Wiltshire Council
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AGENDA

Meeting:	**Cabinet**
Place:	**The Kennet Room - County Hall, Trowbridge BA14 8JN**
Date:	**Tuesday 11 October 2016**
Time:	**9.30 am**

Membership:

Cllr Baroness Scott of Bybrook OBE	Leader of the Council
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr Dick Tonge	Cabinet Member for Finance
Cllr Jerry Wickham	Cabinet Member for Health (including Public Health) and Adult Social Care
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services
Cllr Philip Whitehead	Cabinet Member for Highways and Transport

Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email yamina.rhouati@wiltshire.gov.uk

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

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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.

The full constitution can be found at this link. Cabinet Procedure rules are found at Part 6.

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Part I

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

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

1   **Apologies**

2   **Minutes of the previous meeting** *(Pages 7 - 12)*

To confirm and sign the minutes of the Cabinet meeting held on 13 September 2016, previously circulated.

3   **Minutes - Capital Assets Committee** *(Pages 13 - 18)*

To receive and note the minutes of the Capital Assets Committee held on 13 September 2016.

4   **Declarations of Interest**

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

5   **Leader's announcements**

6   **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Thursday 6 October 2016. Anyone wishing to ask a question or make a statement should contact the officer named above.

7   **Passenger Transport Review** *(Pages 19 - 82)*

🔑 Report by Dr Carlton Brand, Corporate Director

8   **Medium Term Financial Plan and Efficiency Statement 2017-2021** *(Pages 83 - 102)*

🔑 Report by Dr Carlton Brand and Carolyn Godfrey, Corporate Directors

9   **A303 Amesbury to Berwick Down Road Scheme** *(Pages 103 - 122)*

Report by Dr Carlton Brand, Corporate Director

10   **Introducing an Income Management Strategy** *(Pages 123 - 148)*

Report by Carolyn Godfrey, Corporate Director

11   **Care Leavers Report** *(Pages 149 - 158)*

Report by Carolyn Godfrey, Corporate Director

12   **Supporting SME growth and Innovation in Wiltshire** *(Pages 159 - 164)*

Report by Dr Carlton Brand, Corporate Director

13   **Urgent Items**

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

Part II

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

14   **Exclusion of the Press and Public**

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

To consider passing the following resolution:

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

Reason for taking item in private:

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

15 **Update on Mobilisation of Future Waste Management and Collection Services (Part ii)**

☸ Report by Dr Carlton Brand, Corporate Director.

Our vision is to create stronger and more resilient communities. Our priorities are: To protect those who are most vulnerable; to boost the local economy - creating and safeguarding jobs; and to support and empower communities to do more themselves.

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Wiltshire Council
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CABINET

DRAFT MINUTES of a MEETING held in THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 13 September 2016.

Cllr Baroness Scott of Bybrook OBE	Leader of the Council
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr Dick Tonge	Cabinet Member for Finance
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services
Cllr Philip Whitehead	Cabinet Member for Highways and Transport
Also in Attendance:	Cllr Anna Cuthbert,Cllr Richard Gamble, Cllr Glenis Ansell, Cllr Bob Jones MBE, Cllr Simon Killane, Cllr Gordon King, Cllr Magnus Macdonald and Cllr Bridget Wayman

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

99   Apologies

Apologies were received from Councillors Laura Mayes and Jerry Wickham who were attending other meetings.

100   Minutes of the previous meeting

The minutes of the meeting held on 19 July 2016 were presented.

Resolved

To approve as a correct record and sign the minutes of the meeting held on 19 July 2016.

101   Minutes - Capital Assets Committee

The minutes of the meeting of the Cabinet Capital Assets Committee held on the 19 July 2016 were presented for information.

Resolved

To receive and note the minutes of the meeting held on the 19 July 2016

102   **Declarations of Interest**

There were no declarations of interest.

103   **Leader's announcements**

There were no Leader's announcements.

104   **Public participation and Questions from Councillors**

It was noted that no requests for public participation had been received. The Leader did however explain that, as usual at meetings of Cabinet, she would be more than happy to hear from any member of the public present on any of the items on the agenda.

105   **Community Infrastructure Levy Revised Regulation 123 List and Revised Planning Obligations Supplementary Planning Document**

⚷ Councillor Toby Sturgis presented an update to Cabinet on the response to the consultation on the Draft Revised Community Infrastructure Levy Regulation 123 List (February 2016), Draft Revised Planning Obligations Supplementary Planning Document (February 2016) and Draft Updated Infrastructure Delivery Plan (February 2016). He recommended that the Revised Community Infrastructure Levy Regulation 123 List be adopted by Cabinet and the Revised Supplementary Planning Document be adopted by Council.

In response to a question from Councillor Glenis Ansell, Councillor Toby Sturgis explained that where house prices are lower, and the Council wants to stimulate growth, the CIL contribution level is lower. It was also noted that the CIL level could be lower for different categories of development.

In response to a question from Councillor Bridget Wayman, Councillor Toby Sturgis stated that the inclusion of Household Recycling Centres had not been included during the consultation period. Furthermore, in response to the issue raised, the Leader stated that the issue of depot sites was being considered as a wider issue.

Resolved

(i)   To note the response to the consultation on the Draft Revised Community Infrastructure Levy Regulation 123 List, Draft Revised Planning Obligations Supplementary Planning Document and Updated Infrastructure Delivery Plan, set out in Appendix 2.

(ii) To adopt the Revised CIL Regulation 123 List as amended in Appendix 3.

(iii) To recommend to Council that it adopts the proposed Revised Planning Obligations Supplementary Planning Document (Appendix 4).

(iv) That subject to approval of Council, to agree that the Associate Director for Economic Development and Planning, in consultation with the Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste undertakes the final stages associated with the formal adoption of the Supplementary Planning Document, including any minor textual changes in the interest of clarity and accuracy.

(v) To note proposals for the process for prioritisation of spending and future reviews of the Regulation 123 List by February 2017.

Reason for Decision: To assist with the effective operation of CIL and ensure appropriate infrastructure is secured as part of development proposals.

106   **Revenue Budget Monitoring report**

Councillor Dick Tonge presented the report which advised members of the revenue budget monitoring position as at the end of period 4 (end of July 2016) for the financial year 2016/2017 with suggested actions as appropriate.

Issues highlighted in the course of the presentation and discussion included: the projected overspend and the management action to be taken to address this; the adjustments taken in the course of the first quarter; the specific action to seek to reduce the number of children in residential care; the impact of packages of care and passenger transport for SEN clients; and that it was forecast that a balanced budget would be achieved by the end of the year.

In response to a question from Councillor Glenis Ansell the Chair of Financial Planning Task Group, the Leader stated that the report identified projected overspends and that action would be taken to address these. Furthermore, the s151 officer, Michael Hudson, stated that the Council had projected overspends at this stage in the previous years.

Carolyn Godfrey confirmed that the Task Group had had an opportunity to review the reports prior to Cabinet and welcomed the good challenge that the Task Group provided.

Resolved

To note the outcome of the period 4 (end of July) budget monitoring and to approve all budget amendments outlined in the report presented.

Reason for Decision:

To inform effective decision making and ensure a sound financial control environment.

107 **Report on Treasury Management Strategy 2016-17 – First Quarter ended 30 June 2016**

Councillor Dick Tonge presented the report which summarised the quarterly performance against the agreed Treasury Management Strategy. In giving his presentation, Councillor Tonge highlighted: that the performance was in line with the strategy; what the limited exposure to the Lender option borrower option (LOBO) loans and Icelandic banks was; and that the Capital Programme would be reviewed for affordability.

In response to a question from Councillor Glenis Ansell the Chair of Financial Planning Task Group, the s151 officer, Michael Hudson stated that the Council had been able to recover slightly more money from the Icelandic banks than expected, but was not much more than projected.

The Leader acknowledged the significant role played by the Local Government Association in supporting Councils in pursing their investments from Icelandic banks through the courts.

Resolved

To note that the contents of this report are in line with the Treasury Management Strategy.

Reason for Decision:

To give members an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2016-17.

108 **Performance Management and Risk Outturn Report: Q1 2016/16**

Councillor Dick Tonge presented the report which provided a quarter four update on outturns against the measures and activities compiled and reported through the council's website via the Citizens' Dashboard and other key measures, as well as latest outturns on the council's strategic risk register.

Issues highlighted in the course of the presentation and discussion included: the good performance in relation to reduced JSA claimants and increase in employment rates; the improved performance in schools; the close monitoring

of young people not in employment, education or training; that local performance information would be disseminated to Community Areas as part of the Joint Strategic Assessments for that area; and the work being undertaken to encourage businesses to provide broadband services to rural communities.

Resolved

To note the updates and outturns:

1. **Against the measures and activities ascribed against the council's key outcomes; and**

2. **In relation to the strategic risk register.**

Reason for Decision:

The performance framework compiles and monitors outturns in relation to the outcomes laid out in the Business Plan. The framework is distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.

The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

109 **Urgent Items**

There were no urgent items.

(Duration of meeting: 9.30 - 10.07 am)

These decisions were published on the 15 September 2016 and will come into force on 23 September 2016

The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail Yamina.Rhouati@wiltshire.gov.uk
Press enquiries to Communications, direct line (01225) 713114/713115

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Wiltshire Council
Where everybody matters

CABINET CAPITAL ASSETS COMMITTEE

DRAFT MINUTES of a MEETING held in THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 13 September 2016.

Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Baroness Scott of Bybrook OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance

Also in Attendance:	Cllr Jonathon Seed, Cllr Stuart Wheeler, Cllr Philip Whitehead and Cllr Ian McLennan

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

42   Apologies and Substitutions

All members were present.

43   Minutes of the previous meeting

The minutes of the meeting held on 19 July 2016 were presented.

Resolved

To approve as a correct record and sign the minutes of the meeting held on 19 July 2016.

44   Leader's Announcements

There were no leaders announcements.

45   Declarations of interest

It was noted that Councillor Ian McLennan, in attendance the meeting, was not a member of the Laverstock and Ford Parish Council and was the local Wiltshire Councillor for the adjacent ward.

46   **Public Participation and Questions from Councillors**

It was noted that no requests for public participation had been received. The Leader did however explain that, as usual at meetings of Cabinet, she would be more than happy to hear from any member of the public present on any of the items on the agenda.

47   **Capital Budget Monitoring**

Councillor Dick Tonge presented the report which informed Cabinet on the final position of the 2015/2016 Capital Programme, including highlighting budget changes and movements summarised in the appendices.

In response to a question raised by the Leader, Councillor Tonge stated that interest rates for Capital loans are set over a longer period of time and may not be affected as much by variations in the base rate.

Resolved

1. **To note the budget movements undertaken to the capital programme shown in appendices A and B.**

2. **To also note the reprogramming of £0.278 million between 2016/2017 and 2017/2018.**

Reason for Decision:

To inform Cabinet of the position of the 2016/2017 capital programme as at Period 4 (31 July 2016), including highlighting any budget changes.

48   **Wiltshire Growth Deal - Update and Funding Implications**

Councillor Fleur de Rhé-Philipe invited officers to present the report which provided an update on delivery of projects and the financial implications arising from proposed changes to the programme; the report also provided an update on the development and submission of the Growth Deal round 3 bid.

Issues highlighted in the course of the presentation and discussion included: the opportunity for the Council to cashflow specified projects to enable them to be completed earlier than originally planned, thereby potentially saving costs in relation to procurement and construction; the impact of not accelerating delivery on other economic growth and planning projects; that accelerating the delivery of projects should give the Council an opportunity to show how it is efficient at delivering Growth Deal projects and thereby a stand a greater chance of securing funding from government in the future; the opportunities for seeking

funding from other government agencies, including Highways England; how working with a development partner on specific projects can reduce the risks that the Council is exposed to; and the timetable for central government to approve projects submitted as part of the Growth Deal Round 3.

Resolved

1. **That Cabinet Capital Assets Committee agrees the recommended cash flow proposal for the delivery of projects that form part of the Swindon and Wiltshire Growth Deal.**

2. **That Cabinet Capital Assets Committee delegates authority to the Section 151 Officer, to negotiate and agree with the Associate Director of Economic Development and Planning, and the Associate Director of Highways and Transport to cashflow and deliver the schemes.**

3. **That the SWLEP Commissioning Group be approached to underwrite any the development cost for Chippenham Station Hub in recognition that the project is being delivered by the Council on behalf of the SWLEP.**

4. **That subject to resolution 3 above, that Cabinet Capital Assets Committee agrees to cover the development costs for Chippenham Station Hub and those requested in Appendix C using the £0.5 million transition funding provided for Growth Deal project development (see para 50).**

5. **That Cabinet Capital Assets Committee notes the development and submission of the SWLEP Growth Deal round 3 bid.**

Reason for Decision:

To ensure that Wiltshire Council maximizes the benefits and opportunities associated with the Growth Deal programme in terms of delivering key infrastructure projects and building Wiltshire's economy whilst managing the financial implications and associated risks to the organisation.

Accelerated delivery of projects sends a strong message to Government on Wiltshire Council's ability to deliver Growth deal projects to time, cost and quality. Accelerated delivery could also help realise potential time and cost efficiency savings.

49 **Urgent items**

There were no urgent items.

50   **Exclusion of the Press and Public**

    Resolved

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

    Reason for taking the item in private:

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

    No representations have been received as to why this item should not be held in private.

51   **Wiltshire Growth Deal - Update and Funding Implications (Part ii)**

    The meeting considered the additional information contained in the exempt appendix.

    Following a debate, the meeting;

    Resolved

    That costs incurred undertaking development work to support the opportunity referred to in the exempt report are covered using the £0.5 million transition funding identified in paragraph 50.

    That up to £0.080 million is therefore approved to enable this work to be undertaken.

    To confirm that Wiltshire Council is committed to work with the LEP and central government to support the development of infrastructure required to support development of the site and secure inward investment.

52   **Hampton Park Country Park (Part ii)**

    Councillor Toby Sturgis presented the report which asked the Committee to confirm whether the council wanted to nominate Laverstock and Ford Parish Council as nominee for the Hampton Park Country Park; and to confirm the approach the council wishes to take in respect of negotiations with the developer in respect of the section 106.

In response to a question raised by Cllr Ian McLennan, Councillor Sturgis agreed that he would instruct officers to write to clarify the process by which agreements would be enforced.

Resolved

1. **To confirm their support for Laverstock and Ford Parish Council's desire to own, deliver and maintain the Hampton Park Country Park and make them the council's nominee.**

2. **To confirm their support to enter into a new s106 agreement with the developer and make Laverstock and Ford Parish Council party to that agreement.**

3. **To confirm their support for approaching the negotiations on the basis that land and funds are transferred directly between the developer and Laverstock and Ford Parish Council, with Wiltshire Council taking no intermediary role in terms of land ownership or financial risk.**

4. **To delegate to the Associate Director for People and Business the ability to enter into and complete s106 negotiations with the developer and Laverstock and Ford Parish Council on the terms described above. In particular ensuring legal agreement to transfer all current and future risk, including financial, to Laverstock and Ford Parish Council. If this cannot be reached then the development by the Council or Nominee will not progressed or be supported.**

(Duration of meeting: 11.00 am - 12.03 pm)

These decisions were published on the 15 September 2016 and will come into force on 23 September 2016

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Wiltshire Council

Cabinet

11 October 2016

Subject:	**Passenger Transport Review**
Cabinet Member:	Councillor Philip Whitehead - Highways and Transport
Key Decision:	Yes

Executive Summary

Faced with increasing demands for services against its limited resources, the Council has reviewed discretionary expenditure in the passenger transport service. The main aim of the service is to provide transport for education, access to rural areas that are not served by the commercial bus network, and access to employment. This paper proposes changes to the Wiltshire Council supported bus services as a result of the recent consultation.

Extensive stakeholder and public consultation was undertaken from mid-2015 to April 2016 to help determine the impact of any reduction to Wiltshire Council supported bus services, particularly on individuals. The results of the consultation were reported to Cabinet on 14 June 2016. A total of 11,093 responses were received to the public consultation, making this the second largest response to any Wiltshire Council consultation.

It was highlighted in the consultation questionnaire that the consultation was focused on Wiltshire Council supported bus services and not commercial bus services. It was also highlighted that the consultation was not a detailed consultation on particular routes, timetables or destinations, and as there would be many combinations of possible supported bus service changes, the Council had not yet determined what these changes might be; however, information on bus services 'at risk' was provided. Instead, it was made clear that responses to the consultation would improve the Council's knowledge and understanding and would help guide the Council's subsequent decisions on any supported bus service changes.

The consultation findings show that supported public transport is not simply about getting from A to B, but that its output underpins core priorities for individuals, communities and business as detailed in the Council's Business Plan. For instance, it contributes by providing access to essential services, such as medical facilities, shops and social activities, improving the health and quality of life by reducing greenhouse gas emissions and air quality pollutants, as well as enhancing the economic prosperity of Wiltshire and the wider region.

This report will consider the outcome of the consultation and the implications that any change to its public transport policy may have on the residents and communities in Wiltshire.

There is no magic answer to funding and maintaining subsidised local bus services in rural areas and the consultation did not produce any such magic answer. Fundamentally, subsidised bus services in rural areas need to be supported if they are going to exist in the future. However, this comprehensive review and consultation did not reveal an easy solution for protecting services in the current challenging financial environment.

Wiltshire Council explored the potential to increase Community Bus provision and will continue to support community schemes and expand these where possible but these schemes are often limited to the community that they serve and that also provide the volunteer drivers and organisers.

In addition, we have considered proposals put forward by Option 24/7 and will continue to work collaboratively in the future but none of the proposals are available in the immediate future and meanwhile Wiltshire Council needs to continue to provide sustainable services.

However, the consultation has provided Wiltshire Council with valuable information which will allow savings to be made across subsidised services with minimal reduction on the ability to travel by bus. The report recommends looking at bus services with subsidies above those approved in the Local Transport Plan, where significant savings can be achieved by removing less than 1% of total available services. Again, on these services, assuming passengers use alternative services, it is expected that over 97% of the journeys will continue to be provided.

This level of service protection has not been achieved by most other rural counties where we have seen significant reductions of service this year.

Finally, Wiltshire Council believes that further efficiencies are achievable through increased collaboration and integration with the Health Authority and SEND transport. Future savings in these areas would help protect the overall services available to public in Wiltshire.

Proposal(s)

It is recommended that:

(i)   Review all passenger trip subsidies above the thresholds set out in the Local Transport Plan and together with other measures described in this report achieve £500,000 savings in the passenger transport budget. Cabinet Member for Highways and Transport is given delegation to make final decision following consultation of specific services which fall under this criteria.

(ii)   Wiltshire Council works more closely with the Health Authority to the mutual benefit of both organisations, particularly around the integration of NEPTS with SEND and Social Care transport and the development of the Public Transport Strategy.

Reason for Proposal(s)

In order for Wiltshire Council to meet future budget pressures and ensure that a sustainable, long-term solution to passenger transport in Wiltshire is maintained.

Dr Carlton Brand, Corporate Director

Wiltshire Council

Cabinet

11 October 2016

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Subject:	**Passenger Transport Review**

Cabinet Member: Councillor Philip Whitehead - Highways and Transport

Key Decision: Yes

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Purpose of Report

1.   For Cabinet to agree a sustainable approach to supported bus service provision in Wiltshire.

Relevance to the Council's Business Plan

2.   The Wiltshire LTP Public Transport Strategy is relevant to all the Business Plan's outcomes:

Outcome 1: Wiltshire has a thriving and growing local economy
The public transport strategy can:
* Support the local economy by making it easy for workers, shoppers and visitors to access local centres and facilitate development growth by helping to facilitate the planned housing and employment growth set out in the Wiltshire Core Strategy.
* Improve journey time reliability for road users by removing some car trips from the highway network and therefore reducing congestion and delays.

Outcome 2: People in Wiltshire work together to solve problems locally and participate in decisions that affect them
The public transport strategy can:
* Enable local groups to operate community and voluntary transport schemes particularly to provide local access and safety net transport services to meet needs that cannot be effectively provided by other means such as the Link schemes.
* Help support community rail partnerships to improve stations and train services.

Outcome 3: Everyone in Wiltshire lives in a high quality environment
The public transport strategy can:
* Enhance the built and natural environment by reducing greenhouse gas emissions and air quality pollutants.

Outcome 4: Wiltshire has inclusive communities where everyone can achieve their potential

The public transport strategy can:
- Provide access to key services and facilities for Protected Characteristics groups as defined by the Equality Act 2010.

Main Considerations for the Council

3.   Faced with increasing demands for services against its limited resources, the Council has reviewed discretionary expenditure in the passenger transport service. The main aim of the service is to provide transport for education, access to rural areas that are not served by the commercial bus network, and access to employment.

4.   Extensive stakeholder and public consultation was undertaken from mid-2015 to April 2016 to help determine the impact of any reduction to Wiltshire Council supported bus services, particularly on individuals. The results of the consultation were reported to Cabinet on 14 June 2016. A total of 11,093 responses were received to the public consultation, making this the second largest response to any Wiltshire Council consultation.

5.   It was highlighted in the consultation questionnaire that the consultation was focused on Wiltshire Council supported bus services and not commercial bus services. It was also highlighted that the consultation was not a detailed consultation on particular routes, timetables or destinations, and as there would be many combinations of possible supported bus service changes, the Council had not yet determined what these changes might be; however, information on bus services 'at risk' was provided. Instead, it was made clear that responses to the consultation would improve the Council's knowledge and understanding and would help guide the Council's subsequent decisions on any supported bus service changes.

6.   The consultation findings show that supported public transport is not simply about getting from A to B, but that its output underpins the core priorities for individuals, communities and business as detailed in the Council's Business Plan. For instance, it contributes by providing access to essential services, such as medical facilities, shops and social activities, improving the health and quality of life by reducing greenhouse gas emissions and air quality pollutants, as well as enhancing the economic prosperity of Wiltshire and the wider region.

7.   Of these 11,093 questionnaires, around 3,000 were completed from a stock that was issued "on bus" by officers and bus drivers, and confirms that the consultation results are representative of bus users in Wiltshire.

The following table represents the ranked percentage by service type that respondents to the questionnaire felt were either "very important" or "important"

Option 2 - Withdraw funding for all supported Sunday and public holiday services	48%
Option 1 - Withdraw funding for all supported evening services	56%
Option 5 - Reduce town bus services to 2-3 buses a day. Existing buses used by pupils within Warminster, Devizes, Bradford on Avon and Melksham would be retained	83%
Option 3 - Reduce the hourly services Monday - Friday to a two hourly service on the strategic bus network	91%
Option 4 - Reduce rural bus services to 2-3 buses a day on regular routes and withdraw most of the infrequent services except those that are the only service to a group of villages	92%

8. The consultation questionnaire had facility for free text comments. There were 6,755 free text comments received. From these free text comments, 21,436 issues were raised. A selection of the most commonly mentioned issues are as follows:

Vulnerable People – 3,272 comments were made on how any reduction to public transport would adversely impact on this demographic. This supports comments made as part of the pre consultation exercise and is also drawn out elsewhere in the consultation.

Concessionary Fares – 1,111 comments were made about the use of the concessionary fare pass, ranging from means testing to making a contribution. Under the current legislation it is not possible to make a charge for the concessionary pass. However, through devolution bids in other parts of the country it has been suggested that a nominal payment for the concessionary pass may be considered by Government.

Access to Essential Services – 2,392 comments were received stating that a reduction in public transport would restrict in many cases completely deny, them access to essential services such as shopping and medical appointments. They also suggested that a lack of public transport would have an adverse effect upon the economy.
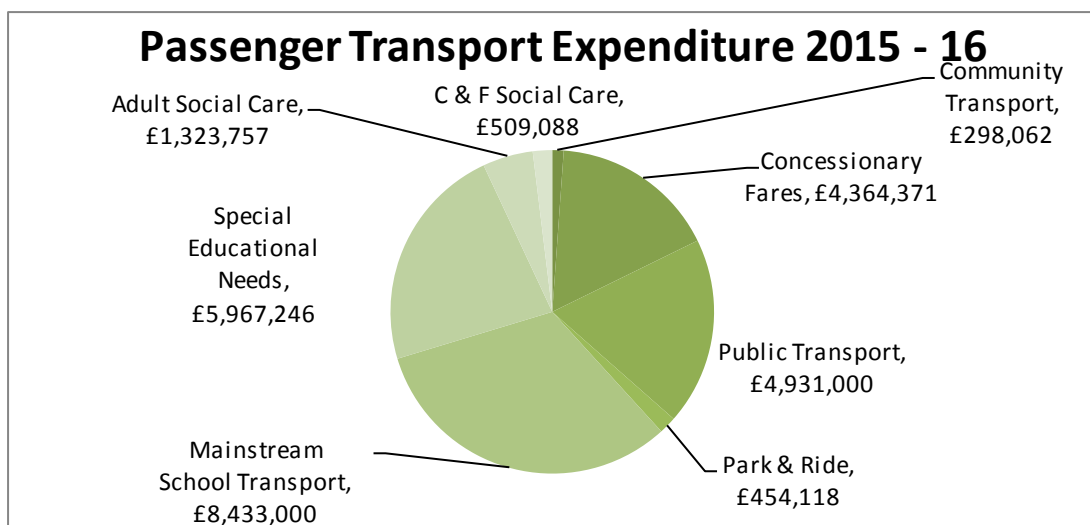
Quality of Life – Linked to vulnerability, there were a further 2,820 comments made around a reduction to peoples quality of life, due to a lack of independence, but most notably there were 852 comments referring to social isolation.

Service Type – There were 5,164 comments made about the type of service whether it is to be retained, or reduce a particular type of service. Of these 5,164 comments, 1,824 suggested the retention of rural services was very important to them, which reaffirms the results of the questionnaire.

Environmental – 1,413 comments were received stating that a reduction in public transport would adversely affect the environment. Reference to car usage was predominant, although the resultant impact on congestion and pollution was also a consideration to the respondents.

9.   There is good evidence in the Equality Evidence Analysis Document (EEAD) **Appendix 1,** that public transport, outside London, is generally used and relied upon by the less wealthy and more vulnerable members of society. To significantly reduce public transport for these, and other 'protected characteristics' groups, may result in additional expenditure to other service areas.

10.   **Appendix 2** represents further analysis taken from the data gathered at the public consultation stage. It is evident that the more vulnerable members of society in Wiltshire would be adversely impacted should there be significant reductions to supported bus services across Wiltshire.

11.   Considering the outcome of the consultation and overall impact of reducing bus subsidies, Cabinet may consider not progressing any of the options under consideration. Pending the outcome of financial settlement from government, Cabinet may then have to revisit the implementation of some or all the options included in the public consultation. In doing so consideration will be given to the priorities given to various bus services by the respondents.

12.   As an alternative to the options put forward as part of the public consultation, the Council could look at subsidised services which exceed maximum subsidy per passenger, as set out by existing policies in the Local Transport Plan.   In this instance the Council has a maximum subsidy guideline for most types of service of £3.50 per passenger trip. It is estimated that expenditure could be reduced by £500k if services exceeding the £3.50 subsidy are reviewed within existing policies and by applying the following changes:

   o   Ensuring that, where services cross county boundaries, appropriate funding is received from partner authorities
   o   Changing the way a bus service operates, i.e. moving from a traditional fixed route timetable, to a more Demand Responsive Transport service (DRT) and vice versa, but maintaining a similar geographical coverage
   o   Through the merging and combing of existing services
   o   By working with suppliers to secure more commercial services and reducing, or eliminating all of the subsidy
   o   By considering the reclassification of some services

13. As some Wiltshire residents will be affected by bus service changes as a result of the above criteria, it is important to seek their view on the changes. Therefore, it is proposed that a more "service specific" consultation takes place. Wiltshire Council has used this methodology before, for example when tendering services in the north of Wiltshire in 2014. By adopting this approach, Wiltshire Council was still able to make the financial savings, but was able to accommodate many suggestions from the public and therefore mitigate the impacts.

14. The review of the LTP Public Transport Strategy was part of a wider review of all areas of Wiltshire Council's passenger transport remit. The wider review will continue to include the re-examining of policy and spending in home-to-school and college transport, SEND transport and social care client transport to make sure that service provision is aligned to priorities and to identify any scope for further savings. Work on this wider review is proceeding and if it results in any proposals for changes to policies, they will also be subject to consultation, where applicable, before implementation.

15. Relationships with the Health Authority are being further developed to determine how our two organisations can work together more effectively around transport. This will be achieved through the Health & Well Being Board and primarily considering options around the Non-Emergency Patient Transport Service (NEPTS) to the acute hospitals. Through effective integration of these services, there is potential to reduce costs for both organisations. There is also potential to understand better, how public transport is serving health facilities throughout Wiltshire and public transports overall benefit to the health of the Wiltshire populace, which should be considered as part of the wider LTP agenda.

16. The chart below represents expenditure against passenger transport for 2015/16. Whilst much of the spend is statutory, there is a significant discretionary element which is being continued.

Passenger Transport Expenditure 2015 - 16

- Adult Social Care, £1,323,757
- C & F Social Care, £509,088
- Community Transport, £298,062
- Concessionary Fares, £4,364,371
- Special Educational Needs, £5,967,246
- Public Transport, £4,931,000
- Mainstream School Transport, £8,433,000
- Park & Ride, £454,118

17.   Option 247 is a community interest group who made representation to the Council during the consultation, details of the group can be found at the following link:
       http://option247.uk/index.html

18.   In essence, the group's proposal is to franchise bus services in Wiltshire, by using revenue generated from the commercial, profitable bus services (not subsidised or managed by Wiltshire Council), to cross subsidise the bus services which Wiltshire Council funds. Powers to implement this approach already exist in current legislation, but to date no other local authority in the country, including the large metropolitans, where bus usage and profitability are significantly higher than in Wiltshire, have successfully achieved this.

19.   New legislation in the form of the Buses Bill is expected to receive royal ascent in spring/summer 2017, which will make it clearer what franchising and enhanced partnership working with bus suppliers and other key stakeholders might look like. Unfortunately, this does not tie in with the timescales for this review, which are to achieve financial savings in the early part of the 2017/18 financial year.

20.   The Cabinet Member for Highways and Transport has written to the 247 group, outlining the Council's position on franchising and the associated risks. Some of the more significant risk are set out as follows:

•   A lack of clarity remains around the justification criteria that would definitely be applied for an authority without a mayor that wishes to pursue franchising.

•   The local Authority would hold all of the risk - both financial and reputational. There will need to be a real commitment to providing bus services, over a long period of time, as simply reducing (or cutting) them after a year if the funding does not stack up, will not be acceptable.

•   There is no evidence that in Wiltshire, this would save money whilst improving services.

•   More staff would be required by Wiltshire Council to manage the contracts and monitor and publicise the services.

•   The issue of financial compensation to current operators of commercial services has still to be clarified (and may require a lengthy court case to determine).

21.   Given the risks involved, Wiltshire Council will not be pursuing the franchising option at this stage, but would be prepared to consider it at a later date when there is sufficient experience of its introduction from other Local Authorities.

22.   However, the Option 247 proposal should not be discounted and officers welcome the groups input and will work with its representatives to develop the concept at the appropriate time.

Community Transport

23.   It has been suggested that Community Transport (CT) could fill the gap left behind, should Wiltshire Council withdraw significant financial support to its supported bus services network. Wiltshire Council works closely with Community First who delivers, on behalf of Wiltshire Council, its CT strategy, which includes oversite of Link Schemes, Dial A Ride services and Wheels to Work scheme, as well as the administration of government grant funds to local transport related charities.

24.   Community First and its members were heavily involved in the pre consultation exercise. There was a workshop dedicated for CT suppliers to ascertain their view as to what degree they might be able to supply public transport in Wiltshire.

25.   The view of Community First and the CT providers is that whilst CT can have a really important intervention role to play in mitigating against bus service reductions, there is only so much the CT sector can do to replace local bus services.

26.   Whilst CT groups might be able to provide some network coverage in response to bus service reductions, they certainly will not be able to provide like for like service replacements in many cases, or to anywhere near the frequency required.

27.   This is very much an opinion that is held nationally and by the current government. Examples of this can be found in **Appendix 3.**

28.   Wiltshire Council recognises this and will continue to work with Community First and the wider Wiltshire CT sector, to deliver on the following:

(i)   To work with existing Community Minibus and Link schemes to encourage and assist them in implementing new services where supported bus services are reduced, or withdrawn;

(ii)   To offer support to local communities affected by bus service changes to link up with existing CT groups / set up their own CT scheme as appropriate;

(iii)   To develop a CT pilot scheme in the Malmesbury Community Area designed to help plug gaps that are already in existence within the current public transport network. Such a scheme would serve as a blueprint for other areas if successful.

Overview and Scrutiny Engagement

29.   Councillors Peter Evans (Chair), Mollie Groom, Jacqui Lay, Magnus Macdonald and Graham Wright on the Passenger Transport Review Task Group have been able to scrutinise the review at various stages through

meetings held on 10 June 2015, 9 July 2015, 16 September 2015, 3 December 2015, 20 April 2016, 27 May and 2 September 2016. Task Group members also attended meetings organised as part of the pre-consultation exercise. In addition, Councillor Peter Evans attended meetings of the Passenger Transport Review Project Board as a representative of the Task Group (the Project Board is chaired by Councillor Philip Whitehead (Cabinet Member for Highways and Transport) and is made up of Councillor Horace Prickett (Portfolio Holder for Passenger Transport), external key partner representatives and senior Wiltshire Council officers).

30.   The Cabinet paper presented to Cabinet on 14 June 2016, outlining the results of the consultation, was also presented to the Environmental Select Committee on 7 June 2016. At the time of compiling this report, it is planned to share the report with the Task Group and any comments will be reported to cabinet on 11 October 2016.

Safeguarding Implications

31.   There are no safeguarding implications as a direct result of this proposal. The pre-consultation exercise included discussions with children's services and adult social care teams in Wiltshire Council. An Equality Evidence Analysis Document formed part of the suite of supporting documents to the public consultation and this has been reviewed as part of this report.

Public Health Implications

32.   The pre-consultation exercise included discussions with public health teams in Wiltshire Council. In addition, a Strategic Environmental Assessment (SEA), which includes topics on 'population', 'healthy communities', 'inclusive communities' and 'transport' formed part of the suite of supporting documents to the public consultation (see section on Environmental and Climate Change Considerations below).

Corporate Procurement Implications

33.   There will be some procurement activity required in order to achieve the proposed savings. Wiltshire Council's Strategic Procurement Hub (SPH) has been engaged and will support the procurement exercise in accordance with the statutory procurement guidelines.

34.   There has been no real procurement activity of public transport for three years now, whilst a decision on future provision was reached. SPH has considered the model that is typically used to procure this type of transport, the value of the contracts and it is satisfied it meets the needs of this procurement exercise.

35.   During the consultation process and for a period of time before that, the tendering cycle of school and public transport contracts was suspended, whilst a long-term solution could be established. As a result, the majority of contracts have been extended until January 2018, the value of which is

around £10 million per annum. Options for the future procurement of these contracts have already begun and SPH is fully engaged with that process.

Equalities Impact of the Proposal

36.　An Equality Evidence Analysis Document (EEAD) formed part of the suite of supporting documents to the public consultation. This has been reviewed as part of this report to Cabinet.

37.　The following protected characteristics have been identified in the EEAD:

- Age
- Disability
- Low Incomes
- Rurality
- People with no access to private transport
- Military status
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Shift / Part-time workers
- Carers

38.　Based upon the consultation responses, all of these protected characteristics would be affected by any reduction to supported public transport. However, the first six are likely to be impacted greater than the rest.

39.　The following is a short summary for each of these six protected characteristics, which are expanded upon in the EEAD.

Age - Younger and older people are more reliant on bus services and less likely to have access to a car. Also, fewer young people now hold driving licences and we live in an increasingly 'ageing society'. Younger people need affordable bus services to enable them to take up opportunities in education and work, and to increase their independence. Research has shown that many older people place particular value on 'local' and 'daytime' travel and predominantly travel for shopping, to access key services (notably healthcare) or to visit family and friends. Both groups also benefit from the health benefits of using public transport through encouraging outside activity and mobility.

Disability - People with disabilities are less likely to drive and therefore could become marginalized from the wider community and more reliant on support services without independent travel options such as supported bus services to provide them access to employment opportunities and essential services or to visit friends and family. Disabled people are also likely to need more trips to GPs and hospitals for regular medical checkups to help manage their health.

Low incomes - People on low incomes are particularly reliant on local public transport services and a lack of available and adequate services can be a significant barrier to accessing employment opportunities and essential services. Public transport can also provide health benefits (as people walk more and drive less) which can be particularly beneficial for people from socio-economically deprived areas which typically have lower levels of health.

Rurality - In rural areas, settlements are dispersed and homes, jobs and services are scattered – access to everyday opportunities and services can therefore be challenging. Rural bus services can help combat social exclusion by enabling non-drivers to access shops, education, training and essential services. They are also important for the local economy; small businesses in rural areas need good accessibility for their employees and rural buses can encourage visitors and tourists.

People with no access to private transport - are particularly reliant on local public transport services and a lack of available and adequate bus services can be a significant barrier to accessing employment opportunities and essential services.

Military Status - Military personnel and their families are often located in camps in (semi) rural locations. Therefore, withdrawn or reduced supported bus services will reduce travel options to access essential services or visit friends and family. There is also an increased risk of social isolation.

Environmental and Climate Change Considerations

40. A Strategic Environmental Assessment (SEA) and Habitats Regulation Assessment (HRA) formed part of the suite of supporting documents to the public consultation.

41. The SEA includes consideration of a number of relevant topics (see table below). The main purpose of an SEA is to evaluate whether a plan or strategy will result in any significant environmental effects, both positive and negative. In this case, the SEA was based on an evaluation of Option 6 in the public consultation (i.e. the full withdrawal of all Wiltshire Council supported bus services).

SEA Topic	Significance of the effect
Biodiversity	Minor negative effect
Land, soil and water resources	Minor negative effect
Air quality and environmental pollution	Minor negative effect
Climatic factors	Minor negative effect
Historic environment	Minor negative effect
Landscapes (and townscapes)	Minor negative effect
Population	Significant negative effect
Healthy communities	Minor negative effect

SEA Topic	Significance of the effect
Inclusive communities	Significant negative effect
Transport	Significant negative effect
Economy and enterprise	Minor negative effect

42. Given that the above evaluation was based on Option 6, it is considered that for the recommended option in this report, the above minor negative effects would be reduced to 'No significant effect', and the above significant negative effects would be reduced to 'Minor negative effect'.

43. In terms of the HRA, the Council's senior ecologist stated that "…I do not consider that any further assessment under the Habitats Regulations is required in respect of the review of the Public Transport Strategy".

Risk Assessment

44. This section highlights the key risks and proposed management of those risks associated with the proposals in this report.

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

45. Wiltshire Council may have difficulty in meeting its financial responsibility in light of significant financial pressures.

46. There is a risk to the relationship between the council and current bus services suppliers if the uncertainty about continued subsidy is prolonged.

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

47. Many of the service proposals require a procurement exercise. The savings identified are based upon known, current market trends and prices, but there is a risk that the estimated savings are not achieved once procured. Officers are however aware of current market prices and trends and have had initial discussions with some suppliers around proposals and therefore the savings targets are based on a measured approach.

48. Whilst the impact of the recommended option is considered minimal overall, unfortunately some current bus service users will be adversely affected by the service proposals, as they may not be able to make the same journeys they can currently. Through a further "service specific" consultation Wiltshire Council will aim to mitigate this risk by understanding specific impacts (further details on this are set out under the section Options Considered).

49. Whilst minimal in overall scope, some supported bus services will cease altogether. Whilst very regrettable, these services cannot continue to be supported under the current LTP criteria. This risk to service delivery and reputation will have to be tolerated if the recommended option is accepted. Where this occurs, information will be made available to passengers on the limited alternatives there are through on-bus information.

50. There is a risk to the relationship between the council and current bus service suppliers. Providing certainty to bus suppliers is very important in the current financial climate. Setting out the procurement timetable and four year financial commitment will help to stabilise the existing supplier base and potentially encourage new investment and new suppliers to the market.

51. There is an increased risk of some negativity towards the proposed service changes resulting in potential damage to the council's reputation. A clear communications message through the local media may need to be established in order to mitigate this criticism.

Financial Implications

52. The recommendations in this report to review all passenger trip subsidies above the thresholds set out in the Local Transport Plan together with other measures described in this report is forecast to achieve £500,00 savings in the Passenger Transport Budget in 2017/2018.

53. As detailed in the Risk section the actual saving will be dependent on the market as many will require a procurement exercise. The £500k is based on a full year saving so if approved changes would be introduced at earliest opportunity

Legal Implications

54. As outlined in the Cabinet Paper presented on the 14 June 2016, the purpose of the PTU review was in part, to consider the current LTP Public Transport Strategy, in order to introduce any of the six proposed service changes consulted upon. Should Cabinet decide not to implement any of the options laid out in the consultation, a wholesale review of the current Public Transport Strategy is not now considered necessary and all service changes will be conducted using the existing LTP Public Transport Strategy.

Options Considered

55. The consultation gave consideration to six broad options:

- *Option 1* - Withdraw funding for all supported evening services
- *Option 2* - Withdraw funding for all supported Sunday and public holiday services
- *Option 3* - Reduce the hourly services Mon-Fri to a two hourly service on the strategic bus network
- *Option 4* - Reduce rural bus services to 2-3 buses a day on regular routes and withdraw most of the infrequent services except those that are the only service to a group of villages
- *Option 5* - Reduce town bus services to 2-3 buses a day. Existing buses used by pupils within Warminster, Devizes, Bradford on Avon and Melksham would be retained
- *Option 6* Withdraw all funding for all Council subsidised services

56.   As an alternative to the options put forward as part of the public consultation, the Council could look at subsidised services which exceed maximum subsidy per passenger, as set out by existing policies in the Local Transport Plan. This option is explained in detail in paragraph 11 above.

57.   It is recognised that further implementing the existing LTP criteria approach is not one of the options that was consulted upon, but its recommendation reflects that Wiltshire Council has considered the outcome of the consultation and proposes an approach that will achieve adequate savings and a significantly reduced impact on the Wiltshire populace.

Recommended Options

58.   It is recommended that:

(i)   Review all passenger trip subsidies above the thresholds set out in the Local Transport Plan and together with other measures described in this report achieve £500,000 savings in the passenger transport budget. Cabinet Member for Highways and Transport is given delegation to make final decision following consultation of specific services which fall under this criteria.

(ii)   Wiltshire Council works more closely with the Health Authority to the mutual benefit of both organisations, particularly around the integration of NEPTS with SEND and Social Care transport and the development of the Public Transport Strategy.

Conclusions

59.   The consultation gave consideration to six broad options:

- *Option 1* - Withdraw funding for all supported evening services
- *Option 2* - Withdraw funding for all supported Sunday and public holiday services
- *Option 3* - Reduce the hourly services Mon-Fri to a two hourly service on the strategic bus network
- *Option 4* -   Reduce rural bus services to 2-3 buses a day on regular routes and withdraw most of the infrequent services except those that are the only service to a group of villages
- *Option 5* - Reduce town bus services to 2-3 buses a day. Existing buses used by pupils within Warminster, Devizes, Bradford on Avon and Melksham would be retained
- *Option 6* Withdraw all funding for all Council subsidised services

60.   A total of 11,093 consultation questionnaires were received to the public consultation, making this the second largest response to any Wiltshire Council consultation. The consultation concluded that there would be significant impacts to people's lives, should there be a reduction in supported public transport, most notably around access to education, employment and other essential services, such as health and shopping.

61.   The consultation findings inform the Council that supported public transport is not simply about getting from A to B, but that its output underpins many of the essential, core priorities for individuals and business, which are detailed in the Council's Business Plan.

62.   There is good evidence in the EEAD (**Appendix 1**) that public transport, outside London, is generally used and relied upon by the less wealthy and more vulnerable members of society. To significantly reduce public transport for these groups may result in additional expenditure to other service areas.

63.   There are some synergies between Wiltshire Council's passenger transport requirements and that of the Health Authority. Discussions between the two organisations are at an early stage, but there appears to be a case to consider joint procurement of services in some way, particularly around SEND and Social Care transport with the Health Authorities NEPTS.

64.   Through continuing to work with Community First and the Community Transport (CT) sector, Wiltshire Council will establish, as best it can, appropriate future public transport options by:

- Working with existing Community Minibus and Link schemes to encourage and assist them in implementing new services where supported bus services are reduced, or withdrawn;

- Supporting local communities affected by bus service changes to link up with existing CT groups / set up their own CT scheme as appropriate;

- Developing a CT scheme in the Malmesbury Community Area designed to help plug gaps that are already in existence within the current public transport network. Such a scheme would serve as a blueprint for other areas if successful.

65.   In order for Wiltshire Council to meet future budget pressures and ensure that a sustainable, long-term solution to passenger transport in Wiltshire is maintained, Cabinet is advised to approve the recommended options.

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Date 19 September 2016

The following unpublished documents have been relied on in the preparation of this Report: None

Appendices:

Appendix 1 - Equality Evidence Analysis Document (EEAD)
Appendix 2 – Further analysis on impact of elderly and vulnerable people
Appendix 3 – Community Transport Evidence

Equality Analysis Evidence Document			
Title: What are you completing an Equality Analysis on?			
Review of Wiltshire Local Transport Plan (LTP3) Public Transport Strategy and its service delivery.			
Why are you completing the Equality Analysis? (please tick any that apply)			
Proposed New Policy or Service	Change to Policy or Service ✓	MTFS (Medium Term Financial Strategy) ✓	Service Review

Version Control				
Version control number	3.0	Date	?	Reason for review (if appropriate)
Wiltshire Council is reviewing its LTP3 Public Transport Strategy with a focus on changes to the provision of Council subsidised bus services in Wiltshire.				

Risk Rating Score (use Equalities Risk Matrix and guidance)

If any of these are 3 or above, an Impact Assessment **must be completed.
Please check with equalities@wiltshire.gov.uk for advice

Criteria	Inherent risk score on proposal	Residual risk score after mitigating actions have been identified
Legal challenge	8	To be determined
Financial costs/implications	6	To be determined
People impacts	16	To be determined
Reputational damage	12	To be determined

Section 1 – **Description** of what is being analysed

Wiltshire Council is embarking on a review of the Wiltshire Local Transport Plan (LTP) Public Transport Strategy and its service delivery (i.e. Wiltshire Council supported bus services).

The review of the Public Transport Strategy is part of a wider review of all areas of Wiltshire Council's passenger transport remit (except rail and taxis). The wider review will include re-examining policy and spending in home-to-school and college transport, Special Educational Needs and Disabilities (SEND) transport and social care client transport.

Although passenger transport makes a strong contribution to the priorities that underpin Wiltshire Council's Business Plan, a key challenge in recent years has been how the service can continue to achieve these priorities in the face of growing pressures on local authority spending. This review has therefore been undertaken to help identify additional savings from passenger transport budgets.

A major part of the review will be to investigate the scope for savings in support for local bus services. Roughly half of bus routes in Wiltshire are operated without the need for subsidy. However, services with fewer passengers such as many of those that operate at the weekend, in the evenings or away from strategic (busy) roads, require financial support from the Council to be viable.

These budget constraints and challenges are not unique to Wiltshire as many other local authorities have already made or are planning to make savings from subsidised bus routes. The Campaign For Better Transport commented in recent reports that since 2010, local authorities in England and Wales have cut £78 million in funding and over 2,400 routes have been reduced, altered, or withdrawn altogether.

The bus service options being considered by Wiltshire Council as part of the review and public consultation are as follows:

- Option 1 - Withdraw funding for all supported evening services

- Option 2 - Withdraw funding for all supported Sunday and bank holiday services

- Option 3 - Reduce the hourly services Mon-Fri to a two hourly service on the strategic bus network which links the small market towns and larger villages in Wiltshire with the nearest large town

- Option 4 - Reduce rural bus services to 2-3 buses a day on regular routes and withdraw most of the infrequent services except those that are the only service to a group of villages

- Option 5 - Reduce town bus services to 2-3 journeys a day. Existing buses used by pupils within Warminster, Devizes, Bradford on Avon and Melksham would be retained

- Option 6 - Withdraw all funding for all council subsidised services

Section 2A – People or communities that are currently **targeted or could be affected** by any change (please take note of the Protected Characteristics listed in the action table).

The proposal to reduce or withdraw bus subsidies will have an impact across Wiltshire.

Public transport is available to all regardless of their Protected Characteristics. As a result, all transport users in Wiltshire may potentially be directly or indirectly affected by the review and all the Protected Characteristics as defined by the Equality Act 2010 could be impacted by changes to the Council's passenger transport service. However, in its report 'Valuing the social impacts of public transport' (March 2013), the Department for Transport identifies the following key groups:

Group	Why is this an identified key social group?
People on low incomes and **unemployed people**, including people working part time and those claiming state benefits	• Travel is a significant determinant of employment horizons. • Inability to afford the running costs of private transport results in lower than average car ownership and higher reliance on public transport.
Disabled people, including people with mobility limitations, sensory disabilities and people with mental wellbeing disabilities	• Lower levels of car ownership, as well as potentially reduced mobility. • Reliance on lifts from family and friends commonplace. • Particular access needs, potentially focussed around healthcare.
Older people, including retired people (aged 60/65 and over) and, potentially, older working aged people (aged over 55)	• Lower levels of car ownership due to low income levels and health limitations. • Ability to use concessionary passes for local trips. • Access needs often locally focussed – local shops, post office, leisure activities.
Younger people and **children**, including younger adults aged 16-24	• Car ownership not legal until the age of 17. • Comparatively low levels of car ownership amongst 17-25 year olds due to overall lower income status, participation in higher education and reliance on parents for transportation.
Gender groups, and **women** in particular	• Fewer women than men hold full driver's licences and fewer women own cars. • Women use buses more frequently than men. Young women make a significant number of trips by bus.
People from **Black, Asian and minority ethnic (BAME) communities**	• Lower levels of car ownership amongst people from Black communities. • High levels of bus use amongst many BAME people. • Existing challenges to bus use including social conventions, cost of travel, linguistic barriers, and personal security.
Single parents	• High levels of bus use amongst women with young children. • Bus use often difficult for single parents juggling children, buggies, shopping; existing services not meeting their needs. • Large number of through trips involving children – 'drop offs' at nursey or school, and

	onward travelling to work, shopping, leisure.
People living in **remote areas**, such as **rural areas** or urban peripheries	• Levels and frequencies of public transport provision tend to be much lower. • Services and amenities tend to be centralised. • Public transport accessibility not increased at the same pace as in urban areas.

Based on the above, the Protected Characteristics that are most likely to be affected are considered to be:

- Age
- Disability
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Other (rurality, low incomes, shift/part-time workers, carers, military status and people with no access to private transport).

Section 2B – People who are **delivering** the policy or service that are targeted or could be affected (i.e. staff, commissioned organisations, contractors)

As the review includes all subsidised bus routes in Wiltshire, a number of Wiltshire Council services and policies are likely to be affected (e.g. social care, planning / housing and public health). Initial engagement with relevant Wiltshire Council departments was undertaken as part of the pre-consultation process (see Section 3).

Some Wiltshire Council staff may also potentially be affected by the review (to encourage input from staff, the review and consultation exercise has been included in internal communications and on the Council's website).

Bus operators will be affected, especially those that rely on Wiltshire Council contracts for their business operation. Initial engagement with several bus operators was undertaken as part of the pre-consultation process (see Section 3).

Changes may also affect contractors of the Council.

Section 3 –The underpinning **evidence and data** used for the analysis (Attach documents where appropriate)

Prompts:
- What data do you collect about your customers/staff?
- What local, regional and national research is there that you could use?
- How do your Governance documents (Terms of Reference, operating procedures) reflect the need to consider the Public Sector Equality Duty?
- What are the issues that you or your partners or stakeholders already know about?
- What engagement, involvement and consultation work have you done? How was this carried out, with whom? Whose voices are missing? What does this tell you about potential take-up and satisfaction with existing services?
- Are there any gaps in your knowledge? If so, do you need to identify how you will collect data to fill the gap (feed this into the action table if necessary)

Census 2011

Population:
The total usual resident population of Wiltshire was 470,981.

Age Group	2001	2011	2016	2026	2036
0–4	26,506	28,514	28,057	29,356	29,455
5–10	34,220	32,776	36,164	37,588	37,657
11-15	27,928	29,821	27,968	32,150	32,475
16-17	10,437	12,473	11,443	12,640	12,901
18-59(F)/64(M)	251,939	268,398	267,978	273,887	270,893
60(F)/65-74(M)	48,152	61,518	70,274	79,749	89,524
75-84	25,249	28,642	31,562	46,638	52,364
85+	9,077	12,177	14,361	21,072	34,901
Total	433,508	474,319	487,807	533,080	560,171

Source: Wiltshire Estimates and Projections

Gender:
50.8% of the population of Wiltshire are female and 49.2% are male.

Age:
The ages of Wiltshire residents are:
- children (ages 0-17): 22%
- working age population (ages 16-64): 62.5%
- retirement age population (ages 65+): 18.2%.

Armed Forces:
2.4% of Wiltshire's usual residents are employed in the armed forces.

Ethnic Group:
96.6% of Wiltshire's population define themselves as 'White' including 0.2% who define themselves as 'White: Gypsy or Irish Traveller'.
3.4% of Wiltshire's population define themselves as 'Black and Minority Ethnic'.

Religion:
64.0% of Wiltshire's population define themselves as Christian.
26.5% of Wiltshire's population follow no religion.

Health and Care:
6.7% of people in Wiltshire say that their day-to-day activities are limited a lot.
There are some 47,608 carers in Wiltshire which constitutes 10.1% of the total population.

Economic Activity:
42.2% of people in Wiltshire aged 16 to 74 are full time employees
15.0% of people in Wiltshire aged 16 to 74 are part time employees
2.9% of people in Wiltshire aged 16 to 74 are unemployed.
2.6% of people in Wiltshire aged 16 to 74 are full time students.
14.7% of people in Wiltshire aged 16 to 74 are retired.
2.7% of people in Wiltshire aged 16 to 74 are long-term sick or disabled.

Travel to Work:
Total number of people aged 16 to 74 in employment who usually travel to work by:
- Train: 1.8%
- Bus, minibus or coach: 1.9%
- Driving a car or van: 45.6%
- Passenger in a car or van: 3.5%
- Bicycle: 2.0%
- On foot: 9.2%

Car Availability:
14.8% of households do not have a car or a van
41.4% of households have 1 car or van
32.9% of households have 2 car or vans

Source: http://www.intelligencenetwork.org.uk/population-and-census/

National Travel Survey 2014 / Department for Transport Statistics

44% of local bus services (by vehicle miles) in Wiltshire are supported by the local authority.

Elderly and disabled concessionary passenger journeys on local Wiltshire bus services (percentage of total passenger journeys): 41%

Adults in households without a car / van by age and gender in England:

	17-20	21-29	30-39	40-49	50-59	60-69	70+
Males	19%	26%	17%	14%	13%	12%	21%
Females	24%	26%	19%	14%	13%	17%	39%
All	21%	26%	18%	14%	13%	14%	31%

Household car availability by household income quintile in England:

	No car / van	One car / van	Two or more cars / vans
Lowest real income level	47%	39%	14%
Second level	32%	50%	18%
Third level	19%	44%	36%
Fourth level	13%	42%	45%
Highest real income level	12%	41%	48%

Adults in households without a car / van by ethnic group in England:
- White - 18%
- Mixed / Multiple ethnic groups - 25%
- Asian / Asian British - 22%
- Black / African / Caribbean / Black British - 44%
- Other ethnic group - 24%

Full car driving licence holders by age and gender in England:

	17-20	21-29	30-39	40-49	50-59	60-69	70+
Males	34%	66%	82%	91%	89%	90%	80%
Females	25%	61%	75%	80%	78%	73%	47%
All	29%	63%	79%	85%	83%	81%	62%

Average number of trips per year in England on local and non-local buses by age and gender:

	0-16	17-20	21-29	30-39	40-49	50-59	60-69	70+
Males	61	92	63	39	32	33	45	67
Females	62	153	80	61	49	55	71	84
All	61	122	72	50	41	44	58	77

In England, 167 trips are made per person per year by local and non-local buses in households without a car / van compared with 35 trips in households with a car / van.

In England, 96 trips are made per person per year by local and non-local buses in households in the lowest income quintile compared with 35 trips in households in the highest income quintile.

The percentage of eligible pensioners holding concessionary passes in England is: males 73%; females 79%.

The frequency of bus use for those ages 60 years and over in England:
- Three or more times a week - 17%
- Once or twice a week – 14%
- Less than once per week, more than twice a month – 5%
- Once or twice a month – 9%
- Less than once a month, more than twice a year – 6%
- Once or twice a year – 5%
- Less than once a year or never – 44%

Sources:
https://www.gov.uk/government/statistics/national-travel-survey-2014
https://www.gov.uk/government/collections/bus-statistics

Consultation

As a first step in the current review, a pre-consultation exercise was undertaken between 8 July and 31 August 2015 to provide key stakeholders with an opportunity to shape the scope of the review. The pre-consultation exercise included five workshops and discussions with several bus operators. Approximately 160 questionnaires were returned and a bus survey was provided by Christian Malford Parish Council.

In brief summary, the key points that came out of the pre-consultation exercise are as follows:
- The overall feedback highlighted the importance of bus services to users, communities and public sector service providers.
- Community transport will not be able to provide transport alternatives on any significant scale.
- There is little scope to make subsidised bus services commercial.
- There were no new 'big ideas' suggested that would make significant financial savings within the necessary timeframe.
- There is limited potential for further savings in other areas of the Council's public transport

budgets.

Given the above, reductions in subsidised bus services are identified as the only realistic way to achieve significant financial savings. However, these bus service reductions would likely have an adverse impact on a number of economic, social and environmental objectives, and the savings could likely be (partly) offset by an unknown impact on other Wiltshire Council and public sector budgets (social care, health, etc). A paper setting out all the questionnaire comments received along with the Council's responses was posted on the Council's LTP3 webpage at the start of August 2015.

Councillors on the Passenger Transport Review Task Group were able to scrutinise the review at various stages through meetings held on 10 June 2015, 9 July 2015, 16 September 2015, and 3 December 2015. Task Group members also attended meetings organised as part of the pre-consultation exercise.

A public consultation is being undertaken from 11 January 2016 to 4 April 2016. This includes a consultation web page providing access to supporting documents. Hard copies are also available from libraries and Wiltshire Council offices. The supporting documents available include:

- the current LTP3 Public Transport Strategy document
- a public consultation document which includes: brief details on the national and local policy context; relevant research findings; and other additional detail and background on the review
- questionnaire
- Strategic Environmental Assessment (SEA), Habitats Regulation Assessment (HRA) and Equality Analysis Evidence Document (EAED).
- frequently asked questions
- maps identifying routes affected.

A variety of means will used to inform people of the consultation:

- Web portal
- Documents in specific libraries
- Press releases
- Parish newsletters
- Social media promotion
- Area Board announcements, Area Board blog sites
- Featured throughout the consultation process on the Council's website
- Correspondence with Chambers of Commerce
- Correspondence with Salisbury and Chippenham BIDs
- Emails sent to some 6,000 Area Board contacts
- Promotion of the consultation by DEVELOP (which supports voluntary and community organisations) and the Wiltshire Forum of Community Area Partnerships (WFCAP)
- Included in the November 2014 business newsletter sent by the Wiltshire Council Economic Development Team to approx. 2,000 business contacts
- Emails sent to Wiltshire 100 business contacts (107 businesses)
- Emails sent to some 4,000 Leisure Service contacts.

*Section 4 – **Conclusions** drawn about the impact of the proposed change or new service/policy

Prompts:
- What actions do you plan to take as a result of this equality analysis? Please state them and also feed these into the action table
- Be clear and specific about the impacts for each Protected Characteristic group (where relevant)
- Can you also identify positive actions which promote equality of opportunity and foster good relations between groups of people as well as adverse impacts?
- What are the implications for Procurement/Commissioning arrangements that may be happening as a result of your work?
- Do you plan to include equalities aspects into any service agreements and if so, how do you plan to manage these through the life of the service?
- If you have found that the policy or service change might have an adverse impact on a particular group of people and are **not** taking action to mitigate against this, you will need to fully justify your decision and evidence it in this section

In terms of assessing the potential impacts and actions of the proposed bus service options on each identified Protected Characteristic group, these are considered to be as set out below.

Age

Younger and older people are more reliant on bus services and less likely to have access to a car. Also, fewer young people now hold driving licences and we live in an increasingly 'ageing society'. Younger people need affordable bus services to enable them to take up opportunities in education and work, and to increase their independence. Research has shown that many older people place particular value on 'local' and 'daytime' travel and predominantly travel for shopping, to access key services (notably healthcare) or to visit family and friends. Both groups also benefit from the health benefits of using public transport through encouraging outside activity and mobility.

Option	Impacts	Actions
1	Direct: • Reduced travel options for younger and older people to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Reduced economic activity levels. • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options for younger and older people to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Reduced economic activity levels.	See Option 1.

	• Increased risk of social and economic isolation. • Physical and mental health issues.	
3	Direct: • Reduced travel options for younger and older people to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Reduced travel options for pre-school children and their parents to access health facilities and social activities that are specifically for their age group. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
4	Direct: • Reduced travel options for younger and older people to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Reduced travel options for pre-school children and their parents to access health facilities and social activities that are specifically for their age group. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
5	Direct: • Reduced travel options for younger and older people to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Reduced travel options for pre-school children and their parents to access health facilities and social activities that are specifically for their age group. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
6	Direct: • Reduced travel options for younger and older people to access	See Option 1.

| | employment opportunities, essential services and facilities, and travel to visit friends and family.
• Reduced travel options for pre-school children and their parents to access health facilities and social activities that are specifically for their age group.
Indirect:
• Loss of employment and need to change current key arrangements (e.g. health appointments).
• Reduced economic activity levels.
• Increased risk of social and economic isolation.
• Decreased education participation levels.
• Physical and mental health issues. | |

Disability

People with disabilities are less likely to drive and therefore could become marginalized from the wider community and more reliant on support services without independent travel options such as supported bus services to provide them access to employment opportunities and essential services or to visit friends and family. Disabled people are also likely to need more trips to GPs and hospitals for regular medical checkups to help manage their health.

Option	Impacts	Actions
1	Direct: • Reduced travel options for disabled people to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues. • Reduced independence.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services).

			• Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2		Direct: • Reduced travel options for disabled people to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues. • Reduced independence.	See Option 1.
3		Direct: • Reduced travel options for disabled people to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues. • Reduced independence.	See Option 1.
4		Direct: • Reduced travel options for disabled people to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues. • Reduced independence.	See Option 1.
5		Direct: • Reduced travel options for disabled people to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues. • Reduced independence.	See Option 1.
6		Direct: • Reduced travel options for disabled people to access employment opportunities, essential services and facilities, and travel to visit friends	See Option 1.

and family.

Indirect:
- Loss of employment and need to change current key arrangements (e.g. health appointments).
- Increased risk of social and economic isolation.
- Physical and mental health issues.
- Reduced independence.

Pregnancy and Maternity

Travel for pregnant women and for parents of young children is often focused around care commitments with destinations including clinics, nurseries, childminders, grandparents and friends. In addition, journeys often tend to involve a chain of trips (i.e. not usually a simple return journey but travelling onwards to work, learning or leisure activities). Any adverse impacts on time flexibility (e.g. reduced bus service frequencies) can therefore be significant. For single parents in particular, limited public transport provision can reduce the chance to take up those part time employment opportunities which can easily be combined with childcare commitments.

Option	Impacts	Actions
1	Direct: • Reduced travel options for pregnant women and parents with young children to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options for pregnant	See Option 1.

6	women and parents with young children to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	
3	Direct: • Reduced travel options for pregnant women and parents with young children to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
4	Direct: • Reduced travel options for pregnant women and parents with young children to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
5	Direct: • Reduced travel options for pregnant women and parents with young children to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
6	Direct: • Reduced travel options for pregnant women and parents with young children to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Increased risk of social and	See Option 1.

| | economic isolation. |
| | • Physical and mental health issues. |

Race

At a national level, car ownership within households from different ethnic backgrounds varies considerably and various studies have confirmed that bus use amongst non-White (Black, Asian and other Minority Ethnic (BAME)) groups is proportionately high. However, it is not clear whether or how BAME groups in Wiltshire would be affected by any of the options, other than through impacts on other Protected Characteristics such as age, gender and religion and belief. Within the White ethnic group, Gypsies and Travellers often live in rural locations.

Option	Impacts	Actions
1	Direct: • Reduced travel options to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and	See Option 1.

Option	Impacts	Actions
	economic isolation. • Physical and mental health issues.	
3	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
4	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
5	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
6	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.

Religion and Belief

The option to withdraw supported bus services on Sundays will reduce travel options for people to travel to places of worship on a Sunday. Reduced bus services on other days may impede access for those people who wish to attend a place of worship at a particular time.

Option	Impacts	Actions
1	Direct: • Reduced travel options to access places of worship. Indirect: • Increased risk of social isolation and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project /

			Community First to help increase the availability, capacity and use of Link schemes.
• Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps.
• Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures.
• Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions.
• Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share).
• Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services).
• Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct:
• Reduced travel options to access places of worship.
Indirect:
• Increased risk of social isolation and mental health issues.		See Option 1.
3	Direct:
• Reduced travel options to access places of worship.
• Longer waiting times between buses.
Indirect:
• Increased risk of social isolation and mental health issues.		See Option 1.
4	Direct:
• Reduced travel options to access places of worship.
• Longer waiting times between buses.
Indirect:
• Increased risk of social isolation and mental health issues.		See Option 1.
5	Direct:
• Reduced travel options to access places of worship.
• Longer waiting times between buses.
Indirect:
• Increased risk of social isolation and mental health issues.		See Option 1.
6	Direct:
• Reduced travel options to access places of worship.
Indirect:		See Option 1.

| | | Increased risk of social isolation and mental health issues. | |

Sex

Women are less likely to have access to a car or hold a driving licence. They are also more likely to travel by bus than men and more likely than men to be responsible for childcare. Lack of access to a car and the need to fit their lifestyle around childcare can preclude women from labour market participation. Women also have a longer life expectancy.

Option	Impacts	Actions
1	Direct: • Reduced travel options for women to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options for women to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.

Option	Impacts	Actions
3	Direct: • Reduced travel options for women to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
4	Direct: • Reduced travel options for women to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
5	Direct: • Reduced travel options for women to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.
6	Direct: • Reduced travel options for women to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.

Other

Low incomes
People on low incomes are particularly reliant on local public transport services and a lack of available and adequate services can be a significant barrier to accessing employment opportunities and essential services. Public transport can also provide health benefits (as people walk more and drive less) which can be particularly beneficial for people from socio-economically deprived areas which typically have lower levels of health.

Option	Impacts	Actions
1	Direct: • Reduced travel options for people on low incomes to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis.

		change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options for people on low incomes to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.	
3	Direct: • Reduced travel options for people on low incomes to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.	
4	Direct: • Reduced travel options for people on	See Option 1.	

	low incomes to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	
5	Direct: • Reduced travel options for people on low incomes to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
6	Direct: • Reduced travel options for people on low incomes to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Increased risk of social and economic isolation. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.

Rurality

In rural areas, settlements are dispersed and homes, jobs and services are scattered – access to everyday opportunities and services can therefore be challenging. Rural bus services can help combat social exclusion by enabling non-drivers to access shops, education, training and essential services. They are also important for the local economy; small businesses in rural areas need good accessibility for their employees and rural buses can encourage visitors and tourists.

Option	Impacts	Actions
1	Direct: • Reduced travel options to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the

			variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.
3		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
4		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels.	See Option 1.

Option	Impacts	Actions
5	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
6	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Increased risk of social and economic isolation. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.

• Decreased education participation levels.
• Physical and mental health issues.

Shift / Part-time workers

People who are in employment but who are working non-peak hours can face significant accessibility barriers if they are unable to travel by private transport. A lack of provision of off-peak travel options, particularly at night, can inhibit job seekers from taking part time employment.

Option	Impacts	Actions
1	Direct: • Reduced travel options for shift / part time workers to access employment opportunities. Indirect: • Loss of employment. • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative

			travel options (e.g. active travel (walking and cycling) and car share).
			• Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services).
			• Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options for shift / part time workers to access employment opportunities. Indirect: • Loss of employment. • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.	
3	Direct: • Reduced travel options for shift / part time workers to access employment opportunities. • Longer waiting times between buses. Indirect: • Loss of employment. • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.	
4	Direct: • Reduced travel options for shift / part time workers to access employment opportunities. • Longer waiting times between buses. Indirect: • Loss of employment. • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.	
5	Direct: • Reduced travel options for shift / part time workers to access employment opportunities. • Longer waiting times between buses. Indirect: • Loss of employment. • Reduced economic activity levels. • Physical and mental health issues.	See Option 1.	
6	Direct: • Reduced travel options for shift / part time workers to access employment opportunities. Indirect: • Loss of employment. • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.	

Carers
Carers could be affected by bus service reductions in a number of ways. For instance, if a largely independent older person can no longer travel because of reduced bus services, the carer's and/or support services commitment is likely to increase. And, if the frequency of bus services is reduced, there

may be less opportunity for carers to travel by bus to the person they care for. This will have an impact both on the carer and the person in receipt of the care.

Option	Impacts	Actions
1	Direct: • Reduced travel options to journey to the person cared for. Indirect: • Increased risk of social isolation. • Physical and mental health issues for person cared for. • Increased reliance on carer and/or support services if independence of person they care for is diminished.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2	Direct: • Reduced travel options to journey to the person cared for. Indirect: • Increased risk of social isolation. • Physical and mental health issues for person cared for. • Increased reliance on carer and/or support services if independence of person they care for is diminished.	See Option 1.
3	Direct: • Reduced travel options to journey to the person cared for. • Longer waiting times between buses. Indirect: • Increased risk of social isolation. • Physical and mental health issues for person cared for. • Increased reliance on carer and/or	See Option 1.

Option	Impacts	Actions
4	Direct: • Reduced travel options to journey to the person cared for. • Longer waiting times between buses. Indirect: • Increased risk of social isolation. • Physical and mental health issues for person cared for. • Increased reliance on carer and/or support services if independence of person they care for is diminished.	See Option 1.
5	Direct: • Reduced travel options to journey to the person cared for. • Longer waiting times between buses. Indirect: • Increased risk of social isolation. • Physical and mental health issues for person cared for. • Increased reliance on carer and/or support services if independence of person they care for is diminished.	See Option 1.
6	Direct: • Reduced travel options to journey to the person cared for. Indirect: • Increased risk of social isolation. • Physical and mental health issues for person cared for. • Increased reliance on carer and/or support services if independence of person they care for is diminished.	See Option 1.

Military status

Military personnel and their families are often located in camps in (semi) rural locations. Therefore, withdrawn or reduced supported bus services will reduce travel options to access essential services or visit friends and family. There is also an increased risk of social isolation.

Option	Impacts	Actions
1	Direct: • Reduced travel options to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources

5			• of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available. • Liaise with the Military Civilian Integration Partnership.
2	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.		See Option 1.
3	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.		See Option 1.
4	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.		See Option 1.
5	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses.		See Option 1.

Option	Impacts	Actions
6	Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Increased risk of social and economic isolation. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.

(continued above)
| | Indirect:
• Loss of employment and need to change current key arrangements (e.g. health appointments).
• Reduced economic activity levels.
• Decreased education participation levels.
• Physical and mental health issues. | |

People with no access to private transport

People with no access to private transport are particularly reliant on local public transport services and a lack of available and adequate bus services can be a significant barrier to accessing employment opportunities and essential services.

Option	Impacts	Actions
1	Direct: • Reduced travel options to access employment opportunities, leisure facilities and to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	• Consider the consultation responses in making any changes to bus services and the overall bus network. • Discussions with bus operators with a view to identifying currently supported bus services that could be run on a commercial basis. • Work with The Link Project / Community First to help increase the availability, capacity and use of Link schemes. • Discussions with community transport groups / Community First to identify potential ways in which the variety of community transport schemes in Wiltshire could help fill bus service gaps. • Liaise with relevant bodies such as Wiltshire Council departments, the Wiltshire Clinical Commissioning Group, charities and local churches / religious groups to identify, develop and implement alternative measures. • Discussions with town and parish councils to identify potential sources of funding and / or set up alternative travel solutions. • Promote and encourage alternative travel options (e.g. active travel (walking and cycling) and car share). • Promote Wiltshire Online as a possible alternative (this project provides opportunities for all adults to receive digital literacy support, free online resources, recycled computers for families on low income and greater take-up of council e-

			services). • Develop a communications plan to inform people of the review's outcomes, bus service changes and what alternative measures are (potentially) available.
2		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect: • Loss of employment and need to change current key arrangements (e.g. social appointments). • Increased risk of social and economic isolation. • Physical and mental health issues.	See Option 1.
3		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
4		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
5		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. • Longer waiting times between buses. Indirect: • Loss of employment and need to change current key arrangements (e.g. health appointments). • Reduced economic activity levels. • Decreased education participation levels. • Physical and mental health issues.	See Option 1.
6		Direct: • Reduced travel options to access employment opportunities, essential services and facilities, and travel to visit friends and family. Indirect:	See Option 1.

- Loss of employment and need to change current key arrangements (e.g. health appointments).
- Increased risk of social and economic isolation.
- Decreased education participation levels.
- Physical and mental health issues.

The people impact risk of each of the options is considered to be as follows:

Option	Inherent impact risk score on proposal	Residual impact risk score after mitigating actions have been identified
Option 1	3	To be determined
Option 2	3	To be determined
Option 3	2	To be determined
Option 4	3	To be determined
Option 5	2	To be determined
Option 6	4	To be determined

*Section 5 – How will the outcomes from this equality analysis be **monitored, reviewed** and **communicated?**

Prompts:
- Do you need to design performance measures that identify the impact (outcomes) of your policy/strategy/change of service on different protected characteristic groups?
- What stakeholder groups and arrangements for monitoring do you have in place? Is equality a standing agenda item at meetings?
- Who will be the lead officer responsible for ensuring actions that have been identified are monitored and reviewed?
- How will you publish and communicate the outcomes from this equality analysis?
- How will you integrate the outcomes from this equality analysis in any relevant Strategies/Polices?

This Equality Analysis Evidence Document will be included in the suite of supporting documents available as part of the public consultation being undertaken from 11 January 2016 to 4 April 2016.

As a working document it will amended / updated at various stages of the review / implementation phase and sections 4 and 5 from the latest version will be included in any relevant Committee, Corporate Leadership Team or Briefing papers.

*Copy and paste sections 4 & 5 into any Committee, CLT or Briefing papers as a way of summarising the equality impacts where indicated	
Completed by:	Matthew Croston, Project Officer, Programme Office Robert Murphy, Principal Transport Planner, Sustainable Transport Jason Salter, Head of Service, Passenger Transport Unit
Date	6/1/16
Signed off by:	Jason Salter, Head of Service, Passenger Transport Unit
Date	6/1/16
To be reviewed by:	Sarah Dicker, Senior Corporate Support Officer, Corporate Office
Review date:	30/12/15 (Ver 1)
For Corporate Equality Use only	Compliance sign off date:

Wiltshire Council
Where everybody matters

Equality Impact Issues and Action Table (for more information on protected characteristics, see page 7)					
Identified issue drawn from your conclusions (only use those characteristics that are relevant)	**Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts?**	**Who is responsible for the actions?**	**When will the action be completed?**	**How will it be monitored?**	**What is the expected outcome from the action?**
Age					
Disability					
Pregnancy and Maternity					
Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)					
Religion and Belief					
Sex					
Other (including caring responsibilities, rurality, low income, Military Status etc)					
Low Incomes					
Rurality					
Shift / Part-time Workers					
Carers					
Military status					
People with no access to private transport					

<u>Calculating the Equalities Risk Score</u>

You will need to calculate a risk score twice:

1. On the inherent risk of the proposal itself (without taking into account any mitigating actions you may identify at the end of the Equality Analysis (EA) process)
2. On the risk that remains (the residual risk) after mitigating actions have been identified

This is necessary at both points to:
- Firstly, identify whether an EA needs to be completed for the proposal and;
- Secondly, to understand what risk would be left if the actions identified to mitigate against any adverse impact are implemented

Stage 1 - to get the inherent risk rating:
1. Use the Equalities Risk Criteria Table below and score each criterion on a scale of 1 - 4 for the impact and 1 – 4 on their likelihood of occurrence. Multiply these 2 scores together (Likelihood x Impact) to get a score for that criterion (this will range from 1 – 16).
2. Record each of these scores in the table at the beginning of this document
3. Assess whether you need to carry out an EA using the guidance box below (stage 2).

Stage 2 - to identify whether an EA needs to be carried out:

If your inherent risk score (for any criteria) is:

12 – 16 or Red = High Risk. **An Equality Analysis must be completed.** Significant risks which have to be actively managed; reduce the likelihood and/or impact through control measures.

6 – 9 or Amber = Medium Risk. **An Equality Analysis must be completed**. Manageable risks, controls to be put in place; managers should consider the cost of implementing controls against the benefit in the reduction of risk exposure.

3 – 4 or Green = Low Risk. **An Equality Analysis must be completed**

1 – 2 or Green = Low Risk. **An Equality Analysis <u>does not</u> have to be completed**

Stage 3 - to get the residual risk rating:
1. Repeat the process above when mitigating actions have been identified and evidenced in the table on page 3 to calculate the **residual risk**
2. Make a note of the residual risk score in the table on the first page of the EA template

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Equalities Risk Criteria Table

Impact Criteria	Low 1	Moderate 2	Substantial 3	Critical 4
Legal challenge to the Authority under the Public Sector Equality Duty	**Complaint/initial challenge may easily be resolved**	**Internal investigation following a number of complaints or challenges**	**Ombudsman complaint following unresolved complaints or challenges**	**Risk of high level challenge resulting in Judicial Review**
Financial costs/implications	**Little or no additional financial implication as a result of this decision or proposal**	**Medium level implication with internal legal costs and internal resources**	**High financial impact - External legal advice and internal resources**	**Severe financial impact - legal costs and internal resources**
People impacts	**No or Low or level of impact on isolation, quality of life, achievement, access to services. Unlikely to result in harm or injury. Mitigating actions are sufficient**	**Significant quality of life issues i.e. Achievement, access to services. Minor to significant levels of harm, injury. mistreatment or abuse OR, low level of impact that is possible or likely to occur with over 500 people potentially affected**	**Serious Quality of Life issues i.e. Where isolation increases or vulnerability is greatly affected as a result. Injury and/or serious mistreatment or abuse of an individual for whom the Council has a responsibility OR, a medium level of impact that is likely to occur with over 500 people potentially affected**	**Death of an individual for whom the Council has a responsibility or serious mistreatment or abuse resulting in criminal charges OR High level of impact that is likely to occur, with potentially over 500 people potentially affected**
Reputational damage	**Little or no impact outside of the Council**	**Some negative local media reporting**	**Significant to high levels of negative front page reports/editorial comment in**	**National attention and media coverage**

Equalities Risk Matrix

	Acceptable		Actively managed	
Critical (4)	4	8	12 Significant risk	16 Significant risk
Substantial (3)	3	6	9	12 Significant risk
Moderate (2)	2	4	6	8
Low (1)	1	2	3	4
	Very unlikely (1)	Unlikely (2)	Likely (3)	Very likely (4)

Impact

Likelihood of occurrence

The protected characteristics:

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds). This includes all ages, including children and young people and older people.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - The process of transitioning from one gender to another.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Marriage and civil partnership - Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships' and from 29th March 2014, same-sex couples can also get married at certain religious venues. Civil partners must be treated the same as married couples on a wide range of legal matters.

Pregnancy and maternity - Pregnancy is the condition of being pregnant.
Maternity refers to the period of 26 weeks after the birth, which reflects the period of a woman's ordinary maternity leave entitlement in the employment context.

Sex (this was previously called 'gender') - A man or a woman.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

You are also protected if you are discriminated against because you are **perceived** to have, or are **associated** with someone who has, a protected characteristic. For example, the Equality Act will protect people who are caring for a disabled child or relative. They will be protected by virtue of their association to that person (e.g. if the Carer is refused a service because of the person they are caring for, this would amount to discrimination by association and they would be protected under the Equality Act)

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Appendix 2 – Further analysis on age and vulnerability

Topic 1: Age and disability.

Q. *How many of the respondents aged over 65 regarded themselves as disabled?*
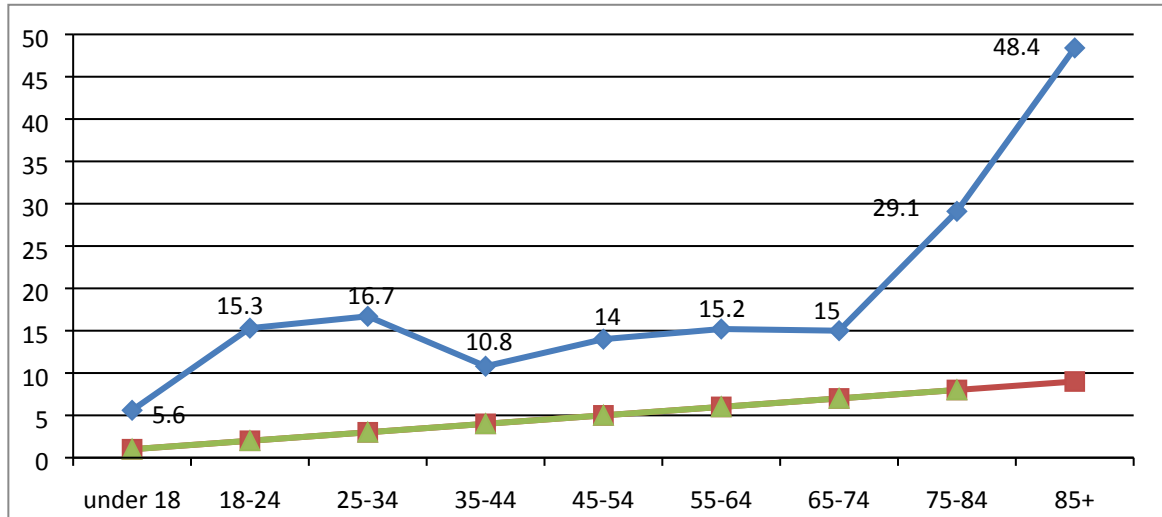
A. The above graph represents the percentage of respondents in each age category who consider themselves disabled. It is important to note the significant increase in disability once over the age of 75, but it is also interesting to note that there is generally a high percentage of people who consider themselves disabled who responded. Any reduction in public transport would impact upon this vulnerable group, potentially placing additional cost pressures on other Wiltshire Council services.

Topic 2: The percentage of people who use concessionary bus passes who consider themselves disabled.

Q. *How many of those who have concessionary bus passes say they are disabled in any way?*

A. *There were roughly 64% of respondents who said they used a concessionary bus pass in our survey. Of these some 24% considered themselves disabled, above the average within the whole survey which was 18% but perhaps not markedly so. Conversely, however, 82% of those who did say they were disabled had a concessionary bus pass. Again the steep rise above the ages of 75, seem to account for this.*

Topic 3: The use of buses by the various age groups.

Q. *What was the age breakdown of the various use of buses, was there a particular bus use that was more popular with a particular age group?*

To get to work
To go shopping
To visit family and friends
To get to a Doctors or medical appointment
To get out and about

Figure 1 using the bus to get to work by age group
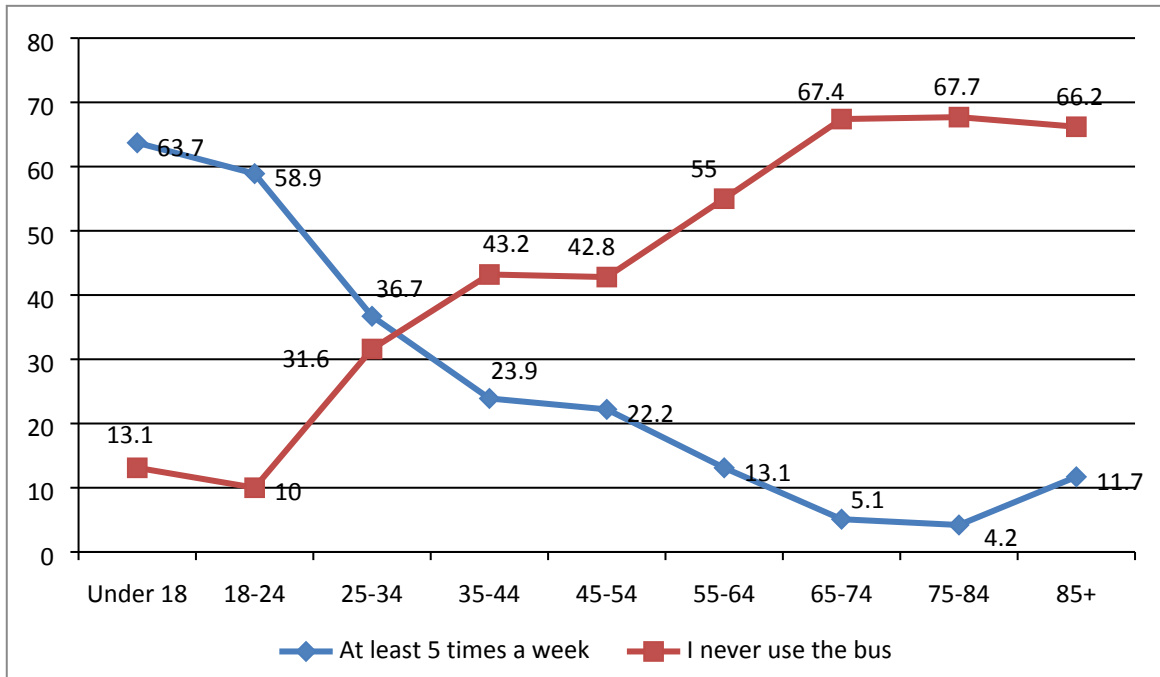
A.   *As can be seen the use of buses to get to work is very much age related as one would expect. This is particularly relevant for those under 24 perhaps without access to a car. It does not represent all under 24 year olds, just those who answered the survey who by its nature would tend to be bus users anyway.*

Figure 2 using the bus to go shopping by age group
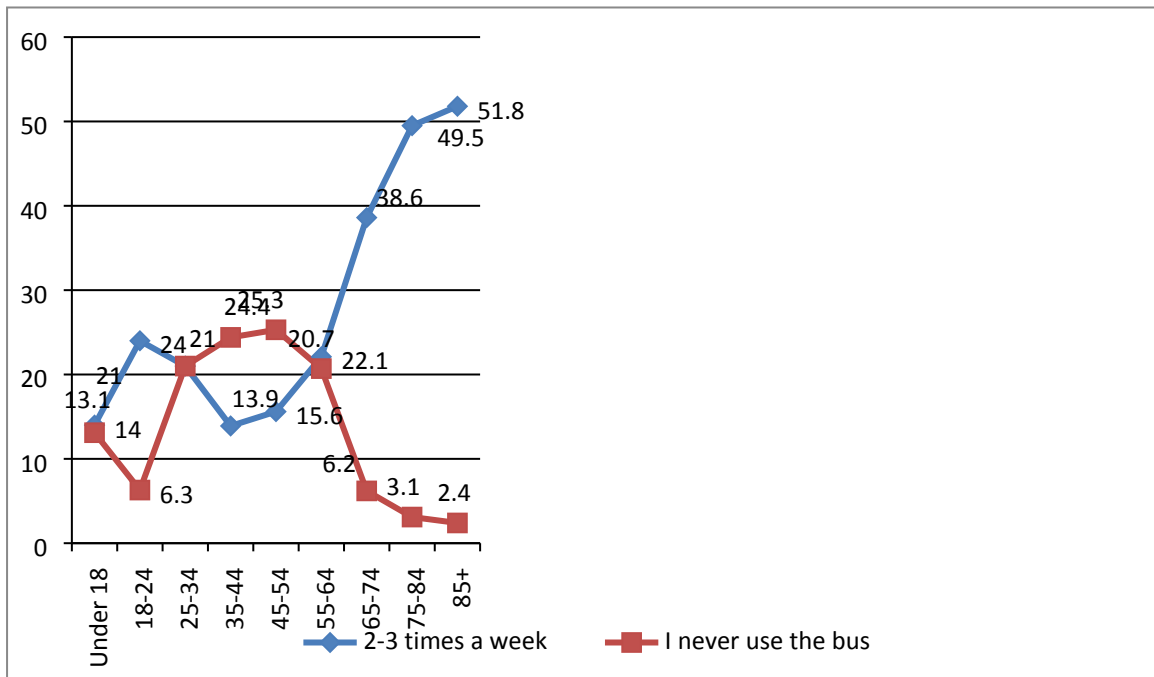
A. *As can be seen the use of buses to go shopping (in this case the most popular aspect – shopping 2-3 times a week) is very much age related as one would expect. This is particularly relevant for those over 75 perhaps without access to a car. It does not represent all over 75 year olds just those who answered the survey who by its nature would tend to be bus users anyway.*

Figure 3 using the bus to visit family and friends
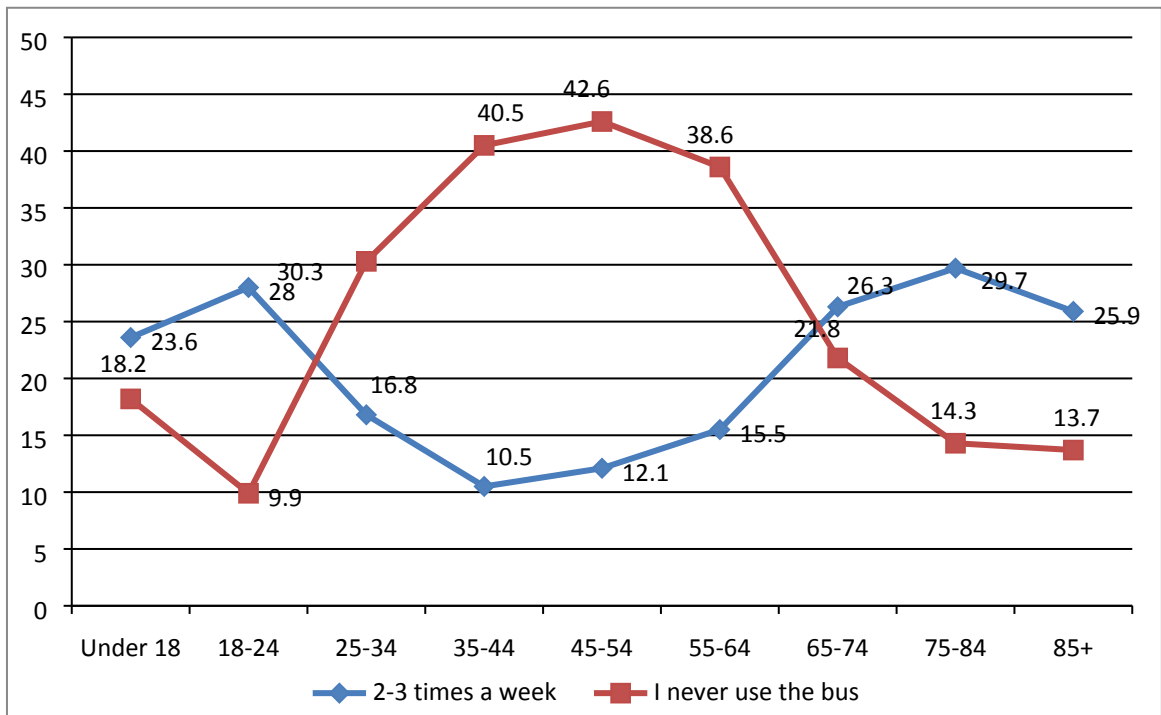
A.   *The above pattern is perhaps typical with those between 25 and 64 rarely using the bus to visit family and friends. This more important for the younger and older age groups.*

Figure 4 using the bus to get to a Doctors or medical appointment
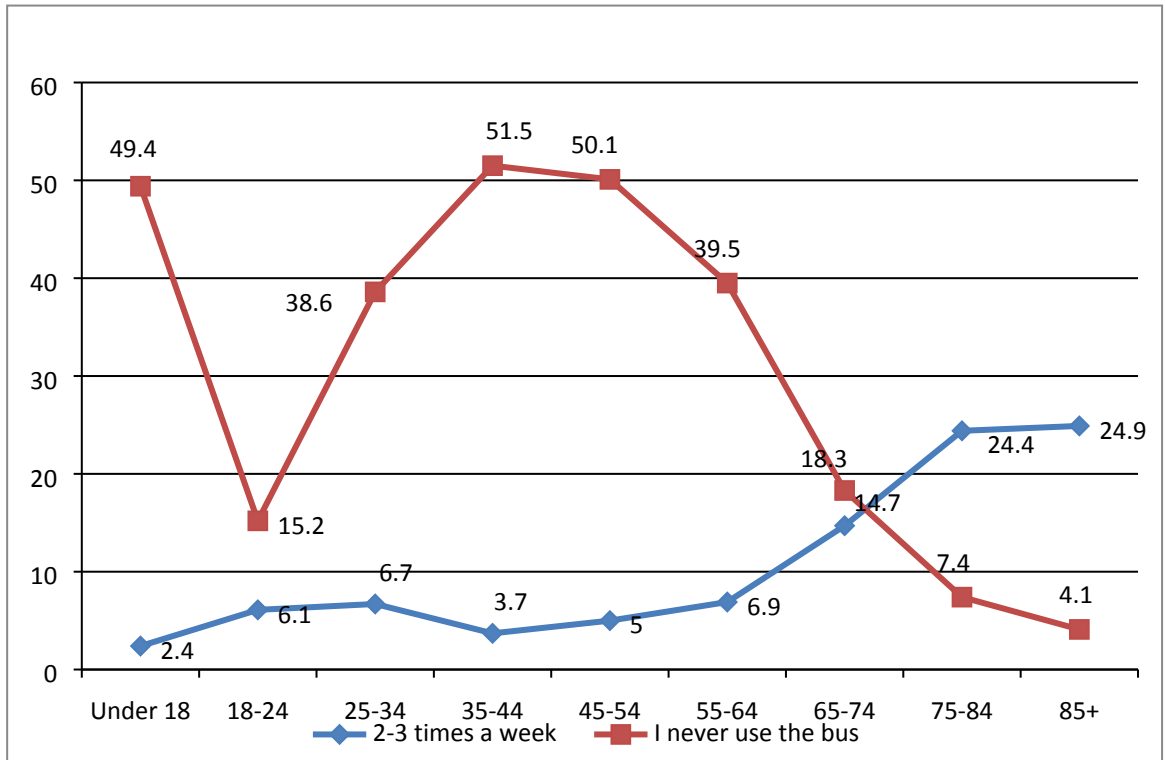
A.   *Again perhaps a typical distribution with the elderly relying more on the bus to get to medical appointments.*

Figure 5 using the bus to get out and about
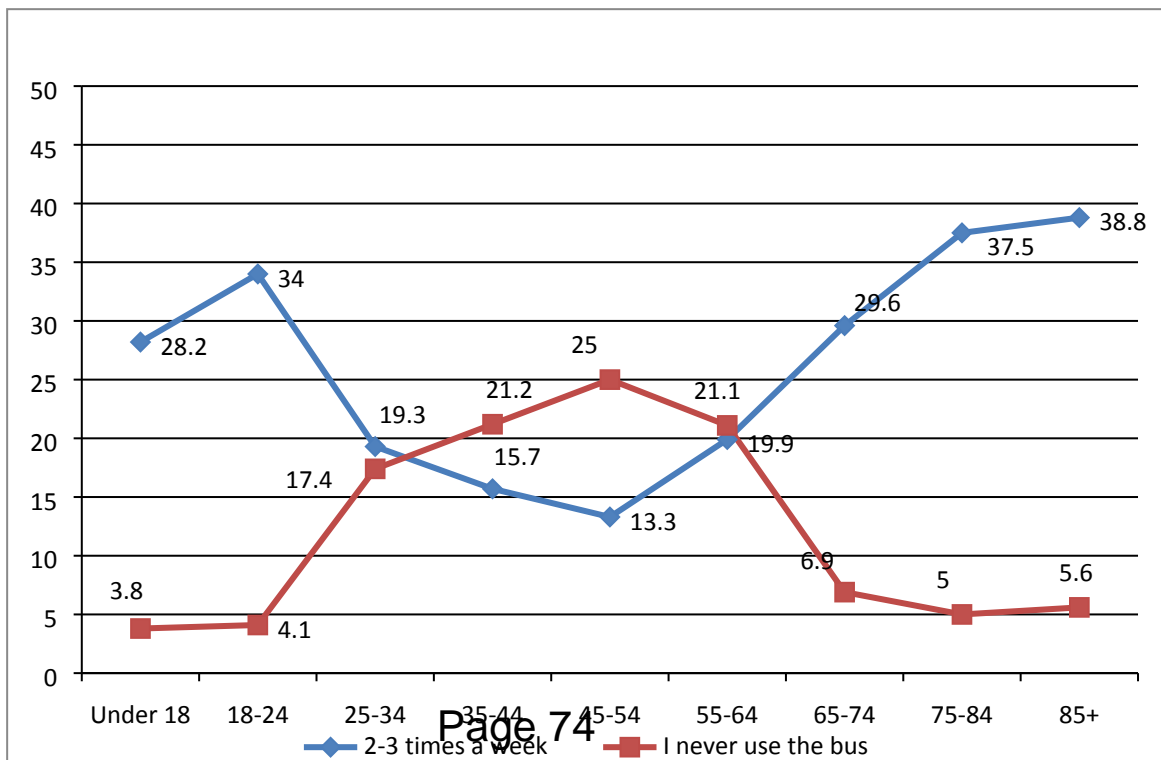
A.   *This pattern shows that for the youngest and eldest age groups those traditionally who may not have access to a car, the bus is important as a social tool to get out and about.*

Topic 3 the 6 options – Did respondents views vary dependent on age? What was very important or important to respondents?

Q.   *Strategic network routes linking the main towns*

A.   *Looking across all the age groups between 87-92% said that these were very important or important – there was no significant variation therefore by specific age groups – all regarded such routes as important.*

Q.   *Town services*

A.   *Looking across the age ranges it is noticeable that the level of importance (very important and important) climbs gradually as age increases with 68% of under 18's, 71% of 18-24's, 75% of 25-34's all the way to over 90% of respondents aged 55+*

Q.   *Evening services*

A.   *Looking across the age ranges the pattern is age related with evening services being regarded as very important or important by around two thirds of respondents until they are aged over 65 when the relative importance drops to 50% at 65-74 years old, 41% at 75-84 years old and 36% at 85+.*

Q.   *Sunday and Bank holiday services*

A.   *Looking across the age ranges the relative importance of the service was greatest amongst the 18-24 age group (70% said it was very important or important, the 25-34 age group (63% said it was very important or important) but tailed off as one got older so that by 75-84 only 41% said it was very important or important and 36% amongst those over 85.*

Q.   *Rural regular services*

A.   *Looking across the age ranges there was no noticeable difference in the percentage who said it was very important or important with the range spanning 88%-93%.*

Q.   *Rural infrequent services*

A.   *Looking across the age ranges there was a slight lowering of relative importance amongst those up to aged 44 with those saying these*

services were very important or important varying between 63% and 69% whereas in the two age groups 65-74 and 75-84 it was around 80%.

Topic 4 Looking for savings – Is support for savings dependent on age?

Q.   *Do you support the Council looking for savings in this area? Evening services*

Evening Services

Age group	Value
Under 18	46.9
18-24	30.4
25-34	42.9
35-44	41.2
45-54	46.1
55-64	51.3
65-74	61.8
75-84	67.8
85+	69.5
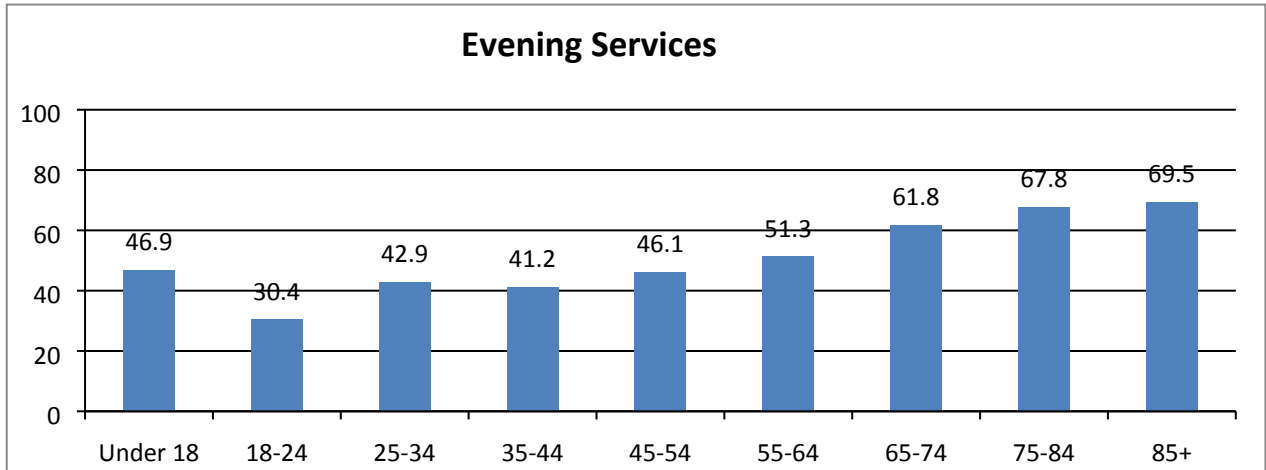
A.   *The level of support for saving increases above age 65 not surprising as evening use by older groups is not as important according to our survey responses to question 9.*

Q. *Do you support the Council looking for savings in this area? Sunday and Public holiday Services*

Sunday and Public Holiday Services

Age group	Value
Under 18	58.8
18-24	45.7
25-34	51.3
35-44	53.5
45-54	57
55-64	57.7
65-74	66.3
75-84	70.7
85+	76.3
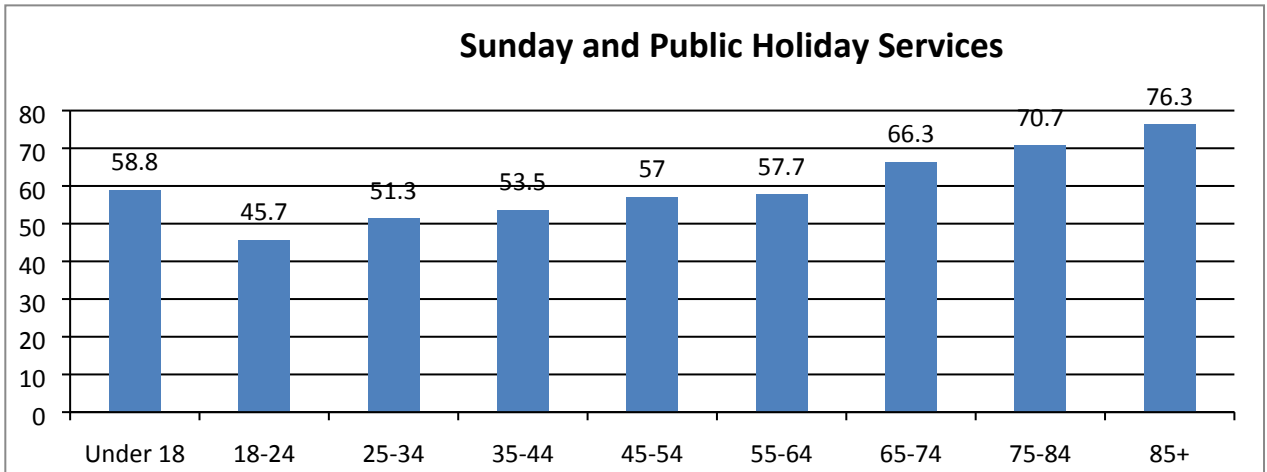
A. *The level of support for savings in this area increases as respondents get older – it is only the 18-24 age group that appear slightly against this proposal overall which may reflect their confidence in using the bus to travel yet at an age where they may not yet own a car.*

Q. *Do you support the Council looking for savings in this area? Strategic Bus network Services*

Strategic Bus network Services

Age group	Value
Under 18	29.9
18-24	33.3
25-34	42
35-44	39
45-54	41.8
55-64	45.3
65-74	50.8
75-84	56.3
85+	55.9
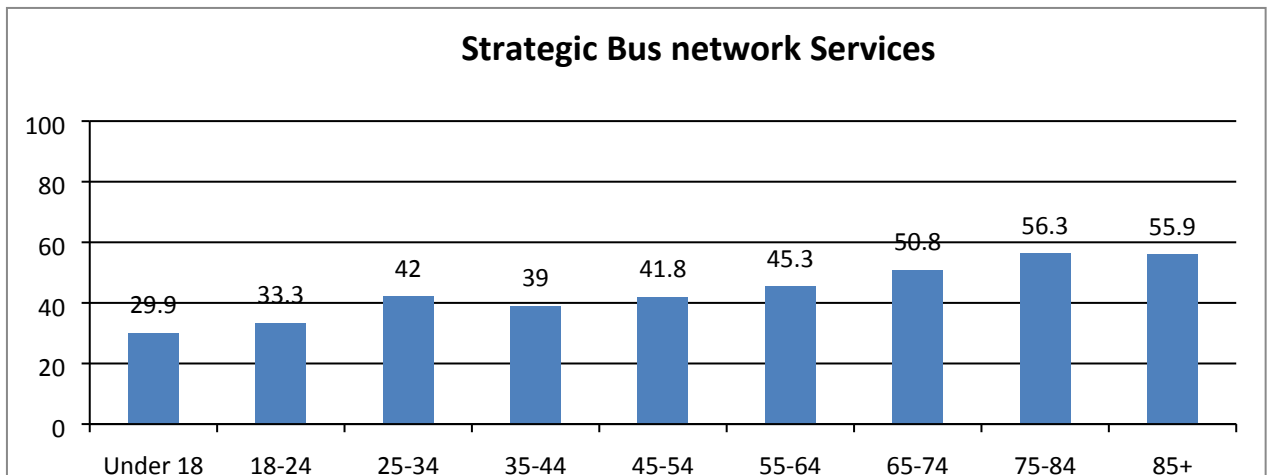
A. *Support for savings in this area rise slowly via the age groups but is in a minority until the ages 65+ which perhaps reflects the shorter journeys that older respondents undertake rather than journeys between major centres.*

Q. *Do you support the Council looking for savings in this area? Rural regular Bus Services*

Rural regular Bus Services

Age	Value
Under 18	23.6
18-24	37.2
25-34	36.7
35-44	37.4
45-54	33.9
55-64	35.6
65-74	38.3
75-84	41.2
85+	42.5
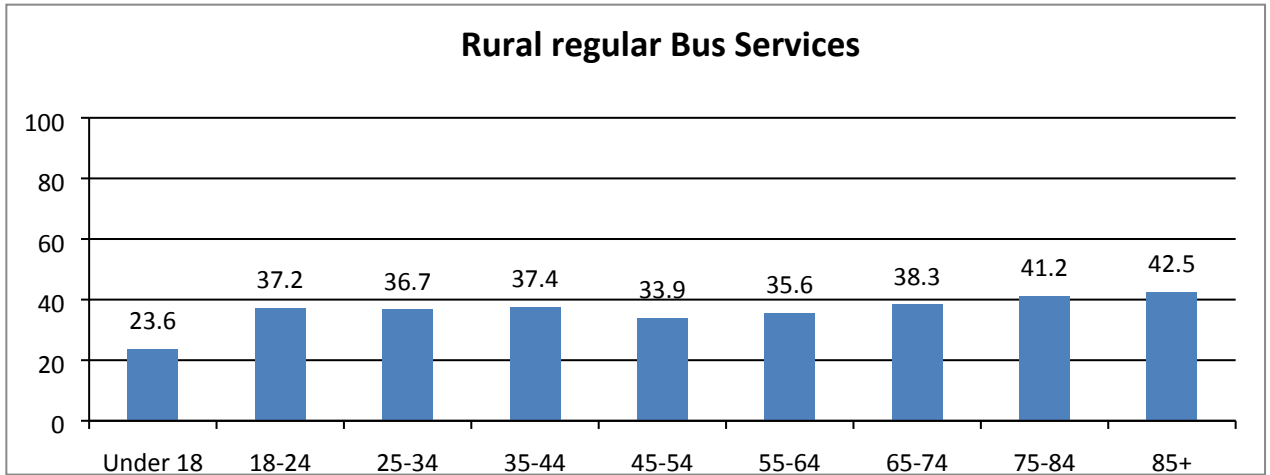
A. *Support for savings in this area remain in the minority across all age ranges suggesting it is an area that is seen as essential in what is in effect a rural authority.*

Q. *Do you support the Council looking for savings in this area? Town Bus Services*

Town Bus Services

Age	Value
Under 18	47.3
18-24	46.9
25-34	51.6
35-44	54.4
45-54	49.4
55-64	51.2
65-74	51.6
75-84	50.1
85+	52.7
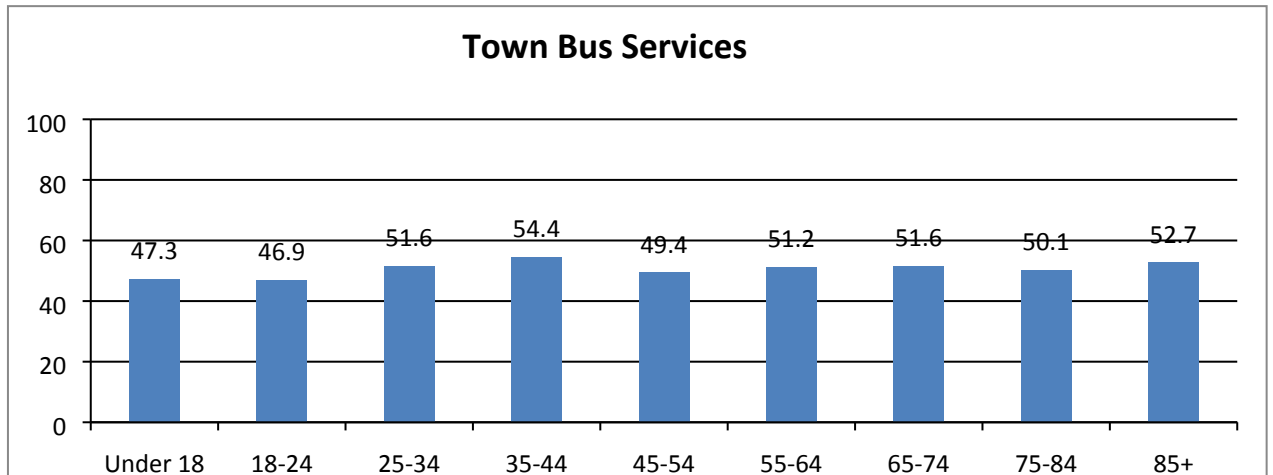
A. *Support for savings here are very similar across all age ranges with a rough 50/50 split for and against savings to Town Bus Services.*

Q.   *Do you support the Council looking for savings in this area? All subsidised Bus Services*

All Subsidised Bus Services

Age range	Value
Under 18	22.2
18-24	17
25-34	25.3
35-44	25
45-54	25.8
55-64	23.8
65-74	21.4
75-84	21.4
85+	18.5
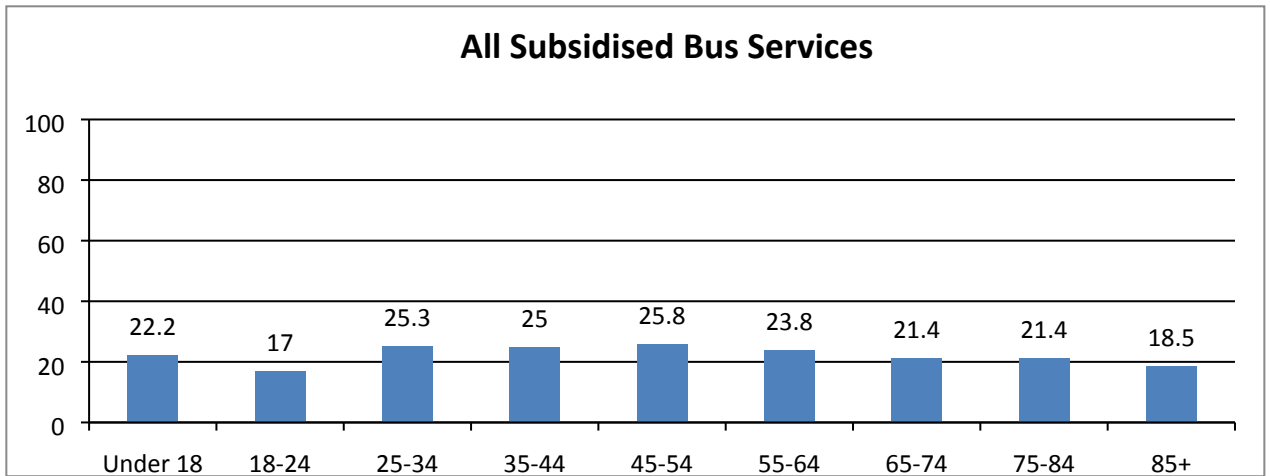
A.   *Support for savings across all subsidised bus services remains universally low across all age ranges.*

Topic 5 Looking for savings – is support for savings dependent on access to a car?

Q.   *Across all the options explored looking at savings from Evening services, Sunday and Public Holiday services, Strategic Network services, Town services and then Rural regular and Rural infrequent services, it was noticeable that the greatest impact would without doubt fall on those who do not have access to a car.*

A.   *So of those who said that removing the subsidy "wouldn't affect me at all, as I rarely if ever use such a service" between 69% and 89% said they had access to a car.*

       In contrast between 70% and 78% of people who said such changes "would have a big impact on me personally did not have access to a car.

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Appendix 3 - COMMUNITY TRANSPORT

Local Government Association Report – Missing the Bus (September 2015)

Is a bus the right solution?

A further important element in framing service cuts was whether alternatives to the traditional bus could meet needs at a lower cost. Where passenger levels do not justify a taxpayer contribution, councils have sought to ensure alternative services are provided but this is easier to attempt than achieve. There is a broad consensus that 'community transport works well where it works but is no universal panacea' while on-demand transport has relatively high per-passenger costs.

In one area, which already had a well established community transport (CT) network, that network was able to expand to fill some of the gaps created by reduced bus services. However CT has suffered from similar difficulties to the mainstream bus industry. In one area two large CT operators went out of business at the same time as cuts were being made and CT did not take much displaced business. New CT schemes take time and effort to develop and are often dependent on key individuals in organising roles.

A key point highlighted in the report is that: 'CT works best where it supplements conventional services rather than replacing them'.

House of Commons Library – 14th December 2015

There have been concerns in recent years that community transport has been under pressure to replace local bus services that have been cut as part of wider local authority funding reductions, and that they do not have the resources to compensate for all of these cuts. For example, the Campaign for Better Transport told the Transport Select Committee that "community transport can only fill between 10% and 15% of former supported transport provision". [HC 288, July 2014, para 35] Source: http://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7426 *(Based on the evidence that Community Minibus and Link schemes in Wiltshire undertake around 285,000 passenger trips per year against the 2.5 million Council supported bus service passenger trips each year, the 10 – 15% CT coverage estimations appear to be about right).*

Transport Select Committee (quoted in the Guardian March 2015)

In November the government announced £25m of funding for minibuses for community transport operators. However, the transport committee has challenged the idea that community transport schemes run by volunteers can compensate for decreased bus services in isolated communities. Louise Ellman, transport select committee chair, has said that while the committee recognised their value, "many community transport schemes are tiny and only serve particular groups in the community" and that it was "unrealistic to expect volunteers to replace local bus services"
Source: http://www.theguardian.com/public-leaders-network/2015/mar/16/next-government-end-bus-cuts-crisis

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Wiltshire Council

Cabinet and Council

11 October and 18 October 2016

Medium Term Financial and Efficiency Plan 2017-2020

Councillor Dick Tonge – Cabinet Member for Finance

Key Decision: Yes

Executive Summary

This report updates Council on the latest financial forecast from 2017-2020. In February 2016 central government issued a four year offer to all local authorities regarding future funding (2016-2020). Councils need to give notice to DCLG of the intention to accept this offer by October 2016, and in doing so must set out an efficiency strategy to ensure that the council can maintain its financial standing in light of this offer. This report sets out Wiltshire's draft acceptance of that offer and its efficiency strategy and the assumptions behind that to deliver a balanced budget within that financial funding envelope.
Whilst the final setting of council tax and the social care levy will be reported in February 2017 Council meeting, this report sets out the Council's intentions based on current information regarding its funding proposal. The intended acceptance of the offer is subject to the current government proposal remaining unchanged as well as other key factors, such as decisions on limits to council tax increases and decisions on un-ring fenced grants outside of the offer. In addition, precept levels from Fire, Police and Parish/Town Councils will be reported at that time to inform the detailed band calculations.

Proposals

Cabinet are invited to propose to Council to approve:

- The Efficiency Statement at Appendix A for submission to the DCLG, subject to conditions at paragraph 2.7of this report, as part of the conditions to accept the current four year funding 'deal' offered by central government.
- Subject to conditions at paragraphs 2.6 and 2.7 of this report, as part of its Medium Term Financial Plan (MTFP) set out a Council Tax increase of 2% each year for 2017-2020. This does not fetter future administrations from having a lower Council tax increase should further savings be made.
- Subject to conditions at paragraphs 2.6 and 2.7 of this report, as part of its MTFP set out a Social Care Levy increase of 2% each year for 2017-2020.

Reason for the Proposals
To meet Government's requirement to accept the four year funding offer and thus the statutory requirement to set the Council Tax and Social Care Levy. The final calculations will be reported to Council in February 2017 once the final government offer and precepts from partnership bodies are known

Carolyn Godfrey and Dr Carlton Brand - Corporate Directors

Wiltshire Council
Cabinet and Council
11 October and 18 October

<u>**Medium Term Financial and Efficiency Plan 2017-2020**</u>

<u>**Purpose of Report**</u>

1.   The purpose of this report is to enable the Council to consider and assess its medium term financial plan, and the four year funding offer from Government.

<u>**Background**</u>

1.1   As part of the 2016/17 provisional and final local government settlements, the Secretary of State for the Department for Communities and Local Government (DCLG) issued a proposed four year settlement offer to council's covering 2016 to 2020. Councils' had until October 2016 to accept this offer. If this offer is accepted then the allocation within the settlement would form the minimum funding for the authority during that period. Wiltshire sought agreement from DCLG to respond after Full Council on 18th October has had time to consider this matter.

-    **Four year settlement**

1.2   On 6th February 2016 DCLG issued the following proposed four year settlement for Wiltshire Council. The baseline funding reflects the returned NNDR that in turn reflects Government's assessment of Wiltshire Council's need.

Wiltshire					
		2016-17	2017-18	2018-19	2019-20
	Settlement Funding Assessment	87.71	72.31	63.66	57.39
	of which:				
	Revenue Support Grant	34.73	18.29	8.05	0.00
	Baseline Funding Level	52.98	54.02	55.62	57.39
	Tariff/Top-Up	-18.31	-18.67	-19.22	-19.83
	Tariff/Top-Up adjustment	0.00	0.00	0.00	-2.24
	Safety Net Threshold	49.01	49.97	51.44	53.09
	Levy Rate (p in £)	0.26	0.26	0.26	0.26

1.3   This identifies that the Government Funding via the RSG will fall to zero in 2019/20. At the same time work is on-going to look at changing the current National Non-Domestic Rates (NNDR) funding returned to councils from 50:50 to 100% in total for England and Wales. Although it is noted it is assumed that would mean 2% would go to the Fire Authority, and that Wiltshire will not retain 100% of NNDR collected in the County as £19.83m will still be retained by Government as the Tariff to support other councils' needs as part of the national needs distribution formula. In addition there is a risk yet unresolved that a further £2.24m is removed. The £2.24m in 2019/20 relates to a funding anomaly identified by council's in the first round of the offer that has been corrected for some, and that DCLG say will be corrected by 2019 through other work but has not said how, only given the commitment to do this.

1.4   Work to redesign this funding and system is ongoing, and as such any offer is subject to the outcomes of that work. As yet no announcements have been forthcoming with any other offer for Wiltshire Council.

1.5   As such the proposed settlement is subject to potential change. In addition the impact of other factors, such as European Union Article 50 negotiations, on Government funding are unclear.   However, at this stage of planning it is not possible to assess the potential impact of any changes with enough clarity, for the purposes of the rest of this paper it is assumed there are no such changes, if there are the Council would need to negotiate a change to its settlement to meet the proposed Medium Term Financial Plan set out later in this report.

- **Use of capital receipts**

1.6   In addition, as part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for the period of the Spending Review for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation. Draft Guidance on the use of this flexibility was issued as part of the Provisional Local Government Finance Settlement on 17 December 2015.

1.7   The Draft Guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act specified that:

- Local authorities will only be able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use their existing stock of capital receipts to finance the revenue costs of reform.

- The expenditure for which the flexibility can be applied should be the up-front costs that will generate future ongoing savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

- The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.

- In using the flexibility, the Council will have due regard to the requirements of the Prudential Code and to the CIPFA Local Authority Accounting Code of Practice.

1.8   A condition of both announcements was that local councils would issue an 'efficiency statement' or plan setting out how it proposed to manage its medium term financial plan. This papers sets out Wiltshire Council's acceptance of that offer and thus related Efficiency Plan for 2016-2020.

2.   **Main considerations**

- *2016/17 Budget Monitoring*

2.1   The latest budget monitoring to Cabinet has identified actions to deliver a balanced budget by the end of the year. It is thus assumed that this and the impact on reserves will be the position for planning 2017-2020.

- *Update on the Council's Vision*

2.2   The Council's current Business Plan sets out the goals up to 2017. As such we need to look beyond and plan for the next four years. Appendix A sets out a summary of what this council aims to deliver in building stronger and resilient communities, particularly protecting the vulnerable and creating and maintaining employment.

2.3   Our vision focuses on four themes to deliver further improved services at lower costs:

- *One Wiltshire Estate & Devolution* – we will create multi-functional hubs across the county to join up public services, and provide centres for greater community ownership and interaction. These hubs will help facilitate greater devolution of services to local areas as well as the ability for more local points of resolution. Our capital infrastructure programme will facilitate the ability to focus, with our Local Enterprise Partnership (LEP), on joined up community highway networks better and creating employment.

- *Integrated Health Care* – we will work across health services for young people and adults to eradicate waste and inefficiencies in care. We will focus on balancing managing and preventing demand with protecting the most vulnerable with the necessary care.

- *Efficient processing* – we will invest in technology to improve the ways residents, businesses and visitors engage with and keep pace with the way individuals can use e-devices to pay, report and apply in everyday life. This will ensure more transactions are automated, reducing the time and costs associated with them while retaining face to face transactions with residents who are not computer enabled.

- *Commercialism –* we will look to remove subsidisation from non-core services, but ensure that we seek first to maintain these services by trading these more effectively within and outside of the county as appropriate. For example costs such as maintaining our buildings which we will seek to be part funded from bringing more third party partners into our building.

2.4   Our outcomes remain the same, and against this planning background we seek to improve performance within the financial envelope set out below in out MTFP.

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- *General Revenue Fund Medium Term Financial Plan*

2.5 Wiltshire Council regularly updates its MTFP alongside setting its annual Council Tax levels. As such the last consideration of this Plan was discussed and appraised by Council in February 2016. Taking account of the four year offer proposed by Government covering the next three financial years (2017-2020), Cabinet have set out the following updates to that MTFP:

High Level MTFS 4 Year Financial Model	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
Funding Changes					
Increase in Council Tax	(220.402)	(4.386)	(4.470)	(4.606)	(4.744)
Social Care Levy	(4.322)	(4.541)	(4.676)	(4.816)	(4.960)
Council Tax base growth		(2.248)	(2.315)	(2.384)	(2.456)
RSG/ Formula Grant	(34.726)	16.436	10.240	8.050	0.000
Rates Retention	(54.135)	(1.641)	(1.691)	(1.724)	(1.776)
Total Funding Changes	**(313.585)**	**3.620**	**(2.912)**	**(5.480)**	**(13.936)**
Other income changes in Plan					
New Homes Bonus Income changes		1.841	0.000	0.000	4.000
Fees and charges Income		(1.400)	(1.404)	(1.407)	(1.409)
Parish Council Local Council Tax Support		(0.121)	0.000	0.000	0.000
Educational Support Grant		1.819	0.767	1.007	0.000
Rural Supprt Grant		0.635	0.614	(0.614)	2.661
Transition Grant		0.003	3.014	0.000	0.000
Total Savings Changes		**2.777**	**2.991**	**(1.014)**	**5.252**
Revenue Investment per Business Plan and demand/demography (note Priorities 1, 2, 3, 6, 7, 8 and 11 receiving investment from Capital and grants)					
Priority 1: Highways		1.800	0.000	0.000	0.000
Priority 2: Stimulate economic growth					
Priority 3: Innovative Community led approaches					
Priority 4: Improving attainment and skills of Young Children					
Priority 5: Support the most vulnerable in our society					
Adult Care		2.600	3.000	3.000	5.000
Children & Families		2.000	1.500	1.000	1.000
Priority 6: Investing in council houses					
Priority 7: Military Civil integration					
Priority 8: Delegate land to Parish & Town Councils					
Priority 9: Create Campuses		0.000	1.500	1.500	1.500
Priority 10: Integrate Public Health					
Priority 11: Develop the skill of our workforce and councillors					
Investment carried forward from 2012-2015 Business Plan					
Waste contract management and increased demand		1.000	1.000	1.000	1.000
Corporate growth					
Staffing - pay & NLW		4.650	5.282	6.369	4.377
Inflation - general (not split to services)		0.000	0.000	3.000	4.000
Pension Backfunding		0.570	0.627	0.690	0.759
Use of Rural Reserves		(6.000)			
Capital Financing to fund current capital program, including campuses		0.000	0.500	0.500	0.500
Total Growth Changes		**6.620**	**13.409**	**17.059**	**18.136**
TOTAL COST REDUCTION PLAN REQUIRED		**13.017**	**13.488**	**10.565**	**9.452**

2.6   Key to this financial plan are certain assumptions:

- Council Tax is increased each year by 2%.

- A Social Care Levy is applied each year at 2%.

- Housing and thus the council tax base continues to grow by 2% p.a. giving rise to this level of new council tax income, and address waste collection and other pressures.

- Inflation predictions remain in line with the average forecast by the Bank of England.

- NNDR net growth targets are met.

- Demand in Adult and Children's care continues in line with current demographic and inflationary pressures, including the National Living Wage pressures.

- Other staffing costs increase by 1% pay and 1% pensions, and there is one more year of incremental pay increase freeze in 2017/18.

- All savings are made in 2016/17 and that the Rural and Transitional Reserves are not utilised in this year.

- Capital proposals are in line with the Capital Programme.

2.7   This also assumes that the Government's four year offer remains unchanged and thus is subject to the following assumptions / conditions:

- Any negative changes to Wiltshire's settlement arising out of Article 50 negotiations are funded by Central Government.

- That the needs based assessment does not adversely impact on this offer and actually reflects the rural and mixed complexity of our county.

- That the reform of the NNDR distribution grant does not have a detrimental effect on the current offer, and that as part of any additional funding for new services it is agreed that the full cost of these new services are fully funded on transfer.

- Any changes to council tax or other fund raising powers do not detrimentally affect the Council's funding or other assumptions in this efficiency statement. For example any 'cap' on council tax of less than 2% would need to be fully funded to make good any shortfall from the assumptions in this Statement.

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- Unprotected grants, in particular SEN (Special Educational Needs) grants are not affected by the offer and adversely reduced.

- That by accepting the deal we are still able to negotiate with central government changing council tax relief.

- Any proposal to cap Parish / Town councils does not prevent empowerment of these bodies to increase precepts where they are taking on responsibilities from the Council.

2.8 Based on these assumptions the council is faced with a shortfall in the following financial years as follows:

High Level MTFS 4 Year Financial Model	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
TOTAL COST REDUCTION PLAN REQUIRED		13.017	13.488	10.565	9.452

2.9 The Council's saving proposals are set out within the following areas of focus:

High Level MTFS 4 Year Financial Model	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
TOTAL COST REDUCTION PLAN REQUIRED		13.017	13.488	10.565	9.452
Priority 12: Realign our resources and secure VFM					
One Wiltshire Estate		(0.500)	(1.000)	(1.500)	(1.000)
Community Empowerment and devolution		(0.500)	(1.000)	(2.000)	(3.000)
Integrated Health Care		(0.500)	(1.250)	(2.000)	(2.000)
Commercialism		(1.000)	(1.000)	(1.000)	(1.000)
Connecting residents to enable first point of resolution through technology		(0.250)	(2.000)	(2.000)	(0.452)
Procurement efficiencies		(3.000)	(2.000)	0.000	0.000
General efficiency targets to absorb pay increased costs		(6.267)	(3.238)	(0.065)	0.000
Fees and Charges		(1.000)	(2.000)	(2.000)	(2.000)
TOTAL COST REDUCTION PLAN		(13.017)	(13.488)	(10.565)	(9.452)
DIFFERENCE		0.000	(0.000)	(0.000)	(0.000)

2.10 At this point in time management are developing more detailed proposals for February Full Council. The majority of these are management actions, such as restructures. As these proposals are developed further Council will be updated and as always the full budget books will be presented alongside the final council tax setting resolution paper. Where a saving requires further consultation with trade unions and / or public the Council will follow its procedure to ensure full openness and transparency is abided with in reaching any decisions. At this stage no such consultations have been identified.

- *General Fund and Earmarked Reserves*

2.11 The current level of General Fund reserves, as reported in Period 4 monitoring, are set out below. The latest forecast on general fund balances currently stands at £12.206 million at 31 March 2017.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2016		(12.206)
Projected overspend at period 4	8.300	
Service Recovery Plans	(8.300)	
Total Forecast movement		0.000
Forecast Balance 31 March 2017		**(12.206)**

2.12 At present it is assumed that all other areas currently overspending will be on line by the year end following management action. A review of the assessment of need has been undertaken by the Section 151 Officer to link all the General Fund balances to risk.

2.13 Earmarked reserves are as per the following extracted from the audited 2015/16 Statement of Accounts (Note 48). The majority of these are ring fenced.

Earmarked Reserve	Reserve 2014/15 £000	Movement £000	Reserve 2015/26 £000
PFI Reserve	(4,416)	112	(4,304)
Insurance Reserve	(3,315)	4	(3,311)
Locally Managed Schools' Balances - to be spent on educational services	(9,724)	1,088	(8,636)
Elections Reserve	(330)	0	(330)
Area Board Reserve	(191)	131	(60)
Revenue Grants Earmarked Reserve	(5,518)	(176)	(5,694)
Digital Inclusion	(183)		(183)
PFI Housing Scheme Earmarked Reserve	(3,092)	112	(2,980)
Transformation Reserve	(736)	736	0
Action 4 Wiltshire Reserve	(180)	15	(165)
Business Plan Priority Funding Reserve	(141)	141	0
Economic Development & Planning Reserve	(11)	(3)	(14)
Single voice of Customer Reserve	0	(700)	(700)
Total	**(27,837)**	**1,460**	**(26,377)**

2.14 There is no provision for NNDR risks.

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2.15   Based upon use of the General Fund Reserves as set out in the Cabinet Budget Monitoring (period 4) report in September 2016, it is assumed that the level of reserves for the period 2017-2020 will remain unchanged from that reported to Council in February 2016:

2.16   At this stage it is assumed that this level will meet the minimum requirement, subject to conditions and assumptions set out at paragraphs 2.6 and 2.7 of this report.

-   *Next steps in setting 2017/18 Council Tax and Social Care Levy*

2.17   The MTFP will be updated for any changes from assumptions reported to Council. That will include the Council Tax base setting report to Cabinet in December and the detailed calculation of council tax levels and budget books to Council in February.

2.18   In addition, Cabinet are currently undertaking a series of financial funding public meetings to assess the current four year deal.

3.   **Risk Assessment**

3.1   The lack of guidance and other uncertainty due to funding reform means that the following risks in accepting the deal exist:
- Risk: The Settlement does not change, for example the amount of tariff (reduction in Wiltshire's allocation to redistribute to other councils) does not change.
- Risk: It assumes that the funding is sufficient to meet the council's needs assessment. The needs assessment is based on 2010 data and will not be reset to 2020.
- Risk: Leading on from this there is a risk of miscommunication that the public are informed that councils are getting more money. This deal does not account for any changes to Business Rates Reform or Needs Assessment.
- Risk: The 2019/20 offer has additional tariff to reflect that in the first iteration of the deal a number of councils had a negative RSG allocation in the final year which would have meant in effect they returned council tax. As such an arbitrary reduction to councils with large tariffs was added. DCLG have said they expect this to be removed by 2019, but have not identified or confirmed how.
- Risk: Appeals risks are still borne by the local authority and actually the deal is undermined due to factors outside the council's control, such as the upcoming rates revaluation or central government reliefs being extended even further without recompense.

3.2   The risks of not accepting the deal are:

- each council that does not accept the offer will only receive a one year

settlement, and as such has less certainty and also in theory one of a handful could see their future year settlements come in at less than the current deal. Although as RSG goes to zero, it is not clear what this could mean in practice. However, there would be increased vulnerability to further funding changes.

- Wiltshire Council could appear to be unsupportive of DCLG's policy which was in response to requests from local government for greater certainty over future years' funding;
- uncertainty about the profile of Rural and Transitional Grant allocations albeit that the grants protected form a very small proportion of the council's overall funding

4. **Equality and Diversity Impacts of the Proposal**

4.1   None have been identified as directly arising from this report, although equality and diversity impacts have been considered by officers and portfolio holders when preparing budget proposals.

5. **Financial Implications**

5.1   The financial implications are outlined in the report. The Scrutiny Finance Task Group has assessed the offer and the MTFP and will feedback comments to Overview and Scrutiny Management Committee, Cabinet and Council.

6. **Legal Implications**

6.1   The legal implications are outlined in the report.

7. **Public Health Implications**

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

8. **Environmental Implications**

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

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9.   **Safeguarding Implications**

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

10.   **Options Considered**

10.1   The options are to accept or reject the four year funding offer. The proposal is to accept and a risk assessment is set out in this report.

Carolyn Godfrey, Carlton Brand, Maggie Rae
Corporate Directors

Ian Gibbons
Associate Director, Legal (Monitoring Officer)

Michael Hudson
Associate Director, Finance

Report Author: **Michael Hudson** - Associate Director, Finance

Appendices:
Appendix A -   Efficiency Plan 2017 – 2020 for submission to DCLG

Response to DCLG – Wiltshire Council's Efficiency Statement 2016/17 to 2019/20

Dear Sajid,

Re: Four year funding deal and Efficiency Statement

Further to your announcement in February 2016 regarding the proposed four year funding settlement offered to all councils, Wiltshire Council has voted to accept this offer subject to certain conditions. You will find appended to this letter an Efficiency Statement that we trust meets the requirement of your offer. We look forward to continued discussions on this settlement and becoming a self-funding council.

Yours sincerely

Baroness Scott of Bybrook
Leader of Wiltshire Council

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Wiltshire Council's Efficiency Statement 2016/17 to 2019/20

1.   Introduction

1.1   As part of the 2016/17 provisional and final local government settlements, the Secretary of State for the Department for Communities and Local Government (DCLG) offered four year settlement offer to council's covering 2016 to 2020. If this offer is accepted then the allocation within the settlement would form the minimum funding for the authority during that period.

1.2   Wiltshire Council's offer is as follows:

Wiltshire				
	2016-17	**2017-18**	**2018-19**	**2019-20**
Settlement Funding Assessment	87.71	72.31	63.66	57.39
of which:				
Revenue Support Grant	34.73	18.29	8.05	0.00
Baseline Funding Level	52.98	54.02	55.62	57.39
Tariff/Top-Up	-18.31	-18.67	-19.22	-19.83
Tariff/Top-Up adjustment	0.00	0.00	0.00	-2.24
Safety Net Threshold	49.01	49.97	51.44	53.09
Levy Rate (p in £)	0.26	0.26	0.26	0.26

1.3   In addition, as part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for the period of the Spending Review for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation. Draft Guidance on the use of this flexibility was issued as part of the Provisional Local Government Finance Settlement on 17 December
2015
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1.4   A condition of both announcements was that local councils would issue an 'efficiency statement' setting out how it proposed to manage its medium/longer term financial plan. This paper sets out Wiltshire Council's acceptance of that offer and thus related Efficiency Plan for 2016-2020.

2. Assumptions in accepting DCLG's Offer

2.1   Wiltshire Council notes that at the stage of accepting DCLG's offer there are some significant assumptions that could change and thus makes its acceptance and efficiency statement on the following conditions:

- Any negative changes to Wiltshire's settlement arising out of Article 50 negotiations are funded by Central Government.

- That the needs based assessment does not adversely impact on this offer and actually reflects the rural and mixed complexity of our county.

- That the reform of the NNDR distribution grant does not have a detrimental effect on the current offer, and that as part of any additional funding for new services it is agreed that the full cost of these new services are fully funded on transfer.

- Any changes to council tax or other fund raising powers do not detrimentally affect the Council's funding / other assumptions in this efficiency statement. For example any 'cap' on council tax would need to be fully funded to make good any shortfall from the assumptions in this Statement.

- Unprotected grants, in particular SEN (Special Educational Needs) grants are not affected by the offer and adversely reduced.

- That by accepting the deal we are still able to negotiate with central government changing council tax relief.

- Any proposal to cap Parish / Town councils does not prevent empowerment of these bodies to increase precepts where they are taking on responsibilities from the Council.

3. **The Medium Term Financial Plan (MTFP)**

3.1   The Council's MTFP has been updated to account for assumptions, including the proposed four year settlement. The MTFP recognised the Council's Business Plan and continued investment in building stronger and resilient communities, particularly protecting the vulnerable and creating and maintaining employment It accounts for the need to continue to provide for the current and forecast levels of demand for services and their reshaping, such as Early Help / Special Educational Needs and Adult Social Care that will provide for a continued improvement in client outcomes.

3.2   The financial plan assumes that certain pressures such as pay and inflationary increases will be absorbed and saved by services. As such the MTFP is identified to align with the current funding settlement proposed by Government:

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High Level MTFS 4 Year Financial Model	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
Funding Changes					
Increase in Council Tax	(220.402)	(4.386)	(4.470)	(4.606)	(4.744)
Social Care Levy	(4.322)	(4.541)	(4.676)	(4.816)	(4.960)
Council Tax base growth		(2.248)	(2.315)	(2.384)	(2.456)
Council Tax Reduction Scheme		0.000	0.000	0.000	0.000
Council Tax Freeze Grant 2015/16		0.000	0.000	0.000	0.000
RSG/ Formula Grant	(34.726)	16.436	10.240	8.050	0.000
Rates Retention	(54.135)	(1.641)	(1.691)	(1.724)	(1.776)
Collection Fund	0.000	0.000	0.000	0.000	0.000
Other Central Grants including Educational Service Grant		0.000	0.000	0.000	0.000
Total Funding Changes	**(313.585)**	**3.620**	**(2.912)**	**(5.480)**	**(13.936)**
Other income changes in Plan					
New Homes Bonus Income changes		1.841	0.000	0.000	4.000
Fees and charges Income		(1.400)	(1.404)	(1.407)	(1.409)
Parish Council Local Council Tax Support		(0.121)	0.000	0.000	0.000
Educational Support Grant		1.819	0.767	1.007	0.000
NHS Funding for social care		0.000	0.000	0.000	0.000
Rural Supprt Grant		0.635	0.614	(0.614)	2.661
Transition Grant		0.003	3.014	0.000	0.000
Total Savings Changes		**2.777**	**2.991**	**(1.014)**	**5.252**
Revenue Investment per Business Plan and demand/demography (note Priorities 1, 2, 3, 6, 7, 8 and 11 receiving investment from Capital and grants)					
Priority 1: Highways		1.800	0.000	0.000	0.000
Priority 2: Stimulate economic growth					
Priority 3: Innovative Community led approaches					
Priority 4: Improving attainment and skills of Young Children					
Priority 5: Support the most vulnerable in our society					
Adult Care		2.600	3.000	3.000	5.000
Children & Families		2.000	1.500	1.000	1.000
Priority 6: Investing in council houses					
Priority 7: Military Civil integration					
Priority 8: Delegate land to Parish & Town Councils					
Priority 9: Create Campuses		0.000	1.500	1.500	1.500
Priority 10: Integrate Public Health					
Priority 11: Develop the skill of our workforce and councillors					
Investment carried forward from 2012-2015 Business Plan					
Waste contract management and increased demand		1.000	1.000	1.000	1.000
Corporate growth					
Staffing - pay & NLW		4.650	5.282	6.369	4.377
Inflation - general (not split to services)		0.000	0.000	3.000	4.000
Pension Backfunding		0.570	0.627	0.690	0.759
Cost of admission in pension scheme		0.000	0.000	0.000	0.000
Use of Rural Reserves		(6.000)			
Capital Financing to fund current capital program, including campuses		0.000	0.500	0.500	0.500
Total Growth Changes		**6.620**	**13.409**	**17.059**	**18.136**
TOTAL COST REDUCTION PLAN REQUIRED		**13.017**	**13.488**	**10.565**	**9.452**

3.3   The Council's saving proposals are set out within the following areas of focus:

High Level MTFS 4 Year Financial Model	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
TOTAL COST REDUCTION PLAN REQUIRED		13.017	13.488	10.565	9.452
Priority 12: Realign our resources and secure VFM					
One Wiltshire Estate		(0.500)	(1.000)	(1.500)	(1.000)
Community Empowerment and devolution		(0.500)	(1.000)	(2.000)	(3.000)
Integrated Health Care		(0.500)	(1.250)	(2.000)	(2.000)
Commercialism		(1.000)	(1.000)	(1.000)	(1.000)
Connecting residents to enable first point of resolution through technology		(0.250)	(2.000)	(2.000)	(0.452)
Procurement efficiencies		(3.000)	(2.000)	0.000	0.000
General efficiency targets to absorb pay increased costs		(6.267)	(3.238)	(0.065)	0.000
Fees and Charges		(1.000)	(2.000)	(2.000)	(2.000)
TOTAL COST REDUCTION PLAN		**(13.017)**	**(13.488)**	**(10.565)**	**(9.452)**
DIFFERENCE		**0.000**	**(0.000)**	**(0.000)**	**(0.000)**

3.4   Key to this financial plan are certain assumptions:

- Council Tax is increased each year by 2%.

- A Social Care Levy is applied each year at 2%.

- Housing and thus the council tax base continues to grow by 2% p.a. giving rise to this level of new council tax income, and conversely thus waste collection pressures.

- Inflation predictions remain in line with the average forecast by the Bank of England.

- NNDR net growth targets are met.

- Demand in Adult and Children's care continues in line with current demographic and inflationary pressures, including the National Living Wage pressures.

- Other staffing costs increase by 1% pay and 1% pensions, and there is one more year of incremental pay increase freeze in 2017/18.

- All savings are made in 2016/17 and that the Rural and Transitional Reserves are not utilised in this year.

- Capital proposals are in line with the Capital Programme.

3.5   A more detailed savings proposal will be included in the budgets that are agreed annually by Council to meet this financial plan.

3.6   As part of any reduction in posts the ability to use capital receipts to fund transformation is highly likely to be utilised. For this purpose that the Council is proposing to use £3m to £4m of Capital Receipts in 2017-20 to funding staffing costs as well as £5m for IT transformation.

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3.7   When considering the business case for the release of employees on Voluntary Severance/Early Retirement, the Councils' approach is to ensure that the cost of the release of the employee concerned, including both redundancy and pension strain costs, should be recovered from salary savings within at least 18 months of the employee leaving. There is also a requirement that any release would also be subject to meeting 'business need' and thereby retain the right people in the right place.

4   The Prudential Code

4.1   The Council will have due regard to the requirements of the Prudential Code and the impact on its prudential indicators from implementing the proposed scheme within this Efficiency Strategy.

4.2   As transformation proposals develop and the cost of Voluntary Severance is determined, the expenditure to be incurred will be included in the capital programme to be funded by capital receipts generated in the financial year.   The capital expenditure prudential indicators will be amended and approved as appropriate. In line with Golden Rule 3 of the proposed Capital Strategy the first call on capital receipts generated in the year will be utilised to meet the cost of voluntary severance. These receipts have not been earmarked as funding for any other proposed capital expenditure and therefore there is no anticipated additional impact on the Council's prudential indicators as set out in the Council's Treasury Management Strategy.

4.3   The Council will also have due regard to the Local Authority Accounting Code of Practice when determining and including the entries required from undertaking and funding this scheme within the 2016/17 Council's Statement of Accounts.

5   Monitoring this Strategy

5.1   This strategy will be monitored throughout the financial year and may be updated and replaced as proposals are developed and expenditure is incurred. Also as the Guidance is still in draft form changes may require the revision of this Strategy.

5.2   The Strategy will next be updated in December 2016 and February 2017 following any announcement by Government in relation to potential changes to its spending and formula reviews; announcements on council tax and levy raising powers; Wiltshire's Council Tax base assessment; further review of saving proposals; and other changes or risks as appropriat

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Wiltshire Council

Cabinet

11 October 2016

Subject: **A303 Amesbury to Berwick Down Road Scheme**

Cabinet Member: Cllr Fleur de Rhé-Philipe

Key Decision: N

Executive Summary

The A303 Amesbury to Berwick Down road improvement scheme is being managed and undertaken by Highways England. The role of Wiltshire Council in this project is as a statutory consultee and key stakeholder.

Council officers will be involved at all stages of this process. As a key stakeholder, the Council will engage with Highways England in route assessment and preferred route identification. We will also participate in the planning and delivery of the public consultations. Additionally, there are a number of statutory activities that will be required of the Council during this period, including agreement of a Statement of Community Consultation (SOCC), a report to the Planning Inspectorate on the adequacy of the consultation and a Local Impact Report outlining the Council's views on the impacts of the scheme. Attendance at the public hearings during the examination stage will also be required along with responses to comments received from other interested parties and stakeholders during this period.

The Council's involvement in this scheme will be over an estimated 9 year period, allowing 4 years for the implementation of the scheme. The exact delivery timeframes will be confirmed once the route and construction methods have been identified.

Collaborative working arrangements between the key stakeholders are essential in ensuring the free flow of information between the parties, which will assist in the discussion and resolution of issues as they arise. In addition to the comprehensive governance arrangements established by Highways England, which include a stakeholder strategy board and 11 working groups, the Council has established organisational specific forums to manage the Council's input into the DCO process. This will be undertaken in accordance with the Council's project management methodology utilising the corporate programme office to co-ordinate all activity. These additional meetings comprise an Officer Steering Group, Stakeholder Engagement Meeting and involvement of the Amesbury Area Board.

Significant resources will be required by the Council in order to undertake the tasks outlined above and sufficiently engage in the DCO process. Whilst a proportion of these resources are able to be provided through existing

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allocations, some services require additional staff and / or resources to fulfil our statutory obligations. These are estimated to cost £713,700 over four financial years.

The Council are seeking to enter into a cost recovery agreement with Highways England for the reimbursement of a proportion of these costs; however the costs associated with the examination and determination period of the DCO application will be the responsibility of the Council as stipulated by legislation. This would result in the requirement for the Council to make a financial provision; an indicative figure of £300,000 has been included in the MTFS in 2017/2018 for refinement and approval at budget setting.

Furthermore, the Council will have additional resource implications for the period post consent whilst the scheme is being delivered, if applicable. These will be identified in a future report to Cabinet.

Proposal(s)

Members are asked to:
- note the contents of this report
- agree that the Council's interests will be properly represented through the proposed governance structure and
- note the inclusion of an indicative figure of £300,000 in the MTFS for refinement and approval at budget setting to enable the Council to fulfil its statutory responsibilities.

Reason for Proposal(s)

Government and Highways England are planning and funding improvements to the A303 to address the congestion, economic and heritage aspects. This is a major investment in Wiltshire and will bring significant changes to the area. The current funding allocation requires a DCO application to be submitted in mid-2018 in order to start on site early 2020.

In order to meet these challenging timeframes, significant resource and input from the Council will be required as both a key stakeholder and statutory consultee.

Strong governance arrangements are also required to manage the process and ensure that all stakeholders are engaged.

Parvis Khansari (Associate Director, Highways and Transport)

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Wiltshire Council

Cabinet

11 October 2016

Subject: A303 Amesbury to Berwick Down Road Scheme

Cabinet Member: Cllr Fleur de Rhé-Philipe

Key Decision: N

Purpose of Report

1. To inform Members of the timescales associated with the Development Consent Order (DCO) process for this road scheme

2. To confirm the project governance arrangements

3. To identify the resource requirements of the Council to support the DCO process and fulfil its statutory responsibilities
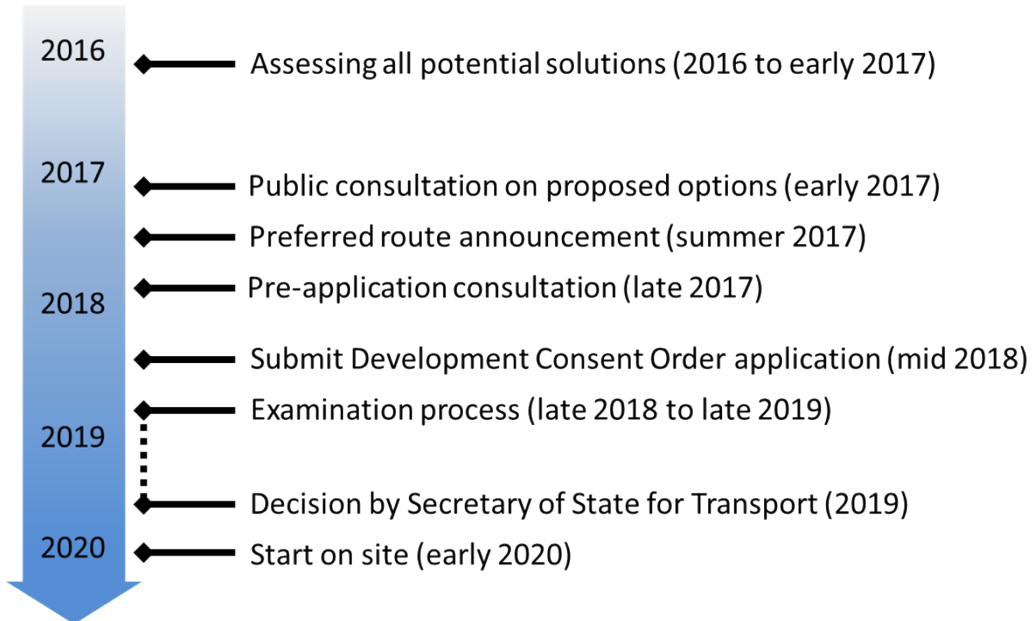
Relevance to the Council's Business Plan

4. Improvements along the A303 help meet the priorities of the Council's Business Plan, including:
   - Outcome 1 – Wiltshire has a thriving and growing local economy
   - Outcome 2 – People in Wiltshire work together to solve problems locally and participate in decisions that affect them
   - Outcome 3 – Everyone in Wiltshire lives in a high quality environment
   - Outcomes 6 – People are as protected from harm as possible and feel safe

Main Considerations for the Council

5. The Amesbury to Berwick Down road improvement scheme is being managed and undertaken by Highways England. The role of Wiltshire Council in this project is as a statutory consultee and key stakeholder.

6. The principle objectives of the scheme have been defined in Highways England's Client Scheme Requirements as:

   - Cultural Heritage: to contribute to the conservation and enhancement of the World Heritage Site by improving access both within and to the site.
   - Environment and Community: to contribute to the enhancement of the historic landscape within the World Heritage Site (WHS), to improve biodiversity along the route and to provide a positive legacy to communities adjoining the road.

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- Economic Growth: in combination with other schemes on the route, to enable growth in jobs and housing by providing a free flowing and reliable connection between the East and South West peninsula.
- Transport: to create a high quality route that resolves current and predicted traffic problems and contributes towards the creation of an expressway between London and the South West.

7. Since the previous report to Cabinet on 15 March 2016, further detail has emerged regarding the proposed timeline for the DCO process and submission. Please see the timeline below.

2016	Assessing all potential solutions (2016 to early 2017)
2017	Public consultation on proposed options (early 2017)
	Preferred route announcement (summer 2017)
2018	Pre-application consultation (late 2017)
	Submit Development Consent Order application (mid 2018)
2019	Examination process (late 2018 to late 2019)
	Decision by Secretary of State for Transport (2019)
2020	Start on site (early 2020)

8. The timeline has been generated considering the requirement to start on site by April 2020 to fall in-line with the current Roads Investment Strategy period. It is acknowledged that it is a challenging timeframe, with many elements of the timescale fixed as a result of the DCO process.

9. Council officers will be involved at all stages of this process. As a key stakeholder, we will engage with Highways England in route assessment and preferred route identification. We will also participate in the planning and delivery of the public consultations.

10. Additionally, there are a number of statutory activities that will be required of the Council during this period, including the agreement of a Statement of Community Consultation (SOCC) which will form part of the eventual submission, and a report to the Planning Inspectorate on the adequacy of the consultation which should be received within 2 weeks of the DCO submission. Wiltshire Council will also be required to submit a Local Impact Report to the Planning Inspectorate setting out how we see the impacts of the scheme. Furthermore, a Statement of Common Ground will be prepared by Highways England with each key stakeholder.

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11. Council officers will be required to attend some (or all) of the public hearings and also respond to comments received from other interested parties and stakeholders during this period.

12. The Council will need to consider its position on a number of aspects including; impacts on our own transport network, local communities, economic impacts, environmental / heritage impacts, land ownership etc. The Council's obligations as a signatory to the WHS Management Plan will also need to be considered. There are significant potential conflicts that could arise that may need to be reconciled by the Council including tensions, contrasting local and wider County issues, economy vs. environmental or community needs.

13. The Council's involvement in this scheme will be over an estimated 9 year period, allowing 4 years for the implementation of the scheme. The exact delivery timeframes will be confirmed once the route and construction methods have been identified.

Governance

14. Collaborative working arrangements between the key stakeholders are essential in ensuring the free flow of information between the parties, which will assist in the discussion and resolution of issues as they arise.

15. Highways England has established a governance structure to manage the inputs and outputs for this project, which includes a Stakeholder Strategy Board and 11 working groups. An overview of these governance arrangements is attached at Appendix 1.

16. In addition to the Highways England meetings and groups, the Council has established organisation specific forums to manage the Council's input into the DCO process. This will be undertaken in accordance with the Council's project management methodology utilising the corporate programme office to co-ordinate all activity.

17. An Officer Steering Group has responsibility for the planning and day-to-day delivery of the Council's statutory requirements relating to the DCO process for this scheme. It meets on a bi-monthly basis and includes representatives from highways and transport, legal services, archaeology, finance, planning, landscape and ecology, economic development, community engagement, communications and the corporate programme office. This group will report to the Council's Corporate Leadership Team and Cabinet.

18. Additionally, Local Member input will be facilitated through a Stakeholder Engagement meeting, which will be held quarterly and supplemented with written update and briefing reports as appropriate. This is a cross party group.

19. The Amesbury Area Board will also be engaged throughout this project, with regular briefings and updates provided. Representatives of the Area Board will work closely with Highways England to ensure that views of the

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local community are incorporated into the process. The Area Board will also play an important role in ensuring the local community are involved in the two public consultations.

Resource Implications

20. As demonstrated above and through Appendix 1, the resource implications on the Council to fully engage in this process and discharge our statutory responsibilities will be significant and will be incurred over a potential 9 year period.

21. Resources will be required in the current pre-planning stage, at the DCO submission and examination stage, and if approved, once the scheme starts on site up until the point the scheme is complete.

22. It is anticipated that the level of resources required by the individual service areas will fluctuate depending on the particular stage of the project.

23. Officers have been in discussion with Cambridgeshire County Council regarding their experience of the DCO process on the A14 Cambridge to Huntingdon scheme and have received information on the level of resources employed for this scheme. This information has been used by officers to help estimate those that will be required for the A303 Amesbury to Berwick Down scheme.

24. In some instances on previous projects, Highways England has entered into agreements with key stakeholders to reimburse partners for costs incurred over and above normal activities that were associated with their involvement in that particular scheme.

25. These arrangements, if agreed, would only be able to compensate organisations for resources utilised prior to the DCO submission or after the DCO approval was granted in order to ensure that no undue influence was placed upon the organisation during the decision making stages.

26. Officers are currently in discussion with Highways England with a view to enter into a cost recovery agreement for this project.

27. Significant resources will be required by the Council in order to undertake the tasks outlined above and sufficiently engage in the DCO process. Whilst a proportion of these resources are able to be provided through existing allocations, some services require additional staff and / or resources to fulfil our statutory obligations.

28. These resource implications are currently unfunded but provision has been made for an indicative figure of £300,000 within the Medium Term Financial Plan for sufficient resources to be allocated to ensure that the Council can deliver its statutory responsibilities with respect to this scheme.

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29. Furthermore, the Council will have additional resource implications for the period post consent whilst the scheme is being delivered, if applicable. These will be identified in a future report to Cabinet.

Background

30. Dualling the A303 and A358 is a nationally significant infrastructure project (NSIP) as defined by the Planning Act 2008.

31. This NSIP will be promoted by Highways England under the requirements of the Planning Act to secure a Development Consent Order (DCO) to allow work to begin. This process will involve detailed engagement with the general public, local communities and stakeholders.

32. The DCO process and the role of Local Authorities within this process was the subject of a previous Cabinet report on 15 March 2016.

Overview and Scrutiny Engagement

33. Whilst no specific Overview and Scrutiny activity has been undertaken to date, a quarterly Stakeholder Engagement Meeting has been established to ensure that local Members are involved in the development of this road scheme.

   Attendees of this meeting include: Cllr Fleur de Rhe-Philipe (Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property), Cllr Philip Whitehead (Cabinet Member for Highways and Transport), Cllr Stuart Wheeler (Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services), Cllr Mike Hewitt (Bourne and Woodford Valley), Cllr John Smale (Bulford, Allington and Figheldean), Cllr Ian West (Till and Wylye Valley), Cllr Fred Westmoreland (Amesbury West), Cllr Graham Wright (Durrington and Larkhill) and Cllr Jamie Capp (Amesbury East). The meeting is supported by officers from highways and transport, community engagement and the corporate programme office.

34. Following the most recent meeting, consultants appointed by Highways England delivered a presentation at the Amesbury Area Board meeting on 28 July 2016 outlining the DCO process, the proposed timetable and the two public consultation events.

Safeguarding Implications

35. None

Public Health Implications

36. The condition and operation of roads, byways, footpaths and related infrastructure can have serious safety implications. A key outcome of the scheme is to improve safety along the corridor.

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37.   Highways England will also be supplying comprehensive assessments of air quality and noise implications – the Council will respond accordingly.

Procurement Implications

38.   None

Equalities Impact of the Proposal

39.   A full assessment will be undertaken by Highways England as part of the DCO process.

40.   The Council's Equality and Diversity officers will review these documents and ensure that the relevant identified groups have been adequately engaged through the preliminary and statutory consultations and all impacts have been acknowledged with appropriate mitigating actions provided.

41.   Equality Impact considerations will also be referenced within the Council's report on the appropriateness of the consultation, which is required to be submitted to the Planning Inspectorate following the DCO submission.

Environmental and Climate Change Considerations

42.   The scheme has significant implications for heritage, archaeology and ecology, all of which will need to be properly explored through the DCO process. As a signatory to the World Heritage Site (WHS) Management and a member of the WHS Partnership Panel, the Council, and its partners have a responsibility to protect the outstanding universal value of the site and any decisions relating to this will be monitored by UNESCO.

43.   The scheme will provide benefits in improved traffic flows, reduced delays and a consequential reduction in noise and excessive fuel consumption and emissions associated with slow moving or stationary traffic.

Risk Assessment

44.   As highlighted previously, the resource implications for the Council to fully engage in this scheme and discharge its statutory responsibilities are anticipated to be high. Additional resources may need to be allocated or priorities reconsidered to address this.

45.   It is anticipated that engagement in this project will be controversial and it is likely that there will be conflicting views amongst the service areas involved and by Members. The Council will be required to formulate a corporate position on many of the issues considered and it is anticipated that this will be set by Cabinet following recommendations from officers.

46.   Due to the likely controversy surrounding this road scheme, the Council's governance arrangements must be robust in order to be able to respond to information requests submitted through Freedom of Information or Environmental Information Requests legislation.   Officers are working

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closely with colleagues from legal and information governance to devise this framework and this has been the subject of recent briefing papers for both officers and Councillors involved.

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

47. The DCO submission may be delayed which may jeopardise the current central government funding agreement.

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

48. There is a risk that the financial implications for the Council ultimately prove to exceed the predictions set out in this report

49. The Council will continue to work closely with Highways England and other key stakeholders to manage the inputs required for the DCO submission.

50. Members will be regularly updated and agreement sought at each of the key stages of the DCO process.

Financial Implications

51. An indicative figure of £300,000 has been included in 2017/2018 in the MTFS for refinement and approval at budget setting. As described in the report certain resource expenditure may be able to be recovered from Highways England subject to the agreement of an appropriate Memorandum of Understanding between the parties. Further work is required to confirm this.

52. Appendix 2 shows an initial assessment of the additional resource requirements for this programme before any potential recovery of costs from Highways England.

53. The Council will have additional resource implications for the period post consent whilst the scheme is being delivered, if applicable. These will be identified in a future report to Cabinet.

Legal Implications

54. The legal and associated governance implications relating to the proposed scheme will require on-going review and management as the scheme progresses. The scheme will involve complex property, highway, planning and commercial law issues in the context of the governing statutory framework. These will be addressed on an on-going basis with significant forward planning required to ensure timely consideration of developing issues. There is a particular uncertainty regarding potential legal property work because this will not be able to anticipated accurately until the preferred route has been identified and title searches have been carried out on any land that may be affected.

Options Considered

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55. None

Conclusions

56. Government and Highways England are planning and funding improvements to the A303 to address the congestion, economic and heritage aspects. The current funding allocation requires a DCO application to be submitted in mid-2018 in order to start on site early 2020.

57. In order to meet these challenging timeframes, significant resource and input from the Council will be required as both a key stakeholder and statutory consultee.

58. Strong governance arrangements are also required to manage the process and ensure that all stakeholders are engaged.

59. Members are asked to:
   • note the contents of this report
   • agree that the Council's interests will be properly represented through the proposed governance structure and
   • note the inclusion of £300,000 in the MTFS subject to refinement and approval at budget setting to enable the Council to fulfil its statutory responsibilities.

Parvis Khansari (Associate Director, Highways and Transport)
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Appendices

Appendix 1 – Governance Overview
Appendix 2 – Financial Implications

Background Papers

The following documents have been relied on in the preparation of this report:
None

A303 Amesbury to Berwick Down Road Scheme
Governance Overview

The following diagram illustrates the governance arrangements which Highways England has established (or is in the process of establishing) to manage this project.
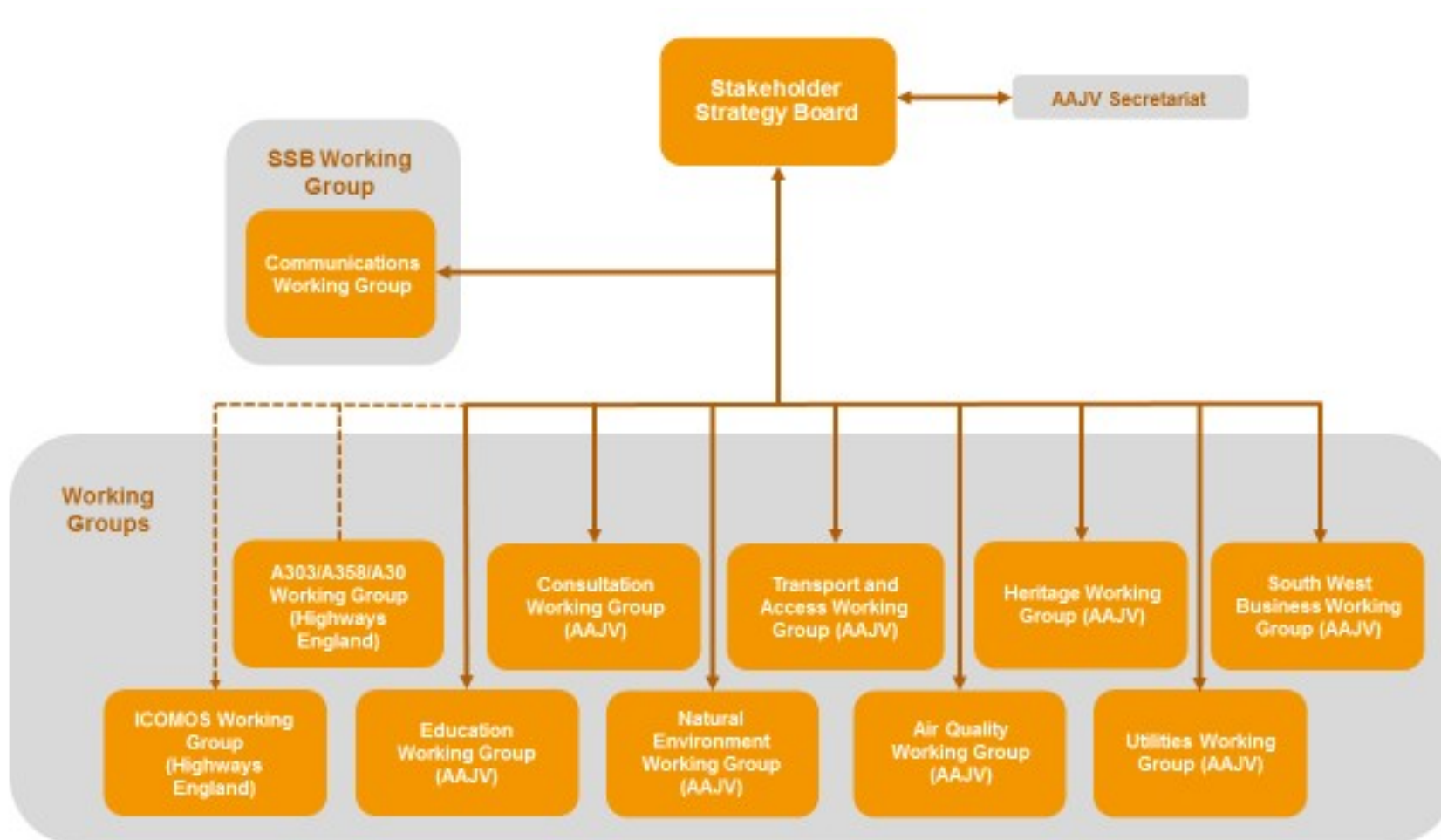
The frequency, purpose and stakeholders represented at these various forums are detailed in the table below.

Meeting (& Frequency)	Purpose	Stakeholders Represented
Stakeholder Strategy Board (Bi-monthly)	The purpose of the Stakeholder Strategy Board is to ensure that effective working is maintained between key parties throughout the life of the project. It achieves this by providing stakeholder context and information, monitoring activity at a strategic level and providing direction. The Stakeholder Strategy Board will be supported by a series of specialist working groups, with responsibility for project activities at tactical and operational levels.	Department for Transport Highways England Historic England English Heritage National Trust SWLEP Wiltshire Council
Communications Working Group (Bi-monthly)	The Communications Working Group will serve to establish and maintain an open and productive dialogue between the A303 Amesbury to Berwick Down project communications team and counterparts at the key heritage stakeholders. The Working Group will provide an environment for discussion on communications issues on the Project and members will work together to achieve set objectives	National Trust Highways England Historic England English Heritage Wiltshire Council
A303/A358/A30 Steering Group (Quarterly)	• To brief the A303 A358 A30 Steering Group on the Amesbury to Berwick Down scheme and its wider role in the A303 Corridor • To gather views regarding current traffic issues and the potential economic impact of the scheme • Work with the A303 A358 A30 Steering Group to undertake any joint working needed • To seek the support of the Steering Group or its members on the scheme • To provide the Steering Group with information to allow it to brief others and to encourage participation in the public consultation in January 2017	Somerset County Council Wiltshire Council Devon County Council Dorset County Council Heart of the South West LEP Cornwall Council Cornwall and Scilly Isles LEP Dorset LEP Swindon and Wiltshire LEP

Meeting (& Frequency)	Purpose	Stakeholders Represented
Consultation Working Group (Monthly)	To agree the nature and format of both Highways England's engagement proposed in 2016 and the non-statutory public consultation proposed in January 2017 and ensure that they are planned, designed and undertaken in an acceptable manner given the Council's experience and knowledge of consultation in the County	Wiltshire Council AAJV Communications Team (on behalf of Highway's England)
Transport and Access Working Group (Quarterly)	To obtain survey data, seek agreement on methodology, seek views on shortlisted options and explain ongoing process including DCO process. In time discuss the detail of transport and access implications and proposals for the proposed option/s	Ramblers Association (Wiltshire) Wiltshire Bridleways Association Sustrans Wiltshire Council National Trust Historic England Emergency Services (Police, Ambulance and Fire Brigade) Cycling Touring Club The Ramblers 4x4 Societies Trail Riders Societies Other recreational groups (to be determined) Travel Organisations (AA, RAC, Green Flag) British Horse Society
Heritage Working Group (Bi-monthly or Quarterly)	To provide a setting for selected stakeholders in which to discuss set objectives concerning the specific subject matter and facilitate engagement between stakeholders and the A303 AAJV Historic Environment Team	National Trust Historic England Wiltshire Council

Meeting (& Frequency)	Purpose	Stakeholders Represented
South West Business Working Group (Quarterly)	To provide a meeting to briefly outline the progress and process to be followed by the Project and to discuss and agree as far as can be achieved the likely implications of the project and its options	Business West Chamber of Commerce Confederation of British Industry Cornwall and the Isles of Scilly LEP Country Land and Business Association Federation of Small Business Somerset Chamber of Commerce & Industry Dorset LEP
ICOMOS Working Group (Monthly)	The purpose of the ICOMOS Working Group is to provide a forum to discuss and agree a response to the "Report of the Joint World Heritage Centre / ICOMOS Advisory Mission to Stonehenge, Avebury and Associated Sites" Report (issued on 3rd May 2016) and subsequent Reports by those bodies relating to the A303 Amesbury to Berwick Down road scheme. The Working Group will report to the Stakeholder Strategy Board	Wiltshire Council Historic England National Trust Highways England English Heritage
Education Working Group (Monthly)	To establish a programme of educational outreach throughout project development	Wiltshire Council Education Authority Local Schools (to be determined)
Natural Environment Working Group (Quarterly)	Consensus on environmental assessment and mitigation design	Environment Agency Natural England Wiltshire Council Link2Nature RSPB Cranborne Chase AONB Partnership team National Trust Other organisations depending on the options being taken forward

Meeting (& Frequency)	Purpose	Stakeholders Represented
Air Quality Working Group (Quarterly)	Consensus on air quality assessment for each PCF stage	Wiltshire Council Environment Agency Adjoining Local Authority representative (to be determined) Natural England
Utilities Working Group (To be determined)	To discuss the high level issues associated with the A303 Amesbury to Berwick Down project concerning utilities including: 1. DCO process and programme 2. General approach to utilities where action is / might be needed 3. Next steps including detailed bilateral meetings that will be arranged if work is required to specific infrastructure	The following will be engaged if utilities are present: UK Power Networks British Telecom Electricity providers Gas providers Telecommunication providers ExxonMobil Pipeline Wessex Water Environment Agency Wiltshire Council Water Sewage

In addition to the above, Wiltshire Council has established organisational specific forums to manage the Council's input into the DCO process. This will be undertaken in accordance with the Council's project management methodology utilising the corporate programme office to co-ordinate all activity.

An Officer Steering Group has responsibility for the planning and day-to-day delivery of the Local Authority's statutory requirements relating to the DCO process for this scheme. It meets on a bi-monthly basis and includes representatives from sustainable transport, legal services, archaeology, finance, planning, landscape and ecology, economic development, community engagement, communications and the corporate programme office. This group will report to the Council's Corporate Leadership Team and Cabinet.

Additionally, Local and Cabinet Member input will be facilitated through a Stakeholder Engagement meeting, which will be held quarterly and supplemented with written update / briefing reports as appropriate. This is a cross party group.

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A303 Amesbury to Berwick Down
Financial Implications

The following sections detail additional resource requirements as a result of this programme that will need to be funded. An indicative figure of £300,000 has been included in the MTFS and will be refined and approved as part of the budget setting process.

Highways and Transport:

The Council's Highway and Transport service areas have a significant role to play in the DCO process. This includes the Council's responsibility as Lead Local Flood Authority.

Those service areas are already supplying resource to the working groups established to assist with defining and selecting route options. That input will escalate sharply once a preferred route option has been selected and the project moved towards submission of the DCO application (mid 2018), and on through the examination process (late 2018 to late 2019).

Over the next three years therefore, the service will be required to assess and agree by referral to Cabinet where necessary, a range of technical reports and other outputs from Highways England including:

- Traffic model base assessment and future forecasts
- Rationale for preferred route selection
- Outline and full business cases
- Requests for technical approval relating to works on the local road network
- Requests for technical approval relating to the flood risk impact of the preferred scheme and any associated mitigation.

That will require on-going attendance at working groups, consultation events, and ultimately as a key witness at the DCO hearing(s).

The resource will require input from a number of specialist individuals within the service and a provisional assessment is:

- Late 2016 – mid 2018: 1.0 FTE
- Late 2018 – late 2019: 2.0 FTE

The Council will also need to consider whether to seek commuted payments to cover future maintenance liabilities associated with any new significant asset for which the Council will become eventually responsible.

Archaeology Service:

The Archaeology Service will be heavily involved in many aspects of the A303 project over the whole course of its development. It does and will continue to send a senior officer to five of the working groups set up by Highways England (HE), as well as bilateral meetings with HE's heritage advisors on a regular basis. The

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Archaeology team's involvement will also include monitoring the quality of the fieldwork once the archaeological evaluation commencing, checking the accuracy of method statements and reports. Once the reports are received the data will have to be turned around quickly and put onto the Historic Environment Record (HER) as soon as possible in order to inform the next stages of work. Once the DCO is confirmed there will be several years of regular work for the Archaeology Service in monitoring the "conditions" of consent in terms of the archaeological mitigation required (agreeing methods, monitoring excavations, checking reports and inputting onto the HER).

This work will be undertaken by the County Archaeologist with support from an Assistant County Archaeologist and HER Officer. It is estimated that on average throughout the life of the project, 2.5 days a week of Archaeology staff time will be required both for pre consent and post consent phases. It is anticipated that the input from the 3 team members will be broken down as follows:

County Archaeologist – 1 day per week to encompass preparing for and attending A303 related meeting, approving documentation, and managing the work of other team members working on this project

Assistance County Archaeologist – 1 day per week to include attending some operational meetings, approving documentation and method statements and reports, and undertaking site visits to monitor quality and results of fieldwork

HER Data Manager – 0.5 days per week to provide enhancing and updating the HER database and mapping for the service area, including responding to data requests and ensuring a fast turnaround of information from fieldwork onto the HER.

The Archaeology Service is an income generating service (out of financial necessity), and charges for archaeological advice given to Swindon Borough Council, for HER enquiries and for advice given on environmental stewardship schemes. The services need to be able to continue raising income and delivering its core work load at the same time as freeing up time for A303 commitments.

Funding will be required for a junior part time post in the service to help backfill some of the work of the County Archaeologist and HER Officer. This will free up time to focus on the A303 requirement and allow minimum impact of the Service's ability to bring in required income and deliver its core functions.

Legal Services:

It is difficult to provide a reliable indication of the legal costs associated with the project at this stage as this will depend on the nature and extent of the legal issues that have to be addressed as the project progresses. There will, however, be a need for on-going legal advice on the council's decision making as statutory consultee within the overall governance framework and specialist legal advice on the highway, property and planning aspects of the project, which may require the use of external counsel.

A provisional assessment is that this will require 1 FTE Solicitor and external support.

Planning / Economic Development:

An early assessment of the effort required from this service area concludes that significant resource will be required to fulfil the Council's overall planning role which would require 0.8 FTE Senior Planner and an economic impact assessment . This estimate will require further refinement depending on the planning implications of the preferred route (following announcement).

Summary

The resource implications for this project, as identified above, contain some currently unfunded elements. These are detailed in the table below:

Service Area	Description	FTE	Pay Scale	2016/17	2017/18	2018/19	2019/20	Total
Highways & Transport	Salary	1 to 2	HAYSPEC 2	£27,600	£56,300	£114,800	£87,800	£286,500
Archaeology	Salary	0.5	H	£7,600	£13,300	£13,600	£13,800	£48,300
	Travel and Expenses			£1,000	£2,000	£2,000	£2,000	£7,000
Legal	Salary	1	K plus MP	£22,100	£45,000	£45,900		£113,000
Legal	Counsel (QC) and/or agent solicitor			£10,000	£45,000	£45,000		£100,000
Planning / ED	Salary	0.8	K plus MP	£18,200	£37,100	£37,900	£38,700	£131,900
Planning / ED	Assessment				£27,000			£27,000
	Total:			**£86,500**	**£225,700**	**£259,200**	**£142,300**	**£713,700**

Officers are in discussions with Highways England in order to negotiate an agreement whereby a proportion of these costs could be recovered as they will be directly incurred as a result of officer involvement in this road improvement scheme.

In addition, any expenses incurred as a result of direct involvement in this scheme or through meeting attendance by those officers whose salary costs are covered within existing allocations will be attempted to be recouped from Highways England.

As stated within the main body of the report, only those costs which relate to the planning and development of the DCO application prior to its submission or following its approval can be recovered.

Furthermore, the Council will have additional resource implications for the period post consent whilst the scheme is being delivered, if applicable. These will be identified in a future report to Cabinet.

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Wiltshire Council

Cabinet

11 October 2016

Subject:	**Introducing an Income Management Strategy**

Cabinet Member: Councillor Dick Tonge, Cabinet Member for Finance

Key Decision: No

Executive Summary

Wiltshire Council currently collects over £500 million each year through local taxes, rents and from the provision of a range of services. In doing so we are mindful of a number of factors, in particular how we balance our ability to generate income and costs whilst ensuring we protect the most vulnerable in our communities from debt. As such this is Wiltshire Council's first overarching Income Strategy that applies across the entire Council recognising that if we do not charge a fair price for our services there is a risk they could be cut and whilst the services provided are diverse, the payees are very often the same people.

The strategy aims to improve the council's commerciality in terms of the way we bill and collect income using the most efficient processes.   It intends to introduce consistency across the whole council in the way charges are raised and bills issued.

The strategy encourages the use of technology so that we can offer the latest in payment methods to reduce cost per transactions. It also highlights the need for a capable, determined and collaborative approach to recovery of debt and highlights the need to take a more joined approach to manage and support those in debt.

The strategy puts in place mechanisms for reporting the management of income and sets out how this fits with our business plan and other enabling strategies to drive up performance in terms of improving cash flow and collection rates. It also supports our treasury management plans and provides an umbrella under which a number of financial policies (Miscellaneous Income and Collection policy and Debt-Write-off Policy, for example) can co-exist.

Whilst the Council remains under significant financial pressure it is prudent to reinforce the message to all stakeholders that well managed income streams will help protect vital services. The Income Management Strategy aims to place this ethos at the heart of the organisation and consolidates a range of policies connected with managing income.

Proposal

Council is asked to adopt the income strategy. With the strategy in place engagement with officers can begin. The engagement process will involve

agreeing the steps each service will need to take to meet the objectives set out in the Action Plan.

Reason for Proposal(s)

As local authorities continue to face cuts in government funding and growth in demand for Adult Care and Children's Services to maintain key services we need to focus on raising and collecting income from our residents, businesses and visitors efficiently and to ensure the financial sustainability of our excellent service delivery. In doing so we need to be commercial in our approach and use both technology and data to make more informed decisions. We must use our knowledge and experience to offer the right services at the right price and offer the most suitable and efficient means to enable customers to pay for those services.

Carolyn Godfrey
Corporate Director

Wiltshire Council

Cabinet

11 October 2016

Subject: **Introducing an Income Management Strategy**

Cabinet Member: Councillor Dick Tonge, Cabinet Member for Finance

Key Decision: **No**

Purpose of Report

1. The report is simply to introduce an Income Management Strategy

Relevance to the Council's Business Plan

2. To support the Council's business we must ensure the Council's viability by maximising the level it can collect, ensuring that collections is efficient and maximises the use of technology available whilst protecting the most vulnerable in our communities.

Main Considerations for the Council

3. This strategy supports the Council's Business plan and is a key strategy which also underpins a number of other strategies already in place such as Housing, Care, IT strategies and the council's financial regulations. It has a number of aims. The first aim is to introduce a more commercial approach to the way in which we charge, bill and collect income for services we provide. A second aim is to use the information that we gather, during the collection process to make and improve our decision making on the most appropriate way of recovering monies owed to the Council. The third aim is to ensure that debts or cases of non-payment are reported for performance monitoring but also in a way that enables discussion and dispute resolution before prosecution or debt recovery.

4. The strategy will be continually reviewed and has a number of policies and procedures to support it, such as policies on concessions and debt write off. There is a high level action plan for each objective and a number of measures set out in this Strategy to judge our success.

Background

5.   Wiltshire Council handles nearly two million transactions per year and collects over £500 million from those transactions. It generates the fourth largest income from council tax in England (after Birmingham, Leeds and Cornwall) with over 140,000 household paying council tax by direct debit and has the highest annual collection rate of those four.   The council has seen a dramatic reduction in the number of payments made in cash with a corresponding rise in on-line payments. The council is good at collecting income however this strategy builds on our expertise and bring consistency to the way in which all income is managed. The range of charges and income is diverse, as are the billing methods deployed. Most payments are straight forward and can be made across a variety of channels, utilising highly efficient collection methods and processing tools.

6.   However even in the most straight forward cases, charges can become contentious and can take months or years to resolve. In these cases, as well as the costs of processing payments in terms of banking charges the debt also incurs administrative costs which are often hidden from the departments who deliver the service. Further costs and duplication of effort are incurred where payment is disputed, especially when the dispute focuses on the contractual issues or a lack of evidence to support the charge.

7.   The strategy recognises that technology is changing the way customers interact with the council, particularly the way in which they pay for services and that we must constantly review the systems and processes we use to receive payment. The introduction of contactless debit cards for example could result in the reduction in relatively expensive transactions for handling cash. The use of e-bills has already reduced the cost of postage and bill production. By recording payments payment patterns and listening to our customers we can provide the most appropriate methods to suit them.

8.   The purpose of this strategy is to provide a framework which reinforces the concept of transparent and agreed service charges and consistent billing in the cases where billing is deemed necessary so that the customer knows what to expect and is in no doubt about what they have to pay.

Overview and Scrutiny Engagement

9.   None. The strategy simply at this stage provides an opportunity to review and improve the way in which the council manages its income. This will feed into Treasury Management reports and other procedure for the monitoring of debt. Further chances to feed into future policy will be made as income levels are set.

Safeguarding Implications

10.   None

Public Health Implications

11.   None

Procurement Implications

12.   None

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

13.   The strategy recognises both the need for equality assessments in setting and collecting income, as well as a single financial inclusion strategy for the whole Council.

Environmental and Climate Change Considerations

14.   None

Risk Assessment

15.   There is a risk that income is set too high and demand reduces significantly, resulting in an under achievement of income and a reduction in service. The aim of this strategy is to focus on this risk and actively consider it in setting fees and charges.

16.   There is a risk of non-collection. This strategy seeks to reduce this risk by introducing principles, such as payment before a service is provided.

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

17.   There is a risk that if a consistent strategy is not introduced that residents / businesses whole debt may not be assessed as one, leading to a reduced ability to work with the debtor regarding effective repayment.

18.   There is a risk fees and charges are either not competitive or do not recover costs and as such result adversely on the level of service the Council is able to provide.

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

19.   As noted above.

Financial Implications

20.   This Strategy sets out principles to collect and recover full costs. As a result it is likely that greater income will yield to the Council. In addition improvements in process could reduce bad debt and consequential write

offs. At this stage it is not possible to quantify the full affect as this is only a strategy. As each proposed change in implementing the strategy is worked through Accountancy will provide further advice and comments. As such the strategy is supported.

Legal Implications

21. The majority of income collected by the council is done so without the involvement of the Council's Legal Team as the processes for collecting income, particularly local taxation, council tax and non-domestic rates is set out in various Acts and statutory instruments. There is also a robust process for the setting of fees and charges which are determined annually. The income strategy is ensuring that the law is followed in terms of these income streams and that the Legal Team are involved at the earliest opportunity where disputes arise.

Options Considered

22. Whilst the Council remains under significant financial pressure it seems prudent to reinforce the message to staff and stakeholders that well managed income streams will help protect vital services. The Income Management Strategy aims to place this ethos at the heart of the organisation and to consolidate a range of policies connected with managing income. Without the strategy the ability to bring consistency to income management is weakened.

Conclusions

23. To adopt the strategy.

Michael Hudson (Associate Director, Finance)

Report Author: Ian P Brown, Head of Revenues and Benefits, ianp.brown@wiltshire.gov.uk, Tel: 01225 716701

Date of report
22nd September 2016

Appendices

(Income Management Strategy)

Background Papers

None

Wiltshire Council
Income Management Strategy

Contents

Document Control

Revision History

Version	Summary of Changes	Status	Date published
1	Initial Draft for comment	Draft	29/07/15
2	Updated Draft	Draft	05/08/15
3	Updated Draft – I P Brown	Draft	26/05/16
4	Updated Draft – I P Brown (following comments from Neil and Michael)	Draft	06/06/16
5	Updated following discussion with Matthew (x2) and Andi Foster	Draft	20/06/16
6	Updated following discussions with Cllr Dick Tonge	Draft	15/07/16
7	Updated following circulation to ADs	Final	15/08/16

Foreword

Wiltshire Council currently collects over £500 million each year through local taxes and from the provision of a range of services. In doing so we are mindful of a number of factors, in particular how we balance our ability to generate income and costs whilst ensuring we protect the most vulnerable in our communities from debt. As such this is Wiltshire Council's first overarching Income Strategy that applies across the entire Council, recognising that if we do not charge a fair price for our services there is a risk we will have to cut them; and whilst the services we provide may be diverse, the payees are very often the same people.

As local authorities continue to face cuts in government funding and growth in demand for Adult Care and Children's Services to maintain key services we need to focus on raising and collecting income from our residents, businesses and visitors efficiently and to ensure the financial sustainability of our excellent service delivery. In doing so we need to be commercial in our approach and use both technology and data to make more informed decisions.

However, that commerciality cannot draw us away to focus solely on charging costs in every case, we have a duty to the residents of Wiltshire to ensure we protect the most vulnerable. This has never been more important as we see a national change in Welfare Reform which will leave many of our residents with less income; and an increasing risk of health problems leading to increases in demand for our services.

I feel this approach is unique in local government and forms a true bond with our communities, as well as promoting greater understanding and transparency of why we charge and ensuring that it is easier to pay.

Councillor Dick Tonge
Cabinet Member, Finance

Executive Summary

To support the Council's business we must:

"**Ensure the Council's future viability by maximising the level of income it can collect, ensuring that collection is efficient whilst protecting the most vulnerable in our communities**."

This is true whether we are collecting rent, council tax or charges for leisure services, bulky waste and a multitude of other services.

In order to achieve our ambition we will follow a set of Principles below to be:

- Commercial and joined-up in our decision making and methods by which payments are invoiced and processed
- Transparent in our charges, ensuring clear, consistent and simple language on bills and invoices
- Appropriate and modern in terms of the choices of payment method available
- Capable of deploying all means available to recover income due in a fair and reasonable way whilst protecting the most vulnerable in our communities
- Open in receiving feedback from users of our service around how we continue to improve and what we charge.

This strategy supports the Council's Business Plan and is a key strategy which also underpins a number of other strategies already in place such as Housing, Care, IT strategies and the Council's financial regulations. It will be continually reviewed and has a number of policies and procedures to support it, such as policies on concessions and debt write off. There is a high level action plan for each objective and a number of measures set out in this Strategy to judge our success.

1. Introduction and Context

Wiltshire Council currently handles nearly two million income transactions per year and collects over £500 million from those transactions. It is responsible for the billing, collection and redistribution of over £400m in respect of council tax and non-domestic rates alone. The range of charges and income is diverse, as are the billing methods deployed. Most payments are straight forward and can be made across a variety of channels, utilising highly efficient collection methods and processing tools. However even in the most straight forward cases, charges can become contentious and can take months or years to resolve. In these cases, as well as the costs of processing payments in terms of banking charges, the debt also incurs administrative costs which are often hidden from the departments who deliver the service. Further costs and duplication of effort are incurred where payment is disputed, especially when the dispute focuses on the contractual issues or a lack of evidence to support the charge.

The purpose of this Strategy is to provide a framework which reinforces the concept of transparent and agreed service charges so that the customer knows what to

expect and is in no doubt about what they have to pay. It consolidates income into three broad categories and aims to:

- identify best practice and standardise processes,
- encourage the use of appropriate technology,
- put in place policies and frameworks and hone methods of collecting money using the most appropriate and efficient means.

Not every payment method suits every income source; different income types have different methods of recovery so rather than list every income type they have been consolidated into the three broad categories below.

This Strategy will ensure that as new income streams are considered and existing income streams are reviewed the opportunity is taken to consider whether billing and collection process can be improved or modernised to achieve the Council's aims whilst minimising any barrier to the customer; as we gather information about the customer, consider how we can share that information to ensure that the customer is treated consistently across the organisation and where debts arise, tackle them corporately.

The three income categories

It is not possible to have one standard approach for the collection and recovery of all types of debt as each type is the subject of a separate income, debt management and write-off policy. It is, however, possible to standardise the approach within three broad income types, set out below.

1 – Statutory Income like council tax and non-domestic rates is derived from national legislation that places a legal duty to raise and collect income that is utilised across the Council to provide a variety of front and back office services that are unable to raise specific invoices for the services they provide. While the billing and recovery processes are determined by legislation, the information that is needed to create the charges is extensive and can provide data, intelligence and skills needed to manage large and frequent payments.

2 – Obligatory charges include rent for land, commercial and domestic property that is determined locally in accordance with national guidelines and agreed, explicit terms. Any income derived by these services may be pooled, like council tax or ring fenced like rent into the Housing Revenue account

3 – Miscellaneous income is raised through various processes which results in the service provider being able to raise a charge for a good, service or sale which may be a one-off charge or a regular subscription. Ideally this service would be paid for in advance, like the treatment of wasps nest, car park charges, and planning fees. However, where it is necessary we will send an invoice, based on evidence and clear instruction to do so. We will also aim to issue invoices electronically rather than printing and posting them. Often charges for goods and services are determined centrally, by government. The significance of miscellaneous income and the range of services who both raise debt and who benefit from the income collected mean that this strategy will pay particular attention to miscellaneous income and charges.

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Legislation, European law and legal decisions dictate that the fees and charges the Council sets must be reasonable and proportionate to the cost of the processes associated with the service(s) being delivered. Councils cannot for example use fees covered by the European Directive to make a profit or act as an economic deterrent to deter certain business types from operating within an area.

The Council also receives around £100 million from the Government in the form of **grants or miscellaneous funding**. However, as national austerity continues we are seeing this reduce. As grant income falls Wiltshire Council has to look carefully and commercially at other ways of securing income. The alternative is a reduction in the services it provides. This Strategy does not cover the setting of these charges nor will it cover the various concessionary schemes, national and local welfare benefits or discounts that are available to reduce statutory and obligatory charges. Those responsible for income management will be expected to be aware of the strategy, the importance of record keeping in connection with the raising of charges or contractual obligations and the schemes the Council operates in order to direct customers to any help which may reduce indebtedness to the Council.

At present the Council has adopted a service specific approach to how it sets and collects income. Going forward we need to recognise the importance of all income and the fact that our customers often use and pay for a variety of services. Consequently this Strategy spans the whole Council.

The introduction of an Income Strategy will ensure the standardisation of policies, payment methods and the treatment of income, in all its forms, across the whole Council. It will enable the organisation to, identify efficiencies in collection processes that should generate savings. As new payment methods are developed (contactless payments, for example) consideration will be given to the viability of raising a charge where previously it was considered uneconomic to do so.

The Strategy will also ensure the better deployment of technology and eventually the shift to e-accounts through a better understanding of customer behaviour and their use of technology, make it easier for people to pay for various services with their device of choice.

2. Scope and how this fits with our Business Plan and other strategies

Under the Council's Business Plan, Wiltshire is committed to:

- protect those who are most vulnerable
- boost the local economy; and,
- bring communities together to enable and support them to do more for themselves

These priorities will help to deliver our vision to create stronger and more resilient communities and make Wiltshire an even better place to live, work and visit.

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Over the next four years funding from central government will reduce by £22 million and the predicted increase in service demands, combined with inflation, will mean pressures of around another £100 million.

The Council has a number of key strategies that can be described as setting our service delivery of outcomes, such as the Older People or Children's Strategies; and enabling strategies, such as Financial or IT Strategies. The Income Strategy falls into the latter category.

This Enabling Strategy and related policies also have a strong link with other key Council Strategies, in particular the Medium Term Financial Strategy (MTFS), Fraud Strategy, Housing and the Economic Regeneration Strategies.
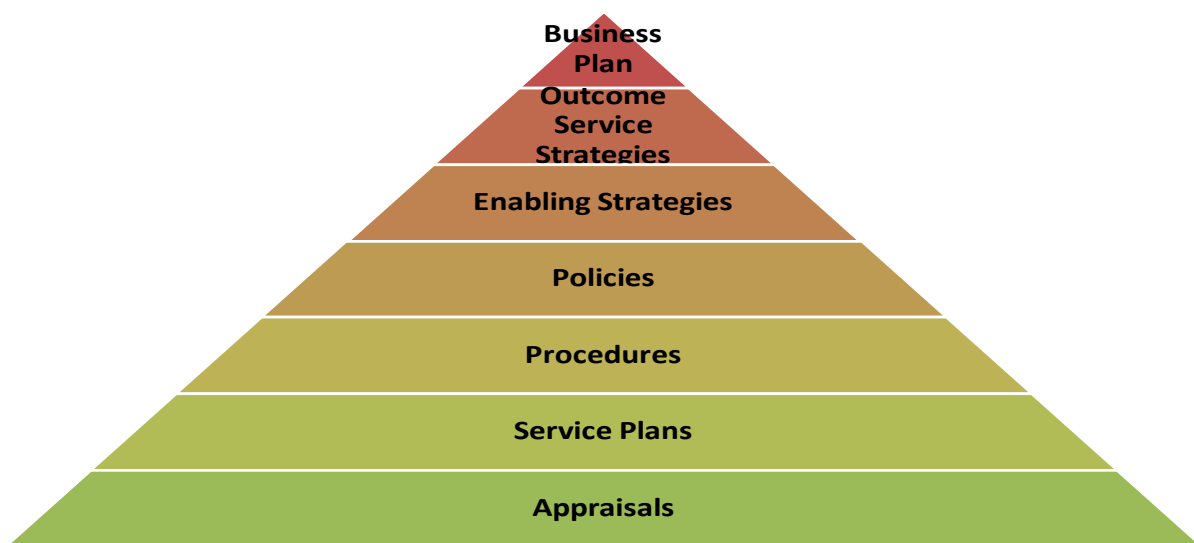
The policies and procedures related to this Strategy are:

a. Statutory Income collection and recovery policy
b. Miscellaneous income and collection policy
c. Debt write-off policy
d. Setting Fees & Charges (note there are some cases where our fees are set by central Government, such as planning)
e. Concessions
f. Treasury Management
g. Financial Inclusion

Previously there have been a number of different service policies and procedures, but going forward the Council will use this Strategy to consolidate and standardise them covering these areas that are to be complied with by all services. Using the Strategy as a framework it will be evident to services which payment methods are most suited to a particular income type. We will aim to consolidate income management and use the skills we have within the organisation to develop new income streams and improve existing methods.

3. Our Vision, Principles and Objectives

An income strategy cannot be designed in isolation. It must incorporate the Council's business plans which states

'Our key priorities are to continue to protect the most vulnerable in our communities, boost the economy, creating and safeguarding jobs'.

'We must therefore adopt a more innovative way of working to ensure we can provide our residents with the services they need'.

By setting objectives we can determine the priority of debt. We understand that each customer has a unique set of circumstances and so their debts will be considered based on their ability to pay, their entitlement to statutory and discretionary benefits and their willingness to engage with the Council and voluntary sectors. The Strategy will not determine a hierarchy of debt payment, but part of the engagement will be to determine whether recovering full costs may actually create a greater cost to the organisation downstream.

Income management is more than just collecting money or chasing debts. It is a balancing act and this Strategy sets out how Wiltshire will manage that:

Our eight objectives to deliver our Strategy are that we will:

1. Ensure that our *process of collecting income is consistent, robust and efficient* for the Council and our residents, businesses and visitors. This will include collecting payment in advance rather than issuing a retrospective invoice and using technology rather than cash.

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2. Offer **the most appropriate payment** methods delivered through service design, systems thinking and engagement with our customers.

3. Maintain a **knowledge of the market place** in terms of technology and legislation.

4. *Protect the most vulnerable in our communities* and maximise financial inclusion, ensuring our concessions focus on getting Wiltshire's residents in to employment and improving health for those in or at risk of coming into care.

5. *Recover full costs* for the services we provide unless there is a specific justification for awarding a concession.

6. Analyse and make decisions around charges, concessions and debt collection *using customer information*, and we will share this both within the Council and our partners.

7. *Work closely with our public and voluntary sector partners* to ensure financial inclusion and life opportunities.

8. Manage our cash through *effective Treasury Management* which incorporates internal reporting procedures to monitor debts.

4. Our Objectives and measures of success

Objective 1 – Collecting income is consistent, robust and efficient

The Council needs to ensure that its processes for raising invoices and processing payments are standardised, efficient and rigorous but also enable the payee to be able to make payments to the Council easily. Invoices will be raised by a limited number of authorised specialists who will be responsible for supplying and maintaining documentary evidence to support the invoice. In some cases the Accounts Receivable (AR) team will also issue invoices on receipt of clear instructions. Consideration will be given to the most efficient method of delivering the invoice, ensuring clarity of the charges due, any VAT implications and offer most appropriate payment methods. From the outset every bill or invoice will provide the customer with clear directions to standardised methods of payment.

Desired Outcome

To drive down the costs, in terms of transactions charges and administration in terms of staffing through the prompt production of accurate, robust and meaningful bills. We will work to unify the look and content of bills. Through training we will ensure that the end to end process is fully understood by those responsible for raising invoices and charges and records are maintained and accessible to thwart any challenge or dispute.

Objective 2 – Offer the most appropriate payment methods

Consideration must be given to the nature of the product and the frequency of payment. Where a payment is made monthly, for a similar sum, then direct debit is the cheapest method of collection. However it must be noted that the direct debit scheme needs constant attention and maintenance to ensure records are accurate and payments are collected correctly. The scheme requires:-

- Strict adherence to protocols in terms of how data is stored and exchanged with the banks
- A defined time between which a bill is issued and payment collected
- Dedicated software and middleware
- Experienced, authorised staff to set up and maintain the collection process.

Consequently where the sum due varies each month or where the payment is infrequent or an annual event, maintaining a direct debit system is not practical. As postage costs increase more effort must be made to consider electronic delivery of a bill or invoice through E-engagement and the promotion of the E-Store facility enabling the customer to pay or buy a growing range of products from the Council. For ad-hoc services the process must be designed to accept payment at the point of contact, either in person or over the telephone, however where we cannot deploy any of the above then only an invoice will do. Before any new service or charge is considered it must form part of the Council's budget setting processes, in conjunction with Finance and incorporated with the setting of fees and charges

Desired Outcome

When designing services it will be apparent which are the most appropriate payment methods to use and those staff best equipped to introduce new services and charges who will work together to implement payment options. We should rely less on paper bills and design services to accept payment in advance. The successful implementation of the E-store will provide a further tool to automate or e-enable payments and enable the Council to work with partners and sell products on their behalf.

Objective 3 – Maintain an understanding of the market place

Through the use of new and emerging technologies we will adapt collection methods to optimise efficiencies. Over the last 5 years the use of cheques and cash has substantially declined whilst on-line payments have increased. Paperless direct debit mandates have revolutionised the speed at which payments could be collected by direct debit and now contactless payment card and Council run E-stores offer further opportunities to reduce administration costs and improve ease and speed of payment. Our systems skills and understanding of the marketplace should encourage us to review and improve the automation of payments to reduce manual handling, reconciliation issues and the inherent security risk of processing and transporting cash and cheques to banks. We will continue to monitor and model the impact of legislative change in terms of housing rents, Welfare Reform or Universal Credit which will affect our ability to recover monies due.

Desired Outcome

As an organisation we will be able to incorporate new or more efficient payment methods within our services and website to realise the savings technology can bring. We will also demonstrate and share our understanding of the political, legislative and social influences on income management, the connectivity and dependencies of services within the organisation and on our partners and customers.

Objective 4 – Protect the most vulnerable in our communities

For the purposes of this Strategy vulnerable means those that are 'financially vulnerable' either due to low income or incapacity to manage their individual finances as a result of a care need. Some customers do not have as much choice as others and regardless of the size of debt, that customer may have a number of dependencies that tie them to a town or area. As such we will assess services and needs through greater sharing of information and where appropriate introduce more means testing to support decisions over charges.

Desired Outcome

We will aim to reduce levels of debt owed to the Council. We will deploy, train and equip specialists to analyse an individual's entire indebtedness and manage the total debt rather than service by service. We will provide assurance to our customers that we use best practice and ensure agencies acting on behalf of the Council do the same. We will work closely with stakeholders to promote positive behaviours, raise awareness of changes and the impact of welfare reform upon our residents and we will link initiatives and organisations that support residents and offer access to training and employment opportunities.

Objective 5 – Recover Full Costs

Fees and charges, that are discretionary for the Council to set, will be set at a level that covers costs including overheads. In some cases the current level of fees / charges would necessitate a significant annual increase to achieve this, so achievement of full cost recovery will be spread over the next three years until 2019. This will apply across the whole of the Council.

Exceptions to this will only be approved by Cabinet based on a business case assessment. Exceptions could be due to the impact on vulnerable groups as they are the main users of the service. In these cases, as for objective 4, we will review the level / group to be offered concessions or agree a rate at which the Council will subsidise the service from its Council Tax income.

Desired Outcome

Through a corporate approach to the raising of charges and the pursuit of debt consider whether consequential cost may inadvertently increase costs in other areas of the Council by more than the projected income.

Objective 6 – Collect and use customer information to improve efficiencies

We will develop a greater corporate awareness of the users of our services to assess their financial capacity and how they pay for services. We will use this to look at how we manage demand and set fees and charges. We will use customer information to promote certain methods of payment, such as direct debit, or e-engagement through the Council's E-store to improve efficient collection.

E-Store is a self-service portal and is a development of our cashiering system. It will allow a more modern shopping type experience. It allows customers to register their email addresses and card details and link favourite accounts to enable faster checkout. We can then mail these customers with notices and information which reduces reliance traditional paper bills and invoices

Through other Council programmes like 'Single View of the Customer' we can identify those at risk of debt. We will also use national and informal data sharing exercises to compare our performance with other authorities in terms of collection rates and levels of arrears.

Desired Outcome

Through management information, market intelligence, the guidance of service providers and banks and from the opportunities technology brings we will engage with customers in order to design responsive services and encourage them to use efficient payment methods.

Objective 7 – Work closely with our public and voluntary sector partners

We recognise that we are not the only provider of public services in Wiltshire and that other partners' charges, be that Housing Associations or Town Councils can add to a households financial incapacity and ability to pay. We understand that the actions we take can worsen a family's circumstances through the use of bailiffs and the addition of their fees. We also know that partners such as the Department for Works and Pensions (DWP) or Citizen's Advice Bureau (CAB) hold key data that can help us all plan better in Wiltshire. New legislation and welfare reforms will place a responsibility on the Council to work closely with key partners to share appropriate information in a timely way to prevent debt, homelessness and to encourage employment opportunities.

Desired Objective

We will maintain networks and partnerships through which training and the sharing of ideas can take place through which best practice can be agreed and plans put in place to support both individuals and organisations to minimise their debts.

Objective 8 – Effective Treasury Management

As well as standardising processes we will ensure our staff are equipped and authorised to use all methods available to manage income and collect and pursue debt, yet able to recognise financial exclusion, offering support to help residents manage their budgets. We will use a number of benchmarks to gauge our effectiveness and feed the Annual Treasury Management Strategy, approved by Council every February. Whilst we have effective income management arrangements, we continually review the processes for the collection, reconciliation and banking of payments to ensure that every payment is banked and reconciled, ideally on the day it is paid which in turn enables us to maximise our return on our short term investments.   We will ensure the monitoring of debt to inform regular budget management reporting. We will comply with regulatory requirements imposed by government and our auditors who subject the organisation to scrutiny which ultimately is a test of value for money. We will continue to design and improve our internal processes to meet the highest standards and mitigate any strategic or operational risk.

Desired Outcomes

By undertaking regular audits and providing regular financial returns we will demonstrate best practice, learning and value for money. We will also be able to demonstrate how our strategy has impacted upon our overall performance, through regular reporting and through the annual statement of accounts, the Council's financial well-being.

5. Equalities & Diversity

The need for comprehensive and accessible information about our stakeholders is essential for us to deliver excellent services. Therefore, we will collect and monitor, through customer audits, the profile of our customers and use this information to meet the needs of our customers on an individual and wider level.

The Council understands that there are sound social and business reasons for reducing financial exclusion. Our overall aim within this Strategy is to reduce the incidence and extent of financial exclusion among county's residents thereby improving their financial status and their ability to respond to financial crises as well as their management of household budgets.

We believe that financial inclusion helps to improve the quality of life of our customers and helps build sustainable communities in our neighbourhoods. The actions set out under objective 2 above and working in partnership will underpin this objective.

6. Escalation and enforcement procedures

Where normal recovery procedures fail to recover amounts due, despite action or intervention the following processes and principles of escalation will be used.

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- Termination of the service being provided, unless there is a statutory obligation to continue that provision;

- In exceptional cases convene multi-agency meetings to determine the most appropriate debt recovery action with the relevant services and legal teams, particularly in cases where the debtor is deemed vulnerable;

- Recover action through the courts, including online small claims court, utilising our in-house specialists and legal services where required;

- Any external costs incurred by the Council in pursuit of debt recovery are the responsibility of the debtor e.g. court costs. The Council will however, endeavour to keep such costs to a minimum. This process will be made clear to the debtor;

- Payment orders made by the court will take precedence over any informal payment arrangements that have previously been agreed;

- Use bailiffs and/or debt collections agencies. Where bailiffs and/or debt collection agencies are instructed, they will be required to work within agreed guidelines and relevant industry Codes of Practice and local protocols at all times. The performance and use of bailiff services will be monitored and reviewed on a regular basis.

7. Implementation, monitoring & review of this Strategy

Set out below are the actions needed to complete each of the objectives. The delivery of these will be monitored regularly by Finance Team. As part of this there are measures of performance to assess the success of the strategy, key success factors being:

- Minimising the number of invoices raised in respect of services provided
- Maintaining collection rates for council tax, non-domestic rates and sundry debts
- Reducing the number of reminders, summonses and court orders issued in respect of local taxes and miscellaneous income each year
- Reducing the number of cases forwarded to external collection agencies, bailiffs and solicitors
- Reducing the level of rent arrears and former tenant arrears
- Minimising the level of miscellaneous arrears carried forward each financial year
- Minimising transaction costs and bank charges
- The reduction in the use of cash and other manual payment.

The intention is that the Strategy is reviewed annually (December) to inform the annual budget setting process and the setting of Council Tax.

Action	Cost / saving	Responsible Officer post	Deadline	Outputs and measures of success
Objective 1 – Recover Full Costs				
Payments up front for goods or services				
SAP debt recovery module used to monitor debt				
Reminder system using SMS and social media implemented				
Tougher sanctions for non-payers – E.g. Eviction for businesses				
Objective 2 – Protect the most vulnerable in our communities				
Draft and agree a single Council wide Financial Inclusion Policy				
Ensure, where possible, the Financial Inclusion Policy ties in with those of our key stakeholders such as Housing Associations, Wiltshire Money, etc…				
Investigate using libraries to take payments for goods and services				
Objective 3 – Process of collecting income is firm and efficient				
Departments should take payment up front for goods or services.				
Prepare regular report to demonstrate levels of debt across the organisation and to support the budget management process.				
Civica eStore will be the only payment processing tool used for taking payments from customers.				
online payments should be utilised and promoted where possible. Taking an online payment should be through Civica eStore				
utilising direct debit payments				
examples of best practice to be replicated for taking				

payments from customers				
Standardise consistent communications to customers on the methods of payments				
Objective 4 – Collect and use customer metrics data				
Establish single data collection point and identify data to be collected				
Establish protocols for use of data in accordance with Data Protection laws				
Objective 5 – Work closely with our public and voluntary sector partners				
Analyse where there are common crossovers and investigate potential joint delivery				
Objective 6 – Effective Treasury Management				
Provide incentives which encourage tenants to pay their rent by direct debit				
Due to the processing fees charged by card providers, a minimum transaction value should be applied for any payments made using a debit/credit card. This minimum transaction value should be set at £5 per transaction, which can be set up within the Civica system.				
Investigate the introduction of contactless debit cards to further reduce transaction costs and the amount of cash within the system				
Objective 7 – A skilled workforce				
Develop a core training programme for income management staff				
Provide annual training on amendments to housing benefit and other benefit changes				
Provide bi-annual training on				

income management and debt advice			
Ensure training is mandatory for all existing and new staff			
Create a range of supporting material for staff to reference if needed			
Document Templates			

Term		Description
Rent	-	A tenant's periodical payment to the owner, in this case the Council for the use of land, including farmland, or premises, be they domestic dwelling or commercial hereditaments
Fee	-	The regular or irregular sum payable for a good or service
E-Store		• The e-Store module is an e-commerce solution which allows customers to register their personal and payment details and subsequently • View personalised account information, balances and messages. • The presentation of customer-specific information enables on-line queries without the need to engage Council staff. Product catalogues and • Shopping cart facilities ensure an improved payment experience for local authority services and products.
Levy	-	The collection of a contribution, specifically a tax or value added tax.
Licence	-	Licences to operate using public goods, often set to recover associated costs such as supervision by a regulator, e.g. gambling licences
Concession	-	A grant, discount, exemption or reduction which can be consistently determined, by formulae and applied to rent, fee, tax or levy which reduces the sum due.
Subsidy	-	Where the Council decide to spend public resources on lowering costs for some or all consumers of public services, e.g. free seasonal swimming for under 16, and thus fund this from Council Tax.

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Wiltshire Council

Cabinet

12 October 2016

Subject: **Wiltshire Council Services for Care Leavers**

Cabinet member: **Councillor Laura Mayes – Children's Services**

Key Decision: **No**

Executive Summary

In the Children and Social Work Bill 2016 Government has signalled a clear intention to extend services offered to care leavers. Central to this is a Care Leavers' Covenant. This will be a promise, set out in law, to everyone who has been through the care system. This will ensure that every young person who has been in care will be entitled to personalised support until their 25th birthday and every local authority will be expected to publish entitlements leaflets for care leavers making explicit reference to housing, jobs and healthcare.

In the Single Inspection of LA Services in June 2015 Ofsted reported that Wiltshire's service to care leavers required improvement. Ofsted recognised that children in care receive an improving level of support in their transition into adulthood, that the number of care leavers in education and employment is good and these young adults have their health needs met. Areas to improve included the quality and consistency of Pathway Plans, care leavers knowledge of entitlements and our ability to maintain contact and provide support to older care leavers.

Prior to the Ofsted inspection we had begun to review the effectiveness of services offered to care leavers in Wiltshire. A multi-agency audit had started and subsequently we have worked with Barnardo's to develop pathway training for Personal Advisor's and complete a strategic needs analysis of our care leaver population.

This report serves to update Cabinet on the quality and effectiveness of services to care leavers in Wiltshire.

Proposal(s)

It is recommended that the contents of this report are noted and accepted.

Reason for Proposal

Local authorities have duties under the Children (Leaving Care) Act 2000 towards eligible and relevant and former relevant children.

The Children (Leaving Care) Act 2000 (the Leaving Care Act) came into effect on the 1 Oct 2001. The Act amends the previous provisions for care leavers in the Children Act 1989.The Act applies in England and Wales only.

The act aims to ensure that a Local Authority will provide help until a Young Person reaches the age of 21 and in some cases 24.

The Leaving Care Act has two main aims:

•To ensure that young people do not leave care until they are ready.
•To ensure that they receive effective support once they have left.

The proposed Care Leavers' Covenant will extend the responsibilities of the Council to all care leavers up until the age of 25 years.

Carolyn Godfrey
Corporate Director

Wiltshire Council

Cabinet

12 October 2016

Subject: Care Leavers

Cabinet member: Councillor Laura Mayes – Children's Services

Key Decision: No

Purpose of Report

1. The purpose of this report is to provide Cabinet with an overview of the quality of services offered to Wiltshire care leavers and areas where further improvements are required.

2. The report draws upon findings from an audit completed in the Autumn of 2015 and a recent assessment of individual need. Taken together this provides a firm foundation from which to analyse the quality of our offer to care leavers.

3. Through the Children and Social Work Bill 2016 government has signalled a clear intention to require local authorities to improve services to care leavers. This report provides a brief overview of the Bill and begins to consider the impact for Wiltshire Council.

Relevance to the Council's Business Plan

4. The Wiltshire Council service to care leavers is a central priority as set out in the Wiltshire Council Business Plan 2013-2017 as part of the key priority to protect those who are most vulnerable. Relevant actions include:

- Help looked after children find employment
- Improve safeguarding services and help vulnerable children and adults to achieve better outcomes.

The Wilshire Council Business Plan also aims to create inclusive communities where everyone can achieve their potential. The relevant action is to create a:

- Much narrower achievement and aspiration 'gap' for children and young people from vulnerable groups, such as looked-after children…

Main Considerations for the Council

5. Care leavers, as a group, continue to be disadvantaged by their childhood experiences and their lack of familial and other natural support networks. Their transition to interdependent living – living independently, participating in training, continuing in education and moving into employment – often continues to occur simultaneously, much more rapidly and at an earlier age than their non-looked

after peers. Care leavers are effectively forced by circumstance into independence at a much earlier age than other children and young people.

6. Nationally the impact of these circumstances continues to be evidenced in the poorer outcomes demonstrated across the range of areas when compared with their non-looked after peers. Care leavers continue to experience much higher rates of premature mortality, a lack of access to continuing education or training, unemployment, homelessness, poor mental health and physical wellbeing, teenage pregnancy and involvement in the criminal justice system(Dixon 2008, Rainer 2007, Stein 2004, 2005, Stein and Munro 2008, Stein 2012).

7. There are different categories of care leavers depending on age and length of time in care:

- Eligible children - Young people, aged 16 or 17, who have been looked after for at least 13 weeks since the age of 14, and who are currently looked after.

- Relevant children: young people aged 16 or 17 who are now no longer looked after, who were looked after for a total period of 13 weeks after reaching the age of 14, including at least one day while they were 16 or 17. (That is, they were previously eligible children. This category also includes: young people detained in a remand centre, or other custodial institution or in a hospital; young parents; disabled children).

- Additional Relevant Children: children aged 16-17 who immediately before being detained or admitted to hospital were accommodated by a local authority for a period of at least 13 weeks after reaching the age of 14. They will no longer be looked after, and may or may not still be detained or in hospital.

- Former relevant children: young people aged 18-21 who have been either eligible children or relevant children. A young person over 21 who is still receiving support from a local authority with education or training will be in this category until the end of his/her studies. The local authority will continue to owe these duties until the young person turns 21, or 25 if the young person is in further or higher education.

8. The Council's duties to care leavers change dependent upon the child's age and status but in general we have responsibility to:

- make sure that a pathway plan is in place by the young person's 16th birthday
- complete an 'Assessment of Need' for the care leaver prior to their 16th birthday
- provide financial support
- provide the care leaver with a personal adviser, whose role it is to advise and support the young person, liaise with other relevant agencies, and implement and monitor the pathway plan
- ensure accommodation is provided.

9. The key assessment tool used when working with care leavers is the pathway plan. This plan should consider the young person's need for support and assistance and how best to meet these needs until the age of 21 (or longer if the young person is in education or training). Areas covered should include:

- accommodation.
- practical life skills including money management
- education and training.
- employment.
- financial support.
- specific support needs.
- contingency plans for support if independent living breaks down.

10. Taken together these elements are intended to provide a full package of support to the young person to enable them to make the transition from care to living independently.

11. In Wiltshire services to care leavers are co-ordinated through two Children in Care Team's; we do not have a separate, specialist service for care leavers. Consultation with care leavers confirms the value that they place on continuity of care and relationships; we have designed our service to reflect this. Personal advisors (PA) work alongside social workers in the Children in Care Teams with young people from the age of 15.5 years at which point they begin to develop the child's Pathway Plan. The PA becomes the case holder once the child turns 18 but in many cases they are effectively the lead professional at an early stage.

12. The "Care Leavers Covenant" announced in the Queen's Speech and included in the 2016 Bill will require local authorities to consult on and publish a 'local offer' to care leavers setting out all the services that they are entitled to. This is similar to that required of local authorities for children with special educational needs after the Children and Families Act 2014.

13. The Bill is very light on the detail of what might be included in the "Care Leavers Covenant". Further detail at an early stage in form of additional guidance from DfE is anticipated and will help inform planning locally. Although primary responsibility for delivery of services will sit with the Council, the Bill recognises that many other stakeholders, both within the public and third sector, have a key role to play in the fulfilment of corporate parenting duties and the delivery of services to care leavers. How Government will assist to incentivise these other agencies has yet to be addressed.

14. In Wiltshire we have already consulted with a wide range of statutory partners across health, education and housing. Our audit in 2015 of over 20 different council departments and other agencies found that the majority of services recognise the vulnerability of care leavers and promote their services to them. While this is positive in reality this has yet to deliver a suitably diverse and responsive range of service provision. Critically few agencies provide care leavers with an automatic entitlement to services and the extent to which services / organisations create favourable supposition is small. The favourable supposition principle is likely to be included as a pre-requisite in any Care Leaver Covenant; this will require that where discretion exists in definitions of vulnerability or in giving priority access the relevant agency will **create a favourable supposition** that these are exercised in favour of care leavers.

15. The proposed legislation extends the right to a personal adviser, someone who will make sure care leavers receive the support they need as they transition into adulthood, to every care leaver that wants one up to the age of 25. In Wiltshire this will effectively double the number of Care Leavers that we support taking the total to somewhere near 400. In these circumstances the current average caseload for a PA will increase from 22 to nearer 40, this will not be manageable or enable service improvements to be achieved. We are considering a range of options including working in partnership with trusted adults within each care leaver's network. This would see the Council devolve responsibility for some PA functions to the 'trusted adult'. The key advantage to the care leaver is that the 'trusted adult' will likely remain a significant figure in their life far longer than the PA would. Until we see the statutory guidance attached to the 2016 Bill we are unsure whether this type of initiative will be allowed. Without this a significant increase in PA resource will be required.

16. The care leaver needs analysis completed in the Spring of 2016 grouped care leavers into three bands; high support (31%), medium support (45%) and low support (24%). In determining banding a measure of need was taken from across seven domains:

1. Accommodation
2. Finance
3. Employment and Training
4. Risk/Vulnerability
5. Independence Skills
6. Engagement and Capacity
7. Social Inclusion

17. Those who are settled (low) do well across all the domains and require very little PA support (less than 30 mins a fortnight). Those in the medium band are reported to have more significant 'maintenance needs' which require regular support, visits and intervention via the PA with chronic difficulty in at least three areas. Those in the high support band are described as being in acute crisis in at least one domain to an extent that imminent significant disruption is anticipated. Of note is that over a third (almost one half) of high needs care leavers are under 18 years.

18. Vulnerability, Employment and Training, and Accommodation are the three domains where greatest need have been identified, these three areas are interlinked. While the number of care leavers who are employed or in education compare favourably with national averages, PAs commit significant time to support care leavers to remain in education and employment placements. In 25% of cases the location of housing is a significant factor; the lack of a sufficient range of housing options means that care leavers are placed outside their community or in inappropriate housing and therefore easily become socially isolated. Almost one third of care leavers in the high or medium band have significant attachment problems or complex emotional/mental health needs. When combined these factors can lead to acute crisis and PAs will spend a disproportionate amount of their time responding to these.

19. The service is responding in a number of ways to these challenges.

20. Post 16 Virtual School Officers working from Aspire House now have lead responsibility for developing an Education to Employment Pathway for care leavers. Our intention is to deliver a wider range of work options and supports that the care leaver or employer can access. Through a satellite function of Aspire House we will pilot an outreach surgery in the South of the county so that care leavers and PAs have local access to the additional support that the post 16 VSO can offer. We are also considering how best to further develop the range of services offered from Aspire House; one option would be to develop a One Stop Shop approach, utilising Aspire House as a hub from which to deliver some services to care leavers. This might include a crisis or duty PA service, surgeries through which there is access to housing, benefits and health services, and a range of independence support services.

21. We are overhauling Pathway Plans and combining these with Care Plans into a single continuous assessment. Transition from care to care leaver is not a linear process and our approach to assessment needs to reflect this. The new combined assessment will enable social workers and PAs to work together to assess need and create more flexibility in the way in which we manage the transition from care to independence. These new plans are currently being piloted within the two Children in Care Teams and will be introduced through the Barnardo's training referred to in paragraph 22.

22. Currently there is no nationally recognised or accredited training pathway for PAs and as a result achieving a consistent approach to this work can be challenging. Working with Barnardo's the Council will pilot a comprehensive training programme for PAs later in the Autumn. If successful Barnardo's will seek to have the training accredited and endorsed by DfE before making it available to other local authorities. This training is based on a programme that Barnardo's has already delivered within its own projects, these have been subject to inspection by Ofsted and reports are favourable. Core elements of this training cover:

- Managing transitions
- Pathway planning
- Partnership working
- Child and adolescent development
- Recording and communication
- Unaccompanied Asylum Seeking Children
- Mental health
- Education, employment, training and skills
- Accommodation and life skills
- Offending and custody

23. The training will be delivered through 10 workshops running on a fortnightly basis. PA's will be released in groups to attend; we anticipate all PA's completing the workshops within a 9 month period. Costs for trainers and the commitment Wiltshire will be required to provide to support evaluation and future development have yet to be agreed with Barnardo's.

24. Wiltshire's future Housing Strategy is in development and there is now the opportunity to review status and access that care leavers have to housing options. It is recognised that as a Council we are a corporate parent to our care leavers and Housing are keen to work with partners to assist in the development of options to ensure they have the choice of affordable accommodation as well as receiving appropriate support. Housing are in the process of reviewing our Allocations Policy and as previously recommended are considering placing Care Leavers into our highest priority band. This will be consulted on towards the end of 2016 for adoption from 1st April 2017. Housing have also included care leavers as a priority in our Housing Strategy which is shortly due to go out to formal consultation. Care Leavers will be considered as part of our Housing related Support Review which is due to be completed mid-2017.

25. Working with housing we plan to identify a number of options such as shared accommodation in both the private and social sector by working with our housing providers and local landlords to determine a suitable package that will encourage them to develop or pilot accommodation for young people. Selwood Housing already have two 2 bed properties that are being used as shared accommodation for young people and this is considered as a pilot to see if it works. We will be attending our Strategic Housing Partnership meeting in October to discuss the concept of shared accommodation further. Work is underway to develop alternative options for accommodation such as long term leasing or capital investment to help reduce revenue expenditure going forward.

Safeguarding Implications

27. The new duties on local authorities to support care leavers will help to prepare care leavers for adulthood and promote their welfare.

Public Health Implications

28. Looked after children and care leavers experience significant inequalities in health compared to their peers and therefore their health and wellbeing needs to be prioritised. A review of current support for care leavers with regard to health and wellbeing advice and assessment of need would be recommended along with consideration of any additional opportunities to incorporate health improvement within existing and planned package of support (see para 22 above). The recommendation here is to incorporate public health skills and competencies within the PA training

Corporate Procurement Implications

29. Any contractual requirements awarded to meet the needs of this service shall be undertaken in accordance with the council's Procurement and Contracts Rules as set out in Part 10 of the council's Constitution. The training programme delivered through Barnardo's as set out in section 23 will be subject to exemption requiring approval by key council officers including Accountancy, Legal and Procurement as per the procurement rules described above.

Equalities Impact of the Proposal

30. The development of a "Care Leavers Covenant" will need to be developed in tandem with an Equality Impact Analysis in order to evaluate the impacts on both service users and staff, relating specifically to the 9 protected characteristics in the Equality Act 2010.

Environmental and Climate Change Considerations

31. There are no significant environmental and climate change considerations. The Sustainable Growth Team will be kept informed of any potential service changes that may have environmental implications.

Risk Assessment

32. Failure to respond to the requirements of the Children and Social Work Bill (2016), including implementing the Care Leavers' Covenant, could create risks including: not reducing the achievement and aspiration gap between vulnerable young people and all young people (a stated aim in the council's Business Plan) and higher future costs for the council and other public services created by care leavers becoming vulnerable adults.

33. There is no decision required and therefore no directly linked risks.

Financial Implications

34. A range of future funding arrangements are being modelled by the project group, with due diligence by Accountancy. A detailed options paper arising from that modelling will be presented to Cabinet in due course. It is understood that full costs will be need to met from existing base budget / government grant.

35. Currently there is no decision required by Cabinet and therefore no directly linked risks.

Legal Implications

36. The Council has a statutory duty to ensure that children in care and former children in care receive appropriate support in their transition into adulthood. This report updates Cabinet on proposed changes to this service both because of the Council's drive for continual improvement and in anticipation of impending legislative changes.

Carolyn Godfrey
Corporate Director

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May 2016

Background Papers and Appendices: None

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Wiltshire Council

Cabinet

11 October 2016

Subject:	**Supporting SME Growth, Innovation and Export in Swindon and Wiltshire** **ESIF Call ref OC33R15P0261 FULL APPLICATION**
Cabinet Member:	**Councillor Fleur de Rhé-Philipe** **Economic Development, Skills and Strategic Transport**
Key Decision:	**No**

Executive Summary

The project "Supporting SME Growth, Innovation and Export in Swindon and Wiltshire", funded by the European Structural and Investment Funds and matched with Swindon Borough Council and Wiltshire Council funds requires the services of a range of business support providers. This report is to request the approval to proceed with issuing contracts to the business support providers procured by the Council in order for the project to be able to deliver business support to SME's across the Swindon and Wiltshire Local Enterprise Area.

Proposal(s)

1.   That Cabinet approves the procurement of business providers for delivery of the ESIF SME Growth project.

2.   That Cabinet delegates authority to the Associate Director of Economic Development and Planning in conjunction with the Section 151 Officer, to implement delivery of the project and to approve entering into contract with any successful supplier(s).

Reason for Proposal(s)

To enable the procured business support providers to be issued with contracts to commence delivery of the project.

Dr. Carlton Brand
Corporate Director

3-10-16

Wiltshire Council

Cabinet

11 October 2016

Subject: **Supporting SME Growth, Innovation and Export in Swindon and Wiltshire**
             ESIF Call ref OC33R15P0261 FULL APPLICATION

Cabinet Member: **Councillor Fleur de Rhé-Philipe**
                  Economic Development, Skills and Strategic Transport

Key Decision: **No**

Purpose of Report

1. For Cabinet to note the development and submission of the bid for European Structural and Investment Funds (ESIF) under the Call for SME Growth.

2. That Cabinet approves the procurement of business providers for delivery of the ESIF SME Growth project.

3. That Cabinet delegates authority to the Associate Director of Economic Development and Planning in conjunction with the Section 151 Officer, to implement delivery of the project and to approve entering into contract with any successful supplier(s).

Relevance to the Council's Business Plan

4. The following key actions and outcomes in the Council's Business Plan are relevant to this report:

   Key Action Two: Stimulate economic growth in partnership with the SWLEP
   Outcome One: Wiltshire has a thriving and growing economy

5. The SME Growth project provides an opportunity to simplify the business support service across Swindon and Wiltshire and will allow providers to work together under the Growth Hub banner.

Background

6. The SWLEP ESIF Strategy sets out SME Growth as one of the 4 investment themes:

   • SME growth - support and advice, from start-up through to specialised services to increase competitiveness of local businesses.

7. SME growth is currently delivered through a programme supported by committed funds from Action for Wiltshire.

8.   Wiltshire Council has applied for £1.2 million of European Structural and Investment Funds (ESIF). This will be matched by £1.2 million of existing local funding including Wiltshire Council's Action for Wiltshire programme, Swindon Borough Council and private sector match enabling the breadth of support to be increased.

9.   The Outline Application was accepted by DCLG on 14 April 2016 and the Council was invited to submit a Full Application. This was submitted on 11 July 2016.

10.   The Council issued a PIN (Pre Interest Notification) in the Official Journal of the European Union (OJEU) on 19 June 2016 to procure business support providers within a Framework Agreement. Publication number 2016/S 119-212340.

11.   Provider(s) will be awarded contract(s) in October 2016. These contract(s) will be of a value of potentially up to £1,500,000.

Main Considerations for the Council

12.   The procurement of the business support providers is now complete and contracts will be awarded once this report has made provision for delegated authority to pass to the Associate Director Economic Development and Planning in conjunction with the Section 151 Officer

Overview and Scrutiny Engagement

13.   The SME growth project will be monitored by the Growth Hub Governance Group which is in turn governed by the LEP Business Development sub Group and subject to the S&WLEP's Assurance Framework

Safeguarding Implications

14.   There are no safeguarding issues related to this report.

Public Health Implications

15.   The local economy is a known contributor to the wider determinants of health. A struggling local economy can lead to higher unemployment throughout the local population. This in turn can impact on the mental and physical health of the population in terms of increasing levels of personal debt and associated mental ill health, fuel poverty, child poverty and homelessness.

16.   The project aims to ensure that Wiltshire's economy remains strong and resilient by increasing the rate of business start up, improving survival rates and stimulating business growth.

Corporate Procurement Implications

17.   All delivery associated with this project has been procured in line with the Wiltshire Council regulations and process pertaining to procurement. Advice and guidance has been sought from the Strategic Procurement Hub throughout the procurement process.

3-10-16

Equalities Impact of the Proposal

18.   The DCLG submission sets out our commitment to consider the equality implications locally and ensure that there are no negative impacts. This will be done throughout the life of the project delivery.

Environmental and Climate Change Considerations

19.   The DCLG submission sets out our commitment to consider the environmental impact locally and ensure that there are no negative impacts. This will be done throughout the life of the project delivery

Risk Assessment

20.   The table below captures the risks together with impacts and probability assessments and mitigation suggestions.

Risk	Impact (0-4)	Prob (0-4)	Total	Mitigation
The full application is not successful	2	1	2	The project will run with existing Local Authority funds on a lesser scale and shorter time period
The conditions of a DCLG contract are unacceptable so the Council does not proceed with the contract	2	1	2	The project will run with existing Local Authority funds on a lesser scale and shorter time period
The EU funds are withdrawn	2	1	2	The project will run with existing Local Authority funds on a lesser scale and shorter time period
The Swindon Borough Council funds are withdrawn	2	1	2	The project will run with existing Local Authority funds on a lesser scale and shorter time period

Financial Implications

21.   The project will be delivered with existing committed funding from the Council's Action for Wiltshire Programme and Swindon Borough Council, together with private sector funding which will be used to match the ESIF funding. This procurement does not require any additional funding from Wiltshire Council.

Legal Implications

22.   Lead officers have been working closely with colleagues in Legal Services to ensure that the project complies with European State Aid Regulations and other legal requirements.

23.   The project will be managed by a Wiltshire Council management and compliance group formed with members of the economic development team and the providers. This group will report to the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Business Development sub group on a quarterly basis.

24.   The Business Development sub group supports the SWLEP programme management function to monitor review and evaluate progress and delivery on behalf of the SWLEP in line with the SWLEP Assurance Framework and the SWLEP Monitoring and Evaluation Framework.

Conclusions

25.   If the ESIF funding is forthcoming as per the full application submitted to DCLG the project will deliver as planned.

26.   If the ESIF funding is not drawn down the project will be delivered on a lesser scale, with a value of up to £1.2m and for a shorter time period with existing resources.

Alistair Cunningham
Associate Director Economic Development and Planning

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

None

Appendices:

None

3-10-16

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