first aiders.
    - Accidents, incidents, violence and aggression and near misses are properly reported, recorded, investigated in a timely manner and appropriate actions implemented to prevent recurrence.
    - Health and safety issues are investigated and resolved promptly.

- Compliance and performance is monitored - and appropriate disciplinary action is taken against any employee, contractor or visitor who disregard or ignore health and safety rules or procedures.
- Setting and monitoring health and safety objectives within employee appraisals.

- **Managers with premises related responsibilities (Local Responsible Person)** will:
  General
    - Ensure employees are provided with appropriate training and this is reviewed and refreshed.
    - Ensure employees are recording all checks completed.
    - Perform regular visual checks and undertake periodic inspection of premises.

  Fire Safety
    - Be 'fire-aware' about flammable products, build-ups of materials and sources of ignition on the premises.
    - Hold copies of Personal Emergency Evacuation Plans (PEEP) for all disabled or mobility impaired employees
    - Hold a copy of the Fire Risk Assessment and ensure it is available to employees and contractors
    - Perform annual/6-monthly Evacuation Drill
    - Perform monthly 'flick' test of emergency lighting
    - Perform weekly fire alarm test

  Legionella
    - Hold copies of the Legionella Risk Assessment and ensure it is available to employees and contractors
    - Routine flushing of low usage water outlets (frequency to be determined by Risk Assessment)

  Asbestos
    - Hold copies of Asbestos Survey and Register and ensure it is available to employees and contractors.
    - Ensure contractors attending the premises have seen and signed Asbestos Register.

- **All Wiltshire Council employees** have a duty to;
    - Take reasonable care for the health and safety at work for themselves and any other people who might be affected by their acts or omissions.
    - Always observe safety rules and co-operate with Wilshire Council in matters of health and safety.
    - Not intentionally or recklessly misuse anything provided in the interests of health, safety or welfare.
    - Always use equipment provided as per training and instructions.
    - Report all accidents, incidents, violence and aggression or near misses whether persons are injured or not as documented in the Wilshire Council Accident and Incident reporting policy.
    - Follow health and safety instructions and report anything considered a serious danger.

- Report any shortcomings in the protection arrangements for health and safety to line management.

- **Contractors and Visitors:**
  - Non-employees, including customers, contractors and members of the public must comply with the requirements of all Wiltshire Council employees in addition to specific Wilshire Council health and safety procedures and requirements
  - All contractors and visitors must be made aware of the site-specific health and safety arrangements and emergency procedures.
  - Report all accidents, incidents, violence and aggression or near misses whether persons are injured or not as documented in the Wilshire Council Accident & Incident reporting Policy.
  - Contractors and visitors are the responsibility of the employee being visited.

- **Health and Safety Service** are responsible for:
  - Advising and updating management, employees, policy makers, planners and implementers on health and safety legislative, regulatory and best practice requirements.
  - Development and maintenance of the Council's health and safety management system, processes, procedures and documentation.
  - Planning for health and safety, setting health and safety objectives and advising on health and safety priorities.
  - Managing and maintaining the health and safety action plan.
  - Identifying and supporting health and safety training needs.
  - Attendance and support at strategic and operational health and safety board meetings.
  - Undertaking health and safety audits and inspections.
  - Compiling and analysing active and reactive health and safety data.
  - Liaising with enforcing authorities.
  - Investigating serious accidents, incidents and complaints.
  - Has the authority to stop work in the event of serious or imminent danger, breach of health and safety regulations or agreed safe system(s) of work.
  - Producing and presenting reports on the Council's health and safety performance.
  - Maintaining health and safety information systems and safety management practice.
  - Be suitably qualified, experienced and competent

HSP002

5. Policy consultation, implementation and review

Consultation -

The Corporate Health and Safety Policy has been approved via the formal consultation process to give employees the opportunity to contribute to the agreed standards of health and safety.

The Council will maintain a regular consultation process via the Joint Consultation Committee. Trade Union safety representative, that are nominated by recognised trade unions, may carry out their duties as defined by the Safety Representatives and Safety Committees Regulations 1977. If necessary, nominees from groups of employees not represented by recognised trade unions can exercise similar rights as defined by the Health and Safety (Consultation with Employees) Regulations 1996.

Implementation -

The Health and Safety Service will provide guidance, support and assistance to any manager or employee in the implementation of this and other health and safety procedures.

All employees should email healthandsafety@wiltshire.gov.uk for further advice, guidance or training.

This policy will be published on Wiltshire Council's webpages for general access and viewing by all staff and can be made available in other languages and formats such as large print and audio on request.

Review -

A review of the procedure shall take place no less frequency than every 24 months to ensure its relevance and accuracy. Unless:

- Legislation/regulation or sector developments require otherwise, ensuring that it continues to meet its objectives and takes account of good practice developments.
- We identify deficiencies or failures in this procedure, as a result of stakeholder feedback, complaints or findings from any independent organisations

6. Document control

Responsible	Health and Safety Service
Accountable	Chief Executive Officer
Consulted	Corporate Leadership Team, Strategic Health and Safety Board, Joint Consultative Committee, Staffing Policy Committee
Informed	Members, employees, contractors, volunteers, 3rd parties, visitors

Version	Date	Comment	Approved by	Date of review
1.0	DD/MM/YYY	First policy in format.	SHSB, CLT, JCC, SPC	DD/MM/YYY

HSP002

Wiltshire Council

Health and Safety – Phase 1 Action Plan

Action	Lead	Deadline	Status	Updates
Priority 1 – Updated Governance				
Identify members of Strategic Health and Safety Board (SHSB) and agree ToR	H&S	Nov 24	🟩	
SHSB to meet quarterly and monitor, record and implement actions.	SHSB	Ongoing	🟧	
Initiate Directorate Operational Health and Safety Committees (OHSC), agree ToR	Director	Mar 25	🟧	
OHSC to meet quarterly and monitor, record and implement actions.	OHSC	Ongoing		
Priority 2 – Health and Safety Digital Platform				
Procure health and safety digital platform	H&S	Dec 24	🟧	
Configure and implement digital platform	H&S	Mar 25		
Train users on how to use the new digital platform	H&S	Ongoing		
Review risk assessment template(s) as part of the implementation of new digital platform.	H&S	Mar 25	🟧	
Review and implement refresher risk assessment training across the organisation	H&S	Aug 25		
All services to update and review risk assessments	Mgrs	Ongoing		
Review accident, incident and violence reporting processes as part of the implementation of new digital platform	H&S	Mar 25	🟧	
Review Audit function to ensure that it is effective and efficient	H&S	Mar 25	🟧	
Review and monitor action plans developed from audits and promote accountability for completing identified actions.	H&S	Jun 25		

Completed 🟩   In progress 🟧   Unlikely to achieve 🟥   Not started ⬜

November 2024

Develop robust reporting process once new digital platform is implemented	H&S	May 25		
Develop reports to identify strengths, weaknesses, actions and resources.	H&S	Ongoing		
Priority 3 – Review of policies and procedures				
Review and update Health and Safety – Statement of Intent.	H&S	Oct 24	🟩	
Review and update Health and Safety – Roles and Responsibilities (including premises related)	H&S	Oct 24	🟩	
Create Health and Safety Governance and Accountability Structure	H&S	Oct 24	🟩	
Identify and appoint Corporate Leadership Team Health and Safety Champion	CLT	Oct 24	🟩	CEO appointed.
Obtain formal approval to adopt revised policy	H&S	Jan 25	🟧	
Review all existing health and safety policies and procedures, prioritising those overdue and associated with high risks activity.	H&S	Nov 25		
Communicate policy and responsibilities to all employees	H&S	Ongoing		
Priority 4 - Highest risk areas – personal safety and construction				
Establish Personal Safety Steering Group (PSSG) and core members to ensure a collaborative and robust approach to lone working and personal safety.	H&S	Oct 24	🟩	
Update personal safety arrangements including lone worker education & awareness, monitoring and enforcement.	H&S	Ongoing	🟧	
Review and update Employee Safety Database to ensure employees can access information/intelligence relating to known members of the public who pose a risk.	H&S	Feb 25	🟧	
Review and update Unwanted Behaviours Policy to reflect review of Employee Safety Database.	H&S	May 25		

Completed 🟩 In progress 🟧 Unlikely to achieve 🟥 Not started ⬜

November 2024

Action	Owner	Date	Status
Procure lone worker Personal Safety SOS devices	H&S	Jan 25	Completed (green)
Phase roll out of lone worker devices.	H&S	Mar 25	Unlikely to achieve (orange)
Provide training for employees and managers on lone working, personal safety and responsibilities.	H&S	Feb 25	Unlikely to achieve (orange)
Audit arrangements for the lone working devices to ensure understanding and compliance	H&S	Apr 25	
Establish Building Safety Steering Group (BSSG) and core members to ensure a collaborative and robust approach to construction related activity.	H&S	Jan 25	Unlikely to achieve (orange)

Priority 5 – Training and competency

Action	Owner	Date	Status
Review and update induction for employees and managers.	H&S /OD	Aug 25	Unlikely to achieve (orange)
Record completion and compliance with H&S induction requirements.	H&S/OD	Aug 25	
Review and update contents of health and safety training plan/programme for all employees	H&S/ OD	Aug 25	Unlikely to achieve (orange)
Ensure employees complete e-learning training and monitor completion rates	Mgrs	Apr 25	
Deliver H&S training for Leaders, Directors and HoS to ensure awareness and compliance with their roles and responsibilities	H&S/ OD	Mar 25	Unlikely to achieve (orange)
Deliver H&S manager training to ensure awareness and compliance with their roles and responsibilities	H&S/ OD	Jul 25	
Review current training requirements for specialist responsibilities (construction premises related responsibility) and deliver training and guidance	H&S/ Mgrs	Ongoing	Unlikely to achieve (orange)

Priority 6 – Organisational communication and profile

Action	Owner	Date	Status
Continue to consult with and update the Joint Consultative Committee.	H&S	Ongoing	

Completed ▇ (green)   In progress ▇ (orange)   Unlikely to achieve ▇ (red)   Not started ☐

November 2024

Continue to consult with and update Committees with progress, improvement, risks.	H&S	Ongoing		
Undertake health and safety surveys and use results to improve culture, awareness and compliance.	H&S	Ongoing		
Ensure understanding and compliance with respect to accident and incident reporting across the organisation	H&S/ OD	Apr 25		
Promote awareness of implementation of new Health and Safety Policy	H&S/ OD	Mar 25		
Promote awareness of implementation of new Health and Safety Platform	H&S/ OD	May 25		

Completed ■ In progress ■ Unlikely to achieve ■ Not started ☐

November 2024

Wiltshire Council

Overview and Scrutiny Management Committee

27 November 2024

Executive Response to the Final Report of the
Stone Circle Governance Task Group

Purpose of the report

1.   To present the response of the Cabinet Member for Housing to the Final Report of the Stone Circle Governance Task Group.

Background

2.   On 12 September 2024 the Overview and Scrutiny Management Committee endorsed the Final Report of the Task Group.

3.   The Committee resolved to refer the following Task Group's recommendations to the relevant Cabinet member for response at the Committee's next meeting on 27 November 2024.

4.   The Committee endorsed the establishment of a task group under it.   It was agreed that the terms of reference and effectiveness of the group were to be reviewed after 12 months. This resolution does not require an executive response.

Executive response to the Task Group's recommendations

Recommendation No.1	**That the council defines the purpose of both Stone Circle Housing and Stone Circle Development. The statement of purpose should include precise objectives and intended outcomes to enable ongoing scrutiny and to reference when reviewing performance and decision-making of Stone Circle Housing and Stone Circle Development. The statement of purpose, objectives and targets should be accessible to members and the public.**
Reason for recommendation	The task group recognised there was a difference in the purpose of Stone Circle Housing and Stone Circle Development which needed to be reflected in any ongoing scrutiny of the two companies. Members noted that there isn't a consistent statement of purpose used by all parties for either company. While this could allow for flexibility to meet changing needs, from a

	scrutiny perspective, it may also result in a drift of purpose, making it difficult to assess objectively whether the companies are meeting their intended purpose.				
Cabinet member	Phil Alford		**Lead Officer**	Perry Holmes	
Executive response	19 November 2024	select one option	Agree		

Action					**Success criteria**
Officers to draft a definition of purpose of Stone Circle from a Council/Shareholder perspective for approval at a Cabinet Shareholder Group meeting.					Completed approved document.
Target date				**Implementation date**	
January 2025				January 2025	

Recommendation No.2	**That the Cabinet Shareholder Group minutes are made available to all members together with a simplified version of the shareholder group terms of reference to clarify the group's role and responsibilities in relation to Stone Circle Group.**				
Reason for recommendation	To increase transparency around Stone Circle was a recurring theme in the work of the task group. To that end, the task group proposed it would be beneficial to increase awareness of Stone Circle with all members including its role in relation to the Council's business objectives, and the role of the shareholder group in overseeing Stone Circle activities. Making information more readily accessible could, it was hoped, encourage wider engagement and scrutiny.				
Cabinet member	Phil Alford		**Lead Officer**	Perry Holmes	
Executive response	19 November 2024	select one option	Agree		

Action					**Success criteria**
Officers to action the sharing of minutes and the simplified terms of reference as proposed and add Members to the notification of the publication of minutes					Minutes and simplified terms of reference shared with all Members
Target date					
January 2025					

Recommendation No.3	**That the terms of reference for the Cabinet Shareholder Group includes clarification on the extent to which Stone**

	Circle companies operate independently or follow Council standards in their operations.			
Reason for recommendation	It was felt that further clarity was needed about the council's interaction with Stone Circle, a commercial company wholly owned by the council. The task group were unclear on the extent to which the two entities were aligned and wanted to understand whether the organisations worked to the same policies, standards and values. The shareholder group terms of reference could clarify further the extent to which Stone Circle companies operated independently or followed Council standards in their operations.			
Cabinet member	Phil Alford		**Lead Officer**	Perry Holmes
Executive response	19 November 2024	select one option	Agree	
Action				**Success criteria**
Officers to amend the Terms of Reference as suggested for approval at Stone Circle Shareholder meeting				Amended agreed Terms of Reference
Target date				
January 2025				

5. The Cabinet would like to thank the Task Group for its diligent work and final report.

Proposal

6. To note the executive response to the Final Report of the **Stone Circle Governance Task Group**.

Cllr Phil Alford, Cabinet Member for Housing

Officer contact: Julie Bielby, Senior Scrutiny Officer, 01225 718702, julie.bielby@wiltshire.gov.uk

Appendices

Appendix 1   Final Report of the Stone Circle Governance Task Group

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Wiltshire Council

Overview and Scrutiny Management Committee

27 November 2024

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Report of the Evolve Task Group

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Purpose of the report

1. To present the findings and recommendations of the Evolve Task Group for consideration by the Overview and Scrutiny Management Committee.

Background

2. As part of the creation of the unitary authority in 2009, the council implemented a new SAP Enterprise Resource Planning (ERP) system to consolidate and modernise the different range of IT systems used by Wiltshire County Council and the District Councils. The council's SAP ERP solution had been in operation since 2009 without major upgrades, significant development, or sustained investment. It therefore required substantial spending to modernise it and ensure continued supportability. A replacement of the system was therefore necessary.

3. The Evolve programme was the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council. An ERP system is a type of software used to manage day-to-day business activities. At the council, this programme would impact upon the work of all staff in respect of human resources (HR), finance, procurement, and payroll. Its implementation aimed to modernise technology and standardise business processes, improving efficiencies for the core activities undertaken across the council. The adoption of ERP was supported through in-house business change and training, and was intended to deliver improved data, insights, and reporting capabilities.

4. The capital budget, £11.127m, reflected the requirements, capacity and risk mitigation required to deliver the programme. The budget was set against an initial benefits model quantifying several estimated cashable benefits as well as describing other cultural, behavioural, compliance and non-tangible benefits. It was estimated that the programme would deliver £17.439m total net savings in revenue budgets over an assumed seven-year term, (delivered across eight financial years) between 2021/22 and 2028/29.

5. Evolve was a major transformation and business change programme to embed new ways of working and increased efficiencies, including the development of an agile and flexible workforce, using technology, data, and process improvements.

6. Originally conceived to start in October 2021 and finish in March 2023, most of the ERP and HR functions went live in November 2023; payroll going live in April 2024.

7. On 16 November 2021, the Overview & Scrutiny Management Committee agreed to establish the Evolve Task Group. The task group first met on 14 January 2022.

Terms of reference

8. The following terms of reference for the task group were endorsed by the Overview and Scrutiny Management Committee on 16 November 2021:

    a) To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.

    b) To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
       - Organisational insight
       - Developing a flexible high-performance culture
       - Transforming business processes and digital technology

    c) To meet quarterly as standard, unless there is a temporary need to meet more frequently or at a specific project milestone

    d) To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.

Membership

9. The task group comprised the following membership:

Cllr Dr Monica Devendran	Cllr Horace Prickett
Cllr Ruth Hopkinson	Cllr Mark Verbinnen
Cllr Jon Hubbard (Chairman)	Cllr Mary Webb (to August 2022)

Methodology

10. The task group had discussions with the following:

Cllr Ashley O'Neill (Cabinet Member for Governance, IT, Broadband, Digital, and Staffing)
Andy Brown (former Corporate Director Resources & Deputy Chief Executive Officer)
Jo Pitt (former Director – HR, Organisational Development & Transformation)
Stuart Honeyball (Director – Business Transformation)
Lizzie Watkin (Director – Finance & Procurement (Section 151 Officer))

Andy Foster (Evolve Change Lead)
Barry Jordan (O&D People Change Service Manager)
Dermot Tully (ERP implementation lead specialist)
Guy Beaudin (Public Sector Business Development Director, Insight)
Kelvin Worley (Senior Vice President, Mastek)
Faith Whitby (Insight).

11. The task group would like to thank the officers and Programme Board for their full engagement with the task group and for their contribution to their work.

12. The task group met fifteen times between January 2022 and November 2024.

13. The task group's recommendations have been shared with the Executive and officers.

Evidence

14. The task group drew upon the following evidence when developing its conclusions and recommendations.

15. *Draft Evolve Programme – ERP Replacement Business Case (2021).* Presented to the task group in January 2022. This included the:
    - Case for change
    - Programme drivers
    - Objectives
    - Benefits
    - Scope
    - Commercial case
    - Financial case

16. *Risks Actions Assumptions Issues & Decision (RAAID) logs.* Presented to the task group at each of its meetings from July 2022; shorter summary logs were provided from December 2022. These included an assessment of:
    - Risks
    - Actions
    - Issues
    - Decisions
    - Dependencies
    - Assumptions
    - Deferred decisions
    - Lessons learnt

17. *Programme update presentations.* Presented to the task group at each of its meeting from July 2022, these were often shortened versions of presentations to the Evolve Programme Board. These were used in conjunction with the RAAID logs and normally included:
    - A programme summary
    - Progress against the programme plan
    - High level risks and issues

18. *South West Audit Partnership (SWAP) audit (August 2023).* The task group saw an interim report from SWAP relating to the robustness of the decision making process for the programme to go live in November 2023.

Conclusions

General

14. The Evolve programme was a complex transformation process that included the implementation of a Cloud-based ERP system (Oracle) as well as an organisational and business change programme. The experiences of other local authorities in planning, resourcing and delivering such programmes has been mixed e.g., Birmingham City Council, West Sussex. It was therefore potentially inevitable that there would be significant challenges in delivering such a programme on time and to budget.

15. There were numerous technical and resourcing issues during the delivery of the programme. However, the programme was (as of October 2024) brought in budget. The technical and contractual issues were dealt with adeptly by the programme team and services areas concerned. This did lead to a change in the timescales for the programme, extending the development period, but ensuring that the ERP system was up and running and that SAP could be deactivated.

Governance

16. The programme had a comprehensive and effective governance structure. The programme of delivery was subject to a multi-tiered governance and approval process. This was led by a Programme Board, the membership of which included the Corporate Director of Resources, the Director of HR & OD, the Director of Legal & Governance, the Director of Digital, Data & Technology as well as representatives from the delivery partners i.e., Oracle and Evosys (later Mastek). The Board monitored progress, discussed major decisions and signed-off milestones and payment releases.

17. The governance model enabled timely decision making and interventions particularly relating to the 'go live' decisions, which in the case of payroll needed to be rolled over. The task group throughout this process were confident that programme governance was fit for purpose and flexible enough to allow changes to be implemented that were based upon good evidence.

18. Part of that governance model was overview and scrutiny. The task group was involved in the programme for over two and a half years, unlike other task groups which sit for a matter of weeks. During that time it made a series recommendations which were adopted by the Programme Board, e.g. involving staff user groups. Throughout the task group worked to help shape the programme through constructive dialogue.

19. The task group recommends that this governance model be used for other major transformation programmes as it has been tested thoroughly and proved to be effective.

20. The task group perceived a gap in oversight in terms of the council's wider transformation programmes i.e., there is currently no Cabinet Member with overall responsibility for transformation programmes. The council is embarking upon and

delivering several long-term transformative programmes, across different portfolios, which would benefit from a voice at Cabinet.

(See recommendations 1 & 4)

Procurement

21. The development of the tender documentation was overseen and supported by representatives from the council's Legal Services and Procurement functions and the Commercial Board, including external advice and quality review by Socitm Advisory Ltd.

22. A public procurement exercise through the Crown Commercial Services Data and Application Solution (DAS) framework agreement was used to tender the contract(s). Insight Direct UK Ltd were the contracting partner responsible for overall contract outcomes through their delivery partners Evosys (later Mastek) and Oracle.

23. Using a government framework allowed for a simpler, swifter tender process and move into contract signing. However, using the framework, in hindsight, also had significant limitations. This was particularly the case when dealing with commercial disagreements and addressing supplier performance, where the council's options for addressing these were effectively limited. It was also apparent that the framework could not deliver certain key technical requirements e.g., an address look-up function. There are many routes open to the council to procure goods and services that would be more flexible and better align with the council's requirements. The benefits and risks of procurement routes must be fully assessed for each project and government frameworks only used if, on balance, they are flexible enough to meet the council's needs.

(See recommendations 6 & 7)

Planning and resource management

24. Programme resources were provided in several ways – via internal staff, consultants, agency workers, specialist technical roles (from Mastek) and supplier side. A detailed resource plan was created at the start of the programme which was broadly appropriate. As the programme developed, issues arose which included capacity constraints, recruitment challenges, staff turnover and limited capacity to second people into the programme. Resources were limited throughout the programme by the budget. Whilst the resourcing plan was based upon evidence it also assumed more support being offered by the provider than was the reality.

25. One of the recurrent issues experienced was processes that worked in the 'test' phase often needed remedial work when they went live. This naturally led to strains upon capacity, for example, there were a small number of overdue payments affecting one-time payments to pensioners (not their monthly pension), which had to be processed manually. This addressed the immediate issue but was a much slower process leading to a backlog of payments.

26. It became apparent that the resource plan would not provide sufficient capacity to effectively deliver a programme of this scale. It was difficult to prioritise the work of the programme and balance this against business as usual. This resource gap would adversely affect the council's ability to deliver normal services.

27. The Evolve programme was delivered in budget. However, this was through robustly managing the budget to changing and developing requirements. Discipline was required to remain in budget (including the contingency) for a programme that was significantly extended. The wider costs of extending the programme, rather than increasing resources, were not identified, and it could be argued that delivering on time might have been more cost-effective in the longer term. However, the additional costs incurred throughout impacted the council's capacity because funding for backfilling of roles and/or increasing team sizes was limited. There was also a need to develop tools which it was thought the supplier could provide.

28. Programmes of this type are not undertaken on a regular basis, and the council does not need to retain many of the skills and expertise required to be able to deliver them within the normal workforce. The council is therefore reliant on specialist contractors working through agencies and commanding significant day-rate based payments. To try and minimise the cost these resources are often brought in as late as possible and retained for the shortest period. On the Evolve programme particularly, the need for these types of staff resource and the duration for which the council could remain reliant on them post go-live was underestimated.

29. Future allocations for similar programme would benefit from more comprehensive and informed provision for external consultancy capacity, including earlier engagement with relevant agency market providers.

30. At the beginning of the programme the expectations of staff, management and stakeholders remain generally aligned to the specified requirements set out in the tender. However, over time, these expectations diverged, particularly as the council increased its knowledge and understanding of the product and its capabilities. Alongside this, is the perceived gap between the information and expectations that a supplier may have set in their proposal (and upon which the resulting contract is based) and the actual delivered product and outcomes.

31. Large scale change programmes are disruptive. They require not just a programme team to deliver but also sufficient capacity in normal service teams to be able to support the design and adoption of new business processes. Training had been supplied and delivered through the contract; however, the number of sessions has not been sufficient to transfer knowledge and develop confidence in the system. Specific technical training was still required. The training need remains ongoing. There should be better forward planning regarding future training requirements, based in part on the continual updates required of the Oracle system.

32. The business case for Evolve included a benefits case linked to and reflective of the outcomes being sought. In the initial stages of the programme there was a dedicated benefits workstream, however, over time this was reduced and finally dropped due to a lack of capacity. This meant that though benefits and activities to

deliver them were identified, these were not regularly reviewed and realigned to the status/ability to still deliver the programme. This has proven to be particularly important for the financial benefits (which are time-based) and the predicted staffing reduction/efficiency savings. It has become apparent that in the short term the adoption of Oracle and associated new practices will require more, not fewer, staff. In the short- to medium term the benefits case should have been revised accordingly.

(See recommendation 5)

Future learning and benefits realisation

33. The delivery of the Evolve programme was challenging for the council, having to balance resource capacity, costs and budget, skills and expertise and the commercial nature of the external supply chain. Whilst the Oracle product is now live (with some ongoing work needed to finish and optimise some functions), there are many significant lessons that the council should understand and can learn from in future. The council also needs to continue to track the benefits identified at the beginning of the programme to understand how these have been realised and whether lessons can be learnt.

(See recommendations 2 & 3)

Proposal

34. To endorse the report of the Task Group and refer it to the relevant Cabinet Members for response at the Committee's next meeting.

Recommendations

That the Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, and Tourism considers:

1. **Assigns responsibility for overseeing transformation programmes to a specific Cabinet Member**

Until such time as there is a Cabinet Member responsible for overseeing transformation programmes, that the Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, and Tourism reports on progress with:

2. **Realisation of the benefits of the Evolve programme to Overview and Scrutiny Management Committee by November 2025.**

3. **Implementing the task group's endorsed and accepted recommendations to Overview and Scrutiny Management Committee by November 2025.**

4. **Other major change programmes adopt the governance model used by the Evolve programme, including an independent programme board, overview and scrutiny engagement and independent auditing.**

5. **The process for identifying and planning resource and organisational capacity for major transformation programmes is reviewed, learning lessons from the Evolve programme, including:**

   a) **Assessing the necessary internal capacity and resources need to engage effectively with transformation, without affecting service delivery.**

   b) **Major programmes require adequate budget for external consultancy capacity and early engagement with relevant market providers.**

   c) **Externally delivered transformation programmes require adequate officer capacity for managing the relationship with the provider.**

   c) **Supporting change management in a timely manner i.e., preparing, equipping, and supporting individuals through change, and delivering learning/training are key elements of major projects. The learning/training required should be identified and developed with user input.**

   d) **Predicted programme benefits are reviewed at regular intervals during delivery and implementation.**

That the Cabinet Member for Finance, Development Management, and Strategic Planning provides reassurance that:

6. **In future, when considering the best framework for any procurement, the council will take into account how that framework supports implementation of the whole contract, the programme and legacy rather than focusing upon tendering and contract signing.**

7. **Procurement will review how it assesses the capabilities, previous performance, and sub-contracting models of tenderers.**

That the Overview and Scrutiny Management Committee:

Thanks officers and the Programme Board for their open and honest engagement with the task group and their contribution to its work.

Cllr Jon Hubbard, Chairman of the Evolve Task Group

Report author: Simon Bennett, Senior Scrutiny Officer, 01225 718 709, simon.bennett@wiltshire.gov.uk

Appendices

None

Background documents

None

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Wiltshire Council

Overview and Scrutiny Management Committee

27 November 2024

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Final Report of the Transformation Programme Task Group

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Purpose of the report

1.   To present the findings and recommendations of the Transformation Programme Task Group for endorsement by the Overview and Scrutiny Committee.

Background

2.   Following a presentation on the council's transformation service to Overview and Scrutiny Management Committee, 15 November 2023, the committee resolved to explore the potential for scrutiny of the transformation programme and set up a task group to consider how this could best be achieved. The Committee had noted the benefits scrutiny had brought to the development of individual transformation projects as evidenced by the Evolve Task Group and wanted the new task group to explore scrutiny of the transformation programme itself and to make recommendations for the committee to review.

Terms of reference

3.   The following terms of reference for the task group were endorsed by the Overview and Scrutiny Management Committee on 29 May 2024:

To explore and make recommendations on how to conduct effective scrutiny of the council's Transformation Programme, which should include scrutiny of the:

   a. Selection of transformation projects (decision making criteria and process).
   b. Governance and oversight.
   c. Delivery of business plan objectives and outcomes for residents.
   d. Evaluation of success and learning from experience.

Membership

4.   The task group comprised the following membership:

Cllr Clare Cape
Cllr Ruth Hopkinson
Cllr Jon Hubbard
Cllr Christopher Williams (Chair)
Cllr Graham Wright

Methodology

5. The task group met on four occasions and is grateful to the following council officers for providing written and verbal evidence: Stuart Honeyball, Director Business Transformation, Kate Beckinsale-Smith, Service Delivery Manager Transformation and Andy Brown, former Deputy Chief Executive and Corporate Director Resources.

6. The task group identified that there was no cabinet member with specific responsibility for transformation to engage with this scrutiny. This is addressed in the main body of the report.

7. The task group received the following information as evidence.

   - Terms of Reference for the Transformation Planning Group and the Transformation Board.
   - Sample agendas and reports from both groups to give insight into the work of the groups.
   - Documentation relating to project selection and prioritisation (before and after review)
   - Presentations and briefing notes on the transformation process, evaluation and plans for future reporting.
   - Snapshots from the transformation SharePoint site to give an overview of the systems in place for management and governance. It was made clear that additional information could be provided should the task group want to focus in more detail on any part of the process.

Evidence

Governance and Oversight

8. The Transformation and Business Change Directorate was created in 2022 primarily to support the delivery of the Council's Business Plan 2022-32 on the basis that a transformation of existing services was needed to achieve the outcomes of the plan.

9. According to the Directorate, 'The governance approach for the programme was to provide consistent organisational-level prioritisation and oversight of transformation activities against organisational priorities as set out in the business plan'.

10. Oversight of the programme sits with the Transformation Board, which is made up of director-level officers, i.e. the CEO, Corporate Directors of People, Resources and Place and Directors of Legal and Governance, HR and OD, Transformation and Adult Social Care. There is no Cabinet representative on the Board.

11. There is Cabinet oversight of individual transformation projects with cabinet members sitting on the project boards of large transformation programmes within their remit.

12. Cabinet has financial oversight as it has ultimate approval for spend from the transformation reserve.

13. One option for future scrutiny of transformation considered by the task group was to have a representative from OSMC on the Transformation Board. However, it concluded that this approach wouldn't work without a cabinet member with responsibility for the transformation programme on the board to be held accountable.

14. As the transformation programme has a key role in supporting the delivery of the Council's business objectives, the task group thought it would be appropriate to have a cabinet lead with overall responsibility.

15. While it was considered that the Leader may, by default, hold that overall responsibility, the task group wanted to see that role and accountability explicitly designated within the list of cabinet member portfolios.

16. The governance framework for the programme would, it was felt, be strengthened by having a cabinet member responsible for the portfolio of transformation projects, providing political, strategic direction for the programme.

17. Another significant advantage of programme-wide management is that it would support learning from projects, transferring what had been learned into future transformation projects. This would also enhance decision-making around prioritisation between projects, compare value for money, including social benefit, and have good visibility of the combined/shared outcomes of more than one project.

Evaluation and Impact

18. The task group wanted to understand how the delivery of transformation projects was assessed against project and business plan objectives.

19. A briefing note prepared for the task group addressed the current approach to evaluation. It stated that, 'the reporting of progress on transformation programmes is currently undertaken on a discrete, per-programme basis based on the programme status, key risks and issues and progress of key tasks. The assessments are carried out by the programme lead and/or Senior Responsible Officer (SRO) without reference to, or comparison with, other programmes.' Good practice would be to set up a 'portfolio management' approach to reporting risks and issues, milestones, outcomes and benefits across all projects/programmes within Transformation.'

20. The transformation team were 'developing an automated and consolidated approach to make summary reporting of programmes more consistent, quicker to produce and reusable.'

21. The task group was shown an example of the new reporting 'dashboard' to illustrate how transformation would be reporting progress against objectives. With Board approval, officers anticipated that they would be reporting with this new format in three months (late 2024 or early 2025).

22. Reviewing the draft report, it was not clear to the task group how outcomes, benefits, narratives, and key milestones would be reported. Officers responded that this information would be captured within the 'month key risks' section of the report.

23. To enable strategic programme-level scrutiny, the task group considered it appropriate for the monitoring report described above to be received by the Overview and Scrutiny Management Committee and scheduled into its forward work plan as a regular item. The task group suggested there may be a benefit in receiving the report at the same time as the finance and performance report to support linkages between the two.

24. The task group believed there would be advantages in the Overview and Scrutiny Management Committee having some oversight or input into the transformation report during its development to help ensure that the report was accessible and provided data that enabled effective scrutiny of the programme.

25. The task group expected to see a system in place to support the management and evaluation of the benefits of transformation at project and programme level. Put simply, if a service had been transformed in order to address an identified issue or problem, how would we know if or when it had worked?

26. Officers reflected that the focus of the programme had been on completion, getting a service or resource up and running. The challenge of capturing longer term benefits was acknowledged. Nonetheless, the task group felt there would be significant advantages in having indicators in place to capture the improvement or change following transformation activity. Not only would it support learning of what had or had not worked but it would make it easier to communicate the benefits of investment to the public and thereby improve transparency. The task group recognises that this approach is likely to require new skills, such as a consistent use of methodology for change or improvement and potentially a shift in mind-set. It was noted that the appointment of a director of transformation has been the first step towards achieving this.

Transformation Process

27. The task group were provided with an overview of the stages in the transformation programme and the roles of the transformation team, the transformation planning group and the transformation board.

28. A recent review, carried out by the transformation team, had resulted in greater automation and a system for prioritisation, leading hopefully to a more streamlined and consistent way of selecting and initiating projects for transformation.

29. The task group questioned at what point in the transformation programme, scrutiny should take place and concluded that ongoing scrutiny of transformation should cover the transformation process from start to finish. The performance report (see para 21-24), currently under development, would include

a) selection (because having sight of newly selected projects would enable OSMC to determine whether any project would benefit from project-focused scrutiny, like the Evolve task group).
b) a review of performance of all projects.
c) programme closure.

30. The Transformation team were keen to encourage people to come forward with ideas for transformation projects and a perceived benefit of the recent changes was to simplify the process through which officers can apply for a transformation idea to be taken forward. The task group felt that the criteria for selection (e.g. problem to solve, strategic alignment, costs and benefits, value for money, risks, and issues) should be clearly set out to assist the progress of the application through the approvals process.

31. The task group raised the possibility of non-executive members and members of the public being able to engage with transformation. Officers reflected that it was something that could be considered although there was more scope for member engagement than public engagement.

Conclusions

32. The Transformation Programme has a pivotal role in ensuring the successful delivery of the Council's business plan.

33. Political oversight of transformation is currently focused at project level yet a directorate of such significance would benefit from having a cabinet member with oversight of the whole transformation programme.

34. It would be fitting for there to be scrutiny of overall transformation activity at Overview and Scrutiny Management Committee. For this scrutiny to be effective and for accountability to be clear, there would need to be a cabinet member accountable for the programme.

35. There has been effective scrutiny of transformation at project level, as evidenced by the Evolve Task Group, and it is envisaged that similar task groups could support significant transformation projects in the future.

36. Evaluation has been carried out at a project level. There are plans to develop this approach to have a consistent methodology for reporting progress of projects. Building on this, there would be merit in reporting progress against overarching strategic objectives, as laid out in the business plan, as well as project objectives.

37. Introducing an evaluation of impact at project and programme level would encourage learning and a narrative to explain changes to services and the benefits of change.

38. Noting the interest of the Transformation team in being accessible to encourage proposals for projects coming forward, there could be scope for engagement with members and the public around transformation.

Proposal

39. To endorse the report of the Task Group and, in the absence of a cabinet member with overall responsibility for transformation, refer it to the Leader of the Council for response at the Committee's next meeting.

Recommendations

1   **That Overview and Scrutiny Management Committee receive a quarterly report on the Transformation Programme to include any new projects selected, the performance of all ongoing projects and the closure of any projects.**

2   **The focus of scrutiny to be the impact of transformation on services for residents and the achievement of the business objectives of the Council.**

3   **That input from Overview and Scrutiny Management Committee should be invited when developing the transformation programme performance report to ensure that it supports effective scrutiny from elected members.**

4   **That political responsibility for overseeing the council's Transformation Programme be explicitly included within a cabinet member portfolio.**

5   **That consideration is given to wider engagement with elected members to encourage both greater awareness of the programme and proposals for projects and, where appropriate, engage with the public in the evaluation of the benefits of transformation projects.**

Cllr Christopher Williams, Chairman of the Transformation Task Group

Report author: Julie Bielby, Senior Scrutiny Officer, 01225 718702, julie.bielby@wiltshire.gov.uk

Appendices

None

Wiltshire Council

Overview and Scrutiny Management Committee

27 November 2024

Financial Planning Task Group Update

Purpose

1. To update Overview and Scrutiny Management Committee on the activity of the Financial Planning Task Group and its discussions regarding:
   - Financial Year 2024/25 - Quarter Two Revenue Budget Monitoring
   - Financial Year 2024/25 - Quarter Two Capital Budget Monitoring
   - Treasury Management Strategy 2024/25 Half Year ended 30 September 2024

Background

2. The Financial Planning Task Group (FPTG) is a standing task group reporting to the Overview and Scrutiny Management Committee.

Membership

3. The membership of the task group is as follows:

   Cllr Gavin Grant (Vice-chairman)
   Cllr Gordon King
   Cllr Charles McGrath
   Cllr Pip Ridout (Chairman)
   Cllr Ian Thorn
   Cllr Ruth Hopkinson
   Cllr Chris Williams
   Cllr Graham Wright
   Cllr Philip Whitehead

Terms of Reference:

4. The terms of reference of the task group are:

   a) To review the council's draft Financial Plan, Medium-Term Financial Strategy (4-year financial model) and Treasury Management Strategy, reporting its findings to OS Management Committee.

   b) To undertake regular monitoring of the council's capital and revenue budgets (including the delivery of savings), ensuring that mid-year trends and developments are considered when the council's Financial Plan is updated.

c) To undertake ongoing review of the council's financial position, including the monitoring of reserves, investments, debt, and financial risks.

d) Where they materially affect the council's overall financial position, to consider the council's:
   i. approach to strategic procurement
   ii. major contracts
   iii. financial investment in, and liability to, its wholly owned subsidiaries.

e) To help develop the council's approach to the annual budget setting cycle, including the specific contribution of Overview and Scrutiny.

f) To bring regular reports to OS Management Committee, highlighting key financial developments and risks for further discussion.

- The Task Group met on 15 November 2024 to discuss the financial reports going to Cabinet on 19 November 2024, also present were:

Cllr Nick Botterill	Cabinet Member for Finance, Development Management, and Strategic Planning
Lizzie Watkin	Interim Corporate Director - Resources

Observing:

Cllr Jerry Kunkler	Chairman, Environment Select Committee

Financial Year 2024/25 - Quarter Two Revenue Budget Monitoring

Issue (Page and paragraphs numbers refer to the reports)	Further information / Comments
Reducing the projected budget overspend and managing risk	The Q1 overspend (£8.284m) was a projection for the end of 2024/2025. Since Q1 there has been pressure to keep costs under control, not just in the People Directorate, but across the council. However, putting that into perspective the £8m projection was against an expenditure of £500m. Controlling costs and what is paid for services is underpinned by value for money considerations. An integral part of budget setting is looking at inherent risk. When Q1 was forecast there was an immediate recruitment and spending freeze. Though critical posts are still recruited to. Directors are held to account for the delivery of their budgets as well as understanding risks. There is a constant reinforcing of the requirement to deliver the identified savings (£20m this year). There are sometimes financial implications around not having staff in place which

	might affect performance. This is why the financial reports are submitted at the same time as performance and risk report.
Earmarked reserves (Report proposal f(iv))	The £0.3m being drawn from reserve, as requested in the proposals, is funding for a programme which had already been earmarked. This is to enable Adults and Children's Services to undertake a feasibility study of potential sites for accommodation.
Favourable movement in Adult Social Services (Para 15)	There is a £1.631m favourable movement some of which comes from additional income and from grants (housing, refugees). This funding though is finite.
Public Health budget (Para 19)	Public Health funding is for pro-active prevention activity, and the grant must be signed off every year. Ebbs and flows of activity mean that there are often variances in drawing down of the grant. Public Health commissions services which sometimes have long term financial commitments. At this stage the budget has greater cost than grant and this may be the case for several years. Reserves are therefore used to manage these fluctuations.
SEND transport (Para 21)	There has been an upward trend in unit costs and a slight plateauing of student numbers. Budget setting is evidence based and looks at the market but there will be fluctuations in year.
Children in care (Para 29)	The number of children in care currently is at the higher end of the target. However, a lot of proactive work is being undertaken on preventative work with families and to help move children safely out of care. The numbers will therefore fluctuate. This is not likely to fluctuate seasonally, though school holidays do have an impact on numbers.
Purchase of supported accommodation (Para 32)	Assumptions are set out in the budget setting process i.e., the number of over 18 young people who are supported as care experienced adults, the length of time these young people remain supported, the price of their packages of care. The longer-term strategy, purchasing supported accommodation, is delayed so it is unclear if the savings identified will be achieved.
Corporate levies budget (Para 88)	It was noted that this is an overspend not an underspend as set out in the report.

Financial Year 2024/25 - Quarter Two Capital Budget Monitoring

Issue (Page and paragraphs numbers refer to the reports)	Further information / Comments
Enhanced internal scrutiny of capital spend	There are two different oversights i.e. Capital Investment Programme Board and the Asset Management Board. Spend forecasts are challenged and monitored.
ZEBRA 2 Funding (Para 89)	The Passenger Transport Unit has received £3.409m of Department of Transport grant funding to deliver the ZEBRA 2 project. Zero Emission Bus Regional Areas (ZEBRA) provided capital funding to local transport authorities to support the introduction of zero emission buses and associated infrastructure. Not clear if the increase in bus fares (to £3) will affect capital scheme. The new fares will be introduced on 1 January 2025.
A350 dualling (Para 101)	It was noted that delaying this programme is affecting not just in year spend but the development of several other schemes. This scheme is awaiting Full Business Case approval by Department of Transport.
Capital Programme 2024/25 Funding (Table 7)	The Task Group requested that that the split between capital spending, particularly what spending is borrowed, is clear. For example Appendix C does not show the cost slippage.

Treasury Management Strategy 2024/25 Half Year ended 30 September 2024

Issue (Page and paragraphs numbers refer to the reports)	Further information / Comments
Growing Place Infrastructure Fund (GPIF). (Para 15)	When the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) was disbanded, their responsibilities transferred to Wiltshire Council. Staff from LEP were transferred to council, with some funding attached, to continue administration of the loans. The Growing Places infrastructure loans were given to start-ups, these loans came across to the council with risks. The original loans were backed by a grant and had strict criteria. These loans transferred to council but were outside of the council's third party loans policy. The loans also include those to businesses in the Swindon area. The council is not exposed to any risk. Most loans have their value covered.

Proposals

1. **To note the update on the Task Group activity provided.**

2. **To note the Financial Planning Task Group's forward work plan (Appendix 1)**

Cllr Pip Ridout, Chairman of the Financial Planning Task Group

Report author: Simon Bennett, Senior Scrutiny Officer, 01225 718709
simon.bennett@wiltshire.gov.uk

Appendix 1 - Financial Planning Task Group (FPTG) Forward Work Plan 2024

Date	Item	Details	Officers	Cabinet Member
4 December 2024	*tbc – meeting may be cancelled dependent upon whether there are agenda items.*	Cabinet 10 December		
8 January 2025	*tbc – meeting may be cancelled dependent upon whether there are agenda items.*	Cabinet 14 January		
24 January 2025	Budget 2025/6 and Medium-Term Financial Strategy 2025/26 – 2027/28 (tbc)	OSMC 28 January Cabinet 4 February	Lizzie Watkin Director of Finance & Procurement (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
30 January 2025	Financial Year 2024/25 – Q3 Revenue Budget Monitoring (tbc) Financial Year 2024/25 – Q3 Capital Budget Monitoring (tbc)	Cabinet 4 February	Lizzie Watkin Director of Finance & Procurement (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
14 March 2025	*tbc – meeting may be cancelled dependent upon whether there are agenda items.*	Cabinet 18 March		
2 April 2025	*tbc – meeting may be cancelled dependent upon whether there are agenda items.*	Cabinet 8 April		

Overview and Scrutiny Management Select
Forward Work Programme

Last updated 24 NOVEMBER 2024

Overview and Scrutiny Management Committee – Current / Active Task Groups		
Task Group	**Start Date**	**Final Report Expected**
Financial Planning Task Group	October 2013	Standing
Evolve Programme Task Group	December 2021	November 2024
Stone Circle Task Group	September 2024	Standing
Transformation Task Group	May 2024	November 2024

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	**Item**	**Details / Purpose of Report**	**Corporate Director and / or Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
28 January 2025	Draft Financial Plan 2025-26	To Cabinet on 4 February 2025	Andy Brown Lizzie Watkin	Cllr Nick Botterill	
28 January 2025	Financial Planning Task Group Update	To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance.	Andy Brown Lizzie Watkin	Cllr Nick Botterill	Simon Bennett
28 January 2025	Management Committee Task Group update	To update on task group activity	Perry Holmes		
28 January 2025	Forward Work Programme	To approve the OS forward work programme.	Perry Holmes		
13 February 2025	Amendments to the draft Financial Plan 2025-26 submitted by non-executive members.		Andy Brown Lizzie Watkin	Cllr Nick Botterill	
13 February 2025	Financial Planning Task Group Update	To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance.	Andy Brown Lizzie Watkin	Cllr Nick Botterill	Simon Bennett
13 February 2025	Management Committee Task Group update	To update on task group activity	Perry Holmes		

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	**Item**	**Details / purpose of report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
13 February 2025	Forward Work Programme	To approve the OS forward work programme.	Perry Holmes		
13 March 2025	Review of the work of OS– 2021-25	A report highlighting the key work undertaken by Overview and Scrutiny (OS) during the 2021-25 Council and recommending topics and approaches for suggested inclusion in a new OS work programme after the elections.	Perry Holmes		
13 March 2025	Wiltshire Community Safety Partnership (WCSP)	To provide an update on the work of the Wiltshire Community Safety Partnership (WCSP), following the presentation to Committee in September 2024.	Mark Cooper, Assistant Chief Constable of Wiltshire Police

Sarah Valdus, Director for Environment

Jen Salter, Director for Families and Children | | |

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	**Item**	**Details / purpose of report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
13 March 2025	Management Committee Task Group update	To update on task group activity	Perry Holmes		
13 March 2025	Forward Work Programme	To approve the OS forward work programme.	Perry Holmes		

Health Select Committee

Forward Work Plan

Health Select Committee – Current Task Groups/Rapid Scrutiny			
Task Group/Rapid Scrutiny	Details of Rapid Scrutiny	Start Date	Final Report
Emotional Wellbeing and Mental Health Strategy	A joint rapid scrutiny with Children Select Committee members to review the development of the strategy (subject to agreement of CSC) **NB** a second meeting was agreed and will take place when the Delivery Plan has been drafted (possibly September 2024) to review how the (Mental Health) strategy will be implemented in Wiltshire.	26 April 2024	Tbc
Voluntary Sector provision of health and social care in Wiltshire	Inquiry session with representatives from the voluntary sector to understand their perspective	TBC	TBC

Standing items on agendas (at all meetings)	Type	Report author / Lead
<mark>NEW</mark> **Cabinet Member update** – To receive a brief verbal update from attending Cabinet Members (or Portfolio Holders on their behalf) highlighting any news, successes or milestones in their respective areas since the last meeting of the committee, not covered elsewhere on the agenda.	Verbal	Cabinet Members (or Portfolio Holders on their behalf)

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Health Select Committee – Forward Work Plan	
Briefings for Chair and Vice-chair	
Timeframe	**Topic [Origins]**
March 2025	**Technology Enabled Care** • the data for the outcomes listed as priorities (on page 38 of the agenda) to indicate progress/direction of travel. • the implementation plan for TEC Care (including an update on the number supported with TEC care with regards to the 60% target of funding packages). *Nb – outcomes of the briefing will inform update to HSC in September 2025.* [HSC 10 September 2024 - minutes]
June 2025	**Wiltshire Joint Local Health and Wellbeing Strategy and Integrated Care System Strategy** - Progress and Performance Report Have a preview of the report to ensure it is in a more accessible format (last received at HSC 17 July 2024)
July 2025	Update on the **Implementation Plan of the Integrated Care Strategy** - Chair and Vice Chair to have sight of the report when it is being drafted to ensure that it provides performance information that the committee can meaningfully review. Report due to HSC in September 2025. [HSC 10 September 2024 - minutes]
September 2025	**Technology Enabled Care** A briefing on the delivery of the Technology for independence project with Swindon, 12-months into the 18-months project. This update should include performance measures and feedback from customers. *Nb – outcomes of the briefing will inform update to HSC in March 2026.* [HSC 10 September 2024 - minutes]

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Health Select Committee – Forward Work Plan
22 January 2025, 10.30am
Pre-meeting briefing (10am in the meeting room) – topic: Co-opted member presentation NB to be agreed by HSC on 20 November 2024

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer
Substantive 20 mins	Care Quality Commission (CQC) Inspection of Adult Social Care	*NB – date may change depending on availability of CQC report.* A brief report presenting the outcomes of the CQC inspection and how this compares with the position presented on slide 4 of the agenda supplement (which are the strengths and areas for further development). HSC may review its forward work programme, if required, based on the outcomes of the CQC inspection. HSC 10 September 2024 - minutes	Cllr Jane Davies	Emma Legg
Substantive 20 mins	Continuing Health Care (CHC) Funding in Wiltshire	Return to this item at a future meeting to allow the Committee time to review the information provided on 12 June 2024 and consider further financial information for Wiltshire and the additional queries raised at the meeting, including: • clarity around how many assessments result in eligibility for the CHC, specifically for Wiltshire and how they compare to national conversion rates • Wiltshire's ICB spend on CHC and if it was a percentage in comparison to other ICBs • Steps taken by ICB to ensure that vulnerable groups (including complex needs, learning disabilities and end of life fast-track) are able to access support and in a timely manner (concerns raised around complexity of CHC process) HSC 12 June 2024 - minutes	Cllr Jane Davies	Emma Legg Sarah-Jane Peffers (Associate Director for Patient Safety and Quality and All Age Continuing Care)

Substantive 10 minutes	Non-elected members	To review options for the appointment of non-elected members to the Health Select Committee		Julie Bielby
Informative 10 mins	Substance use grant	To review the succession plan before the end of the grant period (April 2025). HSC 27 February 2024 - minutes	Cllr Ian Blair-Pilling	Kate Blackburn Kelly Fry/Lizzie Shea
Informative 10 mins	Domestic Abuse Safe Accommodation Grant	To review the succession plan to support victims of domestic abuse before the end of the grant period. HSC 27 February 2024 - minutes	Cllr Ian Blair-Pilling	Kate Blackburn Hayley Morgan Daisy Manley
Informative mins	Wiltshire Joint Local Health and Wellbeing Strategy and Integrated Care System Strategy - **Collaboratives**	Brief updates on Collaboratives through the year, including: A) Chippenham, Corsham and Box Launch programme, starting with the roll out then measuring of impact/success. B) the Salisbury collaborative including roll out and measuring of impact/success. C) Progress on the target that each of the 13 areas would have an established collaborative by 2025. D) Understanding the role of community conversations in informing and developing the work of Neighbourhood Collaboratives (*NB from legacy forward work plan*) HSC 17 July 2024 - minutes	Cllr Jane Davies	Emma Higgins (Swindon and Wiltshire Integrated Care Board)
Informative 20 mins	NHS Dentistry and Oral Health Promotion	Request the following information when the item is rescheduled for consideration: - The impact of preventative work - Update on incentives for workforce - Access to dental services - Pilot initiatives in the BaNES/Swindon/Wiltshire ICB area.	Cllr Ian Blair-Pilling	Kate Blackburn

		HSC 12 June 2024 - minutes Outcome of Rapid Scrutiny exercise – 8 June 2023		
Informative 10 mins	Boater Community Survey – actions taken	An update on actions taken on the results of the Boater Survey carried out in September 2023, including: • Sharing the report and findings with Town and Parish Councils. HSC 12 June 2024 - minutes	Cllr Ian Blair-Pilling	Kate Blackburn Vicki Lofts Kiersty Rose

Health Select Committee – Forward Work Plan

12 March 2025, 10.30am

*Pre-meeting briefing (**9.30am** in the meeting room) – topic: the different providers and their role in delivering the Unpaid Carers contract implementation report to be considered at the meeting)*

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer
Substantive 20 mins	Wiltshire Council and Wiltshire Integrated Care Board (ICB) **Dementia Strategy Update 2023-2028**	Receives an update report to include: a. Demonstrating the implementation of the Dementia Strategy 2023-2028 (highlighting any key changes if required), including the eight key priorities listed in paragraph 40 of the report; b. A year's overview of delivery of the KPIs set for the Dementia Advisor Contract; c. A year's overview of delivery of the KPIs set for the Dementia Community Services contract. HSC 10 September 2024 - minutes	Cllr Jane Davies	Jo Body (Senior Commissioner), Alison Elliott (Director – Commissioning) and David Leveridge (NHS)
Substantive 20 mins	Unpaid Carers Contract Carers Strategy	Report detailing implantation of the new contracts, and: • KPIs to be used to monitor effective delivery, • delivery on the 8 priorities mentioned in paragraph 7 of the report, and • delivery on the future actions listed in paragraph 7, with a particular interest in Carer Champions linked to Area Boards. To review impact of the strategy following a presentation to committee, 4 July 2023.	Cllr Jane Davies	Georgia Tanner

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		HSC 17 July 2024 - minutes		
Substantive 20 mins	Wiltshire Council Business Plan	Adult Social Care performance against Business Plan targets. This would inform the HSC's areas of focus for its work in the new council.	Cllr Jane Davies	Emma Legg
Informative 20 mins	Pharmacy update	A review of the Pharmacy Needs Assessment (PNA) process and consideration of how commissioners (ICB) use PNA to commission pharmacy services, including: • an update on the work undertaken to date by the PNA steering group (started in October 2024)	Cllr Ian Blair-Pilling	Kate Blackburn / ICB Rich Francis David Bowater Victoria Stanley
Informative 20 mins	Better Care Fund	*NB may be brought forward sooner if issues are identified by the Health and Wellbeing board.* Update report with a focus on community equipment and any adjustments to budget to meet demand. HSC 10 July 2024 - minutes	Cllr Jane Davies	Helen Mullinger Karl Deeprose
Informative 10 mins	*Direct payments*	*A report on management of direct payments in Wiltshire* *Legacy forward work plan*	*Cllr Jane Davies*	*Emma Legg*
Informative 10 mins	*Self-directed support*	*A report on self-directed support in Wiltshire.* *Legacy forward work plan*	*Cllr Jane Davies*	*Emma Legg*

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Health Select Committee – Forward Work Plan

5 June 2025, 10.30am

Pre-meeting briefing (10am in the meeting room) – topic: Co-opted member presentation NB to be agreed by HSC on 20 November 2024

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer
	Election of chair and vice-chair of the committee	Annual process	n/a	Democratic Services Officer
TBC	Appointments of co-opted members - review	Annual review HSC 20 November 2024	n/a	Scrutiny Officer
Informative / substantive 30 mins	Adult Safeguarding	There would be two parts to the item: • A general update on the work undertaken by the Wiltshire Safeguarding Vulnerable People Partnership • A review of performance against Adult Safeguarding KPIs HSC 2 November 2023 - minutes	Cllr Jane Davies	Emma Legg
Informative 20 mins	Public Health Health Protection	A report providing: • an overview of the areas of work delivered by Public Health, with an understanding of the commissioning of Public Health Services in Primary Care. It should be noted that the following has previously been of interest to the HSC:	Cllr Ian Blair-Pilling	Kate Blackburn Alice Marriot

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		o Wiltshire Health Coach Service o Wiltshire Health Inequalities Group and its annual / impact report if available (HSC 2 November 2023) • A review of the impact of health protection initiatives in Wiltshire. Following elections this would enable the newly formed HSC to familiarise itself with Public Health.		
Informative 20 mins	Wiltshire Health Improvement Hub and Smokefree Developments - update	A review of the Delivery Plan to be considered with other Primary Care Commissioned services. A report on the impact of the service including an update on the Smokefree Generation programme. HSC 12 June 2024 - minutes	Cllr Ian Blair-Pilling	Kate Blackburn Gemma Brinn / Sally Maynard-Smith / Katie Davies

Health Select Committee – Forward Work Plan				
9 July 2025, 10.30am				
Pre-meeting briefing (10am in the meeting room) – topic: Co-opted member presentation NB to be agreed by HSC on 20 November 2024				
Type & timings (including Q&A)	**Item title**	**Details / Purpose of report** **Origins / history**	**Cabinet Member / Portfolio Holder**	**Report Author / Lead Officer**
Informative 15 mins	Avon & Wiltshire Mental Health Partnership – performance update	Annual – to receive a performance update on the work undertaken by AWP in the last 12 months, including: o Key performance indicators, o Narrative on key successes and issues, o priorities for the year ahead. HSC 8 June 2023 - <ins>minutes</ins>	Cllr Jane Davies	Avon & Wiltshire Mental Health Partnership
Informative 15 mins	Wiltshire Health and Care – performance update	Annual – to receive a performance update on the work undertaken by Wiltshire Health and Care in the last 12 months, including: o Key performance indicators, o Narrative on key successes and issues, o priorities for the year ahead. HSC 8 June 2023 - <ins>minutes</ins>	Cllr Jane Davies	Wiltshire Health and Care
Informative 15 minutes	South West Ambulance Service Trust (SWAST) – performance update	Annual – to receive a performance update on the work undertaken by SWAST in the last 12 months, including: o Key performance indicators, o Narrative on key successes and issues, o priorities for the year ahead. HSC 8 June 2023 - <ins>minutes</ins>	Cllr Jane Davies	South West Ambulance Service Trust

Health Select Committee – Forward Work Plan

9 September 2025, 10.30am

Pre-meeting briefing (10am in the meeting room) – topic: Co-opted member presentation NB to be agreed by HSC on 20 November 2024

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer

Substantive
20 mins
	Implementation Plan of the Integrated Care Strategy	Progress and Performance Report which would be in a more accessible format.
		
		This should include an update on:
		
		• the additional capacity for domiciliary care to support carer breakdown,
		• preventing avoidable admissions to hospital
		• delivery of the Wiltshire Priorities (page 55 of the agenda) for 2024-25 in relation to:
		  ○ Healthcare inequalities
		  ○ Neighbourhood collaboratives
		  ○ System flow
		
		HSC 17 July 2024 - minutes
		
		HSC 10 September 2024 - minutes
			Cllr Jane Davies	Emma Higgins (ICB)

Informative 20 mins	Technology Enabled Care – update	Update on: • Delivery of priorities • Implementation plan for TEC Care HSC 10 September 2024 - minutes	Cllr Jane Davies	Helen Mullinger (Commissioning Manager)

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Informative 20 mins	Primary and Community Care Delivery Plan	Annual update on the delivery of Primary and Community Care, including key successes and issues in 2024-2025. HSC 2 November 2023 - minutes	Cllr Jane Davies	ICB

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Health Select Committee – Forward Work Plan

12 November 2025, 10.30am

Pre-meeting briefing (10am in the meeting room) – topic:

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer
			Cllr Jane Davies	

Health Select Committee – Forward Work Plan

14 January 2026, 10.30am

Pre-meeting briefing (10am in the meeting room) – topic:

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer
			Cllr Jane Davies	

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Health Select Committee – Forward Work Plan

11 March 2026, 10.30am

Pre-meeting briefing (10am in the meeting room) – topic:

Type & timings (including Q&A)	Item title	Details / Purpose of report Origins / history	Cabinet Member / Portfolio Holder	Report Author / Lead Officer
Informative 20 mins	Technology for independence – outcome of pilot	Receives a short report once the pilot for Technology for independence is completed (18 months) presenting evaluation of the pilot, outcomes, feedback from customers, and the proposed way forward. Further information may be requested for this update report based on the briefing to Chair and Vice Chair requested 12-months into the pilot. HSC 10 September 2024 - minutes	Cllr Jane Davies	Helen Mullinger (Commissioning Manager)

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Children's Select Committee (CSC) – Forward work programme
Updated 14 November 2024

Standing items (at all meetings)

Title - Details / purpose	Type	Report author / lead
Safety Valve update – summary of recent developments, successes and issues	Written	Ben Stevens
Update from Wiltshire Youth Voice - summary of recent activities	Written	Joe Sutton/Gary Norton-Sanders
School Ofsted Judgements - effectiveness of schools as seen by Ofsted Inspection.	Written	Louise Lewis
DfE Changes - Update from Department for Education	Written	David Harris
Working together to improve school attendance - latest requirements of the non-statutory guidance the DfE published in May 2022 to apply from September 2022.	Written	John Spring
Schools Forum's update - very brief update on key items from the last meeting of Schools Forum	Written	Lisa Pullin
Corporate Parenting Panel update - brief update highlighting key items from the last meeting of the Corporate Parenting Panel	Written	Lisa Pullin
Directors' update/Cabinet Member and Portfolio Holders' update/Chair's update Verbal updates highlighting any key issues (current or emerging), successes or milestones in their respective areas since the last meeting of the committee, which may not require a full agenda item and are not covered elsewhere on this agenda.	Verbal	All directors Cabinet Members and Portfolio holders Chair

Current/Active Task Groups

Name Terms of reference/aims	Membership	Start date
Children's Select Committee's Standing Task Group Detailed reviews of the regular reports that come within the Children's Select Committee's remit and to present any key issues, findings and recommendations to the Children's Select Committee, and / or other relevant committees, for discussion, endorsement or further scrutiny where appropriate.	Cllr Helen Belcher John Hawkins Cllr Jon Hubbard (Chair) Cllr Jacqui Lay Cllr Jo Trigg	**n/a standing TG**
Adoption West Joint Scrutiny Panel The panel acts as a critical friend, providing independent scrutiny of the work of Adoption West (AW). It is an essential element of assuring democratic accountability for the use of public funds.	Cllr Jon Hubbard (Chair)	**n/a standing panel**
Children and Young Peoples Mental Health services and developments Proposed over three meetings: a. Review of needs assessment undertaken and outcomes / analysis b. What is being done elsewhere? Both national / regional comparison as well as what third sector is doing in Wiltshire (will link with Youth Network - and others - as witnesses for this part) c. Proposal for future service(s) with a focus on the outcomes sought (and how these would be measured and monitored) NB – consideration to be given on how to get young people's views (may be survey promoted by different providers / groups). **(OS/Exec meeting 2024).**	Cllr Caroline Corbin Cllr Carol King Cllr Gordon King Cllr Jo Trigg	**14.11.2024**

Meeting Date	Item	Details/Purpose of report	Associate Director	Responsible Cabinet Member	Lead Officer/Author
15 Jan 2025	Safety Valve – one year review	Report to include: • Timeline and plan to enable future monitoring; • Financial impact; • Service impact (for "customers"). Aim – to determine if OS is required.	Kathryn Davis	Cllr Jane Davies/ Cllr Laura Mayes	Ben Stevens
15 Jan 2025	Children and Young People Health Wellbeing Survey – "so what" / analysis report	To consider actions taken from the responses to the survey (from CSC Jan 2024/ OS Exec Meeting May 2024)	Kate Blackburn	Cllr Laura Mayes	Sally Johnson
15 Jan 2025	Youth Strategy	To review progress on actions of the executive response to the Youth Provision and youth area board funding	David Redfern	Cllr Ashley O'Neill/Cllr Laura Mayes	Rhys Schell

		task group to include the youth strategy and draft amendments to the area board funding criteria before it is published. (from CSC Jan 2024)			
15 Jan 2025	**Wiltshire Learning Alliance (WLA)**	To receive feedback following a "relaunch" and advertising campaign in September for the WLA. (from OS/Exec meeting May 2024)	Kathryn Davis	Cllr Laura Mayes	Kathryn Davis
11 March 2025	**Family Hub – one year review**	To consider a report on the implementation of the Family Hub model, on the monitoring of performance and on plans for the year ahead. To include input from libraries and leisure.	Florah Shiringo David Redfern	Cllr Laura Mayes	Kai Muxlow

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		This would inform the committee's legacy report in terms of any further scrutiny required. (from OS/Exec meeting May 2024)			
11 March 2025	**Ofsted inspection outcome - Business plan update**	To receive the updated Business Plan (from CSC Jan 2024)	Kathryn Davis	Cllr Laura Mayes	TBC
11 March 2025	**Special Guardianship Orders**	To receive an annual report on SGOs and other care orders (from CSC March 2024)	Florah Shiringo	Cllr Laura Mayes	Netty Lee
11 March 2025	**Business Plan Update**	To receive an update on the Business Plan relating to Children and Family Services. To include briefing on work of family health practitioners. (last received CSC March 2024)	Florah Shiring	Cllr Laura Mayes	TBC

11 June 2025	**Access to NHS Dentistry**	Update on work to improve access to dentistry for CYP. (Chair and Vice Chair to check progress since July 2024)	Kate Blackburn	Cllr Laura Mayes, Cllr Ian Blair-Pilling	TBC
16 July 2025	**Youth Justice**	Briefing on work of Youth Justice Team (CSCJuly 2024)			
3 Sept 2025	**Young Carers Annual Performance Report**	To receive a performance report on the YC contract, including full set of KPIs.	Alison Elliott	Cllr Laura Mayes	TBC

Planned Rapid Scrutiny Exercises (to carry out this Council)

Homelessness (as relevant to Children's Services) To ensure the robustness of the Council's action plan and measures in place in response to Ofsted recommendations.	*Vacancies* Cllr Trevor Carbin Cllr Iain Wallis	23 January 2025
Out of County Education To understand the impact of out of county education on young people. The focus will be on students who live in a catchment area for a secondary school outside of Wiltshire.		Nov 2024

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Education Performance Outcomes To set up a rapid scrutiny to understand in more depth the Year 6 performance figures, trends and outliers (CSC 12 March 2024)		Nov 2024

Post 16 provision – task group To establish a clear picture of post-16 education provision available to young people in Wiltshire and availability of / options for transport to access that provision. This should also take into consideration the following information the committee had previously identified as of interest: • Following the Youth Transport task group's work and executive response – including National Bus Strategy and any decision or progress regarding a single "Wiltshire Youth Card". • To include input from the council's review of transport services for children and young people with SEND (commissioning team).	Cllr Jo Trigg Nikki Barnett Cllr Graham Wright Cllr Bridget Wayman Mr Michael Thompson Vacancies: 0 *Supporting officer* *Marie Gondlach* Lead officers Kirstie Barter Cara Madden Clara Davies	

Rapid Scrutiny Exercises (deferred)

Inclusion (on hold) To review currently available data on inclusion and determine if further scrutiny could add value. This may include a review of current exclusion data and whether the information available enables monitoring of impact for pupils with either EHCP or SEND. Links to Alternative Provision and Safety Valve should be considered in terms of the timing of this activity. **(OS/Exec meeting 2024)**		

Task Groups (deferred)

School performance and attainment outcome To consider: • Performance • What can be done to improve results? • The role of the Wiltshire Learning Alliance (WLA) in delivering improvement NB – information on the WLA is coming to the committee in November 2024 **(OS/Exec meeting 2024)**	**Vacancies: 5**	*Origins: OS/Exec meeting 2024*
Residential care and complex care Longer term support for children with more complex needs. To consider (by comparing with other models available): • Shaping of the service • How to ensure good outcomes for children NB – this links to a tender process in the New Year **(OS/Exec meeting 2024)**	**Vacancies: 5**	Autumn *Origins: OS/Exec meeting 2024*
Budget and Major Contracts task group To regularly review implementation of the budget and impact on services, and to consider major contracts (value to be agreed) either when they are approaching renewal or extension or before the tender process with a focus on the council's expectations and requirements with regards to the quality, quantity and frequency of monitoring information provided by contractors and how that information will be monitored by the council (including overview and scrutiny involvement)		

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Environment Select Committee
Forward Work Programme

Last updated 18 November 2024

Environment Select Committee – Current / Active Task Groups		
Task Group	**Start date**	**Final report expected**
Climate Emergency Task Group	September 2019	Standing

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
21 January 2025 (tbc)	Draft Local Transport Plan	As per report to Cabinet 8 October 2025.	Samantha Howell (Director of Highways and Transport)	Cllr Tamara Reay	
21 January 2025 (tbc)	Wiltshire Council Housing Board Annual Report 2023/2024		James Barrah (Director Assets)	Cllr Phil Alford	Ian Seeckts (Governance & Scrutiny Officer)
21 January 2025(tbc)	Passenger Transport Service Update	As resolved at the ESC-meeting on 19 September 2023 the committee will receive an update on the Passenger Transport Service.	Samantha Howell (Director of Highways and Transport)	Cllr Tamara Reay	Jason Salter (Head of Service Passenger Transport)
21 January 2025(tbc)	Community Infrastructure Levy (CiL) Review	As resolved at the ESC meeting on 4 June 2024, the select committee will receive a full report by the end of 2024.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)
21 January 2025(tbc)	Library Strategy / Development update	To receive the strategy and general libraries update	David Redfern (Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	Rebecca Bolton (Service Manager – Libraries)
21 January 2025(tbc)	Revised Trowbridge Bat Mitigation Strategy Supplementary Planning Document - Draft for adoption		Sarah Valdus (Director – Environment)	Cllr Dominic Muns	Lynn Trigwell (Head of Natural & Historic Environment)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
21 January 2025	Speed Limit Assessment process	As resolved at ESC 18 July 2024 to receive a report on progress with implementing the recommendations to the Environment Select Committee in January 2025.	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	(Head of Highways Assets & Commissioning)
21 January 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Cllr Graham Wright

Simon Bennett (Senior Scrutiny Officer) |
| 4 March 2025 | Environment Select Committee - legacy report (2021-2025) | To highlight key aspects of the work undertaken by the Select Committee during the 2021-2025 council and to recommend topics as legacy items to the Management Committee for possible inclusion in a new overview and scrutiny work programme after the elections in May. | | | Simon Bennett (Senior Scrutiny Officer) |
| 4 March 2025 | Highways Annual Review of Service 2024 | As resolved at ESC 20 March 2024, to receive a further annual report in 2025. | Samantha Howell (Director of Highways and Transport) | Cllr Nick Holder | Dave Thomas (Head of Highways Assets & Commissioning) |

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
4 March 2025	Leisure Services	As resolved at the ESC-meeting on 20 March 2024 the committee will receive a further update that includes the outcome of the continued public holiday pilot and further enhanced financial information.	David Redfern (Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
4 March 2025(tbc)	Future spend and impact of the increased funding for highways	As resolved at the ESC meeting 3 September 2024	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	
4 March 2025	Update on the Maintenance and Management of Public Rights of Way	As resolved at the ESC meeting 3 September 2024 to receive an update including how the council is learning from good practice at other local authorities, service budgets, work with volunteer groups, the enforcement activities of countryside officers and the development of network use data.	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	Chris Clark (Head of Local Highways)
4 March 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Cllr Graham Wright

Simon Bennett (Senior Scrutiny Officer) |

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
June 2025(tbc)	Review of the Housing Allocations Policy	As recommended by the Housing Allocations Policy Task Group and agreed by the Executive 11 January 2024	Emma Legg (Director Adult Social Care)	Cllr Phil Alford	Nicole Smith (Head of Housing Migration & Resettlement)
June 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Simon Bennett (Senior Scrutiny Officer)
July 2025(tbc)	Wiltshire Town Programme	As resolved at the ESC meeting on 4 June 2024, the select committee will receive an update in 12 months time. To include a Part II item regarding town's footfall data	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
July 2025(tbc)	Broadband Provision in Wiltshire	As resolved at the ESC meeting on 4 June 2024, the select committee will receive an update in 12 months time.	Parvis Khansari (Corporate Director Place)	Cllr Ashley O'Neill	Victoria Moloney (Head of Economy & Regeneration)
July 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Simon Bennett (Senior Scrutiny Officer)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
September 2025(tbc)	Household Waste Management Strategy Update	As resolved at the ESC meeting 3 September 2024 to receive a further strategy update to include additional information on waste carbon emissions and communication/education programmes.	Sarah Valdus (Director – Environment)	Cllr Dominic Muns	Martin Litherland (Head of Service – Waste Management)
September 2025(tbc)	Streetscene and Grounds Maintenance Contract Update	As resolved at the ESC meeting 3 September 2024 to receive an update to include further information on annual carbon emissions and reductions and service delegations savings.	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	Adrian Hampton (Head of Highway Operations)
September 2025(tbc)	Milestone - Highways Term Maintenance Contract	As resolved at the ESC meeting 3 September 2024 to receive an update.	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	Chris Clark (Head of Local Highways)
tbc	MyWilts app potholes reporting functionality	As resolved at the ESC-meeting on 20 March 2024 the committee will receive an update on the implementation of the new MyWilts app.	Mark Tucker (Director ICT)	Cllr Ashley O'Neill	

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	Local Nature Recovery Strategy	As discussed at meeting with the Cabinet Member (20 Oct 2023) the select committee to receive a report on the Plan.	Sarah Valdus (Director – Environment)	Cllr Dominic Muns	Lynn Trigwell (Head of Natural & Historic Environment)
tbc	UK Shared Prosperity Fund	As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
tbc	Economic Strategy	As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
tbc	LHFIG Review	To receive an update report on the implementation of the Local Highway & Footway Improvement Groups (LHFIG)	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	Dave Thomas (Head of Highways Asset Management & Commissioning)
tbc	Planning transformation programme	As resolved at the ESC-meeting on 19 September 2023 the committee will receive updates on the planning transformation programme.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	Private sector renewal strategy	As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report when appropriate.	Emma Legg (Director – Adult Social Care)	Cllr Phil Alford	Nicole Smith (Head of Housing)
tbc	Minerals & Waste Plan	As discussed at meeting with the Cabinet Member (18 Oct 2023) the select committee to receive a report on the plan.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)
tbc	Parking Strategy	As discussed at the ESC-Executive meeting on 6 December 2022 on the highways and transport portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Caroline Thomas	
tbc	Active Travel	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update. (Deferred from July 2023)	Samantha Howell (Director of Highways and Transport)	Cllr Caroline Thomas	Spencer Drinkwater (Principal Transport & Development Manager)
tbc	Leisure Strategy	As discussed at the ESC-Executive meeting on 12 October 2023 on the leisure and libraries portfolio.	David Redfern (Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
tbc	Review of the Waste Delivery Plan	As discussed at the ESC-Executive meeting on 20 October 2023 on the leisure and libraries portfolio.	Sarah Valdus (Director – Environment)	Cllr Dominic Muns	Martin Litherland (Head of Service Waste Management)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	Housing Development Strategy	As discussed at the ESC-Executive meeting on 21 November on housing, development management and assets.	James Barrah (Director Assets)	Cllr Phil Alford	
tbc (early 2026)	Cultural Strategy	As resolved at select committee 18 July 2024, to receive an update on the strategy in 18 months' time.	David Redfern (Director Leisure Culture Communities)	Cllr Iain Blair-Pilling	

Information briefing				
Meeting Date	**Item**	**Details / purpose**	**Associate Director**	**Responsible Cabinet Member**
tbc	Environment Act 2021	To receive a (series of) briefing regarding the implications of the Environment Act.		

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