

# AGENDA

Meeting: **Cabinet**  
Place: **Online**  
Date: **Tuesday 2 February 2021**  
Time: **10.00 am**

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## [Online](#)

Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Trowbridge, direct line 01225 718221 or email [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk)

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

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## **Membership:**

Cllr Philip Whitehead	Leader of the Council and Cabinet Member for Economic Development, MCI and Communications
Cllr Richard Clewer	Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities
Cllr Ian Blair-Pilling	Cabinet Member for ICT, Digitalisation, Operational Assets, Leisure and Libraries
Cllr Pauline Church	Cabinet Member for Finance, Procurement and Commercial Investment
Cllr Simon Jacobs	Cabinet Member for Adult Social Care, Public Health and Public Protection
Cllr Laura Mayes	Cabinet Member for Children, Education and Skills

Cllr Toby Sturgis

Cabinet Member for Spatial Planning,  
Development Management and Property

Cllr Bridget Wayman

Cabinet Member for Highways, Transport and  
Waste

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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 - 18*)

To confirm and sign the minutes of the Cabinet meeting held on 5 January 2021.

3 **Declarations of Interest**

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

4 **Leader's announcements**


5 **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 Stuart Figini of Democratic Services [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk) 01225 718221 by 12.00 noon on 27 January 2021. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **COVID 19 Update** (*Pages 19 - 44*)

Report of the Chief Executive

7 **Wiltshire Council's Budget** (*Pages 45 - 128*)

 Report of the Chief Executive

8 **Treasury Management Strategy** (*Pages 129 - 170*)

Report of the Chief Executive

9 **Q3 Budget Monitoring** (*Pages 171 - 208*)

Report of the Chief Executive

10 **Returning Officer Fees and Charges** (*Pages 209 - 224*)

Report of the Chief Executive

11 **Town and Parish Council four-yearly election cycle costs** (*Pages 225 - 240*)

Report of the Chief Executive

12 **Extra Care Housing** (Pages 241 - 280)

🔑 Report of the Chief Executive

13 **School Admissions Policies 2022-2023** (Pages 281 - 358)

Report of the Chief Executive

14 **Update on Council's Response to the Climate Emergency** (Pages 359 - 428)

Report of the Chief Executive

15 **Salisbury Future High Streets Fund: in-principle offer** (To Follow)

Report of the Chief Executive.

16 **Trowbridge Future High Streets Fund: in-principle offer** (To Follow)

Report of the Chief Executive.

17 **Procurement of Joint Venture partner** (Pages 429 - 438)

🔑 Report of the Chief Executive

18 **Stone Circle Company business plans** (Pages 439 - 450)

🔑 Report of the Chief Executive

19 **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**

20 **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

Numbers 21 and 22 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).

**21 Procurement of Joint Venture Partner** (*Pages 451 - 504*)

🔑 Report of the Chief Executive

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).

**22 Stone Circle Company Business Plans** (*Pages 505 - 520*)

🔑 Report of the Chief Executive

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).

### Cabinet

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#### **MINUTES OF THE CABINET MEETING HELD ON 5 JANUARY 2021 AT ONLINE MEETING.**

##### **Present:**

Cllr Philip Whitehead (Chairman), Cllr Richard Clewer (Vice-Chairman), Cllr Ian Blair-Pilling, Cllr Pauline Church, Cllr Simon Jacobs, Cllr Laura Mayes, Cllr Toby Sturgis and Cllr Bridget Wayman

##### **Also Present:**

Cllr Chuck Berry, Cllr Richard Britton, Cllr Trevor Carbin, Cllr Andrew Davis, Cllr Tony Deane, Cllr Stewart Dobson, Cllr Gavin Grant, Cllr Atiquel Hoque, Cllr Chris Hurst, Cllr Tony Jackson, Cllr Bob Jones MBE, Cllr Johnny Kidney, Cllr Gordon King, Cllr Edward Kirk, Cllr Jacqui Lay, Cllr Brian Mathew, Cllr Stewart Palmen, Cllr Fleur de Rhé-Philippe MBE, Cllr Pip Ridout, Cllr Ian Thorn, Cllr Jo Trigg, Cllr Stuart Wheeler, Cllr Christopher Williams, Cllr Graham Wright, Cllr Robert Yuill and Cllr Suzanne Wickham

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#### **1 Apologies**

There were no apologies.

#### **2 Minutes of the previous meeting**

The minutes of the meeting held on 1 December 2020 were presented.

##### **Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 1 December 2020.**

#### **3 Declarations of Interest**

There were no declarations of interest.

#### **4 Leader's announcements**

There were no Leader announcements.

#### **5 Public participation and Questions from Councillors**

Questions were received from the following members of public:

- Chris Caswill - Chippenham HIF – Bid Publication, Highways England Publication and HIF Consultation
- Ian James – Statement on Chippenham HIF Consultation

Cllr Whitehead explained that due to the proximity of this meeting to the Christmas and New Year holidays the questions would receive written responses after the meeting, copies of which are attached at the appendix to these minutes. He confirmed that the questions received had been published on the Council's website prior to the meeting.

In addition to the above public questions, a number were received from the following Councillors:

- Cllr Chris Hurst – Parking on double yellow lines, Station Road, Royal Wootton Bassett
- Cllr Ian Thorn – Chippenham HIF Bid – Key milestones for the delivery of the bid

Cllr Whitehead and Cllr Wayman responded verbally at the meeting to the above questions received from Councillors. The responses are attached in Supplement 1, which can be accessed [here](#).

## 6 **COVID-19 Update**

Cllr Philip Whitehead, Leader of the Council and Cabinet member for Economic Development, MCI and Communications introduced the report which provided a summary of the key activities to mitigate the impact of the coronavirus in Wiltshire since the last update to Cabinet in December 2020.

Cllr Whitehead explained that since the publication of the report the Prime Minister has announced a national lockdown which started on 5 January 2021, instructing people to stay at, continue to protect the NHS and save lives.

The Chief Executive commented on the guidelines recently received from Government and the following issues:

- The importance of personal responsibility
- The work undertaken by headteachers and Council teams to provide remote learning
- The closure of school except for the vulnerable and children of key workers
- The closure of certain non-retail shops, leisure centres etc
- Care Home visits
- Grants for businesses and individual
- Wedding ceremonies, funerals and places of worship
- House moves
- Availability of the Wellbeing Hub
- Parks and open spaces
- The delivery of budgets and elections



- Support for vaccinations
- Maintaining the opening of Day Centres

Officers provided updates for their service areas, as detailed in the report, covering the following areas - Test and Trace, mass testing, mass vaccinations, outbreak management, community spaces and engagement, wellbeing hub, care homes, health and care, education, economy, safe spaces, organisational recovery, financial, legal and safeguarding implications.

Cllr Whitehead thanked officers for their continued hard work and resilience during this difficult and testing time.

Cllr Laura Mayes, Cabinet Member for Children, Education and Skills provided reassurance that following discussions with the Interim Corporate Director People and Director, Education & Skills, the provision of digital devices and free school meals have been addressed.

Cllr Pip Ridout, Chair of the Financial Planning Task Group, reported that Financial Planning Scrutiny Task Group met on 4 January 2021 to consider the Cabinet report. Cllr Graham Wright, Chair of the Wiltshire Covid-19 Response Task Group explained that the four Select Committees would be meeting during January 2021 to consider the report further. He also thanked officers for the outstanding work undertaken during this difficult time.

In response to questions, comments and issues raised by Councillors, officers explained the following:

- The Winter Grant Scheme is live and 90% of the funds have been distributed to 9,133 eligible children via 239 schools. The Scheme runs until 31 March 2021.
- Free school meal funding of £15 per week over the Christmas period would be sufficient for each eligible child and administered by the school.
- Increases in Universal Credit and other benefits has not been realised at this stage, although an increase in demand is anticipated along with the subsequent impact on Council finances.
- Financial underspends continue and are the consequence, in a number of circumstances to the current COVID-19 situation, it is expected that increased demand will be experienced in the next financial year and this would be managed by transfer of funds into earmarked reserves.
- Residents in Two Care Homes have now received vaccinations and the emergence of the Oxford/AstraZeneca vaccination is more transportable than the Pfizer/BioNTech vaccine. It was understood that some Wiltshire residents who lived on the border with neighbouring Authorities had received their vaccinations from within those neighbouring Authorities.
- Front line health workers are included in Group 2 to receive the vaccine and would be notified when they will receive the vaccine.
- There is an awareness that not all elderly people have the necessary laptops or smart phones to receive details about vaccinations dates. It is

understood that doctor surgeries would also be sending letters out to residents.

- There are no capacity constraints at testing centres in Wiltshire, although the number of people receiving tests was increasing along with the number of positive tests.
- It is expected that anticipated demand for digital devices would be met by schools and the Council.
- Recent visits to schools by Ofsted referred to Covid Assurance visits for those schools with pre-existing judgement of 'inadequate'.
- Vulnerable residents required to shield would be informed by letter from the Government.
- The claim rate in Wiltshire for the self-employed grant.
- Applicants for the Self Isolation Payment Scheme are required to provide evidence of their need for the payment. A team is in place to administer the payment scheme.
- The grant process for the Local Restrictions Support Grant and Additional Restrictions Grant are administered in blocks of time, with eligible businesses being able to apply for the grants up to the end of January 2021.
- The availability of the Wellbeing Hub to offer support and advice to voluntary organisations, and the need to keep volunteers safe during the COVID-19 situation.
- Consideration would be given to the support given to those residents who rely on the use of car parks in relation to car parking charges.

**Resolved:**

- 1. Continue to encourage all residents to download the NHS Test and Trace app on their phone.**
- 2. Encourage all residents to answer a call received from 0300 456 0100 as it may be the local contact tracing team within the Council**
- 3. Continue to encourage all residents to follow national guidance**
- 4. To note the financial forecast as detailed within the report**
- 5. To note changes in national policy and the work underway within the Recovery Coordinating Group themes.**

*Reason for Decision:*

*Wiltshire Council continues to work closely with partners to deliver in a rapidly changing environment.*

**7 Nursing care contracts**

Cllr Simon Jacobs, Cabinet member for Adult Social Care, Public Health and Public Protection introduced the report which provided a number of proposals for the successful recommissioning and procurement of nursing and residential care capacity.

Cllr Jacobs explained that the existing nursing block and residential/nursing frameworks were coming to an end in March 2021 and a new commissioning and procurement platform for care homes activity was required.

Cllr Pip Ridout, Chair of the Financial Planning Task Group, Cllr Chuck Berry, Chair and Cllr Gordon King, Vice-Chair of the Health Select Committee reported that they had received a briefing on 4 January 2021. The Councillors explained that they welcomed and support the proposals as set out in the report.

In response to a question from Cllr Ian Thorn, Leader of the Liberal Democrats, Cllr Jacobs explained that the proposals were made in a timely manner and reflect the new platform for the commissioning and procurement of residential beds in Wiltshire.

**Resolved:**

- 1. To note the development and implementation of a new commissioning and procurement platform for nursing and residential beds in Wiltshire. This platform will be in the form of a pseudo-dynamic purchasing system known as the 'Care Home Alliance', or 'Alliance'.**
- 2. To note that under the Alliance, 'Draw Down Contracts' can be tendered for by the providers who are Alliance members. This enables the Council to be more flexible if it needs to tender at short notice as it has due to COVID and winter pressures.**
- 3. As identified in appendix 1 (Indicative Procurement Timeline) of the report, the Alliance will commence on 8th February 2021. The first 'Draw Down Contracts' will be tendered in February 2021 with contract commencement on 1st April 2021. These contracts will be for:**
  - a) Block contract nursing beds**
  - b) Framework contract beds for both nursing and residential care**
  - c) 'Passive' nursing and residential care services required on an ad-hoc basis (as identified in the Alliance tender documentation) to enable the Council to quickly and compliantly secure services in response to urgent system need and its strategic priorities.**
- 4. To delegate authority to make decisions connected with the procurement and award new contracts and all associated documents to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Corporate Director of Resources.**
- 5. That officers will continue to assess demand and market conditions and urgent care system needs to review the level of block beds required under the Alliance.**

*Reason for Decision:*

*A new commissioning approach to secure value for money nursing and residential care capacity is required due to the expiry of existing contracts and market conditions, which remain challenging.*

## 8 **Porton Science Park - Collaborative Innovation Centre**

Cllr Philip Whitehead, Leader of the Council and Cabinet member for Economic Development, MCI and Communications introduced the report which provided an update about (i) increased costs of delivery of the Innovation Centre; (ii) revenue projection for the Centre's initial years of operation; and (iii) entering funding agreements with the Ministry of Housing, Communities and Local Government (MHCLG) and Swindon and Wiltshire Local Enterprise Partnership (SWLEP).

Cllr Whitehead explained that the project is now at a stage where the Council can enter into contract with MHCLG, and delegated authority is being sought to sign the Funding Agreement for the European Funding. He reported that although the overall costs for the preferred option had increased, work with the Swindon and Wiltshire Local Enterprise Partnership and securing other funding would cover the costs. It was noted that the breakeven point for the centre remains at year six assuming an occupancy rate of 70% is reached within three years of opening.

Cllr Stuart Wheeler, Chair and Cllr Bob Jones MBE, Vice-Chair of the Environment Select Committee reported that they had received a briefing on 17 December 2020 and expressed their support for the proposals. The proposals also received wide ranging support from Councillors.

### **Resolved:**

- 1. To delegate authority to the Director of Housing and Commercial Development; to enter into a Funding Agreement with MHCLG for the ERDF £2.5m grant funding.**
- 2. To delegate authority to the Director of Housing and Commercial Development; to enter into a Funding Agreement with the SWLEP for the GBF £2m grant funding.**
- 3. To note the adjusted revenue profile in light of changes to the level and type of lettable space in the revised building design.**

*Reason for Decision:*

- To ensure the Council can drawdown European match funding for the project, before the ERDF programme finishes*
- To ensure the Council can secure additional funding to cover the building costs, meet environmental requirements and provide for project risk*

- *To offer flexible space for meetings and a collaborative laboratory space supported by existing ultrafast broadband provision, as well as creative and recreational space to support networking at the new centre*
- *To progress delivery of Porton Science Park, in partnership with SWLEP, MHCLG and campus partners Dstl and PHE.*

9 **Allocation of Community Infrastructure Levy Funding to manage phosphates in the River Avon Special Area of Conservation**

Cllr Toby Sturgis, Cabinet member for Spatial Planning, Development Management and Property introduced the report which provided (i) confirmation of the Council’s strategic approach to securing phosphate neutral development in the catchment area of the River Avon (Hampshire) Special Area of Conservation to support delivery of development, particularly new homes; and (ii) to agree to ring-fence and commit a sum of money from the Community Infrastructure Levy strategic funds accrued for the delivery of mitigation measures and funding of project officer to secure phosphate neutral development in the period to 2026.

Cllr Sturgis explained that the funding will be directed to delivering a strategic programme to ensure phosphate neutrality in perpetuity, such as large-scale habitat schemes, which will in time replace the current less efficient approach of incrementally identifying small scale measures (e.g. woodland or wetland creation).

Cllr Ian Thorn, Leader of the Liberal Democrats raised questions about the acceptable level of phosphates, impact on Wiltshire watercourses from other areas, the use of CIL funds, and the impact on phosphates levels from developments. In response, Cllr Sturgis referred to the Habitat Regulations and securing phosphate neutral developments to the satisfaction of Natural England; that prioritisation CIL spending more generally is a Cabinet matter that he was the responsible member for; and other neighbouring Authorities such as Hampshire and Dorset are also impacted by phosphates.

In response to other general questions and comments, Cllr Sturgis explained that OFWAT reviewed water authorities pricing and investment in sewage treatment works which had implications for amount of phosphates removed; DEFRA requires farmers to maintain soil health and reduce fertiliser use; and the decision to accept the proposals would help to release some embargoed planning applications; He also noted that the report is specific to the River Avon Special Area of Conservation.

**Resolved:**

1. **Confirms that the Council will, until such time as the responsibility falls to others, adopt a strategic approach to secure in perpetuity measures to ensure development is phosphate neutral in the catchment for the River Avon (Hampshire) Special Area of Conservation; including short term temporary measures followed up by long term strategic mitigation measures, such as a large**

scale habitat creation scheme, to ensure in perpetuity phosphate neutrality;

2. Confirms that the strategic approach will include monitoring with annual reporting, to take an evidence led approach to ensure that phosphate offsets arising from the measures secured keep pace with permissions granted;
3. Agrees to ring-fence and commit an initial fund of £850,000 from the Community Infrastructure Levy strategic funds for the delivery of off-setting measures to achieve phosphate neutral development and fund a project officer to oversee delivery, monitoring and reporting; and
4. Delegates authority for the Interim Corporate Director of Place and Environment in consultation with the Cabinet Member for Spatial Planning, Development Management and Investment and Interim Corporate Director of Resources to oversee the spending of this fund.

*Reason for Decision:*

*To demonstrate the Council's commitment to the delivery of, and allocation of funding for, a strategic solution to secure phosphate neutral development including a dedicated project officer; unlocking development in the catchment of the River Avon (Hampshire) Special Area of Conservation. The project officer will also have the capability to help address similar issues of nitrate neutrality for development in the catchment of the River Test that affects wildlife sites in the Solent.*

#### 10 **A303 Amesbury to Berwick Down (Stonehenge) Road Improvement Scheme**

Cllr Bridget Wayman, Cabinet member for Highways, Transport and Waste introduced the report which provided an update about A303 Amesbury to Berwick Down (Stonehenge) road improvement scheme.

A statement and questions were received from Adrian Temple-Brown about and the use of technology to reduce Co2 emissions in relation to the A303 build. Cllr Whitehead acknowledged that the statement and questions had been published on the Council's website prior to the meeting and would receive responses following this meeting. He also indicated that unacceptable language used in statements and questions would not be tolerated and the questioner would be asked to remove such comments from their statements/questions. Responses have been published in Supplement 1, which can be accessed [here](#).

Cllr Wayman reported that the road scheme was a nationally significant infrastructure project promoted by Highways England and highlighted the key features of the scheme. She also explained the process involved in achieving development consent for the proposals. In addition, Cllr Wayman introduced a further recommendation at 3 (f) to minimise disruption to settlements alongside

the A303 during the construction phase. The proposals received wide support from Councillors.

Cllr Stuart Wheeler, Chair of the Environment Select Committee reported that he had received a full briefing on the proposals on 15 December 2020 and he would encourage the further dualling of the A303 further west.

In response to a question from Cllr Robert Yuill about the benefits to the local community of the Highway England designated fund scheme, Cllr Wayman explained that she would provide a written response following the meeting.

**Resolved:**

- 1. Welcome the Secretary of State's decision regarding the A303 Stonehenge Development Consent Order.**
- 2. To agree the proposed recurring budget of £300,000 within the Highways budget for the A303 Stonehenge scheme until 2026/27.**
- 3. Agree the delegation of authority to the Director Transport and Environment to:**
  - a) Continue to input into the scheme by providing consultation responses to the various plans and documents being produced by Highways England for inclusion within the consultation reports to be considered by the Secretary of State**
  - b) Negotiate and agree the level of maintenance contributions associated with the de-trunked and local road elements, including public rights of way, of the scheme**
  - c) Agree the design and construction of the new local roads and rights of way, or alterations of existing arising from the scheme.**
  - d) Agree and implement any associated traffic regulation measures arising from or required by the scheme**
  - e) Approve the heritage management plans, site specific written schemes of investigation and method statements for the archaeological mitigation works and to monitor and approve the archaeological fieldwork.**
  - f) Work with Highways England to minimise disruption to our settlements alongside the A303 during the construction phase.**

*Reason for Decision:*

*The case for dualling the A303 between Amesbury and Berwick Down has long been established through promoting economic growth in the South West, increasing safety, improving connectivity with neighbouring regions and protecting and enhancing the environment and the world heritage site.*

*In order to fulfil its statutory duties promptly regarding the construction and implementation of this important road improvement scheme it is considered appropriate to delegate authority to the Director Transport and Environment in connection with this scheme.*

## 11 **Procurement of Framework contract for temporary agency staff**

Cllr Richard Clewer, Deputy Leader of the Council and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities introduced the report seeking approval to proceed with a procurement for the supply of temporary agency staff, and following this procurement process, to delegate the award of the subsequent contract and potential extension (if utilised) in line with the proposal set out in the report.

Cllr Clewer reported that the council's current contract for the supply of agency staff was awarded in 2017 for three years plus an optional extension year. The extension year was used in 2019 giving a contract end date of 21 September 2021. He explained that the tender will be run against an Eastern Shires Purchasing Organisation (ESPO) framework that replaced the one under which the Council previously procured the current temporary agency contract.

In response to a question from Cllr Ian Thorn, Leader of the Liberal Democrats, Cllr Clewer confirmed that the estimated contract value of £24m did include the contractor's fees.

### **Resolved:**

- 1. That officers continue to undertake the tender programme, award and implement a new contract to replace the existing contract expiring on 21 September 2021.**
- 2. That following this tender programme, that Cabinet delegate the subsequent authority to award a new contract for a duration of three years with an optional additional extension year, with a total estimated value of £24 million to the Director for HR&OD following consultation with the Cabinet member for Finance and the Director for Legal & Governance.**
- 3. That Cabinet delegate the authority to approve any subsequent optional extension periods to the Director for HR&OD, subject to satisfactory performance and following appropriate consultation with the Cabinet member for Finance and the Director for Legal and Governance.**

### *Reason for Decision:*

*The Council has an ongoing requirement for temporary agency staff to deliver its business and a contract to ensure a supply of temporary agency staff meets this need.*



12 **Wiltshire Council Adoption Service: 2020/21 Q1-2, 6 Month Report**

Cllr Laura Mayes, Cabinet Member for Children, Education and Skills introduced the report which provided an interim six-month report about the adoption performance within the Families and Children's Service of Wiltshire Council.

Cllr Mayes explained that it was a statutory requirement that regular assurance reports are provided regarding the Council's responsibility for the adoption of children. For this reporting period the main area of focus being in relation to the Service and outcomes for Wiltshire's children who need to be adopted, ensuring that appropriate matches are made and that children move to live with their adoptive families in a timely way. In doing this, it is necessary to consider the effectiveness of Adoption West, the partnership organisation that has responsibility for recruiting, assessing and approving adopters for Wiltshire children. The Cabinet noted details about adoption orders for quarters 1 and 2, that the Council continues to work closely with Adoption West and details about comparative performance showing continued improvement.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee reported that Cllr John Hubbard, Chair of Adoption West Joint Scrutiny Panel would provide an update once the Scrutiny Panel had met on 20 January 2021.

In response to a question from Cllr Gavin Grant, officers confirmed that Adoption West had placed children with Wiltshire families from neighbouring Authorities from within the Adoption West boundary, details of the number of placements would be included in future six monthly reports.

**Resolved: That the Adoption Service 2020/21 Q1-2 6 month report be noted and adopted.**

*Reason for Decision:*

*Wiltshire Council is an Adoption Agency registered with Ofsted. The 2014 Adoption Minimum Standards (25.6) and 2013 Statutory Guidance (3.93 and 5.39) describe the information that is required to be regularly reported to the executive side of the local authority to provide assurance that the adoption agency is complying with the conditions of registration whilst being effective and achieving good outcomes for children and service users.*

13 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.00 am - 1.30 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services,  
direct line 01225 718221, e-mail [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk)

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**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject: COVID-19 Update**

**Cabinet Member: Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military Civilian Integration and Communications**

**Key Decision: Non-Key**

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## **Executive Summary**

This report provides a summary of activity to mitigate the impact of the coronavirus in Wiltshire since the last update to Cabinet in January.

Since the last report the country has been placed into a third national lockdown. Mass vaccination programmes started week commencing 7 December, and local vaccination centres opened 16 December in Wiltshire. New vaccination hubs have opened throughout January.

Support for businesses, vulnerable groups, care homes and educational settings continues.

Shadow recovery work has paused to enable resource to be fully focussed on response.

## **Proposal(s)**

Cabinet are asked to

- Continue to encourage all residents to download the NHS Test and Trace app on their phone.
- Encourage all residents to answer a call received from 0300 456 0100 as it may be the local contact tracing team within the Council
- Continue to encourage all residents to follow national guidance
- Continue to encourage residents who have received a vaccination to continue to follow national guidance
- To note the work underway to support response activities

## **Reason for Proposal(s)**

Wiltshire Council continues to work closely with partners to deliver in a rapidly changing environment.

**Terence Herbert  
Chief Executive**

## Wiltshire Council

### Cabinet

2 February 2021

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**Subject:** COVID-19 Update

**Cabinet Member:** Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military Civilian Integration and Communications

**Key Decision:** Non-Key

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### Purpose of Report

1. A brief summary of the key activity to mitigate the impact of the coronavirus in Wiltshire since the last update to Cabinet in January.

### Background

2. As of Sunday 24 January 2021, 3,187,232 people in England had tested positive for COVID-19. Further information is available [online](#). The [ONS](#) suggest that as of 8 January 2021 there were 90,720 registered COVID-19 deaths across England and Wales of which 85,013 were in England. As of 24 January 2021 in Wiltshire there have now been 13,414 people who have tested positive for COVID-19. As of 24 January the rate of cases per 100,000 in Wiltshire in the last 7 days was 280.4 which is below the national average. Up to the 8 January, 496 registered deaths involving COVID-19 in all settings in Wiltshire had occurred (238 in care homes, 230 in hospital, 23 at home and 5 in hospices). Further information on weekly mortality is available from [ONS](#).

### Main Considerations for the Council

3. The Prime Minister announced on 4 January 2021 that a return to a [National lockdown](#) would commence.
4. The government has confirmed that the Test and Trace payments scheme will now continue until the end of March 2021.
5. Additional key government announcements published since the last cabinet paper are in **Appendix 3**.
6. Wiltshire Council has continued in response mode for the COVID-19 pandemic. Daily response sitreps continue to meet which feeds into twice-weekly multi-agency response groups SSG (strategic Coordination Group) and the TCG (Tactical Coordination Group).

7. The Wiltshire Wellbeing Hub continues to offer support, guidance and signposting and proactively has contacted all those recently recorded as being clinically extremely vulnerable.
8. Further to the government's recent announcements Wiltshire Council are developing a programme of targeted asymptomatic community testing, which seeks to test anyone who is unable to work from home during lockdown.
9. As we moved back into a national lockdown, 21 libraries remain open for bookable computer access ensuring residents without internet or computers are able to get online, and are providing an order and collect library book service.
10. As of 20 January 2021, Wiltshire Council has awarded over £116M in business support grants to over 10,000 recipients.
11. A third public COVID-19 webinar was held on 6 January which again was well received.
12. The focus of work has shifted fully into response resulting in some of Wiltshire's multi-agency long term recovery work being temporarily paused. Significant developments since the last report are summarised under the sub-headings below; with additional detail in **Appendix 1**.

### **Test and Trace**

13. The local tracing service has been live for seven weeks, picking up any cases that NHS Test and Trace have not managed to contact. Rates of contacts successfully contact traced, either by the national Test & Trace team or our local service, continue to be high, with around 90-95% of cases successfully traced across Wiltshire. For our local service we are reaching just over half of all those we attempt to. Feedback from those we reach has been very positive, with people very welcoming of a contact by a more local service.

### **Community Mass Testing**

14. Further to the government's recent announcements Wiltshire Council are developing a programme of targeted asymptomatic community testing, which seeks to test anyone who is unable to work from home during lockdown.
15. Community testing uses rapid lateral flow devices and can help identify those people who are infectious but asymptomatic and unaware that they might be spreading the disease, so that we can trace their contacts, support them to isolate and prevent transmission to others. Identifying infectious individuals early, and those they have been in close contact with, and then isolating them can significantly reduce transmission of the virus and break transmission chains. This programme aims to target those areas in Wiltshire where there are higher levels of prevalence of COVID-19, as well as accessible by local businesses who are still operating and requiring a proportion of their workforce at their sites. Wiltshire is also waiting for national guidance on how we can

support those larger businesses (>250 employees) who wish to access a national programme of testing.

## **Mass Vaccination**

16. The national roll out of the COVID-19 vaccination programme is led by the NHS with support from local partners. The Joint Committee on Vaccination and Immunisation (JCVI) advises that the first priorities for the vaccination programme should be the prevention of COVID-19 mortality and the protection of health and social care staff and systems. Secondary priorities could include vaccination of those at increased risk of hospitalisation and at increased risk of exposure, and to maintain resilience in essential public services.
17. Current evidence strongly indicates that the single greatest risk of mortality from COVID-19 is increasing age and that the risk increases exponentially with age.
18. There is clear evidence that those living in residential care homes for older adults have been disproportionately affected by COVID-19 as they have had a high risk of exposure to infection and are at higher clinical risk of severe disease and mortality. Given the increased risk of outbreaks, morbidity and mortality in these closed settings, these adults are considered to be at very high risk. The committee's advice is that this group should be the highest priority for vaccination. Vaccination of residents and staff at the same time is considered to be a highly efficient strategy within a mass vaccination programme with the greatest potential impact.
19. Frontline health and social care workers are at increased personal risk of exposure to infection with COVID-19 and of transmitting that infection to susceptible and vulnerable patients in health and social care settings. The committee considers frontline health and social care workers who provide care to vulnerable people a high priority for vaccination. Protecting them protects the health and social care service and recognises the risks that they face in this service.
20. In Wiltshire, the BSW Clinical Commissioning Group are the lead organisation for the programme with support from Wiltshire Council and partners. Each Primary Care Network in Wiltshire has now set up a vaccination site, in addition to the three hospital hubs at GWH, SFT and RUH. In addition, two mass vaccination centres will also go live on the week commencing 25 January and will be located at Salisbury City Hall, and Bath Racecourse. The local authority is a key partner in the logistical support for this programme assisting with site identification and identification of hard to reach more vulnerable groups.
21. The Local Authority is tasked with overseeing the prioritisation and submission of staff and volunteers for vaccination across the whole Social Care workforce; this includes the Council's employed workforce, commissioned providers and the Community & Voluntary Sector.

## **Outbreak Management**

22. Where outbreaks occur in a setting, we support the setting to reduce the spread of COVID-19 and help identify any actions that need to be taken to help prevent future transmission in their setting. In some cases, we will do this in conjunction with our colleagues in Public Health England. We use a variety of sources of information to identify potential outbreaks as early as possible and use the COVID-19 Board to report and discuss outbreaks in the County.

## **Public Health support to Schools & Educational settings**

23. We are continuing to support our educational settings, including early years following a positive case of COVID-19. Even though children are being taught at home due to the national lockdown, we are still seeing a considerable demand for support from the public health team due to key workers children and vulnerable children still attending their educational setting.

24. A mass testing programme using lateral flow devices is being rolled out by the Department for Education for staff and pupils in secondary schools, colleges and special schools which started the week of the 4 January 2021. As of the 18 January staff working in primary schools are now being provided with weekly home tests.

25. We are taking part regularly in the heads, early years and governor briefings. These have been invaluable in being able to address any public health issues and answer questions they have.

## **Community spaces and engagement**

26. With our leisure centres and heritage centre closed, and a reduced library service, many of our staff have either been redeployed or are preparing to be redeployed onto key COVID-19 response activity.

27. 21 Libraries remain open for bookable computer access, ensuring residents without internet or computers can get online, and are providing an order and collect library book service.

28. A number of key services are continuing from our leisure sites including Learning Disability day services, blood donation service, health visitor appointments, PPE distribution and vaccination clinic.

29. Our Community Engagement Managers are supporting 343 active COVID-19 response community groups across Wiltshire. In partnership with Wessex Community Action, via the Wiltshire Together Platform, Community First and the Wiltshire Community Foundation we are providing regular advice and guidance to these groups. This included a Webinar hosted by Terence Herbert on 15 January with over 100 participants, and direct messages to these groups, faith groups, food banks and voluntary sector partners on the current COVID-19 situation in Wiltshire from our Director of Public Health Kate Blackburn.

30. Our Community Engagement Managers are working with Area Boards and will be discussing local COVID-19 status reports at Area Board meetings through January and February.
31. The Wiltshire Together Champions activity has grown through January with over 100 staff now trained and reporting back daily on the situation across our key towns. The Champions now include voluntary organisations and our street-based staff and contractors. This work is leading to positive partnership change on the ground, for example the identification of issues with social distancing on the entrance to Warminster Park leading to the Town Council improving signage and one-way pedestrian access.
32. The Public Protection team have visited over 100 supermarkets across Wiltshire to monitor their safety practices. Letters have gone out to essential retail outlets reminding them of the measures they should have in place to help control the spread of the virus. Further work is underway with communications to provide local messages to residents and continue to reiterate the importance of being safe when out essential shopping.
33. Council Officers and Wessex Community Action have met with the CCG to help support with the management of volunteers at the Salisbury mass vaccination site. The first four weeks will be managed by Re-ACT, with plans following this period being worked up.
34. All foodbanks in Wiltshire were contacted between 15-18 January and the vast majority have reported that they are coping very well, despite an overall increase in demand on their service. The feedback has shown that food and financial donations over the Christmas and early January period have been extremely generous across most areas. Up to £2,500 of funding has been made available to the 4 foodbanks (Chippenham, Mere, Salisbury, Trowbridge) who have indicated that some additional support would be beneficial. This funding is currently being processed as a priority. Regular communication is continuing with all foodbanks and monthly reporting on demand is in place to monitor trends and sustainability.

### **Wellbeing Hub**

35. The Wellbeing hub stood up during the first lockdown period and its objective is to implement a county wide initiative offering support, guidance and signposting to the local population. Contacts into the hub dropped during December but due to the restart of the third lockdown the hub is now also open on Saturdays (10am to 4pm) with support available from the Council's Emergency Duty Service (EDS) to provide an emergency response if required on Sundays.
36. All shielding residents were contacted during the first lockdown. 3,100 people identified as being clinically extremely vulnerable during the second lockdown were also contacted. Since the third lockdown there have been 150 new people identified as being clinical extremely vulnerable who will need to shield and the hub has contacted these people via letter and telephone to ascertain if they require any assistance.



37. The hub continues to support members of the public who raise queries around current lockdown guidance and refer concerns or issues relating to business and organisations to the public protection/ public health team.
38. The Wellbeing hub fortnightly multiagency/partner meetings have been re-established to ensure a multiagency responsive system is in place.

## **Care Homes**

39. The Council continues to work in partnership with Wiltshire Care Partnership, the CCG and CQC in implementing a support programme to Care Homes. This has included the dedicated COVID-19 team, regular webinars and newsletters, and a BSW CCG Care Home Oversight Group chaired by the Director of Nursing & Quality.
40. As of 20 January there has been a sharp increase to 58 care homes reporting new COVID-19 positive cases from 40 in the following week. There was a total of 278 cases, 121 of these were COVID-19 positive care home residents.
41. Since mid-April, the Council has worked in partnership with the CCG and CQC to weekly review risks and support all local care homes. Due to the current increase in cases, health and social care has introduced a multi-disciplinary team meeting when a care home first reports an outbreak and needs advice.
42. The Health Protection Board reviews outbreaks in care homes fortnightly and considers whether there should be any restrictions to visiting. A letter has gone from the Director of Public Health and the Interim Corporate Director of People stating that subject to strict infection prevention and control measures and close contact meetings not taking place that, dependent on a care homes' individual risk assessments, visiting can still take place at this time.
43. A vaccination programme has started for care home residents and staff.

## **Health and Care**

44. There is increasing demand across the Wiltshire Health and Social care system due to the rising COVID-19 rates in the community and therefore in the acute hospitals. In order to effectively meet this demand and support timely discharge, extra capacity within our care homes has been identified that can accommodate individuals who are both COVID-19 positive and negative.
45. An additional designated setting has been inspected and agreed by CQC in a care home in South Wiltshire, Little Manor. This care home successfully provided a Hospital Discharge Support Unit in the first COVID-19 wave. This will supplement the existing designated setting in Chippenham Community Hospital.
46. We have also expanded our Discharge to Assess bed base to accommodate individuals who need a short period of support and assessment after

- discharge. The aim is that the majority of these people are then able to return home.
47. Our current PPE supply continues to meet the demands of the business across Wiltshire. In addition both Wiltshire Council, and Wiltshire & Swindon LRF as a whole, have sufficient stock across all lead PPE items. Weekly monitoring of stock levels, usage rates and estimated days of supply, in relation to Wiltshire Council, is carried out alongside fortnightly monitoring of stock levels against highest usage rates seen in April/May 2020.
  48. Wiltshire Council continues to have approx. 3 months' supply across lead PPE items and the LRF have approx. 8 months' supply.
  49. Department of Health and Social Care (DHSC) continues to provide monthly PPE supplies to assist with demand across certain settings, should the need arise, to those who are ineligible to register on the Govt PPE portal. These services include children's and adults social care, rough sleepers team, CCG staff, Direct Payment employees and Education and Childcare settings. The monthly arrangement has been extended further until June 2021 as a result of the current situation. DHSC have yet to decide whether these monthly supplies will also include PPE demands to assist funeral directors within the geographical area.
  50. In regards to the Govt PPE Portal DHSC continue to improve the supplies available either by increasing order quantities or making available additional items, i.e. FFP3 masks, which will assist all eligible settings and ease the demand on the LRF.
  51. Monthly reviews continue with procurement to ensure commercial suppliers have adequate stocks/lead times with discussions regarding post Brexit. There are currently no concerns.
  52. The CCG have confirmed all PPE requirements for the vaccine centres will be met nationally and will not be the responsibility of the Local Resilience Forum.

## **Education**

53. There is sufficient early years childcare provision currently. The number of children registered for Early Years Entitlement this Spring is very similar to that in 2020. The early years sector has not had any specific national COVID-19 support and remain open to support pre-school children and facilitate the needs of working parents. A hardship fund was created for settings and payments have been made to four providers. £1million of the Contain Outbreak Management Fund (COMF) funding will be used to support this sector. This funding will enable the sector to remain COVID-19 compliant. There are three strands to the funding:
  - financial support for settings where they have a loss of fee-paying income when a bubble needs to self-isolate.
  - financial support for a setting with staff who are Clinically Extremely Vulnerable and therefore not able to work due to shielding.

- one-off payment of between £150-£1000 (depending on the size of the setting) to help with PPE and enhanced cleaning.
54. In the current lockdown the government is asking all early years settings to remain open for all children. A daily attendance survey is carried out, this showed that on 13/01/21, 80.20% of those settings responding were open, with an average of 76% open over a week. This is a variable picture, as settings do not always open five days a week and there are a varying number of closures due to positive COVID-19 cases within settings. The attendance of all Children Looked After (CLA), Child Protection children (CP) and Children in Need (CiN) is followed up to ensure that they are in a setting and if not that the social worker is informed, and the setting stays in regular contact with the family.
  55. Plans are being developed around the roll-out of lateral flow tests for early years settings through the community testing programme. From the 25 January those early years settings which are run by a school will have access to the lateral flow testing in line with the primary schools.
  56. There has been a total of 63 confirmed COVID-19 cases across 40 school settings in Wiltshire since schools returned in January 2021 (as of 15 Jan 2021). A total of 295 pupils are currently self-isolating. 27 early years settings have had positive cases during the same period. Public Health Wiltshire continues to support schools, colleges and early years settings when positive cases are identified, and robust processes are in place.
  57. Following the closure of schools on 5 January 2021 for all pupils other than those of critical worker parents and vulnerable pupils, the daily register for all Wiltshire schools resumed. This was used effectively during lockdown 1 and 2 to monitor the attendance of each child open to social care and /or with an Education Health Care plan. A multi-agency approach is being used to ensure those not attending schools are safe, accessing quality remote learning, and have access to free school meals where necessary.
  58. Overall attendance is higher than in lockdown 1 and reflects the increasing number of critical workers accessing a school place. Attendance is higher in primary schools. Nationally, as at 11 January 2021 14% of children on roll were in attendance (20% in primary; 4% secondary; and 29% special schools). In Wiltshire, the overall attendance was in line with national; 22% of pupils on roll were in attendance in primary schools; 4% in secondary schools; 32% in special schools.
  59. Secondary schools are rolling-out the mass testing of pupils and staff. Testing in the primary phase is due to commence late January 2021.
  60. Ofsted will resume monitoring inspections on 25 January for schools graded inadequate or requiring improvement. These will be ungraded and will focus upon the quality of remote education being offered. The school improvement advisors are currently meeting with all maintained schools to support schools with their remote provision through the sharing of resources and guidance. All schools are delivering a balance of remote education for those pupils at home and in school education for those attending.

61. All A level, GCSE and statutory assessments at KS1 and KS2 including phonics testing, teacher assessments, the Y4 times table testing and the early years foundation stage profile have been cancelled for this academic year. The government is currently consulting on how GCSE, AS and A level grades should be awarded in summer 2021.
62. Services that support children's emotional health and wellbeing (such as Barnardo's Healthy Minds Wiltshire, Mental Health Support Teams and School Nursing) are aware of the potential impact of the current lockdown situation on children and young people's mental health and have adapted their services and working arrangements in response. Digital and remote support is in place and services are offering COVID-19-secure face to face support where necessary. Schools are reminded that services remain open for children and young people and the multi-agency directory of services and programmes that support children and young people's emotional wellbeing and mental health that went live in November continues to be promoted to schools, and in particular, via [www.onyourmind.org.uk](http://www.onyourmind.org.uk)
63. The 'Well-being for Education Resilience' programme was successfully delivered during term 2 in its first iteration and will be developed into an ongoing initiative with more interactive content during terms 3 and 4. This will include networking opportunities to complement and more closely align with existing initiatives (e.g. Five to Thrive training programme). It continues to provide immediate support for education settings in managing the emotional health and wellbeing of their communities during the pandemic, and to take a more co-ordinated approach longer term, clearly promoting and signposting people to local support. There has been positive engagement from primary and secondary schools, and from Wiltshire College. The system-wide Five to Thrive: Attachment, Trauma and Resilience training programme has continued through the pandemic online and continues to receive positive feedback. Champions trained to date include: 58 school-aged setting staff, 53 early years setting staff and 53 staff from Wiltshire Council who support education settings.
64. Following the announcement of the recent national lockdown attendance of vulnerable children and young people has been captured on a daily attendance return which is completed by Wiltshire Schools. This includes attendance information for children and young people with an Education, Health and Care Plan (EHCP) who are included in the Department for Education's definition of children who are considered to be vulnerable. We are working to support schools and settings in the provision of learning for children and young people with an EHCP through monitoring of information supplied in the attendance return and contacting schools where a difficulty is identified and also by making a 'Team Around' meeting available for all of our Resource Base and Enhanced Learning Provision settings.
65. Advisory teams, including advisory teachers for SEND and those who provide support for learners with English as an additional language are currently only undertaking visits to schools sites where it is deemed to be essential, for example due to a safeguarding concern or to undertake a statutory task. The teams continue to be available for schools and settings to contact if this is

- needed and will aim to make as much support available to schools through virtual means as it is practicable to do.
66. Home to school transport continues to operate at near normal levels as demand from vulnerable and critical worker children is much greater than in previous lockdowns. Where two or more coaches follow the same route, these have been rationalised but, in most cases, it is necessary to run every route, albeit at very low occupancy. SEND transport is running at near normal capacity but is becoming increasingly difficult to resource as drivers and passenger assistants become unavailable due to self-isolation, shielding and other precautions.
  67. The additional capacity provided on public transport to separate students from the general public has now ceased due to reduced numbers travelling. Most public buses continue to run to the same timetables they had pre-lockdown, as operators assess demand, balance driver resources and await Department for Transport guidance on funding. All operators are aware of the importance of home to school journeys and will retain these in any reduced timetables which they may introduce in the coming weeks.
  68. Despite the lower number of passengers using much of the home to school network we continue to stress the importance of additional cleaning, good vehicle ventilation and use of face coverings to operators and passengers.
  69. Free school meal funding was provided direct to schools and early years settings to ensure all eligible pupils received two £15 vouchers to cover the two-week Christmas period. This funding, through the Winter Grant Scheme, is going to all pupils in receipt of free school meals, 2-year-old 'Better Together' funding or early years pupil premium. Education settings have had flexibility to use a variety of methods to provide this support for their families and these have reflected the local area and family circumstances.
  70. During term time, vouchers will be available through the national voucher scheme from the week commencing 18 January, however, any support provided since 4 January 2021 through lunch parcels or locally arranged vouchers can be claimed back from DfE. Schools are responsible for providing free schools meals support to eligible pupils during term-time.
  71. £1.1M funding from Wiltshire Council has been provided for digital devices. The funding has been allocated based on the number of Ever 6 qualifying children and Free School Meals eligible children attending schools as recorded on the October Census 2020 across the County. For children 7 and under, the funding allocation has been geared towards providing tablets; with children 8 and older, funded to receive laptops.
  72. The purpose of the funding is to enable schools to prioritise the purchase of digital devices for the most in need and digitally deprived children. Schools can decide to gift the devices to the children on a permanent basis or retain ownership of the asset and loan the device to the child on a long-term basis. The most important outcome is that every device purchased as part of this funding, reaches a child to support and improve their learning opportunity.

73. Schools are asked to consider, in the spirit of this funding, distributing these locally funded devices to groups that have not benefitted from other initiatives to date. Such as:

- Multiple siblings who are currently sharing a device;
- Children using mobile phones to access learning;
- Free School Meal eligible children for all year groups;
- Children with Special Educational Needs and/or EHC plans.

74. In addition to this, the DfE are supplying devices direct to schools due to closures because of the current lockdown. Secondary Schools have been invited to apply for their allocation through a DfE portal and orders are taking between 2 and 5 days to arrive. The secondary orders across the country should be fulfilled by Friday 15 January. Primary Schools will then be invited to apply for their allocation.

## **Economy**

75. As of 20 January 2021, Wiltshire Council has awarded over £116M in business support grants to over 10,000 recipients.

76. On 5 January the Chancellor announced additional business support under the Local Restrictions Support Grant (LRS) scheme. The announcement details one-off top-ups to be granted to closed businesses as follows:

- £4,000 for businesses with a rateable value of £15,000 or under
- £6,000 for businesses with a rateable value between £15,000 and £51,000
- £9,000 for businesses with a rateable value of over £51,000

77. This will apply to businesses whose premises are closed in law such as shops, restaurants, pubs. Wiltshire has been awarded £30M for this funding which is for the 6-week lockdown from 5 January – 15 February.

78. A discretionary fund is also being made available to support other impacted businesses using the Additional Restrictions Grant. Wiltshire has been awarded £4.2m for this grant but it is to last until the end of March 2022.

79. Following the Chancellors announcement, there has been a surge of applications and enquiries, with around 80 applications a day now being received. This reached a peak of about 180 a day in mid-January. The vast majority of businesses are not eligible for the LRS) scheme and therefore are unlikely to be eligible for this further scheme outlined above. Pressure is therefore growing on the discretionary element of the fund to support more applicants.

80. The last round of this grant was open in November and December 2020 but there was not overwhelming demand, with just over 1000 applications received. The ARG initial scheme had an outline envelope of £2.5M, and while

some assessments remain (due to lack of evidence submitted) the fund has so far spent £900,000 and is likely to finish at around £1M. The second round of the Additional Restrictions Grant has now been worked up in order to provide support for as wide a range of impacted businesses in Wiltshire as possible and will be in operation by the date of this meeting. Wiltshire Council has always accepted applications from any type of business, but national messaging has meant some types of businesses have been unlikely to apply. Larger businesses have not made a significant call on the pot but are increasingly strained. Additional communications will be developed to encourage new applicants.

## **Safe Spaces**

81. We have a structure in place with fortnightly meetings overseeing all schemes for creating safe space for walking and cycling particularly in busy areas.
82. The Council has completed a consultation on all cycling schemes funded from government's Emergency Active Travel, and the results and a proposal for prioritising the schemes will be published in due course.
83. The Highways team continue to provide a winter service to keep the road network safe, and has had to deal with prolonged icy conditions and yellow weather warnings in the last month.

## **Wiltshire Highways achievements during COVID-19**

84. A full Highways annual report is available [online](#) which was presented to Environment Select Committee on 13 January 2021. A summary of the key achievements can be found in **Appendix 2**.

## **Organisational Recovery**

85. The national lockdown announced on 4 January 2021 means that some of the work being undertaken as part of the organisational recovery programme will continue to be delayed as resource originally assigned to the programme is supporting response.
86. The lockdown and the ongoing requirements for staff to work at and from home has also impacted on some of the work that was due to launch, for example the trial of a new office layout and ways of working in Monkton Park, and trial of a desk booking application.
87. Despite this there has been recent progress in a number of areas, and the following initiatives have now launched:
  - New intranet, EPIC Hub. This launched on 12 January 2021 and replaces The Wire. The new intranet is a SharePoint site, and this means the information can be more kept up to date more easily and the search functionality is more responsive. All internal communications will be

available via EPIC Hub and this will reduce the amount of emailed communications to staff.

- Our Identity. Our Identity was launched on 20 January. Our Identity sets out the type of organisation that we want and need to be and describes how we will work together to emerge from the pandemic leaner and stronger and continue to build stronger communities. Our identity sets out 10 characteristics that provide the blueprint for who we are and how we need to develop and grow as an organisation. It sets out what is important in the way we are with each other but also as public servants within the wider communities of Wiltshire. As an organisation we already demonstrate much of this, however there are opportunities for us to improve and get better and build on our strengths and refocus how we work to support and enable organisation recovery. Our Identity will underpin all the activities and decisions we take to support recovery – both internally and externally.
- Social Work Apprenticeships. A social work apprenticeship programme has now launched. This programme will support recruitment and retention in hard to fill roles and will use the Council’s apprenticeship levy to fund the training. The first 12 new apprentices started on 12 January 2021 and will complete a three-year apprenticeship leading to becoming a qualified social worker.
- Staff wellbeing question and answer webinars. In December over 450 staff joined the webinar and a further session is planned for mid-February.
- Flourish Chats. This initiative launched in June, with new chat topics being added over time in response to staff requests, and provides staff with a channel to interact socially with colleagues from across different teams who have a shared interest (e.g. reading, baking, DIY, sport, climate). These chats were launched in response to the feedback from staff in the wellbeing surveys and via other staff groups that social interaction was an aspect of work that was being missed.
- Online training to support Employee Wellbeing. A range of online training is now available to support staff wellbeing, examples include mindfulness, CBT and Managing Anxiety.
- Virtual induction events. We have moved all of our onboarding tools and documents online onto the EPIC Hub and reviewed these to support managers inducting staff in an non face-to-face situation. We have reviewed and scheduled virtual “Welcome” induction sessions for 2021 for all new starters with the Chief Executive and Leader in attendance.

88. In addition, whilst some work is delayed due to the focus on response other initiatives will continue to progress and launch. Further information about this work is set out in **Appendix 1**.

## **Risk management**

89. Having moved back into response the risk management process has changed again. Risks from the previous COVID-19 response risk register were either



closed, transferred to recovery themes or transferred to services as the recovery phase started. It was therefore not possible simply to 're-activate' the previous register. Nor was it appropriate. There were a number of risks that related to the Council and partners lack of preparation or experience (which , given the last 10 months, no longer applied) or risks for which the cause was a potential second wave of the virus. These risks had either been managed out of existence or were now issues.

90. Therefore, a second response phase risk register is in place. It collates risks from across council services that relate to service delivery, health and safety, legislation, staffing, finances or the reputation of the council. Risks are identified in the response cells and recorded on a central register. Risks are reviewed by cell leads at least every month. The review process involves closing some risks and opening new ones. The full register is always available for review by CLT and ELT.

91. At the time of writing there are 51 risks recorded across the Summary and Component risk registers. The process of grouping component risks with similar focus (from the same or different cells) into a single summary risk provides an overview register that is more easily read. While also allowing the management of more detailed risks within the cells.

92. The highest scoring risk all relate to the ability of the council to provide the right support to vulnerable people during the pandemic. This includes risks from within social care teams, safeguarding services and education.

### **Financial Implications**

93. An update on the financial implications for the council and latest outturn will be provided to cabinet in a separate report as part of the regular schedule of updates. £5m of the Contain Outbreak Management Fund (COMF) has recently been allocated in consultation with the Leader of the Council and Director of Public Health. This is set out in a separate decision paper.

### **Legal Implications**

94. The Council's legal team continues to provide advice on the application of new COVID-19 legislation and all aspects of recovery.

### **Safeguarding Implications**

95. Adult and Children's social care continue to maintain all statutory requirements.

96. Referrals into children's safeguarding services on average have been at or above pre-COVID-19 levels since late November with a significant increase in the first week in January. We had forecast this growth to continue to increase until the end of the financial year and beyond. However, we expect there to be further impact now we have returned to national lockdown and therefore forecast a reduction in referrals through the remainder of January and into February. As a result of lower demand, between March and the end of November the number of children subject to child protection plans or looked

after is lower than forecasted but is now beginning to rise again; this pattern is similar in many local authorities.

97. The Safeguarding Vulnerable People's Partnership in Wiltshire is leading a campaign to ensure all agencies and services review their current practice to maintain good oversight of vulnerable children and know when to refer concerns to social care.
98. The COVID-19 Winter Grant Scheme is now live. Wiltshire has received a grant of £1.1m to support families with children, other vulnerable households and individuals most in need with the cost of food, energy and water bills. The scheme runs from December until 31 March 2021. Payments have already been made to 9,133 eligible children via 239 schools to the value of £274,440 and to 1217 eligible pre-school children via 236 early years settings to the value of £36,190. Further payments will be made to this group in January and March.
99. We have awarded further grants to the value of £69,454 to Wiltshire Community Foundation – 'Surviving Winter Scheme' and the Centre for Sustainable Energy who support vulnerable adults with fuel payments through winter. A proportion of the grant will be held within the Local Welfare Assistance Scheme which will accept applications from individuals and families
100. Planning continues to ensure statutory social care demand can be met. Demand modelling draws data and intelligence from a wide range of providers and partner organisations to enable a system wide response. Regular sit-reps are obtained from across the safeguarding partnership so that demand readiness can be assured.
101. The demand into Adult MASH remains low with a suspected sudden surge in February. This follows the historical trend and considers the latent demand expected around financial abuse, which is expected due to the pandemic. Further work is underway with our Communications team to raise awareness of financial abuse and where to find support.
102. Referrals into Adult Social Care Advice and Contact teams are predicted to follow a similar pattern to safeguarding referrals with a rapid increase in February. Further review and analysis are required to identify and understand incoming demand from primary care/acute services and any resultant impact on demand for adult care.
103. The Learning Disability Team was already experiencing a higher than normal level of demand due to the impact that the closure of day and respite services have had on individuals and their carers. Demand remains high post Christmas.
104. The demand for both Mental Health Assessments and s136 assessments are continuing to steadily increase. It is also expected that there will be some slight increase coming from cases on the edge of admission requiring more intensive mental health support from the local authority due to carer breakdown due to fatigue.

105. For the sector, demand for support and services for those with lower level needs is likely to rise significantly as the long-term impact of COVID-19 and associated lockdowns are felt (social isolation, winter season, stretched unpaid carer capacity, reductions in community support capacity, etc).
106. Demand continues to remain high for local domestic abuse support services. The service continues to be accessible for support during lockdown. Work is ongoing with the communications team to raise awareness campaigns to ensure those who need help or support know how to access it.
107. Work continues to understand the recent government announcements for Ministry of Housing, Communities and Local Government (MHCLG) funding being made available (in-year) to support the local authority's response to domestic abuse and support to victims and their families. In preparedness of the new Domestic Abuse Bill coming into effect in April 2021, plans are now in place having been reviewed through Safeguarding Vulnerable People Partnerships as well as the Vulnerable People Stakeholder's group.

### **Overview and Scrutiny Engagement**

108. This report will be considered by Overview and Scrutiny Management Committee on 26 January 2021, with members of the Executive and senior officers in attendance to answer members' questions.

### **Procurement Implications**

109. A sequential approach to supplier relief was agreed earlier on in the response phase of the pandemic, ensuring that suppliers were pointed to central Government support where possible first and work with us on an open book basis when necessary. The Council has established an internal Commercial Board to provide oversight and assurance on the end to end procurement process around future contract activity and management.

### **Equalities Impact of the Proposal**

110. Work continues to understand the impact of the pandemic on those with protected characteristics. Equality implications are being considered in the Council's decision making and any change to service provision. Recovery theme leads have embedded the use of a Health Equality Assessment Tool. The Community Resilience theme working with partners is leading on the work to enable Wiltshire's communities to be cohesive places where difference is celebrated.
111. Further information about some of the work undertaken by the Community Resilience theme is outlined in **Appendix 1**.

### **Environmental and Climate Change Considerations**

112. An update on the council's response to the climate emergency is included on the Cabinet agenda as a separate item. It sets out all the council's activity to tackle the climate emergency which has been undertaken in the context of the COVID-19 response and recovery.

### **Risks that may arise as a result of a decision**

113. Risks created by responding to COVID-19 are managed by CLT and ELT as part of the overall management process. No decision required, so no risks arising.

### **Workforce Implications**

114. Government guidance about employment matters affected by the pandemic continues to be applied. The COVID-19 policy implemented in March 2020 sets out information for staff, including the application of policies and procedures to support response and during recovery, and will continue to be reviewed and updated following consultation with the trade unions.

115. The current national lockdown has been taken into account in communications to staff and this has included reminders about their role in adhering to the COVID-19 restrictions and to reinforce the need to work at home wherever possible. This has included a further review of those staff who have been accessing the workplace for essential service delivery, wellbeing or adhoc reasons to ensure every step is being taken to limit the potential for transmission and these staff have been asked to reduce the amount of time they are in the workplace as far as possible.

116. Work to identify staff in frontline health & social care who are a priority for a COVID-19 vaccination has been taken place and we are working with the CCG and our health partners to access the vaccinations for these priority staff as soon as possible.

117. The organisation recovery programme is continuing to take steps to assess, evaluate and review the way in which the workforce has operated during lockdown so that the positive changes can be embedded so that new opportunities to deliver services differently can be identified.

### **Conclusions**

118. Wiltshire Council continues to play a critical role with its partners and the local community in responding to the impact of the coronavirus in the county.

### **Terence Herbert, Chief Executive**

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Report Author: Layla Bridger, Recovery Project Support Officer  
25 January 2021

### **Appendices:**

Appendix 1: Additional detail on work under themes and on Organisation Recovery

Appendix 2: Summary of Wiltshire Highways Achievements 2020

Appendix 3: Key government announcements provided since last cabinet report

## Appendix 1

### Health and Wellbeing – additional information

#### Homelessness

- We are seeing a significant increase in single homeless and less of families, this is causing a challenge in regard to finding suitable temporary accommodation as most of our accommodation is tailored for family use. We currently have 72 households in temporary accommodation with a total of 65 children. Since April we have carried out a total of 1661 homeless assessments and 437 homeless preventions and have managed to move on 67 rough sleepers into more suitable longer-term accommodation.
- We believe the reason for the reduction in homelessness in families is due to the restriction on evictions. On the 11th January, the Government updated guidance to explain the possession action process in the county courts, including the extension of measures to prevent the enforcement of evictions, and to provide information about how these operate.  
<https://www.gov.uk/government/publications/understanding-the-possession-action-process-guidance-for-landlords-and-tenants>
- More families have the right to remain in existing accommodation during this pandemic which is allowing the housing team to increase in its prevention work which we have seen more than a 100% increase in this area of work.
- Our rough sleeper grants have all been successful and we are progressing well with both the short term and long-term Next Steps accommodation programme. The four properties we received capital funding for are all under offer and will complete before March 31, and we have launched our 1<sup>st</sup> housing 1<sup>st</sup> model, which is going well, and we intend to build on.
- Further grant money has become available to bid for and we will be working with the homeless forum to come up with some proposals on how this money could be spent to help the reduction and response to the prevention of homelessness

#### Anti-social behaviour

- Next steps are being taken with the wider ASB (Anti-Social Behaviour) group to define ASB, its types, their links and differences; to then understand applicable, effective, and joined up/isolated responses. The Salisbury City Centre group are keen to resolve issues closer to the root and positively.
- National PHE (Public Health England) guidance supports our approach - to work in an intensive, person-centred, strengths focused way with clients as equal partners in this process, not recipients, and a blueprint is being developed.

#### Substance misuse

- We continue to work closely with Motiv8, who support children with substance misuse, on their digital offer.
- Turning Point continue to support those most vulnerable. An increase demand for scripts has been seen and managed successfully. Their online offer continues to grow as do their online workshops.

- Dual diagnosis work is progressing and pathways for both adults and children are close to being finalised. Alcohol clients remain the most prevalent in our treatment services. Local and national campaigns to ensure safe drinking advice is shared as widely as possible are being worked on.
- The current lockdown has not changed the delivery models of either service.

### **BSW Mental Health / Learning Disability / Autism**

- Work is underway to bring partners and localities together to co-design our response to the national community services framework for mental health.
- AWP have faced significant pressures in hospital and the Council is working closely with them to facilitate safe discharges from the wards.
- The learning disability and autism spectrum condition programme (and the 18-25 pathway) have restarted and the LD/ASD programme continues to operate.

### **Care, Safeguarding and Education Theme – additional information**

#### **FACT**

- The FACT Executive and Operational Boards continue to oversee the delivery of the revised programme structure focussing on the agreed priority projects;
  - Early Support Assessment - implementation plan
  - Inclusive approaches - alternative education provision
  - Young People's Service - multi agency staffing, Contextual Safeguarding and data sharing related to Child Exploitation
  - School Readiness - speech, language and communication in the early years
  - Integrated Working - MH/LD/ASD
  - Transitional Safeguarding - older adolescents and young adults
- The current focus is on ensuring each project has an effective multi-agency project board driving its progress and a clear set of objectives and milestones.
- The FACT Operational Board is planning to hold a workshop session during March/April 2021 to reflect on the impact that Covid has had upon services and service; the outcome of these discussions will inform current and potential future FACT projects.

### **Community Resilience Theme -additional information**

The community resilience partnership will no longer be meeting during response in order to redirect Council resource to other response activity.

### **Youth Provision Task and Finish Group**

A meeting of Wiltshire Community Foundation, Youth Action Wiltshire, Community First and Wiltshire Council officers representing sports development and relevant statutory services, will be taking place to understand the impact of the third lockdown

on youth provision, the current funding position of key youth organisations, the status of youth outreach offers and any gaps in current provision.

### **Inequalities workstream**

- Wiltshire Racial Equalities Council, Wiltshire Multi-Faith Forum, Wiltshire BAME Officer Network and our Community Engagement Managers are assisting BSW CCG Engagement Team with engaging marginalised groups in the roll out of the COVID-19 vaccine.
- Carer Support Wiltshire have approached the Wiltshire BAME inequality group to support with referrals to a 6-month project increasing referrals and support for BAME carers.
- Communications materials regarding LGBT+ specific support during lockdown have been reissued for Lockdown 3.
- The “Get Connected” multiagency digital inclusion group: AbilityNet have taken over the work previously carried out by Wiltshire Online Digital Champions, working with older people to improve digital skills. The project have 50 Chromebooks to be distributed to those without equipment. Julian House are linked in with the group to address specific needs of Gypsy, traveller and boater communities with the potential for these groups to benefit from Project Mercury (Old laptops renovated by Military Technicians for reuse in the community). This work is linking into activity from our Education team on digital access.

### **Organisational Recovery-additional information**

In addition to the work that has launched and set out in the report there are other initiatives that continue to be developed in the programme workstreams. Some further examples are below.

### **Workspaces & Workplaces**

- Focus groups with senior management teams commenced in January 2021 to understand specific service requirements and to help teams to re-imagine how they use desks, breakouts, collaboration space and storage, and to understand and promote the ways in which technology can support new ways of working and service delivery models. To support this the roll out and training on the full suite of Office 365 tools continues as part of this workstream.
- Initiatives scheduled to launch once restrictions on staff access to the workplaces is lifted include:
  - The trial of a new office layout in Monkton Park will commence once restrictions on staff accessing the workplace are lifted. The new layout aims to optimise space and provide a modern, flexible and effective workplace that meets the needs of our services, staff and customers.
  - The trial of a desk booking app will also be trialled once restrictions are lifted, this app will support the aim to optimise and have efficient use of our workplaces.

### **High Performance Culture**

- Following the launch of EPIC Values in Autumn 2020 these continue to be embedded in workplace policies, processes and practices. The values set out what we expect of staff, and what they can expect from the Council as an employer and define the culture of the organisation.
- Initiatives being developed in this workstream include:
  - 360° Appraisal. This will be launched soon as a pilot for the senior leadership team. This type of appraisal approach provides a safe, confidential, and reliable way for colleagues to provide feedback and gives valuable insight into current leadership performance allowing action to be taken quickly to improve performance where relevant.
  - EPIC Stars. This is a new staff recognition scheme that will replace the Achieving Excellence Awards. The new scheme will include recognition for staff as well as foster carers, volunteers and shared lives carers. It will also incorporate recognition for long service.
  - Leadership & Management Programme. The programme has been reviewed and will relaunch in April. The new programme will be supported by assessment centres and will focus on leading high-performance teams.
  - Inspiring Performance Toolkit. This is being developed to support managers to lead and develop high performance teams.
- Sub-groups under this workstream also include:
  - Evolve. The Evolve programme is progressing with the procurement of a new iCloud-based ERP system. This will replace SAP and will provide support the wider organisational recovery programme in transforming business processes enabling organisational insight to support evidence-based decision making and policy.
  - Business intelligence – this has two strands working together, and alongside other workstreams such as Evolve, to deliver business insight. The technology strand is underway with kick-off meetings that took place w/c 18 January with consultancy Agilysis, who will support the development of our data analytics capability and tools, and the appointment of a Data Manager in ICT. Alongside this we need to ensure that we have the right culture, skills and structure in places across the council to add insight and analysis to the data and intelligence the technology gives us. Work has started to identify a “community of practice” across the council and to engage with relevant managers and staff to understand how we can share best practice, skill and support the development of a business intelligence culture.

### **Agile Workforce**

- A wide range of initiatives are taking place as part of this workstream. These include:
  - Agile work pool. This will launch soon and will enable staff to self-select themselves into the pool providing information on their knowledge, skills



and experience. This will support flexibility in the workforce, who can be deployed to meet business priorities more easily.

- Careers website. A new Careers website will be procured for launch later this year. This will be developed to ensure the site reflects our brand, values and benefits of working for the Council and so that our vacancies are visible in the marketplace that candidates now use to search for jobs, e.g. google for jobs. We will also aim to ensure the candidate experience is seamless and reduce the number of 'clicks' between advert to application to support our hard to fill roles.
- Youth Friendly Employer. Work to become a Youth Friendly Employer is underway as part of this workstream. This is an initiative that shows young job seekers that they matter. Work to provide access to the Kickstart scheme is underway as well as the provision of work experience for students studying T level qualifications. Alongside this, steps to advertise vacancies as apprenticeship opportunities are being taken with the aim of apprenticeship being the default position on all jobs at an entry level and where an apprenticeship standard exists.
- Career step grades. This approach to improving staff development and retention is being piloted within the housing repairs team and will then be rolled out more widely. These careers step roles aim to give staff the ability to progress into roles where they don't fully meet the person specification, supported by opportunities to gain experience, access to training and, where appropriate, completion of qualifications using the apprenticeship levy where possible. On completion of training and/or qualifications together with satisfactory performance they will move fully into the role. This will support staff to change direction in their career path, enable us to "grow our own" and enable more flexible redeployment of displaced staff.
- Generic role descriptions. These are being used for all recruitment to business support roles and will remove the need for individual role descriptions for each role. This will support more flexible deployment of staff in these roles. Evidence from the COVID-19 response is that these roles have been in the most demand.

## **Appendix 2- Highways activities during COVID-19**

### **Recent Activities at Stonehenge**

Highways have worked with a multi-agency team lead by Police to deal with encampments near A303 at Stonehenge. This has mainly been on National Trust land, but following a request from Police to restricting access to adjacent byways, a Temporary Traffic Regulation Order has been placed to close Byway 12 to all traffic and this has been in place since the byway was closed for winter solstice. We continue to monitor the encampments in that area.

A summary of Wiltshire Highways Achievements 2020 is below. The full [Highways annual report](#) can be found online under Environment Select Committee meeting on 13 January 2021.

Key achievements include:-

- Continued to deliver essential highway maintenance during COVID-19 lockdowns with safe working methods put in place by contractors.
- Resurfaced 58.4 km of road since March.
- Retextured 11.5 km of road to improve skid resistance.
- Resurfaced 4.8 km of footway.
- Filled 12,354 potholes (to end of November) – over 20% more than in previous year, taking advantage of low traffic.
- Installed 17,364 new energy efficient LED streetlights (to end of November).
- Completed localised road repairs at 81 sites, comprising 25,309 sqm of repairs.
- Completed 19 verge repair sites on over 15km (9 miles) of road.
- Carried out 12 major bridge maintenance schemes.
- Implemented 8 traffic engineering schemes, 5 CATG schemes, 6 Cycle infrastructure schemes, and 6 schemes to improve journeys to school.
- Introduced road space reallocation projects in Devizes, Malmesbury and Bradford on Avon to facilitate social distancing.
- Introduced and removed traffic management measures for People Friendly Salisbury scheme.
- Carried out 67 signing and road marking schemes.
- Processed 12,500 permits for works on the network, including 3,500 for the Councils own highway works.
- Implemented 29 drainage improvement and flood alleviation schemes.
- Carried out drainage CCTV surveys at 48 sites and removed 164 tonnes of silt and debris from drainage systems.
- Diverted 4,500 tonnes of material from landfill by recycling highway waste materials.
- Inspected 520 bridges. Based on nationally recognised bridge condition indicators the Wiltshire bridge stock is in good condition.
- Dealt with effects of storms Ciara and Dennis at the start of the year when hundreds of trees were blown over on two consecutive weekends.
- Worked with Badminton and Bowood Estates to remove over 1,000 private and highway trees close to roads which were becoming unsafe because of Ash Dieback disease.

- Surveyed main roads for potential Ash Dieback disease and identified 4,100 needing removal next year.
- Carried out 31 primary and 2 secondary precautionary salting runs in 2019/20. This years gritting operation is currently ongoing.
- Commented on the drainage aspects of over 800 planning applications, with just under half being major applications.
- Awarded new major contracts for road surfacing, surface dressing and tree maintenance.
- Submitted Outline Business Case for A350 Chippenham Bypass (Phases 4&5) to DfT.
- Progressed design of M4 Junction 17 improvements and A338 Salisbury Junction Major Road Network (MRN) schemes.
- Worked on Highway England's A303 Stonehenge scheme to discharged Council's statutory duties in relation to this Nationally Significant Infrastructure Project
- Undertook public consultation on A350 Melksham Bypass scheme options.
- Assisted with Future High Street bids for Salisbury Railway Station
- Forecourt and Fisherton Street, Salisbury, and provided technical support for the Future Chippenham scheme.
- Worked with Environment Agency to develop Salisbury River Park proposals which are currently the subject of a public consultation.
- Contributed to develop the Sub National Transport Body strategies and plans, as being chaired by Cllr Wayman.
- Continued to maintain highways development control levels of service despite increase in activity and limitations on site access.
- Implemented Traffic Orders using new Covid-19 related powers to ensure they are progressed despite publicity constraints.

### Appendix 3- Key government updates provided since last Cabinet report

- Schools can order laptops and tablets through the '[Get help with technology service](#)' to support remote education
- A further 300,000 [laptops](#) and tablets are being made available to help disadvantaged children and young people learn at home.
- Guidance issued for people who are [Shielding and protecting people who are clinically extremely vulnerable](#).
- The Government set out how it will work with the NHS, devolved administrations, local councils and the armed forces to deliver the [vaccination programme](#)
- [Lateral flow testing](#) to target testing people who are unable to work from home during the national lockdown
- National free [school meal voucher](#) scheme goes live, includes option of supermarket gift cards as well as lunch parcels, caterer or other local solution
- The Test and Trace payments scheme will now continue until the end of March 2021, the Government has confirmed. The Department of Health and Social Care (DHSC) has written to councils this and confirmed additional funding for both the main payment and the discretionary payment
- **Indemnity support:** In a [written statement to Parliament on indemnity in care settings](#), Minister for COVID Vaccine Deployment, Nadhim Zahawi set out the intention to develop "targeted and time-limited state-backed indemnity" for CQC registered care homes unable to secure sufficient indemnity cover to be approved as a 'designated setting' able to accept care home residents who are COVID positive on discharge from hospital.
- The Government has [announced a £120 million fund](#) for councils which is intended to boost staffing levels as staff absence rates rise in care homes and among home care staff. The funding is intended to increase workforce capacity in the care sector and can be used to provide additional care staff where there are shortages, free up experienced and skilled staff to provide care instead of undertaking administrative tasks and support staff to increase their hours, through overtime or by meeting childcare

**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject:** Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25

**Cabinet Member:** Cllr Pauline Church – Cabinet Member for Finance and Procurement, and Commercial Investment

**Key Decision:** Yes

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**Executive Summary:**

The report presents members with the proposed 2021/2022 Budget and Medium Term Financial Strategy (MTFS) 2021/22 to 2024/25.

Despite an extraordinary year dealing with and responding to the COVID-19 pandemic, the Council's financial management and spending controls together with emergency funding from Government has seen a forecast balanced budget by the end of the 2020/21 financial year.

This places the Council in a strong position going into 2021/22, and during the financial year over £4m has been set aside to equalise out the impact on services in setting the 2021/22 budget, with further provision now being set aside to mitigate risk that may arise from expected latent demand for services.

It has also been an extraordinary year in which to set a balanced budget, and the impact of the pandemic on the Council's finances has been profound. The 2021/22 budget therefore represents a one year holding budget, backed, as a result of the COVID-19 pandemic, by a one year funding settlement from Government resulting in the expected fair funding review being deferred. 2021/22 follows a year of unprecedented challenge and upheaval, and there is still a degree of uncertainty that remains in the assumptions for planning for 2021/22, and little certainty over what lies ahead for 2022/23 and future years.

The 2021/22 budget will ensure that vital services to the residents, businesses and communities of Wiltshire are continued to be provided during the pandemic and the recovery that will follow the emerging vaccine rollout. In recognition of this the Cabinet is proposing in this budget to set aside £1m a year over the life of the four year MTFS to aid recovery in Wiltshire's market towns.

The report sets out, for approval by Cabinet, the budget setting proposals that provide for a balanced budget in 2021/22, giving the details on the outcome of the Local Government provisional settlement following the spending review, the pressures, savings and estimated impact the COVID-19 pandemic will have on the Council's proposed budget.

Within this the report sets out the required increase in Council Tax for the year, the increase in fees and charges and the general fund reserve balance as part of a reserve strategy to provide improved future financial resilience for service delivery as well as outlining the key financial risks being faced by the Council in estimating the level of reserves to be held.

The MTFs recognises the one year reality of the current situation but begins to set out the likely state of the Council's finances beyond 2021/22 and the estimated budget gap as a result.

In addition, the report sets out for approval the planned Capital investment being made in 2021/22 and beyond, ensuring the delivery of key infrastructure projects as well as maintaining the Councils asset base for future service delivery.

Lastly the report sets out the Housing Revenue Account (HRA) budget for 2021/22 and associated increases in rents, service charges and garage rents as well as the position on the dedicated schools grant (DSG).

### **Proposals:**

Cabinet recommends to Council:

1. That a net general fund budget of 2021/22 of £412.561m is approved;
2. That the Councils Tax requirement for the Council be set at £298.265m for 2021/22 with an average Band D of £1,590.60;
3. That the Wiltshire Council element of the Council Tax be increased in 2021/22 by the following:
  - i. A 1.99% general increase;
  - ii. Plus a levy of 3% to be spent solely on Adult Social Care;
4. That the Corporate Leadership Team be required to meet the revenue budget targets for each service area as set out in Appendix 1 to this report, for the delivery of Council services in 2021/22;
5. Delegate changes in fees and charges as set out in the report;
6. That the Capital Programme 2021/22 to 2029/30 is approved;
7. That the Capital Strategy set out in Appendix 9 is adopted;
8. That the Housing Revenue Account (HRA) budget for 2021/22 is set at £23.626m;

9. That a 1.5% increase is set for social dwelling rents, except for rents currently over the formula rent which will be capped at formula rent as per national guidance;
10. All service charges related to the Housing Revenue Account (HRA) being increased to cover costs and garage rents increased by 1.5%;
11. Endorses the Medium Term Financial Strategy and the forecast budget gap of £45.512m for the 2022/23 financial year with regular updates to be received on delivery against strategy and addressing the forecast budget gap.

**Reason for Proposal:**

To enable the Cabinet to recommend to Council a balanced revenue budget for the financial year 2021/22 and to set the level of Council Tax.

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

The Cabinet also sets out the final assumptions being used in the budget for growth, inflation, demand for services, the estimated level of income from sales, fees and charges and the level of income estimated from core funding e.g. council tax, business rates and government grants and how all of these aspects have been impacted by COVID-19 pandemic as well as the level of reserves held and assessed by the Councils Section 151 Officer, as required, to provide future financial resilience.

This provides the Council with a MTFs to begin to drive long term financial sustainability, look towards recovery and continue to deliver on the Councils business plan.

**Terence Herbert – Chief Executive**

**Andy Brown – Interim Corporate Director Resources (S.151 Officer)**

**Ian Gibbons – Director of Legal & Governance (Monitoring Officer)**

## Wiltshire Council

### Cabinet

2 February 2021

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**Subject:** Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25

**Cabinet Member:** Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment

**Key Decision:** Key

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### Purpose of Report

1. This report sets out the Cabinet's proposals for the Council's Budget 2021/22 and Medium Term Financial Strategy (MTFS) 2021/22-2024/25.
2. It also sets out the Council's Capital Programme 2021/22 to 2029/30, the Housing Revenue Account (HRA) budget 2021/22 and the Dedicated Schools Grant (DSG).
3. The detailed assumptions underpinning the Cabinet's proposals are set out and the Section 151 Officer's opinion on the robustness of the budget estimates for 2021/22 and the adequacy of the Council's reserves, including the general fund reserve, as required under section 25 of the local government act 2003.

### Background

4. As set out in the budget setting report to Cabinet in November 2020, following a complete overhaul of MTFS base assumptions, the budget gap facing the Council at that time was estimated at just over £29m.
5. Since that report the Government's one-year spending review has been announced and the Local Government provisional settlement was released on 17 December 2020. The Government had intended to undertake a resetting of the funding distribution for Local Government through their planned fair funding review, where it was expected that baseline funding would be distributed more fairly according to local needs, as well as putting forward plans to address the Adult Social Care funding gap.
6. As a result of the COVID-19 pandemic the fair funding review and the anticipated white paper on Adult Social Care funding reform have been delayed, and as a result Government have brought in measures within their one-year settlement.
7. Forecasts for core funding, council tax and business rates, have continued to be reviewed and this report sets out the final assumptions being used in the proposed budget, including the confirmation of the anticipated deficit on the collection fund as



well as the councils tax base i.e. the number of band D equivalent properties eligible to pay council tax in 2021/22.

8. In addition, Cabinet and the Corporate Leadership Team have been working on reviewing the growth, inflation and demand estimates that gave rise to the £29m gap with a focus on reasonably challenging and bringing these estimates down either through the latest known forecast data or through mitigation actions that will be taken in 2021/22.

### Change in Budget Presentation

9. The November Cabinet reported a change in how the budget would be presented, effectively moving grants from the net base budget requirement and into the funding section i.e. all the un-ringfenced resources received to fund Council services, reflecting that the grants received are to fund the Council's overall delivery of services, rather than ringfenced or service specific as well as to bring the Council more in line with other unitary Councils' reporting.
10. A further £15.557m of specific grants have been moved into the funding section, and this has now been confirmed following the provisional settlement confirming the funding allocations.
11. This technical change has no impact on the resources available to fund services but will see the Council's revised base budget for 2020/21 increase to £385.053m. The table below shows the impact of the change in presentation on the revised totals.

	2020/21 BUDGET Approved Feb-20 £m	2020/21 BUDGET 3rd November £m	2020/21 BUDGET Final Base Budget £m
<b>Council Budget</b>			
Service Budgets	355.486	355.486	355.157
Corporate	29.566	29.566	29.896
Specific Grants	(41.029)	(15.557)	
<b>Net Budget Requirement</b>	<b>344.023</b>	<b>369.495</b>	<b>385.053</b>
<b>Funding</b>			
Council Tax	(260.830)	(260.830)	(260.830)
Adult Social Care Precept	(23.893)	(23.893)	(23.893)
Business Rates	(56.600)	(56.600)	(56.600)
Collection Fund Surplus	(2.700)	(2.700)	(2.700)
Government grants	-	(25.472)	(41.030)
<b>Total Funding</b>	<b>(344.023)</b>	<b>(369.495)</b>	<b>(385.053)</b>

### Main Considerations for the Council

12. Critically the Cabinet is proposing a balanced budget for 2021/22, a budget that ensures funding for vital services to continue during the pandemic and as Wiltshire moves to recovery.
13. In order to achieve this the Cabinet has duly considered the current position on Wiltshire's residents and businesses and has felt that the provision of vital services to protect the vulnerable and continue the running of key services is paramount.

14. However, in having the funds to enable this to happen, specifically in relation to Adult Social Care, the Cabinet is proposing that the full amount of the permitted Government rise in the Adult Social Care levy is taken in 2021/22.
15. Therefore for 2021/22 the Cabinet is proposing a 1.99% general increase in Council Tax, with a 3% levy specifically for Adult Social Care. With growth of £8.6m built into the Adult Social Care budget, the levy will raise over £8.5m towards meeting that cost.
16. In addition to Adult Social Care, significant investment is going into Children's services with £6.6m allocated for investment in Children's Social Care, recognising the expected rising demand for key services as well as the continued investment in the fostering excellence scheme, and nearly £1.5m to deal with the rising demand for Special Educational Needs and Disability (SEND) transport, matching the recent trend in rises of Education, Health and Care Plans (EHCP).
17. The impact of the COVID-19 pandemic has been significant on the Council's finances, only time will tell how lasting this will be. The impact on the 2021/22 budget in terms of service delivery, not including the negative impact on council tax and business rates, is nearly £5m, the vast majority down to the impact on income generated to help run services e.g. car parking, planning and Leisure.
18. Within Leisure, in addition to the adverse impact on income, there will be an investment from revenue of over £2.1m, following the Cabinet decision in December 2020 to insource the running of Leisure Services during 2021/22. This investment provides for the contract and the running costs that will be incurred by the Council for the remainder of the year once the service is brought in house. This recognises the important role that leisure has and will have in the health and wellbeing of Wiltshire's residents.
19. The provision of Waste Services will increase by nearly £2.6m in 2021/22, and £1m has been set aside to cover the cost of the election still planned for May 2021.
20. The budget to finance the Council's capital programme will increase by nearly £2m, enabling significant investment in key infrastructure and transformation projects in Wiltshire totalling over £214m in 2021/22.
21. Cabinet have also put aside £1m investment to aid the recovery of Wiltshire's market towns during 2021/22. The determination of the fund will be made during 2021/22 but is intended to assist and maximise the recovery of Wiltshire's market towns hit hard during the COVID-19 pandemic.
22. The one year holding position of the 2021/22 budget has also been used as a basis to change the base in which the Council can move forward from, and in doing so has meant where at all possible a resetting of the base budget. There has been a focus on prior year savings, removing those that have either not been achieved, or not progressed, as a result of the pandemic.

23. Over £3.6m of prior year savings and savings planned to be made in 2020/21 have been removed. This includes a £1m saving target in Public Health, where spend was to be aligned to the ringfenced Government grant but it is felt that now, during the time of public health related pandemic, is not the time to be reducing spending in this critical service area.
24. It is inevitable that additional efficiencies will be required given the forecast budget gap in 2022/23 and the changing landscape post pandemic. It is expected that as we move forward in 2021/22, the Council will be able to recognise efficiencies in its operations and service delivery that a post pandemic world presents, and that these efficiencies will be ongoing and be able to be used to close any gap in the following year, as well as focusing resource on future priorities.
25. As a recognition of this, a £2m savings target for 2021/22 has been allocated to services that reflects the already changing dynamic, activity and management of Council services. The £2m is based on a reduction in the Council's staffing establishment budget, removing budget held for vacant roles during 2020/21, mainly as a result of the external recruitment freeze, and should be considered in context against a forecast underspend on the Council's staffing budget of over £5m during 2020/21.
26. The assumptions on the level of growth required to maintain services during 2020/21 and meet the expected increase in demand are based on the best estimates at the time of setting the budget, it is acknowledged that owing to the unprecedented nature of setting the budget that there will be an element of uncertainty and variability in those estimates.
27. During 2021/22 the demand for services, and therefore the level of resource required, will be tracked and reported through the quarterly budget monitoring reports to Cabinet. After six months a review will be undertaken to assess the position and recast the budget based on actual and forecast data.
28. This assessment will be used to effectively flex the base budget for 2021/22 and restate the base budget as a basis for 2022/23 planning. The outcome will see those services that are experiencing higher than estimated demand being provided a draw from the newly created Latent Demand reserve to offset the increased costs, whilst those services having less demand will have their budget scaled down to reflect the resource required to meet the current activity.

## **2020/21 Forecast Outturn**

29. The latest forecast outturn position for the current 2020/21 financial year is detailed in the quarter three budget monitoring report to Cabinet.
30. With the receipt of emergency government funding and the imposing of spending controls and an external recruitment freeze from 1 July 2020 the Council is forecasting a balanced budget for 2020/21.
31. Within that £4.165m had already been prudently set aside in an earmarked reserve to mitigate the potential impact, through reductions and cuts, on services in the setting of the 2021/22 budget. The budget assumes that this reserve will be fully utilised in 2021/22 to ensure a balanced budget.
32. In addition, a further reserve has now been created for Latent Demand setting aside £4.958m. This amount would have been utilised in 2020/21 if the forecast demand that was anticipated for 2020/21 had arisen, however, it is now estimated that this demand will now arise in 2021/22 or later, and potentially will be higher as a result of the pandemic.
33. Whilst the MTFs allows for a level of growth, based on estimates, there is a risk that this may not be sufficient in certain areas of service provision. Therefore, the Latent Demand reserve has been created to enable the mitigation of these costs should the demand be greater than the assumptions being made in the setting of the 2021/22 budget.
34. The changes in the treatment, but not the level, of the amount set aside to cover the anticipated collection fund deficit has been made following the revised deficit forecast, details of which are provided later in this report.

## **Local Government Provisional Settlement**

35. The Government announced its spending review on 25 November 2020, with the Treasury signalling that the 2021/22 financial year would be a one year holding position while still in the grips of the pandemic.
36. The provisional settlement for Local Government was announced on 17 December 2020 and provided confirmation of various funding streams and mechanisms as a result of the impact of COVID-19.
37. The Government has recognised the need to continue a range of one-off grants to support Local Government in the first few months of 2021/22, thus enabling the response to the ongoing COVID-19 pandemic to continue. This includes a £1.55bn un-ringfenced COVID-19 expenditure pressures grant, £790m to support collection fund losses and £670m to recognise the impact of lost council tax receipts as a result of increase in local council tax support eligibility.
38. Government also announced the extension of the sales, fees and charges compensation scheme for the first three months of the 2021/22 financial year.

39. To date the COVID-19 grant and local council tax support grants have been confirmed, seeing £10.878m and £5.296m of funding for Wiltshire respectively. A technical note has been released on the collection fund losses scheme, whereby it is intended that Government will compensate for 75% of irrecoverable losses in council tax and business rates; with the estimate deficit on the collection fund standing at £3.750m for 2020/21, this could represent circa £2.671m to the Council.
40. Government has announced an extension to the Social Care Grant of £300m nationally, which after adjustments for equalisation of council tax raising abilities means Wiltshire will receive only £0.456m.
41. Further grants were also announced in the provisional settlement, with confirmation of the rural services delivery grant and a new grant called the lower tier services grant, which we have assumed is a replacement of the local services support grant.
42. The New Homes Bonus scheme was extended but at a reduced level, with national payments expected to be worth £622m down from £907m, and 2021/22 expected to be the schemes final year. The MTFS had assumed £10.854m from the New Homes Bonus in 2021/22 but this has now been confirmed at £8.133m; a £2.721m reduction.
43. On 21 December 2020 the Government announced a £310m fund to tackle homelessness and rough sleeping. The Homeless Prevention Grant combines and replaces two existing funding streams: the flexible homelessness support grant and the Homelessness Reduction Grant and is a £47m increase on the current financial year. Wiltshire will receive £1.050m in 2021/22 to ensure we have the resources to take action to prevent homelessness from occurring. The funding is a £0.156m increase on the previous allocation.
44. Another key announcement in the spending review was the freezing of public sector pay for Local Government. This will still be subject to negotiation with employers and will also still see an increase of £150 for staff under £24,000 per annum. Therefore, assumptions have been prudently revised downwards to reflect this position.
45. Emergency funding from Government, totalling £10m, had been assumed within the £29m budget gap reported to Cabinet on 3rd November 2020. This was a prudent assessment that, given the emergency funding received by Government during 2020/21 and the lobbying and returns made by the sector, that continued support would be forthcoming. Without this continued funding and support from Government the impact and ability to maintain key services to Wiltshire would have been significant.
46. With the announcement of a one year settlement from Government, and the delay in the fair funding review and reforms to Adult Social Care funding, it was anticipated that the Government would reintroduce the Adult Social Care precept as a mechanism to fund the growth in demand for Adult Social Care. This was estimated at 2% and in the spending review the chancellor confirmed that a further two years of up to 3% spread across 2021/22 and 2022/23 could be utilised.

47. Overall, the provisional settlement was a positive outcome for Wiltshire, and the table below shows the difference between the actual and anticipated outcome, for those grants yet to be confirmed, compared to the assumptions made within the £29m gap.

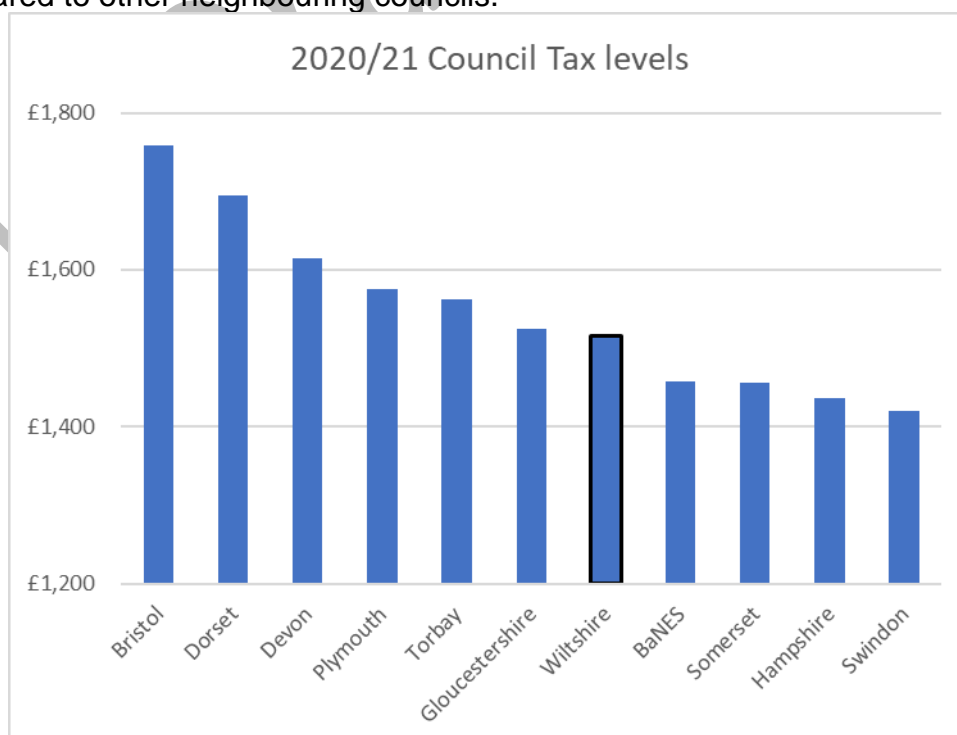
Grant Description	MTFS Assumption £m	Provisional Settlement £m	Gain / (Loss) £m
75% Income Compensation for Collection Fund Losses	-	2.671	2.671
Income Loss for Sales, Fees and Charges for 3 months	2.000	1.000	(1.000)
£300m Adult & Childrens Social Care Grant	-	0.456	0.456
£1.5bn of COVID-19 Emergency Funding	5.000	10.879	5.879
£670m Local Council Tax Support Grant Funding	3.000	5.296	2.296
New Homes Bonus	10.854	8.133	(2.721)
Lower Tier Service Support Grant	0.200	0.473	0.273
Rural Services Delivery Grant	3.316	3.479	0.163
Funding for Social Care	15.557	15.557	-
Section 31 Grant (NNDR)	10.102	9.102	(1.000)
<b>Outcome of Provisional Settlement</b>			<b>7.017</b>

### COVID-19 Impact

48. The impacts of COVID-19 on the Council has been significant, but throughout 2020/21 and continuing into 2021/22 the Council continues to support the vulnerable and those most in need. It has also continued to provide ongoing business as usual services e.g. refuse collection as well as reacting quickly to act as a conduit for businesses to receive key Government funding support, with over £100m of grants issued by the end of 2020 and further support now being rolled out in January 2021.
49. COVID-19 has had a significant impact on the Councils finances, with increased costs and the impact of social distancing guidelines and lockdown on activity from services that generate income e.g. car parking, leisure while the wider economic impact of the pandemic will also impact on the Councils core funding from council tax and business rates.
50. Whilst the lost income is not forecast to be as high as the level seen in this financial year, an assessment of ongoing behavioural changes going forward into 2021/22 will see income budgets reduced by 10% to 30% in some services, with a total negative impact of £4.4m.
51. Resources, quite rightly, have been focussed on responding to the pandemic, but this been at a detriment to planned transformational activity particularly that concerned with a savings of efficiencies and, as result, those plans have been impacted in 2020/21.
52. Increased costs are anticipated through the provision of additional cleaning in Council buildings and hygiene supplies costs which added to the reduction in income results in an overall direct COVID-19 pressure of £4.9m. Costs in relation to demand for services as a result of COVID-19 have been captured under demand.

## Council Tax

53. In the November Cabinet report the tax base, the number of Band D equivalent properties eligible to pay council tax, was estimated at 185,389 a reduction of 4,990 on the previously approved MTFS assumption and amounted to around £6.7m in lost revenue.
54. A significant factor in this was the increase in universal credit claimants, going from 17,500 before the pandemic to over 32,000 in December 2020, although this figure has remained largely static since September 2020. This has the knock-on result of reducing the tax base as residents can become eligible for the Councils Local Council Tax Support (LCTS) scheme and therefore only eligible to pay 20% of the council tax whereas previously they would have paid 100%. Those households with working age residents eligible for LCTS has increased from 14,948 in December 2019 to 18,530 in December 2020; a 24% increase.
55. However, as stated in the November Cabinet report, the position would be further reviewed as the furlough scheme was then due to end but has now since been extended until April 2021.
56. The final tax base to be used in the setting of the 2021/22 budget has been set at 187,517.40 Band D equivalents. This figure is still 418 Band D equivalent properties lower than the tax base set in 2020/21. The review reflects that uncertainty of forecasting, with house building holding during the latter part of 2020 and the number of LCTS residents also flatlining. Therefore, whilst there may be an impact when furlough ends in April 2021, it is likely to recover as the financial year progresses.
57. As already set out the Adult Social Care Precept will be applied in full in 2021/22, raising over £8.5m to help fund the £8.6m investment into Adult Social Care.
58. Overall, the table below shows the Councils level of Council Tax remains low when compared to other neighbouring councils.



59. Given the proposed increase in Council Tax, and the current economic climate going into 2021/22, the Cabinet have made the decision to increase the annual budget held for hardship funding to £0.300m; a 6 fold increase.
60. The discretionary hardship fund is held to assist those families and residents that, after undertaking all avenues of support to either reduce their council tax bill e.g. local council tax support scheme, gives the Council the ability to provide further support to those in need.

### **Business Rates**

61. There were no specific announcements on business rates in the Governments spending review. At the start of 2020/21 over £67m of business rate reliefs were issued to eligible businesses e.g. retail, leisure, hospitality and nurseries over and above the normal reliefs provided to eligible businesses e.g. small business rate relief. At this point these additional reliefs have not been announced as continuing beyond April 2021.
62. In addition, business grants to support eligible sectors have been distributed in Wiltshire totalling £120m. None of these grants are expected, or at least have not been announced, to continue beyond April 2021.
63. Given the impact on local businesses this remains an area of significant uncertainty and concern. It is unclear the impact and the ability of businesses to be able to pay business rates from April 2021.
64. With this in mind, the anticipated increase in business rate growth has been stripped out of the MTFs and a £1m reduction allowed for in the section 31 grant received from Government in respect of small business rate relief and other reliefs.
65. This in part is a recognition of the anticipated difficulty expected in the economy during 2021/22. However, should the grant not be reduced to that level and indeed business rate payers continue in the main to be able to pay, then it is proposed that the balance of the £1m be utilised to support local businesses in 2021/22 as part of Wiltshire's recovery.

### **Forecast Collection Fund (Council Tax & Business Rates) Balance**

66. At quarter 2 of 2020/21 it was estimated that the deficit on the collection fund would be £8.613m, impacted by estimated increases in non-payment, increase in the number of residents now receiving universal credit and therefore eligible for Local Council Tax Support and loss of anticipated growth.
67. The Government have mandated that Councils must spread this deficit over the next three financial years as a mechanism to offset the impact; this was before the settlement announcement on the 75% income loss compensation scheme.
68. The latest forecast, now being factored into quarter 3 of 2020/21, shows a significant improvement with a forecast deficit of £3.750m. Within this the deficit on the business rates element now only stands at £0.045m, owing mainly to the reliefs and rates holidays issued to eligible businesses in 2020/21, leaving the remaining ratepayers who on the whole have kept paying, with the majority of those being public sector bodies and supermarkets.



69. This lower forecast deficit is an improvement of £4.863m, and for 2021/22 will see an estimated 75% income loss compensation grant being received of £2.671m.
70. It is proposed that the original £8.613m deficit being forecast in 2020/21 is transferred to a new collection fund volatility reserve, with £3.029m being drawn down in 2021/22 to enable a balanced budget. This amount is a recognition that the draft budget had been estimated on a compensation grant of £5.7m, based on the higher deficit figure, and is the difference between the two grants to enable a balanced budget.
71. The remaining balance of £5.584m is then proposed to be held to mitigate against the potential for collection fund volatility in future years as well as to address the £3.750m deficit over the next three financial years, with £1.250m being drawn down in 2021/22 to cover year 1 of the deficit.

### Reducing the Budget Gap

72. The budget gap presented to Cabinet in November 2020 stood at £29.422m. Since then the Local Government provisional settlement has been announced, the council tax base has been finalised, the Councils financial position for 2020/21 has become clearer and critically the Cabinet and the Councils Leadership Team (CLT) have undertaken a review of the level of growth being put into the budget to wherever possible minimise and reduce the cost.
73. The CLT undertook a review of all key areas of demand and inflation, as well as looking at the current underspend in 2020/21 and how this could be aligned and realised as an ongoing saving from 2021/22.
74. The outcome of the challenge to reduce growth, together with all the other challenges is detailed in the table below and shows how the budget gap of £29.422m has been closed to deliver a balanced budget.

#### Budget Challenge

Reduction of the 2021/22 Budget Gap	£m
<b>Budget Gap Cabinet November 2020</b>	<b>29.422</b>
Changes to Demand and Inflation Assumptions	(8.346)
Additional Savings Proposals	(2.000)
Changes to Council Tax/NNDR	(0.285)
Reduction of Pay Award	(3.204)
Remove General Fund Reserve Transfer	(1.400)
Use of Budget Equalisation Reserve	(4.165)
Use of Collection Fund Volatility Reserve	(4.279)
Removal of Public Health prior year saving	1.000
Cabinet Investment for Recovery Fund for Market Towns	1.000
Leisure Centre Insourcing	2.179
Social Care Levy increase from 2% to 3%	(2.905)
Provisional Settlement announcement	(7.017)
<b>Balanced Budget Cabinet February 2021</b>	<b>-</b>

## Proposed Budget 2021/22

75. The table below provides a high level summary of the proposed budget for 2021/22. Appendix 1 provides an analysis at service level of the movement from the revised 2020/21 base budget to the proposed 2021/22 budget.

Corporate Directorate	Proposed Budget 2021/22 £m
Corporate Director People Total	236.178
Corporate Director Place Total	99.341
Corporate Director Resources Total	36.567
Chief Executive Directorates Total	15.886
Corporate Total	24.589
<b>Grand Total Proposed Budget</b>	<b>412.561</b>
<i>Funding</i>	
<i>Council Tax Requirement</i>	(265.850)
<i>Social Care Levy</i>	(32.415)
<i>Rates Retention</i>	(58.500)
<i>Rates Retention Levy</i>	-
<i>Collection Fund (surplus) / deficit</i>	1.250
Specific Grants	(36.744)
Hardship & Emergency Funding	(20.302)
<b>Funding Total</b>	<b>(412.561)</b>
<b>Funding Gap</b>	<b>-</b>

76. The total investment going into the 2021/22 budget is £34.236m and is outlined in the table below. The following paragraphs then provide detail on the services receiving significant levels of investment in 2021/22.

Corporate Directorate	Total Investment 2021/22 £m
Corporate Director People	17.016
Corporate Director Place	11.549
Corporate Director Resources	1.483
Chief Executive Directorates	1.484
Corporate	2.704
<b>Total Proposed Investment</b>	<b>34.236</b>

## Significant Service Investment in 2021/22

### Adults Social Care

77. As has been previously laid out, the Council will be fully utilising the Adult Social Care levy increase of 3% in 2021/22. All of the money raised via the precept must be spent on Adult Social Care. The pressures arising out of growing demand, and

rising costs, that have been built into the budget for 2021/22 amount to £8.613m, £0.090m more than the funds being raised from the precept.

78. There are four broad areas of cost pressures that make up the overall cost pressure of £8.613m, as follows:

i. Rising Demand	£3.901m
ii. Contract Inflation	£3.920m
iii. Pay Award	£0.406m
iv. Service Pressures	£0.386m

79. Pressures in respect of rising demand come from a growing elderly population, from a growing number of children with physical or learning disabilities transitioning into adulthood, and from growing complexity of the needs of people who require support from adult social care.

80. In normal times, the greatest predictor of increased demand are the Office for National Statistics demographic forecasts, and these have proved relatively accurate in previous years. For that reason, the forecasts have been used again. These show a predicted increase overall of approximately 2.1%, or £3.901m.

81. It is recognised that these are not normal times, and the impact of the COVID-19 pandemic on the demand for social care is not yet known. The picture is likely to be complex, potentially reducing demand in some areas, for example it is anticipated that demand for care home placements might fall, and increasing demand in others, in particular the demand on mental health services. Therefore, the budget pressure has been estimated with a degree of uncertainty.

82. The next area of budget pressure centres on rising prices charged by providers. Some of these price increases are contractually set, for example the major block contracts contain clauses that specifies how the uplift each will year be calculated with reference to indices released by the Office for National Statistics. Others are subject to negotiation or will arise through normal supply and demand forces that see prices charged this year being slightly higher than the previous year.

83. Most of the inflationary increases built in for 2021/22 are set at the same level as for 2020/21, with the exception being the Nursing Homes block contract. This has been subject to a recent tender exercise and as such it was anticipated that price increases might be as high as 5%. The combined financial impact of all inflation on Adult Social Care contracts is estimated at £3.920m.

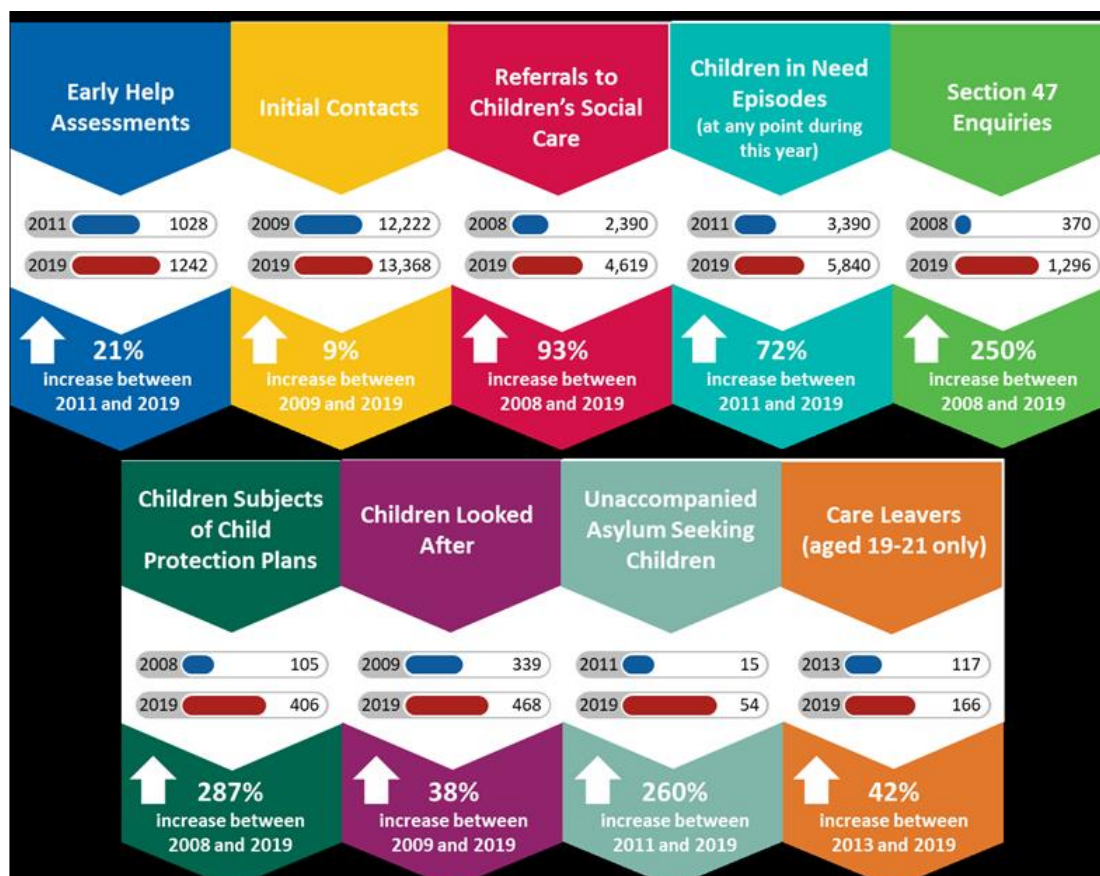
84. As outlined in preceding paragraphs, pay increases for Council staff will be limited to £150 for those earning less than £24,000. The cost impact of this is approximately £0.406m.

85. The ever-increasing complexity of the data and information flows in the social care world has led to a need to invest £0.386m in the expansion of the Performance and Information team in Adult Social Care. This team and the performance and data

insight they will provide will be crucial to understanding demand and impact of future changes needed to be made in Adult Social Care.

## Children's Services

86. Below is an infographic showing the growth in demand for Children's Services over a number of years. It is anticipated these trends will continue and significant work has been carried out to predict the additional impact of COVID-19 on services.



87. As well as an increase in demand we are also seeing increased levels of complexity. This has been increasing over the past two years and is forecast to increase further as the full impact of the pandemic is realised. The background pressures have been consolidated into a detailed demand modelling report which has been used to estimate COVID-19 driven growth. The total number of forecast children in care in Wiltshire in 2021/22 is 507. This is an increase of 35 from the demand modelling and are included in the budget estimate and 22 from COVID-19 scenario planning which are not included. As children in care costs arise due to COVID-19 latent demand in 2021/22, the Latent Demand reserve will be drawn upon.
88. Policy changes are also having an impact on budget. Growth of £0.624m is largely driven from Special Guardianship Orders (SGOs) (24 in 2019/20) and our responsibility to support financially in the longer-term means that this is a more expensive option than adoption. SGOs are not leading to an overall reduction in the number of Looked After Children (LAC) and so the additional cost isn't offset by reducing numbers.

89. Growth in care leaver numbers only includes those under 21. The extended Care Leaver offer up to 25 (without additional Government funding) will see the Council supporting an additional 40 care leavers a year for the next 4 years. Average caseloads for Personal Assistants (PA's) are already at 24 and so an increase in resource will be needed in the future.
90. A significant share of the demand in Children's Services is to fund years 1 and 2 of the Fostering Excellence scheme. The Fostering Excellence proposal was approved by CLT on the basic premise of long-term savings arising from cheaper weekly placement fees and the benefits of children in care being placed closer to their school and community in Wiltshire and in a family environment.
91. Year 1 investment (2020/21) was run as a pilot scheme using transformational use of capital receipts £0.868m. This scheme has continued despite the pandemic and has been largely successful. We are on track to meet the year 1 target with over 30 new foster care families being approved adding more than 40 placements to our in-house provision. Capital receipts funding is being replaced in the 2021/22 with base budget of £0.902m on the basis of the year 1 pilot being a success.
92. Years 2 and 3 will require ongoing investment and through the MTFs and the 2021/22 (year 2) investment is included at £1.532m. Planned savings will begin to arise during the 2021/22 financial year, albeit delayed due to COVID-19.
93. The offer to foster carers has been strengthened considerably. Fees paid to foster carers are in-line with market rates and the support offer has been improved with trauma-informed, attachment-focused and relationship-based training being rolled out to all foster carers and social workers.
94. Payback for savings takes place in year 7 (2026/27) and as the numbers of in-house carers grow and the Independent Fostering Agency (IFA) carers reduce, the overall unit cost lowers. It takes this length of time to achieve as the Council is already committed to long-term matches for many children who have been placed with independent providers. It would be inappropriate to disrupt placements with independent providers and move these children to in-house placements. Ofsted have recognised that placement stability is a strength for Wiltshire and accept that the transition to having 65%+ in-house carers will take a number of years to achieve.
95. The average price of an independent foster care placement is more expensive than the combined cost of the average in house fostering placement and a proportional share of the fostering team.

Average Independent Fostering Agency weekly cost (includes the social work support element)	£877.65
Average Fostering Excellence weekly cost	£429.00
Team cost per child per week	£117.89
Total In-House cost	£546.89
Average weekly cost avoided	£330.76

96. There will always be a small cohort of young people whose needs are best met in specialist residential provision for, specialist IFA placements. The cost pressure and demand on these places is estimated at £0.842m for 2021/22.
97. Numbers of children with Special Educational Needs and Disability (SEND) requiring social care support is rising in line with the increased demand for Education, Health & Care Plans (EHCP). The forecast increase in EHCPs for 2021/22 is 10.73% so, 4,733 plans are estimated. This accounts for £1.532m of the cost pressure within Children's Services.
98. Children and young people with an EHCP are entitled to school transport. On average, 34% of children and young people take up school transport and therefore demand for transport is rising alongside the increase in EHCPs. The increased cost is estimated at £1.496m based on the journeys of 1,450 children and young people with SEND.

### **Waste**

99. Overall, the Waste Services budget has increased by nearly £2.6m. Contract inflation of £1.093m has been assessed using the inflation rates linked to the individual contracts or an industry forecast where this is not known. Inflation rate estimates range from 2% to 3%. The major contracts in Waste Services are Mechanical Biological Treatment facility, Lakeside Energy from Waste, Materials Recycling Facility, Waste Collection, Household Recycling Centres, Garden Waste Composting, Residual Waste Disposal and the Council has to pay Landfill Tax on any waste tonnage sent to landfill.
100. The budget has also been increased by £1.498m to account for demand increases which covers the forecast increase in waste tonnages from household growth as per the increase in council tax base at 0.94%. This includes a forecast for the increase in number of vehicles and relevant crew for the collection service and round re-designs as part of moving to a comingled collection service and operating the new Materials Recycling Facility. The contract financial models for Materials Recycling Facility, Household Recycling Centres and Waste Collection services are in the process of being aligned to the service models that are being operated.
101. A rebase of the income budget for Materials Recycling Facility has been carried out as there have been significant changes in the markets for recyclable materials which has seen large decreases in the price for items such as cardboard and paper. Under the contract income is shared between the contractor and the Council, with the council retaining the majority share.

### **Leisure**

102. Leisure services budget will see a £5.1m increase in 2021/22. Over £2.3m of this is a direct impact of COVID-19, with Leisure Centre income budgets being adjusted downwards by 30% to recognise the ongoing impact of the COVID-19 pandemic. This estimate allows for any operating restrictions to comply with government guidelines on social distancing, ensures centres can operate safely and also

changes in members demand. In addition, an element has also been included to allow for increased cleaning and hygiene supplies.

103. In December 2020, Cabinet agreed to award a new 6 month contract to Places Leisure for the management of the outsourced leisure centres (1 April 2021 – 30 September 2021) and then insource the sites to Wiltshire Council management from 1 October 2021. The uplift in expenditure budget of £2.179m will allow for the new 6 month contract, which will be managed on an open-book accounting basis, as well as the costs associated with running an insourced operation.
104. The one-off costs of insourcing and transitioning to the new operating arrangement will be funded from capital receipts through the flexible use of capital receipts scheme and is detailed further below.
105. Having all sites under one umbrella provides the council with the ability to determine longer term strategic control and flexibility, enabling effective and efficient management and the provision of an equitable leisure service across the county. Operating all sites will allow the council to quickly respond to need, targeting services where they will have the greatest impact.

#### **Recovery Fund – Supporting Wiltshire’s Market Towns**

106. Within the MTFS proposals Cabinet have set aside a £1m annual investment, starting in 2021/22 and lasting for the life of the MTFS i.e. the next four years, to create a £4m fund specifically to assist the recovery of Wiltshire’s market towns from the impact of the COVID-19 pandemic.
107. The details on the specifics of how this fund will be invested are to be determined during next financial year. This could include matching local investments or to maximise the anticipated funding from Government through their launching of a levelling up fund to support communities, as announced by the Chancellor in the spending review in November 2020.

#### **Use of Capital Receipts Flexibilities 2021/22**

108. The government allows Local Authorities to fund transformational activity that is designed to deliver ongoing revenue savings and/or transform service delivery to reduce costs or reduce demand for services in the future by using Capital Receipts and not traditional revenue funding streams such as grants or council tax. This is known as Capital Receipts Flexibilities (CRF). Originally this funding ability was set for 3 financial years covering 2016/17-2018/19 and was extended for a further 3 years to cover 2019/20-2021/22, leaving this budget setting year, 2021/22 as the last year in which this flexibility can be used.
109. It is important that any council using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded, report on planned savings and/or service transformation that is planned to be delivered and report the previous years’ activity and realisation of benefits.

110. The outturn position for 2020/21 will be presented to Cabinet as part of the outturn report planned to be reported in June and the plan for 2021/22 is set out below. £1m has been previously approved for Organisational Development transformation, and for this year there are a couple of new transformational schemes that are requested to be funded through this mechanism; Organisational Recovery and Leisure in-sourcing.
111. Organisational Recovery is a programme to undertake organisational wide transformation of the council's governance, policy and business processes, our systems and use of digital technology, the culture and behaviour of our workforce in delivering services, the structure and flexibility of our workforce and all of the assets we have to deliver those services and to identify opportunities to maximise these. It is requested to use £1.2m of capital receipts through CRF to fund this transformational programme.
112. Leisure in-sourcing is the programme of activity to in source the current leisure sites operated by an external provide following the decision by Cabinet in December. The project will need to be sufficiently resourced to ensure successful transition to an inhouse operation following the expiry of the new 6 month contract. It is requested to use £0.819m of capital receipts through CRF to fund this transformational programme.
113. Set out in the table below are the schemes and the benefits they are planned to deliver.

Directorate	Project Description	Previous years approval for 2021/22 £m	New approval for 2021/22 £m	Outcomes and Benefits
HR/OD	Organisational Development Transformation	1.000	0	The 10% saving will be in part attributed to the change efforts supporting service redesign, changes to ways of working and the effective adoption of new technologies Skills, knowledge and capability to work effectively as the organisation changes and transforms.
Organisation Wide	Organisational Recovery	0	1.200	The programme will deliver confident and skilled people working flexibly and utilising the tools available so that we are a resilient, efficient and inclusive organisation. Savings will be delivered through having a more flexible workforce and use of buildings and sites.
Leisure	Leisure in-sourcing transformation	0	0.819	The decision by Cabinet to insource the current leisure sites that are operated by an external provider will involve a complex and time bound insource and transformation. The project will fund the resources required to manage the insource successfully and ensure the leisure sites are open for users from the date of transfer. Moving forward it is anticipated that during the transition the transformation will identify oppoeitunies and efficiencies in running the whole Leisure Service and begin to reduce the annual operating cost following the investment that has been in 2021/22.
<b>TOTAL</b>		<b>1.000</b>	<b>2.019</b>	



## Fees and Charges

114. As part of budget setting, where the council has discretion on the setting of fees and charges and increases to these, it is recommended that the fees and charges to the public are held at the same value as 2020/21 to protect households from additional financial pressure. Other fees and charges will be based on statutory national levels (where set by statute) or individual agreements.
115. Demand has been adjusted within the pressures built into the budget to reflect the reduction seen in some service areas such as car parking and leisure, with the demand on other services where fees and charges are applicable assumed to remain at a similar level to previous years

## Reserves – General Fund and Earmarked

116. In the report to Cabinet in November it was outlined the intention to undertake and develop a reserves strategy. Whilst, owing to the COVID-19 response, the strategy has not been formalised the intention was to become more transparent on the reserves that are held by the Council, the reasons why they are held and then also to provide a risk assessment on the level of general fund reserves that should be held commensurate against risk, and then demonstrate how over the life of the MTFs the Council would be able to move towards that level.
117. This report therefore sets out the general fund reserve forecast and also the earmarked reserves held by the Council and the reason why they are held, together with their planned use in 2021/22, in Appendix 8.
118. The balance on the General Fund reserve has been maintained at £15.456m during 2020/21. The planned contribution in 2021/22 has been removed, owing to the paramount importance of maintaining services in 2021/22 during the pandemic. The forecast for the balance over the MTFs is shown in the table below.

### General Fund Reserve Forecast

Year Ended 31 March	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Opening Balance	15.456	15.456	16.856	18.256
Contribution to / (from)	1.400	1.400	1.400	1.400
Removed as per budget setting	(1.400)	-	-	-
Closing Balance	15.456	16.856	18.256	19.656

119. In addition, the General Fund reserve risk assessment is shown in Appendix 7. This uses the estimates of key financial risks facing the authority in 2021/22 and it provides an estimated risk assessed level of reserves based on the specific complexities and activities unique to Wiltshire Council.

120. For 2021/22 this estimates a level of reserves should be held, to mitigate risk, of £22.760m. It should be noted that this is a tool to manage financial risk and exposure and is not an exact science. When considering the actual level of reserves held a balance needs to be struck to building up those reserves to the risk assessed level against the needs of providing key services to residents and businesses.
121. However, one of the key risks facing the authority is demand for services, and the assessment draws elements of this out. With the creation of the Latent Demand reserve, the Budget Equalisation reserve and the Collection Fund Volatility reserve it is acceptable that these reserves can also be used as a tool to assess the level of reserves held against assessed financial risk.
122. The table below therefore provides an estimate of the reserves held against the assessed risk level. It estimates at this stage a draw on the Latent Demand reserve; however, the exact amount, if any, will not be known fully until the time.

#### Reserves Held Against Assessed Financial Risk

Year Ended 31 March	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
General Fund	15.456	15.456	16.856	18.256
Budget Equalisation	4.165	-	-	-
Collection Fund Volatility	8.613	4.334	3.084	1.834
Latent Demand	4.958	1.958	0.458	0.458
<b>Opening Balance</b>	<b>33.192</b>	<b>21.748</b>	<b>20.398</b>	<b>20.548</b>
Net Movement on General Fund	-	1.400	1.400	1.400
Planned use of Budget Equalisation	(4.165)	-	-	-
Planned use of Collection Fund	(4.279)	(1.250)	(1.250)	-
Estimated use of Latent Demand	(3.000)	(1.500)	-	-
<b>Closing Balance</b>	<b>21.748</b>	<b>20.398</b>	<b>20.548</b>	<b>21.948</b>
Represented By:				
General Fund	15.456	16.856	18.256	19.656
Budget Equalisation	-	-	-	-
Collection Fund Volatility	4.334	3.084	1.834	1.834
Latent Demand	1.958	0.458	0.458	0.458
<b>Closing Balance</b>	<b>21.748</b>	<b>20.398</b>	<b>20.548</b>	<b>21.948</b>
Risk Assessed Balance*	22.760	22.760	22.760	22.760
Cover	96%	90%	90%	96%

\* The risk assessed balance will need to be refreshed annually to recognise and reflect the risk in that year.

123. The risk assessed balance is only for 2021/22 and as stated the assessment would need to be refreshed annually to recognise the risks being faced in that year,

however using that level gives an indication of the direction of travel the Council is moving in respect of greater financial resilience.

124. With the other newly created reserves and the future planned contributions to the General Fund reserve balance, the Council is ensuring a greater level of financial resilience for the future.

### MTFS 2021/22 to 2024/25

125. As stated previously the budget 2021/22 is a holding budget with certainty only provided from Government for one year, even then the settlement is based on COVID-19 funding being provided for the quarter and is very much dependent on how the pandemic response and recovery progresses.
126. The assumptions therefore being made, even for 2021/22, are the best estimates at the time but will be variable with a level of uncertainty that increases as you move beyond 2021/22.
127. This however does not stop planning ahead, and assumptions have been made beyond 2021/22, and the table below provides a high level overview of the next four years with the MTFS forecasting a significant budget gap in 2022/23 of £45.512m.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Total Service Net Spend	412.561	445.468	465.760	488.564
Income / Funding -				
Council Tax Requirement	(265.850)	(274.546)	(283.520)	(292.782)
Social Care Levy	(32.415)	(32.416)	(32.416)	(32.416)
Rates Retention	(58.500)	(58.500)	(58.500)	(58.500)
Rates Retention Levy	-	-	-	-
Collection Fund (surplus) / deficit	1.250	1.250	1.250	-
Specific Grants	(36.744)	(35.744)	(34.744)	(33.744)
Hardship & Emergency Funding	(20.302)	-	-	-
Income / Funding Total	(412.561)	(399.956)	(407.930)	(417.442)
<b>Funding GAP</b>	<b>(0.000)</b>	<b>45.512</b>	<b>57.830</b>	<b>71.122</b>

128. This is largely as a result of the one off funding totalling £28.746m being utilised from Government (£20.302m) and reserves, (£8.444m) which have been created in this financial year as a result of the unique circumstances presented by the pandemic, to deliver a balanced budget for 2021/22 and critically to maintain key services during the pandemic.
129. Dependent on the progression of the pandemic, planning for 2022/23 will have to begin early, and as already set out it is envisaged that as 2021/22 progresses ongoing efficiencies will be identified in year and captured to contribute towards the anticipated budget gap.

## Capital Programme 2021/22 to 2029/30

130. The Capital Programme is not tied to an annual setting process like the Council's revenue budget, with projects and schemes being added on their own merits by the Cabinet. However, there are amendments and additions to the capital programme that are being made at this time which are detailed further in the report.
131. During 2020/21, given the COVID-19 pandemic and uncertainty around the Council's financial position and the ability to deliver capital schemes, the Capital Programme was reviewed and in June 2020 over £100m of the programme was moved into later years.
132. The Capital Programme has been similarly reviewed for schemes unlikely to continue as approved or unlikely to progress as planned in 2021/22. In total over £88m in schemes have either been removed or rephased into later years, whereas new schemes to the value of £9.266m have been added, although this won't increase the overall total of the approved capital programme. This does not include the increases to the capital programme relating to the Housing Revenue Account, that was approved by Cabinet in November 2020, nor the loan financing to Stone Circle which is seeking Cabinet approval in February 2021.
133. The capital programme is a key area of investment for the Council and in 2021/22 will now stand at £214.351m and the Council will be investing in the following headline areas.

Service	2021/22 Budget £m
Economic Development & Planning	11.282
Housing & Commercial Development	65.800
Highways & Environment	27.288
Digital & Information Total	18.188
Communities & Neighbourhood	26.619
Education & Skills	23.619
Joint Commissioning	9.978
<b>General Fund Total</b>	<b>182.774</b>
Housing Revenue Account	31.577
<b>General Fund and Housing Revenue Account</b>	<b>214.351</b>

134. The schemes deferred include the £33m for The Maltings regeneration in Salisbury, although the Salisbury River Park scheme is progressing, the multi-faceted investment into the regeneration of The Maltings site has been delayed whilst negotiations continue.
135. The £3m for land development has been released as the scheme in its original form will not be progressing, and with the changes by HM Treasury to the borrowing rules for Councils, the commercial investment of £25m has been rephased, with £8m remaining in 2021/22 and the balance being deferred into 2022/23.

136. Other slippages in relation to planned projects have been factored in as part of the quarter 3 budget monitoring process and reflected in the 2021/22 programme.
137. New schemes have been identified that, owing to their urgency, need to be added to the capital programme now. Further schemes will be considered by Cabinet on their own merits and brought to future Cabinet meetings for consideration.
138. The schemes total £9.266m and will be funded from the approved allocation of other schemes yet to be confirmed, with the remaining balance on this fund being deferred into 2022/23. Further details on the schemes are as follows.
139. Operational estate critical repairs and Health and Safety compliance. £0.855m budget is required to focus on critical and essential maintenance and health and safety compliance actions for the Operational Estate. Its primary benefit is the ability of the Council to keep operational sites open, reducing the risk of building closure, service failures, and loss of income. This budget will also reduce the risk of breaches of health and safety legislation and minimise the risk of staff and service users. Undertaking planned capital works also reduces the revenue spend on ad-hoc repairs and maintenance.
140. A £4.545m scheme for the complete replacement of the Lower School block at Stonehenge School which is at the end of its life. This is one of three Wiltshire secondary schools which remains the responsibility of the Council. It is anticipated that a £1.545m capital grant can be utilised in meeting some of this investment.
141. A £0.350m scheme to cover abnormal costs of a DfE funded special school build. As this is an existing site, the previous UTC site in Salisbury which will be refurbished, the DfE have indicated that they will fund any abnormal costs associated directly with the site or building itself. However, the Local Authority will still be required to fund any abnormal costs around access to the site, for example if a crossing or roundabout was required to enable safe access.
142. A £1.311m investment into SEND Special School capacity and alternative provision, which will provide accommodation for 30 SEND pupils to address the temporary places deficit and provide flexible alternative provision such as new resource centres in mainstream schools over the longer term.
143. Lastly an investment of £2m in 2021/22 for Leisure Services. It is anticipated that further investment will be required in future, but this recognises a need with the existing inhouse services and the transitioning of the remaining sites which will be insourced and run during 2021/22 that a significant investment will be required in equipment, systems as well as maintenance of sites. It's expected that future investment asks will come forward as and when updates are presented to Cabinet.

#### **Housing Revenue Account (HRA) 2021/2022**

144. The Housing Revenue Account (HRA) is a separate account that all local authorities with housing stock are required to maintain by law. This account accumulates and reports all transactions relating to, or associated with, local authority-owned housing.

145. It is ring fenced which means that money cannot be paid into or out of it from the General Fund. In addition, it is not lawful to run a deficit on the account.
146. The 30-year business plan aims to deliver a substantial increase in the amount of money available to be invested in capital works on existing dwellings and to deliver new housing to replace properties that have been sold under the Government's Right to Buy scheme and to address housing need.
147. A revised 30-year plan was taken to cabinet in November 2020 with an updated capital maintenance and investment programme and New Build programme. The aim of the new programmes is to deliver carbon zero new builds and investment in all existing stock to achieve energy performance rating B. The capital and revenue budgets for 2021/2022 have been updated to reflect the position presented and approved by cabinet in the plan.
148. For 2021/22 rents will be increased by Consumer Price Index (CPI) plus 1%, which is the same as 2020/21, for 2021/22 this increase will be 1.5%, 0.5% CPI plus 1%. Increases for any actual rents currently over formula rent will be capped at formula rent as per national guidance.
149. Future rent increases will be reviewed in light of the 30 year business plan so as to balance the investment in the housing stock, development of new homes, maintain services to customers as well as ensuring affordability.
150. For 2-bedroom properties, the average 2020/21 rent (social and sheltered) was £89.25 per week which will increase to an average of £90.21 for 2021/22. For 3 bedroom properties, the increase would be from £97.08 to £98.27.
151. It is proposed to increase garage rents by 1.5% (CPI plus 1%).
152. It is proposed that service charges are increased to cover costs.

### **Dedicated Schools Grant (DSG)**

153. The DSG is a grant which funds all Wiltshire Schools' revenue budgets, some central services which support schools, funds early years entitlement and the additional needs of children & young people (0-25) with SEN & disability or other high needs. The total grant for 2021/22 is £391.248 million.
154. In the Autumn of 2019, the government announced its pledge to boost schools and high needs funding. Building on the 2019/20 funding levels, the cash increases of £14.5bn over 3 years would comprise:
  - a. £2.6bn in 2020/21
  - b. £4.8bn in 2021/22 (increase by £2.2bn)
  - c. £7.1bn in 2022/23 (increase by £2.3bn)
155. In addition, a further £700m was pledged for High Needs nationally in 2020/21 and a further £730m for 2021/22.

156. The Department for Education (DfE) have continued to allocate school funding on the basis of the National Funding Formula (NFF) which should see all schools benefitting from the additional funding. Nationally, the Dedicated Schools Grant (DSG) shows an average increase of 3% in the pupil-led funding factors compared to 2020/21. The 2021/22 year is another 'soft' year with local Schools' Forum still retaining its role in determining the school funding allocation methodology.

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Increase</u>	<u>Pay &amp; Pens.</u>
Schools Block	275,215,164	293,142,767	303,545,131	10,402,364	14,179,214
Central Block	2,570,343	2,479,715	2,455,503	-24,212	109,619
High Needs Block	47,091,825	51,996,188	57,029,690	5,033,502	805,430
Early Years Block	26,768,825	26,884,359	28,217,273	1,332,914	0
<b>TOTAL FUNDING</b>	<b>351,646,157</b>	<b>374,503,029</b>	<b>391,247,597</b>	<b>16,744,568</b>	<b>15,094,263</b>

157. The overall uplift includes baselining funding previously received as a separate grant in respect of teachers pay and pension increases therefore 'real' funding for comparative purposes is 4.47%, split as Schools at 3.55%, Central at (0.98%), High Needs at 9.68% and Early Years at 4.96%.
158. Schools Block - Schools Forum are due to agree the budget on the 21<sup>st</sup> January 2021 but, unlike previous years, the settlement means Wiltshire can afford to fully fund the NFF which is positive news for schools. Early Years Block – the proposed budget for 2021/22 will be agreed by Schools Forum on the 21<sup>st</sup> January 2021 includes an 8p per hour increase for 2-year-old funding (these are disadvantaged children) and 5p per hour increase for 3 & 4 year-old funding. Again, after a difficult year, this is a welcome increase although providers tell us these rates do not fully fund the cost of care and parents are charged for additional items such as lunches.
159. High Needs Block – despite the increase, the funding continues to not keep pace with demand, both nationally and locally. The SEN review announced in September 2019 is now anticipated early in 2021 and it is hoped that additional investment is recognised as well as a change to the outdated funding model which, puts Wiltshire at a disadvantage compared to other local authorities.
160. The pressures on the high needs block have led to a DSG deficit reserve estimated at £19.933 million at the 1<sup>st</sup> April 2021 and this of concern. The DfE have informed us that we are 66<sup>th</sup> 'on the list' which means, there are 65 other local authorities with a larger proportional DSG deficit than ourselves. Every local authority with a deficit larger than 1% of total DSG is required to submit a DSG Management Plan and this will be signed off by SEN Board and Schools Forum on the 21<sup>st</sup> January. This is attached at Appendix 12.

## Overview & Scrutiny Engagement

161. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position and the budget report will be subject to review by the Councils Financial Planning Task Group.
162. In addition to reviews by elected members through the scrutiny process, the budget proposals will also be subject to review and scrutiny by a range of stakeholders, including Trade Unions and Business through meetings with them, Housing Panels consideration of the Housing Revenue Account proposals and Schools Forum consideration of the Dedicated Schools Grant changes.

### **Safeguarding Implications**

163. Safeguarding remains a key priority for the Council and this report outlines investment in services, in particular Adult Social Care and Children's Services, that reflects the commitment to safeguarding.

### **Public Health Implications**

164. The impact on public health has been significant in 2020/21 and this budget outlines the impact and the changes to the Councils services and funding as a result of the COVID-19 pandemic.
165. Contained within the budget proposals are the removal of the saving planned in 2020/21, which was to align the base public health spending in line with the Government grant received.
166. Given the current public health pandemic it is viewed that now is not the time to be progressing with a reduction in public health spending in Wiltshire.

### **Procurement Implications**

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

### **Equalities and diversity impact of the proposals**

168. The Council's budget planning framework is supported by the development of Equality Impact Assessments (EIAs) for the budget proposals, identifying possible disproportionate impact in relation to the protected characteristics as described within the Equality Act 2010. The EIAs will also identify potential mitigation where applicable.
169. The Council maintains its strong commitment to equality, believing that all groups and individuals within the community and its workforce have equal opportunity to benefit from the services and employment it provides. EIAs help the Council to arrive at informed decisions and to make the best judgements about how to target resources.
170. In a normal budget setting a high level Equality Impact Assessment would be undertaken for the budget and the individual saving proposals contained therein, to assess whether the proposals are positive or negative for a protected group.



171. Given the level of savings a high level EIA, as yet, hasn't been undertaken. Furthermore, the considerable growth being made within the budget for one year, it is expected that this will have an overall positive impact on service users, particularly children, older people and disabled people.

### **Environmental and Climate Change Considerations**

172. The business plan and budget that funds it have been developed to support strong, resilient communities in Wiltshire. The budget includes the continued resourcing of the Climate Team, formed during 2020/21, and funding within the capital programme for specific schemes aimed at reducing the Councils carbon footprint.

### **Risks Assessment**

173. The risks around the financial implications of COVID-19 on the Council have been well documented and reported on a regularly basis and this will continue for the remainder of the current financial year and into 2021/22 whilst the pandemic continues.
174. Assumptions on inflation and interest rates have also been documented in the report itself, clearly the Council is exposed to inflation rises and, to a lesser extent, interest rate rises. These have been factored into the Councils risk assessment when assessing the level of general fund reserves the Council should be holding.
175. The level of uncertainty has always been a risk, in terms of demand on services but this year with the COVID-19 pandemic has meant an even larger variable of risk. The Council has therefore tried to mitigate this through the level of growth assumptions within the MTFs, and then also to hold a reserve to deal with any demand that outstrips those assumptions.
176. There is a risk the pandemic continues are changes in a way currently not anticipated, requiring further response or impact on the Councils service provision and/or financial standing. In this instance, as we have seen in 2020/21, we would be expecting the Government to be stepping in to support the entire sector.
177. Lastly there is a risk around the Local Government Pension Scheme (LGPS) regulations with respect to exit cap payments. The Government passed legislation at the end of 2020 which introduced exit payment rules into the LGPS, however these are currently being contested and at present there is a hiatus on undertaking activity that may give rise to severances that would be captured under this regulation. This may delay any planned restructures the Council wants to undertake, and at this stage it is unclear the timing for resolution or the exact impact to employers and staff alike.

### **Financial Implications**

178. Under Section 25 of the Local Government Finance Act 2003 there is a statutory duty on the Section 151 Officer to report to Council at the time the budget is considered and the Council Tax set, an opinion on the robustness of the budget estimates and the adequacy of financial reserves.
179. There is also a legal requirement under the Local Government Act 1992, section 32 and 43 to set a balanced budget, and critically the 2021/22 budget is balanced, however over £28.7m of one off funding has been applied to achieve this position. Furthermore, the projections moving beyond 2021/22 are for a budget gap of over £45m in 2022/23, largely as a result of the removal of the one off funding sources.
180. Therefore, whilst this budget maintains services operating during the pandemic and into 2021/22 and signals improvements in financial resilience, it shouldn't be underestimated the challenges that lie ahead going into 2022/23 to ensure the Council operates within its financial envelope. The size of the challenge, as well as a significant level of uncertainty, will mean planning for the 2022/23 budget will need to begin early in the 2021/22 financial year.
181. The key risks in the budget are mainly in relation to demand led budgets in particular Social Care, Waste and Dedicated Schools Grant (DSG).
182. There are significant cost pressures arising from changing demographics and a growing, ageing population. These lead to increased demand for adult and children services, as well as other services across the Council. These pressures have been built into the budget and will continue to be reviewed to ensure the assumptions remain robust and financial impacts can be reported, and management action taken if necessary, however risk remains on the ability to manage this pressure.
183. The construction of the budget for 2021/22 and examination and validation of the budget proposals has been subject to challenge by the Corporate Leadership Team, Heads of Finance and service directors. Further scrutiny of the MTFs and budget proposals has been undertaken by the Financial Planning Task Group which is a standing task group of the Overview and Scrutiny Management Committee.
184. Business Rates assumptions have been prudently set, stripping out anticipated growth, and reducing the amount expected in total from the current retention system as a result of the significant uncertainties that lie ahead from April 2021. With no, as yet, announced Government support in this area or any specific sectors, this could have a potentially as yet unknown adverse impact on the amount the Council raises through this mechanism.
185. The assumptions on income from Council Tax have been overhauled from the previous MTFs and reflect the current dynamic with respect to universal credit increases and subsequent changes in Local Council Tax Support. Although it is anticipated that numbers on LCTS will increase further as the furlough scheme ceases, that these will be recovered during the remainder of the year.
186. Investment income returns are budgeted at 0.75% for 2021/2022. The current cost of borrowing for Wiltshire Council is 3.74%, and the average cost of new borrowing

would be around 1.5% (assume 25 year PWLB rates) following the lowering by 1% of rates following the spending review.

187. The Consumer Price Index (CPI) has been used as the set standard to forecast increases for contractual inflation. It is intended to move the Council over to this standard for all future contractual negotiations, where possible, to aid financial planning and budget/contract management. The assumption on pay has been adjusted down to reflect the announcement in the spending review but could represent a risk dependent on negotiations.
188. The Dedicated Schools Grant is a ring-fenced grant to fund activity relating to the provision of education services. As a result of this ring-fencing the assumption within the MTFS is that any deficit position does not impact on the general resources available to the council in terms of the general fund revenue account and any deficit reserve.
189. The United Kingdom's withdrawal from the European Union, together with other global financial issues, will have financial implications. These will be closely monitored and considered. It is too early to estimate the full extent of any financial impact arising from these changes.
190. There is still uncertainty in the overall Local Government finance position. The government has promised to consult on a fairer funding model from local government. This included business rates retention, changes to new homes bonus, reductions in ring fenced grants and possible new burdens. There is also no clear plan for a sustainable approach for funding social care. This means the Council faces a challenging time in balancing the budget and developing the medium term financial strategy.
191. Uncertainty as a result of COVID-19 pandemic and demand for services have meant that in some areas the capacity to deliver future changes will need to be closely monitored.
192. As part of the budget setting process, the levels of balances and reserves is reviewed and determined ensuring that the level is justifiable in the context of local circumstances. The Section 151 officer has reviewed the level in order to ensure a prudent level of balances that reflects a full risk assessment commensurate with the risks that the Council faces and the context within which the authority operates.
193. The Risk assessment as detailed in Appendix 7 has put context around the level of reserves held compared to a calculated risk adjusted assessment.
194. The forecast levels of earmarked reserves are set out in the MTFS report and forecast balances for future years over the period of the MTFS are shown. As can be seen the level of earmarked reserves is reducing. Although pressures such as demand, and demography are built into the revenue budget there is limited capacity within earmarked reserves to fund transformational activity.
195. On the basis of the above, the Section 151 Officer's advice is that the level of reserves, following the strategic approach to increase over the MTFS period and

provide increased reserve coverage of key financial risks is adequate, that the financial standing of the Council is sound in the context of those key risks and that the proposed budget is robust and achievable.

### **Legal Implications**

196. The Monitoring Officer considers that the proposals, together with this report, fulfil the statutory requirements set out below with regard to setting the amount of Council Tax for the forthcoming year and to set a balanced budget:

- Section 30(6) Local Government Finance Act 1992 ('the 1992 Act') requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.
- Section 32 of the 1992 Act sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
- Section 33 of the 1992 Act requires the Council to set a balanced budget.
- Section 25(1) Local Government Act 2003 ('the 2003 Act') requires the Chief Finance Officer of the Council to report to it on (a) the robustness of the estimates made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.
- Section 25(2) the 2003 Act requires that when the Council is considering calculations under Section 32, it must have regard to a report of the Chief Finance Officer concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- The Local Authorities (Functions & Responsibilities) (England) Regulations 2000 (as amended) set out the respective functions of Council and of the Cabinet. With regard to the setting of the budget and Council Tax for the forthcoming year, the Regulations provide that the Cabinet formulates the plan or strategy (in relation to the control of the Council's borrowing or capital expenditure) and the preparation of estimates of the amounts to be aggregated in making the calculations under Section 32 of the 1992 Act. However, the adoption of any such plan or strategy/calculations is the responsibility of full Council.

197. The legislation that governs local government is changing significantly and the business plan will be kept under review to see if changes are needed as the changes in legislation are made available and clarified.

### **Proposals**

198. Cabinet is asked to approve the recommendations as set out in the report to enable a balanced budget and the level of Council Tax for 2021/22 to be set.

### **Reasons for Proposals**

199. To enable the Cabinet to recommend to Council a balanced revenue budget for the financial year 2021/22 and to set the level of Council Tax.

200. To enable effective, transparent decision making and ensure sound financial management as part of the Councils overall control environment.
201. This provides the Council with a MTF5 to begin to drive long term financial sustainability, look towards recovery and continue to deliver on the existing Councils business plan.

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**Background Papers and Consultation**

None

**Appendices:**

Appendix 1 – Service Totals for Proposed Budget 2021/22  
Appendix 2 – Detail by service on Base Budget Changes (Non COVID-19 related)  
Appendix 3 – Detail by service on COVID-19 Impact  
Appendix 4 – Detail by service of Contractual Inflation  
Appendix 5 – Detail by service of Demand  
Appendix 6 – Detail by service of Savings  
Appendix 7 – General Fund Reserve Risk Assessment  
Appendix 8 – Earmarked Reserves  
Appendix 9 – Capital Strategy 2021/22  
Appendix 10 – Capital Programme 2021/22 to 2029/30  
Appendix 11 – Housing Revenue Account 2021/22  
Appendix 12 – DSG Management Plan

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25

Appendix 1 – Service Totals for Proposed Budget 2021/22

Corporate Director	Service	Analysis of Movement in the 2020/21 Budget to the Proposed 2021/22 Budget										
		Revised Budget	Funding Changes	Pay Award	Base Budget Change Non Covid	Covid Impact	Contractual Inflation	Demand	Prior Year Savings not achievable	Planned Savings	Proposed Budget 2021/22	Change in Budget
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
	Mental Health Total	19.141	-	0.021	-	-	0.551	0.428	-	-	20.141	1.000
	Learning Disabilities Total	54.842	-	0.078	-	-	0.983	1.962	-	-	57.865	3.023
	Adults 18+ Total	47.986	-	0.231	(1.081)	-	1.806	1.897	-	(0.130)	50.709	2.723
	Adults Commissioning Total	21.620	-	0.067	-	-	0.580	-	-	-	22.267	0.647
	BCF Total	1.877	-	0.009	-	-	-	-	-	-	1.886	0.009
	- Adults Services Sub Total	145.466	-	0.406	(1.081)	-	3.920	4.287	-	(0.130)	152.868	7.402
	Childrens Social Care Total	52.540	-	0.342	-	-	0.740	5.608	0.108	(0.153)	59.185	6.645
	School Effectiveness Total	3.878	-	0.056	-	-	-	0.010	-	-	3.944	0.066
	SEN & Inclusion Total	13.548	-	0.069	-	-	-	1.496	-	-	15.113	1.565
	Childrens Commissioning Total	4.986	-	0.035	-	-	0.007	0.040	-	-	5.068	0.082
	- Childrens' Services Sub Total	74.952	-	0.502	-	-	0.747	7.154	0.108	(0.153)	83.310	8.358
	Corporate Director People Total	220.418	-	0.908	(1.081)	-	4.667	11.441	0.108	(0.283)	236.178	15.760
	Finance & Procurement Total	7.364	-	0.081	-	-	-	0.050	-	-	7.495	0.131
	Revenues & Benefits - Subsidy Total	(0.800)	-	-	0.300	-	-	-	-	-	(0.500)	0.300
	Programme Office & Systems Thinking Total	1.190	-	0.016	-	-	-	-	-	-	1.206	0.016
	Housing Services Total	4.302	-	0.051	-	-	-	-	-	-	4.353	0.051
	Strategic Asset & Facilities Management Total	11.656	-	0.016	-	0.542	0.256	0.030	0.157	(0.050)	12.607	0.951
	Information Services Total	10.785	-	0.067	-	-	0.216	0.158	0.180	-	11.406	0.621
	Corporate Director Resources Total	34.497	-	0.231	0.300	0.542	0.472	0.238	0.337	(0.050)	36.567	2.070
	Highways Total	17.082	-	0.099	-	0.092	0.412	0.250	-	-	17.935	0.853
	Car Parking Total	(6.500)	-	0.010	-	0.927	-	-	-	-	(5.563)	0.937
	Waste Total	39.659	-	0.008	-	-	1.093	1.498	-	-	42.258	2.599
	Libraries, Heritage & Arts Total	4.590	-	0.033	-	0.102	-	-	0.231	-	4.956	0.366
	Leisure Total	(0.150)	-	0.048	-	2.334	-	2.179	0.540	-	4.951	5.101
	Transport Total	18.119	-	0.008	-	-	0.296	-	-	-	18.423	0.304
	Countryside,RoW,Technical & Streetscene Total	6.646	-	0.021	0.060	-	0.213	-	-	-	6.940	0.294
	Public Protection Total	1.452	-	0.023	-	0.081	-	-	-	-	1.556	0.104
	Communications & Customer Services Total	2.966	-	0.035	-	-	-	-	0.139	-	3.140	0.174
	Economic Development & Planning Total	2.958	-	0.072	-	0.715	-	1.000	-	-	4.745	1.787
	Corporate Director Place Total	86.822	-	0.357	0.060	4.251	2.014	4.927	0.910	-	99.341	12.519
	Legal, Electoral & Registration Total	6.372	-	0.069	-	0.164	-	1.100	0.050	-	7.755	1.383
	Human Resources & Org Development Total	3.220	-	0.052	-	-	-	-	-	(0.068)	3.204	(0.016)
	Public Health Total	0.485	-	0.057	-	-	-	-	1.000	-	1.542	1.057
	Corporate Directors & Service Devolution Total	1.132	-	0.042	-	-	-	-	0.200	(0.200)	1.174	0.042
	Members Total	2.211	-	-	-	-	-	-	-	-	2.211	-
	Chief Executive Directorates Total	13.420	-	0.220	-	0.164	-	1.100	1.250	(0.268)	15.886	2.466
	Movement on Reserves Total	(0.674)	(7.770)	-	-	-	-	-	-	-	(8.444)	(7.770)
	Financing & Investment Income & Expenditure Total	23.121	-	0.004	-	-	-	2.196	-	-	25.321	2.200
	Restructure & Contingency Total	1.824	-	0.004	(0.251)	-	-	0.500	1.010	(2.000)	1.087	(0.737)
	Corporate Levies Total	5.625	-	-	1.000	-	-	-	-	-	6.625	1.000
	Corporate Total	29.896	(7.770)	0.008	0.749	-	-	2.696	1.010	(2.000)	24.589	(5.307)
	Grand Total	385.053	(7.770)	1.724	0.028	4.957	7.153	20.402	3.615	(2.601)	412.561	27.508
	Council Tax Requirement	(260.830)	(5.020)	-	-	-	-	-	-	-	(265.850)	(5.020)
	Social Care Levy	(23.893)	(8.522)	-	-	-	-	-	-	-	(32.415)	(8.522)
	Rates Retention	(58.500)	-	-	-	-	-	-	-	-	(58.500)	-
	Rates Retention Levy	1.900	(1.900)	-	-	-	-	-	-	-	-	(1.900)
	Collection Fund	(2.700)	3.950	-	-	-	-	-	-	-	1.250	3.950
	Specific Grants	(41.030)	-	-	3.285	1.001	-	-	-	-	(36.744)	4.286
	Hardship & Emergency Funding	-	-	-	-	(20.302)	-	-	-	-	(20.302)	(20.302)
	Income/Funding Total	(385.053)	(11.492)	-	3.285	(19.301)	-	-	-	-	(412.561)	(27.508)
	Budget GAP											

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25  
Appendix 2 – Detail by service on Base Budget Changes (Non COVID-19 related)

Corporate Directorate	Service	Amount	Description
Corporate Director People	Adults 18+	(1.081)	Independent Living Fund reinstatement.
Corporate Director Resource	Revenues & Benefits - Subsidy	0.300	Forecast increased pressure.
Corporate Director Place	Countryside,RoW,Technical & Streetscene	0.060	Realignment of Income budget for Churchyards and Cemetery's to service forecast.
Corporate	Restructure & Contingency	(0.251)	Removal of the balance on pay growth provision not required from 2020/21.
Corporate	Corporate Levies	1.000	Realignment of Renewables NDR retained income to service forecast.
<b>Total Base Budget Change Non Covid</b>		<b>0.028</b>	

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25  
Appendix 3 – Detail by service on COVID-19 Impact

Corporate Directorate	Service	Amount	Description
Corporate Director Resource	Strategic Asset & Facilities Management	0.542	Additional cleaning and hygiene supplies at Council buildings to maintain safe buildings (excludes Leisure centres) and comply to Government COVID measures £0.400m . 10% reduction to Fees & Charges Income budgets that have been impacted by COVID and are forecast to have ongoing implications £0.142m.
Corporate Director Place	Highways	0.092	10% reduction to Fees & Charges Income budgets that have been impacted by COVID and are forecast to have an ongoing implication. Services include Markets & Fairs and Development Control.
Corporate Director Place	Car Parking	0.927	Remove the MIPERMT convenience charge £0.090m. 10% reduction to Fees & Charges Car Parking Income budgets that have been impacted by COVID and are forecast to have an ongoing implication. Services include Off Street, On Street and Residents parking £0.837m.
Corporate Director Place	Libraries, Heritage & Arts	0.102	Remove City Hall operational budget £0.011m. 30% reduction to Libraries Fees & Charges Income budgets £0.081m and 10% reduction to Heritage Fees & Charges Income budgets £0.010m that have been impacted by COVID and are forecast to have an ongoing implication.
Corporate Director Place	Leisure	2.334	30% reduction to Leisure Centre Fees & Charges Income budgets that have been impacted by COVID and are forecast to have an ongoing impact £2.232m . Additional cleaning and hygiene supplies at Leisure centres to maintain safe buildings and comply to Government COVID measure £0.102m.
Corporate Director Place	Public Protection	0.081	10% reduction to Fees & Charges Income budgets that have been impacted by COVID and are forecast to have an ongoing implication. Services include Environmental Protection, Community Pest Control, Licencing.
Corporate Director Place	Economic Development & Planning	0.715	10% reduction to Fees & Charges Income budgets that have been impacted by COVID and are forecast to have an ongoing implication. Services include Development Management, Land Charges, Building Control and Enterprise Centres.
Chief Executive Directorates	Legal, Electoral & Registration	0.164	10% reduction to Fees & Charges Income budgets that have been impacted by COVID and are forecast to have an ongoing implication. Service include Legal and Registration.
<b>Total Covid Impact</b>		<b>4.957</b>	

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Appendix 4 – Detail by service of Contractual Inflation

Corporate Directorate	Service	Amount	Description
Corporate Director People	Mental Health	0.551	A range of anticipated uplift rates have been applied across all adult social care services, in line with those seen in 2020/21 of between 1.5% and 2.5%. The exception is block Nursing Home beds, where the anticipated cost increase is 5%.
Corporate Director People	Learning Disabilities	0.983	A range of anticipated uplift rates have been applied across all adult social care services, in line with those seen in 2020/21 of between 1.5% and 2.5%. The exception is block Nursing Home beds, where the anticipated cost increase is 5%.
Corporate Director People	Adults 18+	1.806	A range of anticipated uplift rates have been applied across all adult social care services, in line with those seen in 2020/21 of between 1.5% and 2.5%. The exception is block Nursing Home beds, where the anticipated cost increase is 5%.
Corporate Director People	Adults Commissioning	0.580	In Adults Commissioning the main services are block contracts, with formula uplifts based on national inflation indices. The average estimated rate is 3.1%
Corporate Director People	Children's Social Care	0.740	Contract inflation at a maximum of up to 2% for framework agreements and external contracts, industry standard of 0.8% for external legal fees and in house schemes reflect staff pay estimates as per usual practice
Corporate Director People	Children's Commissioning	0.007	Primary Mental Health - NHS net tariff inflation 21/22 could be an increase of +1%.
Corporate Director Resource	Strategic Asset & Facilities Management	0.256	Contract inflation for significant contacts i.e. Electricity, Gas, Water, NNDR, Cleaning. Inflation rates are based on contract, industry forecast or CPI and range from 2% to 5% .
Corporate Director Resource	Information Services	0.216	Contract inflation for Council application's and Microsoft Enterprise contracts. Inflation rates based on CPI at 2%.
Corporate Director Place	Highways	0.412	Contract inflation for significant contracts i.e. Highways Works, Highways Consultancy, Street Lighting Electricity etc. Inflation rates based on contract or industry forecast and range from 3% to 4%.
Corporate Director Place	Waste	1.093	Contract inflation for all significant contracts within the service i.e. Collection and Recycling, House Hold Recycling Centres, MrF, MBT, Lakeside, Landfill Tax etc. Inflation rates are based on contract rate, industry forecast or CPI and range from 2% to 3%.
Corporate Director Place	Transport	0.296	Contract inflation for all Significant contracts. Inflation rates based on CPI of 2%.
Corporate Director Place	Countryside,RoW,Technical & Streetscene	0.213	Contract inflation for all significant contracts, i.e. Highways Works, Grounds Maintenance etc. Inflation rates based on contract, industry forecast or CPI and range from 2% to 4%.
<b>Total Contractual Inflation</b>		<b>7.153</b>	

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25  
Appendix 5 – Detail by service of Demand

Corporate Directorate	Service	Amount	Description
Corporate Director People	Mental Health	0.428	Demographic growth of 2.1%, as per Office of National Statistics data, has been applied across all client groups in line with the long-term trend. The impact on future demand from Covid is uncertain, in terms of both numbers of people and in terms of complexity of need.
Corporate Director People	Learning Disabilities	1.962	Demographic growth of 2.1%, as per Office of National Statistics data, has been applied across all client groups in line with the long-term trend. The impact on future demand from Covid is uncertain, in terms of both numbers of people and in terms of complexity of need.
Corporate Director People	Adults 18+	1.897	Demographic growth of 2.1%, as per Office of National Statistics data, has been applied across all client groups in line with the long-term trend. The impact on future demand from Covid is uncertain, in terms of both numbers of people and in terms of complexity of need. £0.386m for Performance & Data team expansion.
Corporate Director People	Children's Social Care	5.608	Increased demand on specialist external legal advice £0.2m, base budget funding for year 1 (20-21) £0.9m and Year 2 £1.5m of Fostering Excellence; other specialist social care placements £0.8m, increased demand for special guardianship and adoption support for children placed, £0.6m, increased demand for social care support for children with SEN & disability £1.5m, (numbers of 0-25s with an EHCP are rising by 10.73% per annum.) future COVID pressures are not addressed but costs arising will be drawn down from the demand reserve (app 7 refers.)
Corporate Director People	School Effectiveness	0.010	Increase capacity to extend safeguarding and health and safety checks to alternative provision providers
Corporate Director People	SEN & Inclusion	1.496	Estimate of increased demand on SEN transport - numbers of 0-25s with an EHCP are rising by 10.73% per annum
Corporate Director People	Children's Commissioning	0.040	Estimate of increased demand on SEN short breaks - numbers of 0-25s with an EHCP are rising by 10.73% per annum
Corporate Director Resource	Finance & Procurement	0.050	Increased Audit fees.
Corporate Director Resource	Strategic Asset & Facilities Management	0.030	Gypsy & Traveller Stopping Places maintenance.
Corporate Director Resource	Information Services	0.158	Net impact of Wiltshire Council no longer providing IT service for the Police.
Corporate Director Place	Highways	0.250	Ash Die back programme.
Corporate Director Place	Waste	1.498	Tonnage increase linked to Household growth has been assumed at 0.94% in line with tax base assumptions. Income rebase for recyclable materials.
Corporate Director Place	Leisure	2.179	Additional running costs of the first year associated with the contract extension and then the in-source and operation of the 10 Leisure Centres currently operated by Places for Leisure.
Corporate Director Place	Economic Development & Planning	1.000	Cabinet proposal to introduce a Recovery Fund for the sole purpose of supporting Wiltshire Market Towns in recovering from the COVID-19 pandemic.
Chief Executive Directorates	Legal, Electoral & Registration	1.100	Estimated provision for undertaking the planned Council Elections in May 2021.
Corporate	Financing and Investment Income and Expenditure	2.196	Capital Financing and Treasury requirements for Capital Programme £1.896m and Discretionary Council Tax Hardship relief scheme increase £0.250m.
Corporate	Restructure & Contingency	0.500	Contingent provision for potential inquest costs arising in 2021/22, ahead of the outcome of discussions with Government on meeting the estimated costs incurred.
<b>Total Demand</b>		<b>20.402</b>	

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25  
Appendix 6 – Detail by service of Savings

Corporate Directorate	Service	Amount	Description
Corporate Director People	Children's Social Care	0.108	Unachievable savings in relation to Digital front door £0.023m, PAUSE partner contributions £0.050m and Voice & Influence £0.035m.
Corporate Director Resource	Strategic Asset & Facilities Management	0.157	Unachievable savings from review and devolution of Libraries.
Corporate Director Resource	Information Services	0.180	Unachievable saving for charging outside bodies for IT .
Corporate Director Place	Libraries, Heritage & Arts	0.231	Unachievable savings from review of Libraries £0.157m, increased income in Heritage £0.063m and VCS reductions in Arts £0.011m.
Corporate Director Place	Leisure	0.540	Unachievable saving in relation to Leisure Income VAT £0.528m and VCS reduction for Leisure £0.012m.
Corporate Director Place	Communications & Customer Services	0.139	Unachievable saving target in relation to advertising and events income and moving to a self-financed Events Team.
Chief Executive Directorates	Legal, Electoral & Registration	0.050	Unachievable Income target for Electoral Services.
Chief Executive Directorates	Public Health	1.000	The £1m prior year savings target for Public Health removed owing to the onset of the COVID-19 pandemic. Plans made for 2020/21 to align the spending on public health with the level of ringfenced grant received from Government have been deferred indefinitely and Public Health resources will be considered in the overall organisation and Wiltshire wide recovery.
Chief Executive Directorates	Corporate Directors & Service Devolution	0.200	Unachievable prior year saving associated to procurement but not allocated out or identified.
Corporate	Restructure & Contingency	1.010	Unachievable elements of Cross-cutting savings Agency staff, Purchased Annual Leave, Training, Mileage, Digital & Support Services.
<b>Total Prior Year Savings not achievable</b>		<b>3.615</b>	

Corporate Directorate	Service	Amount	Description
Corporate Director People	Adults 18+	(0.130)	Hospitals and Integration.
Corporate Director People	Children's Social Care	(0.153)	Year 1 Fostering Excellence savings - reduced by impact of COVID delay.
Corporate Director Resource	Strategic Asset & Facilities Management	(0.050)	Improving income from Operational Estate by adopting and implementing a consistent and commercial Third Party Charging Policy £0.030m. Full year effect of closure of Horton Rd Depot £0.020m.
Chief Executive Directorates	Human Resources & Org Development	(0.068)	Operational review of services saving.
Chief Executive Directorates	Corporate Directors & Service Devolution	(0.200)	Procurement target reinstated for 2021/22 to be overseen and challenged through the Councils Commercial Board and allocated to procurement activity that is undertaken during the financial year.
Corporate	Restructure & Contingency	(2.000)	As a result of the pandemic an external recruitment freeze was established from 1 July 2020. This has led to an underspend on establishment during 2020/21, and the Councils Leadership Team has looked to crystallise a proportion of this by removing £2m from the Councils budgeted establishment ongoing, recognising the changing demand and activity of the Council now and moving forward.
<b>Total Future Year Savings from in Year MTFP</b>		<b>(2.601)</b>	



Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25  
Appendix 7 – General Fund Reserve - Risk Assessed Balance

Key Financial Risks (Weighted Impact)

Risk	Quantification	ASSESSED FOR 2021/22		
		Potential Magnitude £m	Likelihood %	Weighted Magnitude £m
Adult Social Care increased demand for services above that built into the MTFS	Increased demand / demographic - with increasing demand for services nationally, and an ageing population being an acute pressure in Wiltshire, this could be higher.	4.300	15%	0.645
Adult Social Care Contractual Costs & Care Provider Market	A number of factors may impact upon price inflation for commissioned care costs. One of the most significant being insufficient supply of workforce resulting in wage inflation and therefore higher costs of services. The lack of capacity in some sectors of the care market, as well as changing behaviour and need as a result of the pandemic, creates challenges around market shaping, market growth, and ultimately competitive commissioning rates. Based upon gross commissioned care expenditure of circa £120m per annum, an above-budgeted price inflation of 5% driven by lack of capacity would equate to a cost pressure of £5m.	21.000	25%	5.250
Impact of key Adult Social Care large homecare contractor and/or care home going into administration / liquidation	Would require a new provider to carry out the service	20.000	10%	2.000
Adult Social Care reduction in the level of income received.	The move to gross payments to care providers, client debt recovery has/is become the responsibility of the Council, may increase the council's risk of irrecoverable debt.	3.000	25%	0.750
Children's Social Care increased demand for services above that built into the MTFS	Increased pressured on child in care placements, this is also a national concern. Wiltshire placements have increased significantly in the last two years, there is a risk this trajectory could continue beyond preventative measures. A 10% increase in the gross expenditure of Children Social Care would be circa £5m. This is the equivalent of 12 high-end agency residential placements.	5.000	15%	0.750
Realisation of future 'Accountable Body' liabilities	Financial exposure on funding being directed through SWLEP and other projects where the Council acts as the Accountable body	200.000	1%	2.000
Potential non-delivery of capital receipts to fund the capital programme	Subject to property market and asset rationalisation programme / devolution	10.000	5%	0.500
Risk of adverse weather conditions	Extreme weather instances are increasing, coupled with reduced budgets	15.000	25%	3.750
Loss of VAT Partial Exemption	Total impact of losing exemption	3.800	10%	0.380
Universal Credit reducing the level of housing subsidy reclaimable from DWP as well as increasing demand for services & cost through Local Council Tax Support	Current trend in higher than expected level of Universal Credit claimants continues in 2021/22. This results in reduced overpayment recoveries from DWP as a result of the introduction of Universal Credit, as as increased demand for services and reduced level of Council Tax receipts	7.000	25%	1.750
Drop in demand for key income streams	Current levels to meet estimated income levels fluctuate beyond expected market conditions	45.000	5%	2.250
Planning Appeals	Estimated cost to the Council of successful planning appeals, no longer mitigated through other reserves	0.500	25%	0.125
Investment Loss	Based on an assessment of risk within the Councils General Fund Treasury Cash Investment Portfolio	110.000	0.5%	0.550
Abortive Costs on Capital Programme	Approved Capital Programme £250m - assumed 3% default on loans to Stone Circle due to schemes not being successful and 2% abortive costs on remainder being mainly fees on schemes that prove not to be viable	5.800	25%	1.450
Non Delivery of Savings	Level of 2021/22 savings built into the budget - allowing for an element of non delivery during the year based on previous years delivery rates	2.600	10%	0.260
2021/22 Pay deal to be negotiated with the Unions	The pay deal for 2021/22 is an unknown quantity given the Spending Review. Negotiations will need to take place but this risk is based on being 1% of pay	1.400	25%	0.350
<b>Total</b>				<b>22.760</b>

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Appendix 8 – Earmarked Reserves Forecast

Earmarked Reserve	31 March 2020 Balance £m	31 March 2021 Forecast £m	31 March 2022 Forecast £m	Purpose
PFI Reserve	(3.182)	(2.770)	(2.500)	To manage the changes to the unitary charges on the Monkton Park PFI arrangement.
Insurance Reserve	(3.485)	(3.500)	(3.500)	Contingency to cover insurance liability exposure that is not covered by insurance policies.
Revenue Grants Earmarked Reserve	(3.542)	(3.542)	(3.500)	Unspent grant without return obligations, such as One Public Estate, iBCF, Housing and Homelessness grants
PFI Housing Scheme Earmarked Reserve	(2.663)	(2.663)	(2.500)	To manage the changes to the unitary charges on the housing PFI arrangement.
Economic Development & Planning Reserve	(0.052)	(0.052)	-	Small balance remaining to support Economic Development and Planning related activity
Single View of the Customer Reserve	(0.741)	(0.111)	-	Grant and partnership funding to support customer access improvements
Play Area Asset Transfers	(0.059)	(0.059)	(0.059)	Small balance remaining to support additional financial support required to transfer play area assets
Enabling Fund	(0.140)	(0.140)	(0.140)	Historic balance has been set aside to support abortive costs of schemes where costs exceed the revenue budget
Business Rates Equalisation Fund	(0.309)	(0.309)	(0.309)	Historic balance set aside to manage changes to business rates
Leisure	(0.037)	(0.037)	-	Small balance remaining to support Leisure related activity
Salisbury Recovery	(0.500)	-	-	To manage and support on-going recovery costs for Salisbury
Public Health Grant	(0.839)	(0.839)	(0.839)	Ring-fenced unspent Public Health Grant set aside to support Public Health activity in future years
Rough Sleepers	(0.166)	(0.166)	-	Unspent grant without return obligations to support Rough Sleepers support
Flexible Housing Support	(0.287)	(0.287)	-	Unspent grant without return obligations to support Housing related activity
Homelessness Reduction	(0.121)	(0.121)	-	Unspent grant without return obligations to support Homelessness support
COVID-10 Grant	(11.079)	-	-	Emergency COVID-19 funding given in 2019/20 but not used. All fully used in 2020/21
Budget Equalisation	-	(4.165)	-	New reserve set up in 2020/21 to support budget setting for 2021/22
Latent Demand	-	(4.958)	(1.958)	New reserve set up in 2020/21 to support the potential latent demand over and above demand provided for in the 2021/22 budget
Collection Fund Volatility	-	(8.613)	(4.334)	Monies set aside to manage the on-going deficit on the collection fund and unforeseen additional impacts
<b>General Fund Earmarked Reserves</b>	<b>(27.202)</b>	<b>(32.332)</b>	<b>(19.639)</b>	
Locally Managed Schools' Balances	(8.091)	(7.800)	(7.500)	Ring-fenced schools balances reducing due to anticipated academy conversions
DSG Reserve	11.377	20.377	30.377	Ring-fenced Dedicated Schools Grant -
<b>DSG Total Reserves</b>	<b>3.286</b>	<b>12.577</b>	<b>22.877</b>	
<b>Total Earmarked Reserves</b>	<b>(23.916)</b>	<b>(19.755)</b>	<b>3.238</b>	

## Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25

### Appendix 9 – Capital Strategy 2021/22

1. This report presents the Capital Strategy for 2021/22 as well as sets the Capital Programme for 2021/22 with future years projected to 2029/2030.
2. The Capital Strategy is an annual requirement that must be authorised by Full Council.
3. The purpose of the Capital Strategy is to clearly set out the priorities and framework within which Wiltshire Council determines its resourcing priorities for capital investment, decides the level of borrowing, the affordability of the borrowing and sets the level of the risk appetite.

### BACKGROUND

4. The Prudential code for Capital Finance in Local Authorities (2017) introduced a new requirement for Local Authorities to prepare an annual Capital Strategy to be authorised by Full Council.
5. The purpose of the Capital Strategy is to clearly set out the priorities and framework within which Wiltshire Council determines its resourcing priorities for capital investment, decides the level of borrowing, the affordability of the borrowing and sets the level of the risk appetite.
6. “The Capital Strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability.” (Para 21 Prudential code)
7. The Capital Strategy does not duplicate more detailed policies, procedures or plans; it is intended to sit above and reference these to allow those seeking more detail to know where to find it.
8. This strategy also encompasses the requirements of the new legislation regarding Non-Financial Assets which are held primarily or partially to generate a profit such as investment property portfolios. These requirements are clearly set out in the statutory guidance on Local Government Investments (3rd edition).
9. Capital Expenditure is defined within the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Accounting Code of Practice as;

*“...Expenditure that results in the acquisition, construction, or the enhancement of non-current assets (tangible or intangible) in accordance with proper practices... All other expenditure must be accounted for as revenue expenditure unless specifically directed by the Secretary of State. “*

## CAPITAL EXPENDITURE

### Capital Programme

10. The Capital Programme is approved by Full Council annually. The proposed Capital Programme 2021/22-2029/30 is attached in full as Appendix 10 and totals £1,020.925 million over this 9-year period.
11. The Capital Programme sets out the capital projects that the Council plans to invest in over the next 9 years from 2021/22 to 2029/30; the amount of budget per project per year and the indicative sources of funding.
12. The Capital Programme has been reviewed and all figures validated, amended and reprofiled in consultation with Capital Project Leads where necessary.
13. The revenue impacts (e.g. external interest payable and Minimum Revenue Provision (MRP)) of the proposed capital programme 2021/22-2029/30 have been factored into the 2021/22 revenue budget setting process and MTFS.
14. The key objectives of Wiltshire Council's Capital Programme are to ensure;
  - Capital assets are used to support the delivery of corporate priorities and council services (including the Housing Revenue Account (HRA)) in line with the Council's 4 key business plan priorities;
  - Expenditure is aligned to the Council's Asset Management Plan and HRA Business Plan to ensure that buildings and infrastructure, such as schools, roads and housing dwellings are fit for purpose and in a suitable condition to deliver services to the communities they serve;
  - All investments are affordable, sustainable and financially prudent;
  - Expenditure supports and enhances service delivery and/or generates revenue savings or income streams.
15. In setting the Capital Programme, the Council will strongly consider projects that can generate new or additional future on-going income revenues to replace reducing grant funding and enable services that are required by the community to be provided. Opportunities will also be explored to develop new ways of relieving future pressures.
16. The Council will look to maximise opportunities to secure external funds and work with partners, both private and other government agencies, to increase the overall level of investment within Wiltshire to support priorities and economic development.
17. Capital projects within the Capital Programme are aligned to the Council's key priorities as set out in the Wiltshire Council Business Plan 2017-2027. These key priorities are:
  - **Growing the Economy (£626.229 million in the period 2021/22-2029/30)**

We want to continue sustainable growth in our communities, and grow the skills of the local workforce so that we can continue to attract and retain high value businesses in Wiltshire. To do that we also recognise we need to

have high quality schools, colleges and Higher Education provision, good transport networks and employment sites, as well as sufficient housing in clean, safe and attractive environments.

Capital projects include Council House Build Programme; Refurbishment of the Council's Housing Stock; Highways Structural Maintenance; Housing Infrastructure Fund (HIF); Major Road Network (MRN); and LED Street Lighting.

- **An Innovative and Effective Council (£226.269 million in the period 2021/22-2029/30)**

Looking ahead, we must continue to be innovative in how we work. Doing things differently means that some difficult decisions will need to be made in order that the rising demand for some services can be met. We will also focus on generating income by adopting a more commercial approach in what we do and seizing the opportunity to work with businesses for mutual benefits. By working closely with communities, businesses and public sector partners we can achieve so much more and together we can make Wiltshire an even better place in which to live, work and visit. We will continue to make Wiltshire a special place where communities are strong, more connected and able to cope with any challenges they face.

Capital projects include those that are cross-cutting; aiming to transform services or facilitating a more commercial approach such as Stone Circle Housing Company; Stone Circle Development Company; Carbon Reduction; Operational Property Energy Efficiency and Generation; and a number of ICT related schemes such as ICT Get Well and ICT Applications, which includes the replacement of the Enterprise Resource Planning (ERP) System.

- **Protecting Those Who Are Most Vulnerable (£30.475 million in the period 2021/22-2029/30)**

We want to build communities that enable all residents to have a good start in life, enjoying healthy and fulfilling lives through to a dignified end of life. We will provide people with the opportunities and skills to achieve this by investing in early intervention, prevention and promoting community inclusivity. Where care is needed, health and social care will be delivered seamlessly to the highest standards. For the most vulnerable we will work closely with health and the voluntary sector to provide appropriate, local, cost efficient and good quality care packages, support and facilities.

Capital project for Disabled Facilities Grants.

- **Stronger Communities (£137.952 million in the period 2021/22-2029/30)**

We want people in Wiltshire to be encouraged to take responsibility for their well-being, build positive relationships and to get involved, influence and take action on what's best for their own communities – we want residents to succeed to the best of their abilities and feel safe where they live and work.

Capital projects include Health & Wellbeing Centres; Schools Basic Need; Special Schools and Schools Maintenance & Modernisation.

18. A copy of the Capital Programme 2021/22-2029/30 is attached as Appendix 10. The following table provides a summary of the Capital Programme by Business Plan Priority

By Business Plan Priority	2021/22 Budget £m	2022/23 Budget £m	2023/24 Budget £m	2024/25 Budget £m	Future Years £m	TOTAL £m
Growing the Economy	77.569	118.773	86.582	54.401	288.904	626.229
Innovative and Effective Council	73.091	77.064	43.801	16.987	15.326	226.269
Protecting the Vulnerable	3.475	4.000	4.000	4.000	15.000	30.475
Stronger Communities	60.216	25.509	15.862	13.115	23.250	137.952
<b>General Fund and Housing Revenue Account Total</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>	<b>88.503</b>	<b>342.480</b>	<b>1,020.925</b>

19. The following table provides a summary of the Capital Programme by Service

By Service	2021/22 Budget £m	2022/23 Budget £m	2023/24 Budget £m	2024/25 Budget £m	Future Years £m	TOTAL £m
Economic Development & Planning	11.282	1.691	-	-	-	12.973
Housing & Commercial Development	65.800	121.524	71.978	19.299	25.751	304.352
Highways & Environment	27.288	19.320	19.320	19.320	96.600	181.848
Digital & Information	18.188	13.672	6.580	0.097	0.097	38.634
Communities & Neighbourhood	26.619	4.050	3.050	1.050	5.250	40.019
Education & Skills	23.619	12.946	5.550	4.803	18.000	64.918
Joint Commissioning	9.978	8.513	7.262	7.262	-	33.015
Resources	-	11.065	1.340	1.188	2.075	15.668
<b>General Fund Total</b>	<b>182.774</b>	<b>192.781</b>	<b>115.080</b>	<b>53.019</b>	<b>147.773</b>	<b>691.427</b>
Housing Revenue Account	31.577	32.565	35.165	35.484	194.707	329.498
<b>Housing Revenue Account Total</b>	<b>31.577</b>	<b>32.565</b>	<b>35.165</b>	<b>35.484</b>	<b>194.707</b>	<b>329.498</b>
<b>General Fund and Housing Revenue Account Total</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>	<b>88.503</b>	<b>342.480</b>	<b>1,020.925</b>

20. The Capital Programme for 2021/22 proposes a total value of £214.351 million of capital works. This maintains a long-term Capital Programme of £1,020.925 million for the period 2021/22 to 2029/30.

21. Major schemes over the period 2021/22-2029/30) total £652.260 million, consisting of 64% of the overall Capital Programme are as follows:

By Service	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Future Years	TOTAL	Grants	HRA	Borrowing - Funded by Revenue Saving in Service	Borrowing	TOTAL
	£m	£m	£m	£m	£m	£m					
Stone Circle Housing Company Loan	29.400	12.022	12.227	0.799	0.751	55.199			55.199		55.199
Stone Circle Development Company Loan	1.882	10.050	8.751	-	-	20.683			20.683		20.683
Housing Infrastructure Fund (HIF)	5.780	32.500	32.500	-	-	70.780	70.780				70.780
Structural Maintenance & Bridges	16.139	16.139	16.139	16.139	80.695	145.251	145.251				145.251
Special Schools	7.984	8.513	7.262	7.262	-	31.021				31.021	31.021
<b>General Fund Total</b>	<b>61.185</b>	<b>79.224</b>	<b>76.879</b>	<b>24.200</b>	<b>81.446</b>	<b>322.934</b>	<b>216.031</b>	<b>-</b>	<b>75.882</b>	<b>31.021</b>	<b>322.934</b>
Council House Build Programme	18.683	18.375	20.634	20.537	110.680	188.909		188.909			188.909
HRA - Refurbishment of Council Stock	12.822	14.190	14.531	14.947	84.027	140.517		140.517			140.517
<b>Housing Revenue Account Total</b>	<b>31.505</b>	<b>32.565</b>	<b>35.165</b>	<b>35.484</b>	<b>194.707</b>	<b>329.426</b>	<b>-</b>	<b>329.426</b>	<b>-</b>	<b>-</b>	<b>329.426</b>
<b>General Fund and Housing Revenue Account Total</b>	<b>92.690</b>	<b>111.789</b>	<b>112.044</b>	<b>59.684</b>	<b>276.153</b>	<b>652.360</b>	<b>216.031</b>	<b>329.426</b>	<b>75.882</b>	<b>31.021</b>	<b>652.360</b>

22. Further detail on these major schemes is as follows:

### **Stone Circle Housing and Development Company**

This scheme relates to the two companies that the Council set up in 2020, Stone Circle Housing Company and Stone Circle Development Company.

The aim of Stone Circle Housing Company is to meet a range of strategic housing needs facing the council that cannot easily be addressed by the Council's current approaches. Accommodation to meet the needs of specific vulnerable households in a timely manner from the existing housing stock in Wiltshire is not a priority for the Council's registered provider partners. The Council procures accommodation for homeless households that is costly and the quality and cost could be improved by private rented sector accommodation provided by a local housing company.

The Council has a successful programme of asset disposal. Over the next three years the Council estimates that it may be able to offer to the market sites capable of residential development which subject to planning permission could deliver over 500 units of accommodation. The Council has established Stone Circle Development Company to enable the strategic housing needs across the County to be better met while increasing the potential return that could be generated from the developments.

The total budget for these schemes over the period 2021/22-2029/30 is £75.882 million and will be financed by external borrowing which will be funded by returns from the Stone Circle Housing and Development companies.

### **Housing Infrastructure Fund (HIF)**

This scheme relates to the delivery of significant infrastructure works, employment land and housing development in and around Chippenham. The total budget for this scheme over the period 2021/22-2029/30 is £70.780 million and is funded by external grants from Central Government following a successful application to Central Government's Housing Infrastructure Fund (HIF). Further details on this scheme are detailed in the Cabinet report of October 2019.

### **Structural Maintenance**

This scheme includes the resurfacing of roads, reactive patching, surface dressing, drainage and pothole repairs. The total budget for this scheme over the period 2021/22-2029/30 is £145.251 million and is funded by external grants from Central Government.

### **Special Schools**

This scheme relates to the proposed provision in a new centre of excellence for pupils with special needs and disabilities. It will be developed at Rowdeford near Devizes to match the excellent facilities at Exeter House, Salisbury.

The purpose-built special school will address the demand needs for additional SEND places for Wiltshire while providing:

- Outstanding teaching from well-trained, well-paid, caring, specialist and dedicated staff
- Attractive buildings - safe, friendly, calm and engaging places with wide corridors and lots of natural light
- Strong links with mainstream schools, with a special outreach provision (or resource base) in at least one primary and one secondary school in each key locality
- New world class facilities and support: hydro-pools, sensory rooms, physio, open outdoor space, speech and language therapy, family care
- Strong and vibrant community links – with cafés, community gardens and public playing fields – with inclusive businesses and civic spaces and services that facilitate and advocate independent living for all
- Improved inclusion and outcomes for children with SEND at secondary age
- Effective links with specialist nurseries, offering children with special needs seamless attention from the time they are tots to their teenage years
- Good transport routes and means of transport between the sites, central to the home locations of children and young people with SEND

The total budget for this scheme over the period 2021/22-2029/30 is £31.021 million and is funded by external borrowing; the revenue costs associated with this external borrowing have been included in the Medium-Term Financial Strategy (MTFS).

### **Council House Build Programme**

This scheme relates to further phases of the Council House Build Programme aligned to the remodelled Housing Revenue Account (HRA) business plan 2021-2051 that was approved by Cabinet in November 2020. The total budget for this scheme over the period 2021/22-2029/30 is £188.909 million and will be funded by a mixture of grants & contributions, HRA capital receipts or by the HRA, either directly or via external borrowing (funded by the HRA). The aim of the new programmes is to deliver 1000 new homes, and where the Council is in control of development these will be carbon zero new builds.

### **HRA - Refurbishment of Council Stock**

This scheme is the cyclical repairs and maintenance on the council's housing stock e.g. bathrooms, kitchens, roofs boilers etc. The total budget for this scheme over the period 2021/22-29/30 is £140.517 million in line with the HRA business plan. The capital programme was increased for investment in all existing stock to achieve energy performance rating B.

## **Capital Financing**



23. The Capital Programme financing can be summarised as follows:

Financing	2021/22 Budget £m	2022/23 Budget £m	2023/24 Budget £m	2024/25 Budget £m	Future Years Budget £m	Total Budget £m
Grants	57.212	64.869	58.520	25.970	124.100	330.671
Contributions	0.883	0.000	0.000	0.000	0.000	0.883
HRA	31.576	32.566	35.165	35.484	194.705	329.496
Capital Receipts	3.277	2.639	0.000	0.000	0.000	5.916
Borrowing - Funded by Revenue Saving in Service	44.901	70.124	33.478	13.299	0.751	162.553
Borrowing	76.502	55.148	23.082	13.750	22.924	191.406
<b>Total Financing</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>	<b>88.503</b>	<b>342.480</b>	<b>1,020.925</b>

24. The Council seeks to utilise a wide range of funding to support its Capital Programme, maximising external funding opportunities, such as grants and contributions, and limiting internal sources, such as revenue funding. Capital funding sources are described below.
25. **Grants & Contributions** - Grant funding is one of the largest sources of financing for the Capital Programme. The majority of grants are awarded by Central Government departments, but some are received from other external bodies. Grants can be specific to a scheme, have conditions attached (such as time and criteria restrictions), or are for general use. S106 deposits account for the majority of capital contribution funding; these deposits are ringfenced for particular projects as defined in the individual S106 agreements. Community Infrastructure Levy (CIL) can be used to fund capital expenditure in line with the council's CIL policy.
26. **HRA** – Capital expenditure for the Housing Revenue Account (HRA) is ringfenced from general fund capital expenditure and is financed by a combination of HRA borrowing and use of the major repairs reserve.
27. **Capital Receipts** - The income received over the value of £0.010 million from the disposal of Fixed Assets or the repayment of loans for capital purposes is defined as a capital receipt. They can normally<sup>1</sup> only be used to fund capital expenditure or repay debt. Some capital receipts have additional restrictions on their use. The Council seeks to obtain the highest possible receipt achievable from each disposal after considering wider community or service benefits and ring-fences receipts generated from the disposal of HRA assets to fund HRA projects.
28. **Borrowing (funded by service revenue saving)** – There are a small number of schemes in the Capital Programme that are funded by borrowing where the anticipated revenue saving arising from the capital investment will be utilised to fund the costs of borrowing. These schemes, and the associated amount of borrowing to be funded from savings and income generated are:

By Service	2021/22 Budget £m	2022/23 Budget £m	2023/24 Budget £m	2024/25 Budget £m	Future Years £m	TOTAL £m
Commercial - Commercial Investment	8.000	16.852	12.500	12.500		49.852
Stone Circle Housing Company Loan	29.400	12.022	12.227	0.799	0.751	55.199
Wiltshire College Loan	2.545	-	-	-		2.545
Stone Circle Development Company Loan	1.882	10.050	8.751	-		20.683
Salisbury Central Car Park & Maltings	-	33.100	-	-		33.100
<b>General Fund Total</b>	<b>41.827</b>	<b>72.024</b>	<b>33.478</b>	<b>13.299</b>	<b>0.751</b>	<b>161.379</b>

29. **Borrowing** - The Council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding; the affordability, prudence and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance. Borrowing levels for the Capital Programme are therefore constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing which is built into the Council's Medium-Term Financial Strategy (MTFS).
30. **Revenue Funding** - The Council can use revenue resources to fund capital projects on a direct basis. However, given the pressures on the revenue budget of the Council, there are currently no plans to finance any of the current capital programme by revenue funding and it is unlikely that the Council will choose to undertake this method of funding in the future if other sources are available.

### **Capitalisation**

31. The Council has a set of Accounting Policies that are approved annually by the Audit Committee that set out the Council's approach to capitalisation and are based upon guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and take account of local circumstances.
32. The approved Accounting Policies are published within the Statement of Accounts and include policies on all the key accounting matters that affect the figures and disclosures in the statements.
33. Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

### **Asset Management Plan**

34. The council's Asset Management Plan sets out the strategic approach to managing the council's land and property assets and brings together the relevant asset management policy frameworks. These frameworks support the overall approach of managing assets by portfolio and include areas such as disposals and acquisitions, as well as active management of the council's operational, commercial, and rural stock.
35. Wiltshire Council has a strategic and commercial approach to managing assets, this will be clearly set out in the Asset Management Plan. The council shares resources with other public services and uses technology, buildings and other assets flexibly to maximise value and reduce costs.
36. We develop community campuses and hubs in towns across Wiltshire to enable public services to co-locate and improve customer service. This development programme also helps us reduce the numbers of buildings we own and their associated repair and maintenance costs.

37. As buildings are freed up we create opportunities for commercial lettings of spare space or development opportunities for jobs and homes. Any capital receipts are re-invested in improving facilities elsewhere, or used for enabling strategic land purchases for development, employment, investment or transformation.

### **Restrictions on Borrowing**

38. In October 2018, Central Government announced a policy change of abolition of the HRA debt cap effective from 29 October 2018.

## **COMMERCIAL ACTIVITY**

### **Non- Financial Investments**

39. The Prudential Code issued by CIPFA requires that a council should not borrow more than, or in advance of need purely to profit from the investment of the extra sums borrowed. This Statutory Guidance requires that where borrowing in advance is enacted by a council that the rationale for the decision is clearly set out to ensure that external auditors, tax payers and interested parties are able to hold the council to account for the reasons for the borrowing. This will be included in the decision- making process.
40. Non-financial investments are those that are primarily held to generate a profit. Where the council holds a non-financial investment, due consideration will be given to the asset being able to retain sufficient value to provide security of investment using the fair value model in accordance with international Accounting Standard 40: Investment Property.
41. Assets that generate revenue income solely through fees and charges for discretionary services levied under section 93 of the Local Government Act 2003 will not be classified as non-financial investments for the purposes of this strategy.
42. Where there are several different objectives, when a decision is being taken to acquire an asset and the asset is not solely held for yield, then the asset will be categorised in accordance with the type of contribution made by that asset as follows:
- Yield/Profit
  - Regeneration
  - Economic benefit/business rates growth
  - Responding to local market failure
  - Treasury management
43. Assets classified as contributing to regeneration or local economic benefit will demonstrate that the investment forms part of a project within the Local Plan.
44. In advance of entering into any such investment the council will explicitly assess the risk of any loss which will make clear:
- The assessment of the market within which it is competing
  - The nature of that competition and the future expected evolution of the market

- Any barriers to entry and exit of the market and any ongoing investment requirements
  - The use of external advisors, explicitly:
    - Treasury Management advisors
    - Property Investment advisors – Red Book valuation & Ancillary valuations, Income & Lease risk assessment
    - Further specialist advisors – Market and Competitor assessments, Full Structural Buildings Survey, Vendor assessment & rationale for disposal
    - Specialist advisors to support s151 assessment of the potential investment
  - The management arrangements for the use of external advisors
  - The credit ratings issued by the credit rating agencies where this is relevant, the frequency which these are monitored and what action is to be taken should these ratings change
  - The further sources of information used to assess and monitor the risk
45. The Council will look to invest in good quality commercial properties, to add to the current investment portfolio and to seek higher yields, which can provide secure and sustainable returns in accordance with the Statutory Guidance on Local Government Investments. The Council will adopt a balanced portfolio approach to investment, management and turnover of properties in order to ensure risk is balanced across its investments. This will take into account the type of properties acquired and their location in particular.
46. As an asset class, investment property provides a better total return in terms of both rental income and capital appreciation than cash investments, whilst also maintaining a high level of security. Whilst property values can be subject to short term fluctuations, values are typically stable or rising over the medium to long term. However, it is noted that property is a longer-term investment with monies tied up in the property assets not normally accessible in the short term.
47. It should be noted that the definition of investment includes loans made by the council to any wholly-owned companies in the future or associates, to a joint venture or a third party.
48. The criteria to be applied to the purchase of any properties for investment purposes under this strategy are clearly defined and agreed. The main criteria agreed are:

**Type** – Properties will be acquired at prices supported by independent valuations, with the objective of developing and retaining a balanced investment portfolio;

**Return** - Investment properties acquired generate an initial net yield of a minimum of 2%. The net yield to be calculated taking into account all costs associated with acquisition;

**Occupancy** - Properties being acquired should be occupied by tenants with suitable financial covenant strength and on a lease (or equivalent) agreement with no less than three years term unexpired;

**Maintenance** - Properties will be maintained during the period of ownership to a standard that will maximise rental income streams and sale value at disposal; and

**Location** - Acquisitions are not limited to being located within the Wiltshire Council area where they are acquired, with the purpose of generating income which can be reinvested into public services. It is anticipated that in Council area purchases will form the main, initial focus of the Strategy.

49. Income generated from investment income currently represents less than 1% of the Council's gross income which supports the delivery of core services. Whilst it is intended that increased investment in this area will provide a valuable source of income, the overall investment programme will support less than 2% of the Council's gross annual expenditure.
50. The Statutory Guidance on Local Government Investments requires that a range of indicators is presented to allow members and other interested parties to understand the total exposure from borrowing and investment decisions. These will cover both the current position and the expected position assuming all planned investments for the following year are completed. The indicators do not take account of Treasury Management investments which are managed under the Treasury Management Strategy unless these are expected to be held for more than 12 months.
51. The indicators are set out in the table below:

<b>Indicators</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1.Gross debt (in relation to commercial investments) to Net Service Expenditure limit</b> Gross debt as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.	9%	15%	23%	29%	28%
<b>2.Commercial Income to Net Service Expenditure Dependence</b>	1.0%	1.0%	1.0%	1.0%	1.0%

on non-fees and charges income to deliver core services. Fees and charges should be netted off gross service expenditure to calculate NSE.					
<b>3.Investment Cover ratio limit</b> The total net income from property investments, compared to the interest expense.	0	3.2	2.5	1.6	1.3
<b>4.Loan to asset value ratio</b> The amount of debt compared to the total investment property asset value	0.6	0.7	0.8	0.8	0.8
<b>5.Target income returns (after MRP &amp; Interest)</b> Net revenue income compared to equity. This is a measure of achievement of the portfolio of properties.	2.0%	2.0%	2.0%	2.0%	2.0%
<b>6.Income Return on other Property Fund</b>	3.8%	3.8%	3.8%	3.8%	3.8%

<p><b>Investments</b></p> <p>As a measure against other investments and against other council's property portfolios.</p>					
<p><b>7.Gross Income</b></p> <p><b>Net Income</b></p> <p>The income received from the investment portfolio at a gross level and net level (less interest, MRP and operational costs) over time.</p>	<p>11.5%</p> <p>11.5%</p>	<p>6.2%</p> <p>4.9%</p>	<p>4.1%</p> <p>2.4%</p>	<p>3.2%</p> <p>1.2%</p>	<p>3.2%</p> <p>0.6%</p>
<p><b>8.Operating costs % of Income</b></p> <p>The trend in operating costs of the non-financial investment portfolio over time, as the portfolio of non-financial investments expands</p>	<p>10%</p>	<p>10%</p>	<p>10%</p>	<p>10%</p>	<p>10%</p>
<p><b>9.Vacancy levels and Tenant exposures for non-financial investments</b></p> <p>Monitoring vacancy levels (voids) ensure</p>	<p>5%</p>	<p>5%</p>	<p>5%</p>	<p>5%</p>	<p>5%</p>

<p>the property portfolio is being managed (including marketing and tenant relations) to ensure the portfolio is productive as possible.</p>					
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52. For non-financial assets, the council is required to consider security by reference to the value of the asset relative to purchase price and to set out plans to recoup the investment where realising the asset would not recoup the sums invested. In the period immediately after purchase, it is expected that the costs directly attributable to the purchase of the asset will be greater than the realisable value of the asset. In this situation, the strategy will disclose the period expected for it to take for the increase in asset values to provide security for the sums invested and the assumptions underpinning that expectation.
53. The liquidity of the non-financial investment portfolio will be considered over the repayment period of any debt taken out to acquire the assets. Further to this, to manage the risk of delivery of value over the lifetime of the assets, consideration of the trade-offs between accepting capital loss and refinancing debt incurring additional debt servicing costs where relevant.

**KNOWLEDGE AND SKILLS**

54. The Capital Strategy has been developed by Officers of the Council, who have relevant knowledge and technical skills. In addition, external advice and management is employed by the Council procuring and appointing suitably qualified advisors and managers to support the development, operation and design of the programmes.

**Consultants**

55. The Council will use external consultancy services where there is a requirement to do so.

**Training**

56. In order to ensure that members and Statutory Officers have appropriate capacity and skills regarding their involvement in the investment decision making the following steps are required:
- Training given to Members in all aspects of the Statutory Guidance, the assessment of individual investments and risk.



- Technical training given to Statutory officers and those officers negotiating commercial deals in the technical fields of investment evaluation and requirements of the statutory guidance and prudential code.
- Briefings to members of the relevant committees in advance of any investment decision making prior to a decision being brought forward to the committee covering all aspects of the assessment as well as the strategic fit.

57. The Corporate Governance arrangements around decisions on non-financial investments will follow the rigour of our normal committee arrangements. The relevant Cabinet Members will be fully briefed in terms of the full details of the assessment including external advisor reports. Scrutiny will review all such individual decisions in advance of a Cabinet decision.

### Financial Implications

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

59. The revenue implications (Minimum Revenue Provision and External Interest) of funding the capital programme have been estimated and have been included in the council's 2020/2021 revenue budget setting report as well as in the Medium-Term Financial Strategy and are summarised as follows:

<b>By Service</b>	<b>2021/22 Budget £m</b>	<b>2022/23 Budget £m</b>	<b>2023/24 Budget £m</b>	<b>2024/25 Budget £m</b>
Revenue Cost of Capital Financing	25.014	33.760	33.854	36.241

### Workforce Implications

60. Staff who are working on capital programmes will be funded from the capital programme for the duration of the programme of work and therefore will be funded temporarily. This means that there may be implications for those staff in terms of job security and continuity of employment at the end of the programme of work. However, the council has in place robust policies and procedures to support this.

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25  
Appendix 10 – Capital Programme 2021/22 to 2029/30

Scheme name	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Economic Development &amp; Planning</b>									
Boscombe Down	-	1.191	-	-	-	-	-	-	-
Chippenham Station HUB	2.857	-	-	-	-	-	-	-	-
Porton Science Park	6.600	0.500	-	-	-	-	-	-	-
Salisbury Future High Streets	1.000	-	-	-	-	-	-	-	-
Wiltshire Ultrafast Broadband	0.825	-	-	-	-	-	-	-	-
<b>Economic Development &amp; Planning Total</b>	<b>11.282</b>	<b>1.691</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Housing &amp; Commercial Development</b>									
Capital Receipt Enhancement	0.150	-	-	-	-	-	-	-	-
Commercial - Commercial Investment	8.000	16.852	12.500	12.500	-	-	-	-	-
Stone Circle Housing Company Loan	29.400	12.022	12.227	0.799	0.019	0.119	0.141	0.163	0.309
Wiltshire College Loan	2.545	-	-	-	-	-	-	-	-
Stone Circle Development Company Loan	1.882	10.050	8.751	-	-	-	-	-	-
Depot & Office Strategy	4.794	3.000	-	-	-	-	-	-	-
Disabled Facilities Grants	3.475	4.000	4.000	4.000	3.000	3.000	3.000	3.000	3.000
Facilities Management Works	3.140	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Gypsies and Travellers Projects	1.300	-	-	-	-	-	-	-	-
Housing Infrastructure Fund (HIF)	5.780	32.500	32.500	-	-	-	-	-	-
North Wiltshire Schools PFI Playing Fields	0.300	-	-	-	-	-	-	-	-
Operational Property Energy Efficiency and Generation	2.200	6.900	-	-	-	-	-	-	-
Park & Ride Solar Panel Canopies	2.200	1.100	-	-	-	-	-	-	-
Salisbury Central Car Park & Maltings	-	33.100	-	-	-	-	-	-	-
Social Care Infrastructure & Strategy	0.634	-	-	-	-	-	-	-	-
<b>Housing &amp; Commercial Development Total</b>	<b>65.800</b>	<b>121.524</b>	<b>71.978</b>	<b>19.299</b>	<b>5.019</b>	<b>5.119</b>	<b>5.141</b>	<b>5.163</b>	<b>5.309</b>
<b>Highways &amp; Environment</b>									
Fleet Vehicles	1.059	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Integrated Transport	2.181	2.181	2.181	2.181	2.181	2.181	2.181	2.181	2.181
LED Street Lighting	3.074	-	-	-	-	-	-	-	-
Major Road Network (MRN)	4.130	-	-	-	-	-	-	-	-
Structural Maintenance & Bridges	16.139	16.139	16.139	16.139	16.139	16.139	16.139	16.139	16.139
Waste Services	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Churchfields Depot Drainage and Traffic Management	0.205	-	-	-	-	-	-	-	-
<b>Highways &amp; Environment Total</b>	<b>27.288</b>	<b>19.320</b>	<b>19.320</b>	<b>19.320</b>	<b>19.320</b>	<b>19.320</b>	<b>19.320</b>	<b>19.320</b>	<b>19.320</b>
<b>Digital &amp; Information</b>									
ICT Applications	8.265	8.396	2.575	-	-	-	-	-	-
ICT Business as Usual	1.938	0.866	1.636	-	-	-	-	-	-
ICT Other Infrastructure	1.396	-	-	-	-	-	-	-	-
ICT Get Well	4.522	4.313	2.272	-	-	-	-	-	-
Wiltshire Online	2.067	0.097	0.097	0.097	0.097	-	-	-	-
<b>Digital &amp; Information Total</b>	<b>18.188</b>	<b>13.672</b>	<b>6.580</b>	<b>0.097</b>	<b>0.097</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Communities &amp; Neighbourhood</b>									
Area Boards and LPSA PRG Reward Grants	0.800	0.800	0.800	0.800	0.800	0.800	0.800	0.800	0.800
Community Projects	0.400	-	-	-	-	-	-	-	-
Fitness Equipment for Leisure Centres	0.550	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250
Health and Wellbeing Centres - Live Schemes	22.369	3.000	2.000	-	-	-	-	-	-
Libraries - Self Service	0.500	-	-	-	-	-	-	-	-
Leisure Requirements	2.000	-	-	-	-	-	-	-	-
<b>Communities &amp; Neighbourhood Total</b>	<b>26.619</b>	<b>4.050</b>	<b>3.050</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>
<b>Education &amp; Skills</b>									
Access and Inclusion	0.120	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Basic Need	14.516	5.154	0.400	0.400	0.400	0.400	0.400	0.400	0.400
Devolved Formula Capital	0.550	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Schools Capital Maintenance	1.000	1.000	1.000	1.000	-	-	-	-	-
Schools Maintenance & Modernisation	7.033	2.850	2.800	2.750	2.700	2.650	2.600	2.550	2.500
Stonehenge School Replacement of Lower Block	0.400	3.342	0.750	0.053	-	-	-	-	-
<b>Education &amp; Skills Total</b>	<b>23.619</b>	<b>12.946</b>	<b>5.550</b>	<b>4.803</b>	<b>3.700</b>	<b>3.650</b>	<b>3.600</b>	<b>3.550</b>	<b>3.500</b>
<b>Joint Commissioning</b>									
Early Years & Childcare	0.333	-	-	-	-	-	-	-	-
Special Schools	7.984	8.513	7.262	7.262	-	-	-	-	-
Abnormal Costs in Development of SEND Free School	0.350	-	-	-	-	-	-	-	-
SEND Special School Capacity & Alternative Provision	1.311	-	-	-	-	-	-	-	-
<b>Joint Commissioning Total</b>	<b>9.978</b>	<b>8.513</b>	<b>7.262</b>	<b>7.262</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Resources</b>									
Other Capital Schemes to be confirmed	-	11.065	1.340	1.188	0.415	0.415	0.415	0.415	0.415
<b>Resources Total</b>	<b>-</b>	<b>11.065</b>	<b>1.340</b>	<b>1.188</b>	<b>0.415</b>	<b>0.415</b>	<b>0.415</b>	<b>0.415</b>	<b>0.415</b>
<b>General Fund Total</b>	<b>182.774</b>	<b>192.781</b>	<b>115.080</b>	<b>53.019</b>	<b>29.601</b>	<b>29.554</b>	<b>29.526</b>	<b>29.498</b>	<b>29.594</b>
<b>Housing Revenue Account</b>									
HRA - Council House Build Programme	0.072	-	-	-	-	-	-	-	-
HRA - Council House Build Programme (Phase 2)	1.614	0.160	-	-	-	-	-	-	-
HRA - Council House Build Programme (Phase 3.1)	12.134	3.060	0.277	-	-	-	-	-	-
HRA - Council House Build Programme (Phase 3.2)	3.664	12.394	2.499	-	-	-	-	-	-
HRA - Council House Build Programme (Phase 3.3)	1.271	2.761	17.858	20.537	20.847	21.472	22.117	22.780	23.464
HRA - Refurbishment of Council Stock	12.822	14.190	14.531	14.947	15.587	16.149	16.819	17.423	18.049
<b>Housing Revenue Account Total</b>	<b>31.577</b>	<b>32.565</b>	<b>35.165</b>	<b>35.484</b>	<b>36.434</b>	<b>37.621</b>	<b>38.936</b>	<b>40.203</b>	<b>41.513</b>
<b>General Fund and Housing Revenue Account Total</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>	<b>88.503</b>	<b>66.035</b>	<b>67.175</b>	<b>68.462</b>	<b>69.701</b>	<b>71.107</b>
<b>Financing</b>									
Grants	57.212	64.869	58.520	25.970	24.920	24.870	24.820	24.770	24.720
Contributions	0.883	-	-	-	-	-	-	-	-
HRA	31.576	32.566	35.165	35.484	36.434	37.621	38.935	40.203	41.512
Capital Receipts	3.277	2.639	-	-	-	-	-	-	-
Borrowing - Funded by Revenue Saving in Service	44.901	70.124	33.478	13.299	0.019	0.119	0.141	0.163	0.309
Borrowing	76.502	55.148	23.082	13.750	4.662	4.565	4.566	4.565	4.566
<b>Total Financing</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>	<b>88.503</b>	<b>66.035</b>	<b>67.175</b>	<b>68.462</b>	<b>69.701</b>	<b>71.107</b>

Scheme Name	Revised 2021/22 Budget Qtr 3 £m	Budget Setting					Revised 2021/22 Budget £m
		Budget Setting New Bids £m	Cabinet Reports £m	Amalgamations £m	Reprofile £m	Removed £m	
<b>Economic Development &amp; Planning</b>							
Boscombe Down	1.191	-	-	-	(1.191)	-	-
Chippenham Station HUB	2.857	-	-	-	-	-	2.857
Other Economic Development Schemes	3.000	-	-	-	-	(3.000)	-
Porton Science Park	6.600	-	-	-	-	-	6.600
Salisbury Future High Streets	1.000	-	-	-	-	-	1.000
Wiltshire Ultrafast Broadband	0.825	-	-	-	-	-	0.825
<b>Economic Development &amp; Planning Total</b>	<b>15.473</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1.191)</b>	<b>(3.000)</b>	<b>11.282</b>
<b>Housing &amp; Commercial Development</b>							
Capital Receipt Enhancement	0.150	-	-	-	-	-	0.150
Carbon Reduction	5.200	-	-	(5.200)	-	-	-
Commercial - Commercial Investment	24.852	-	-	-	(16.852)	-	8.000
Stone Circle Housing Company Loan	25.000	-	4.400	-	-	-	29.400
Wiltshire College Loan	2.545	-	-	-	-	-	2.545
Stone Circle Development Company Loan	4.665	-	-	-	(2.783)	-	1.882
Depot & Office Strategy	7.794	-	-	-	(3.000)	-	4.794
Disabled Facilities Grants	6.475	-	-	-	(3.000)	-	3.475
Facilities Management Works	2.285	0.855	-	-	-	-	3.140
Gypsies and Travellers Projects	1.300	-	-	-	-	-	1.300
Housing Infrastructure Fund (HIF)	5.780	-	-	-	-	-	5.780
North Wiltshire Schools PFI Playing Fields	0.300	-	-	-	-	-	0.300
Operational Property Energy Efficiency and Generation	2.200	-	-	5.200	(5.200)	-	2.200
Park & Ride Solar Panel Canopies	2.200	-	-	-	-	-	2.200
Salisbury Central Car Park & Maltings	33.100	-	-	-	(33.100)	-	-
Social Care Infrastructure & Strategy	0.634	-	-	-	-	-	0.634
<b>Housing &amp; Commercial Development Total</b>	<b>124.480</b>	<b>0.855</b>	<b>4.400</b>	<b>-</b>	<b>(63.935)</b>	<b>-</b>	<b>65.800</b>
<b>Highways &amp; Environment</b>							
Fleet Vehicles	1.059	-	-	-	-	-	1.059
Integrated Transport	2.181	-	-	-	-	-	2.181
LED Street Lighting	3.074	-	-	-	-	-	3.074
Major Road Network (MRN)	4.130	-	-	-	-	-	4.130
Structural Maintenance & Bridges	16.139	-	-	-	-	-	16.139
Waste Services	0.500	-	-	-	-	-	0.500
Churchfields Depot Drainage and Traffic Management	-	0.205	-	-	-	-	0.205
<b>Highways &amp; Environment Total</b>	<b>27.083</b>	<b>0.205</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27.288</b>
<b>Digital &amp; Information</b>							
ICT Applications	13.265	-	-	-	(5.000)	-	8.265
ICT Business as Usual	1.938	-	-	-	-	-	1.938
ICT Other Infrastructure	1.396	-	-	-	-	-	1.396
ICT Get Well	7.522	-	-	-	(3.000)	-	4.522
Wiltshire Online	2.067	-	-	-	-	-	2.067
<b>Digital &amp; Information Total</b>	<b>26.188</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(8.000)</b>	<b>-</b>	<b>18.188</b>
<b>Communities &amp; Neighbourhood</b>							
Area Boards and LPSA PRG Reward Grants	0.800	-	-	-	-	-	0.800
Community Projects	0.400	-	-	-	-	-	0.400
Fitness Equipment for Leisure Centres	0.550	-	-	-	-	-	0.550
Health and Wellbeing Centres - Live Schemes	22.369	-	-	-	-	-	22.369
Libraries - Self Service	0.500	-	-	-	-	-	0.500
Leisure Requirements	-	2.000	-	-	-	-	2.000
<b>Communities &amp; Neighbourhood Total</b>	<b>24.619</b>	<b>2.000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26.619</b>
<b>Education &amp; Skills</b>							
Access and Inclusion	0.120	-	-	-	-	-	0.120
Basic Need	14.516	-	-	-	-	-	14.516
Devolved Formula Capital	0.550	-	-	-	-	-	0.550
Schools Capital Maintenance	1.000	-	-	-	-	-	1.000
Schools Maintenance & Modernisation	7.033	-	-	-	-	-	7.033
Stonehenge School Replacement of Lower Block	-	0.400	-	-	-	-	0.400
<b>Education &amp; Skills Total</b>	<b>23.219</b>	<b>0.400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23.619</b>
<b>Joint Commissioning</b>							
Early Years & Childcare	0.333	-	-	-	-	-	0.333
Special Schools	7.984	-	-	-	-	-	7.984
Abnormal Costs in Development of SEND Free School	-	0.350	-	-	-	-	0.350
SEND Special School Capacity & Alternative Provision	-	1.311	-	-	-	-	1.311
<b>Joint Commissioning Total</b>	<b>8.317</b>	<b>1.661</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9.978</b>
<b>Resources</b>							
Other Capital Schemes to be confirmed	17.024	(5.121)	-	-	(11.903)	-	-
<b>Resources Total</b>	<b>17.024</b>	<b>(5.121)</b>	<b>-</b>	<b>-</b>	<b>(11.903)</b>	<b>-</b>	<b>-</b>
<b>General Fund Total</b>	<b>266.403</b>	<b>(0.000)</b>	<b>4.400</b>	<b>-</b>	<b>(85.029)</b>	<b>(3.000)</b>	<b>182.774</b>
<b>Housing Revenue Account</b>							
HRA - Council House Build Programme	0.072	-	-	-	-	-	0.072
HRA - Council House Build Programme (Phase 2)	1.614	-	-	-	-	-	1.614
HRA - Council House Build Programme (Phase 3.1)	12.134	-	-	-	-	-	12.134
HRA - Council House Build Programme (Phase 3.2)	3.664	-	-	-	-	-	3.664
HRA - Council House Build Programme (Phase 3.3)	-	-	1.271	-	-	-	1.271
HRA - Refurbishment of Council Stock	11.494	-	1.328	-	-	-	12.822
<b>Housing Revenue Account Total</b>	<b>28.978</b>	<b>-</b>	<b>2.599</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31.577</b>
<b>General Fund and Housing Revenue Account Total</b>	<b>295.381</b>	<b>(0.000)</b>	<b>6.999</b>	<b>-</b>	<b>(85.029)</b>	<b>(3.000)</b>	<b>214.351</b>

Wiltshire Council Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2024/25

Appendix 11 – Housing Revenue Account 2021/22

2019/20		2020/21	2021/22
Actual	Service	Budget	Budget
Outturn			
£m		£m	£m
	<b>HRA Expenditure</b>		
0.526	Provision for Bad Debt	0.370	0.370
3.587	HRA Interest	3.799	3.799
12.232	HRA Depreciation	10.162	10.162
4.257	HRA Revenue Contribution to Capital	6.327	-
4.951	Repairs and Maintenance	5.618	5.830
(0.027)	Supervision & Management Special	0.156	0.157
3.192	Supervision & Management General	3.294	3.308
28.718		29.726	23.626
	<b>Housing Income</b>		
(0.152)	Interest	(0.140)	(0.140)
(25.143)	Rents	(25.274)	(25.686)
(3.423)	Contribution from (-)/ to + Reserves	(4.312)	2.200
(28.718)		(29.726)	(23.626)
-	Total Housing Revenue Account	-	-



## Management Plan introduction

### Cell and tab colour guide

Summary tab (Some user narrative and data input)
Introduction
Narrative tab (user narrative input)
Placement type tab (user data input)
<a href="#">Data from the High Needs Benchmarking Tool v6a</a>
User input cells - Editable - this is where you (the user) will need to enter data
Prepopulated cells - Un-editable/prepopulated
Calculation cells - Automatic calculation outputs/un-editable

### Purpose of completing a management plan

It is a requirement of the DSG: conditions of grant 2020 to 2021 (paragraph 5.2) that local authorities (LAs) have a plan in place to manage their overspend on the DSG: [DSG: conditions of grant 2020 to 2021](#)

To help local authorities (LAs) meet this requirement we have provided this DSG management plan template. The template will help all LAs to focus attention on comparison of high needs provision and spend, to produce the required plan. We encourage all LAs to use the template as a planning tool.

This template will help LAs:

- comply with paragraph 5.2 of the DSG: conditions of grant 2020 to 2021
- monitor how DSG funding is being spent
- compare data on high needs spend between LAs
- highlight areas where LAs may wish to review spending
- form evidence-based and strategic future plans for the provision of children and young people with special educational needs and disabilities (SEND)
- present complex funding information simply to schools forums and other external stakeholders
- endeavours to provide assurances that LAs are achieving value for money from their DSG spend
- provide a consistent reporting format to help LAs share best practice and initiatives

We expect the plan to be updated and shared in your schools forum meetings and high needs subgroups regularly and at least on a termly basis. You should aim to present the first version of the plan to the schools forum in time for budget planning discussions for 2021 to 2022 and before the deadline for block movement requests, if submitting one. We expect the management plan to be signed off by the Director of Children's Services and the s151 officer within your local authority (LA) and across other areas which have also contributed.

If you have any issues completing this template then please contact the Financial Management mailbox:

[Financial.management@education.gov.uk](mailto:Financial.management@education.gov.uk)

Further guidance on DSG balances can be found on pages 46 to 48 of the

[Schools revenue funding 2021 to 2022 operational guide](#)

### Template contents

Links are clickable to each tab:

[Summary](#) - [Summary: Financial / Children and Young People \(CYP\) narrative](#)

[Financial](#) - [Financial summary](#)

[CYP](#) - [Children and Young People \(CYP\) summary](#)

[Governance](#) - [Governance and Management](#)

[Stakeholders](#) - [Stakeholder engagement, co-production and consultation](#)

[LA Specific](#) - [Local Authority \(LA\) Specific Narrative](#)

[Placements](#) - [Placement type narrative](#)

[Mainstream](#) - [Mainstream schools or academies placements](#)

[Resourced or SEN units](#) - [Resourced provision or SEN Units placements](#)

[Special Schools](#) - [Maintained special schools or special academies placements](#)

[NMSS or independent](#) - [Non-maintained special schools or independent \(NMSS or independent\) placements](#)

[Hospital schools or AP](#) - [Hospital schools or alternative provision \(AP\) placements](#)

[Post 16 and FE](#) - [Post 16 and further education \(FE\) placements](#)

[Health, Social Care](#) - [Health, Social Care, Therapy Services and Care Provision](#)

[Other](#) - [Other placements or direct payments](#)

[Compare SEN](#) - [High Needs Benchmarking Tool: Comparison of special provision and placements](#)

[Compare s251](#) - [High Needs Benchmarking Tool: Comparison of section 251 budget and outturn data](#)

[Compare high needs NFF](#) - [High Needs Benchmarking Tool: Comparison of high needs national funding formula illustrative allocations](#)

### Data

This template contains some pre-populated data. These are published figures that have been submitted to the department in the SEN2, S251 and school census collections.

S251 data is used on the Financial tab and each of the placement tabs. The published figures can be found here:

[s251 budget and outturn returns for 2017 to 2018](#)

[s251 budget and outturn returns for 2018 to 2019](#)

School census data is used for the number of EHCP and statements in the table "Total number of EHCP's by primary need (with estimated future projections)" on the CYP tab. The published figures can be found here, under the 'Download associated files' dropdown:

[School census data](#)

SEN2 data is used for the number of statements and EHCPs in the table "Total number of EHCPs by age group (with estimated future projections)". This data is taken from the previous January census which details the number of children and young people with special educational needs (SEN) statements and EHCPs as provided by local authorities (LAs) in January and the data being published each year in May subsequent to the January collection.

[Education, health and care plans](#)

To note: there is a caveat that the census data only collects school aged pupils and therefore does not include further education (FE) and 'other' groups such as work based placements and young people not in education, employment or training (NEETS) with EHCPs.

[For reference SEN2 data includes information on the following cohorts:](#)

- o Post 16
- o FE colleges
- o other FE
- o sixth forms
- o special establishment
- o educated elsewhere
- o not in education, employment or training

- o other apprenticeships
- o traineeships
- o supported internships

Your forecast EHCP and pupil numbers should take into account the CYP currently receiving support as reported on the high needs census and projected numbers rather than an annual average.

**Placement details have been categorised as follows:**

Mainstream schools or academies	Maintained mainstream schools (including foundation schools) Mainstream academies (including free schools)
Resourced provision or SEN units	Resourced provision in maintained mainstream schools and academies SEN units in maintained mainstream schools and academies
Maintained special schools or special academies	Maintained special schools (including foundation schools) Special academies (including special free schools)
NMSS or independent schools	Non-maintained special schools, independent special schools and other independent schools
Hospital Schools or Alternative Provision	Maintained hospital schools (including foundation schools) and pupil referral units Hospital schools that are academies, and alternative provision academies (including free schools)
Post 16 and Further Education (FE)	General further education and tertiary colleges/higher education Sixth form colleges Special post 16 institution Other further education
Other	Children and young people with a SEN statement or EHC plan for whom other arrangements have been made by parents or a local authority. Children and young people with a statement or EHC plan who were awaiting provision.

**Glossary of terminology**

<b>Children and young people (CYP):</b>	
Under 5 years of age	Under school age
Aged 5-10	Primary
Aged 11-15	Secondary
Aged 16-19	Further Education
Aged 20-25	Further Education
<b>Primary Need</b>	
ASD	Autistic Spectrum Disorder
HI	Hearing Impairment
MLD	Moderate Learning Difficulty
MSI	Multi-Sensory Impairment
PD	Physical difficulty
P&MLD	Profound & Multiple Learning Difficulty
SEMH	Social, Emotional and Mental Health
SLCN	Speech, Language and Communication needs
SLD	Severe Learning Difficulty
SPLD	Specific Learning Difficulty
VI	Visual impairment
Other	Other Difficulty / Disability
<b>Provision Type</b>	
AP	Alternative Provision
PRU	Pupil Referral Unit
NEETS	not in education, employment or training
<b>Financial:</b>	
Mitigated	if measures are put in place
Unmitigated	if no measures are put in place
Outturn	actual projected spend
SEND	Special Educational Needs and Disabilities
PCF	Parent Carer Forum
CCG	Clinical commissioning service

**Updates to the Management Plan template**

**Version 2 (published 13 October 2020)**

Correction of formula on the 'Post 16' tab. This specifically affects cells C12 and D12 and figures on the 'Financial tab' to reconcile.  
Formulae in cells C14, C15 and D14, D15 on the 'Hospital schools or AP' tab have been updated to pre-populate data from the correct source. This affects figures on the 'Financial tab' to reconcile.

**Version 3 (published November 2020)**

Correction of formula on the 'Post 16 and FE' tab. This specifically affects cells in row 12 and figures on the 'Financial tab' to reconcile.  
Formulae in Column L of the 'Financial' tab have been added (rows 94, 95, 99, 100, 104, 105, 109, 110, 114, 115, 119 and 120)  
In the "Other spend" section of the 'Financial' tab, formulas in Columns C and D have been updated to show net figures rather than gross figures, as a result of user feedback (rows 58, 63, 64, 65, 71, 72, 73 and 74)  
The summary box on the 'Financial' tab has been extended to include future financial years, and formulas replaced.  
Five rows have been added in the expenditure section of the 'Other' tab to enable local authorities to record other high needs expenditure contained elsewhere within their s251 and enable all high needs expenditure to be reconciled to funding.

## Summary: Financial / Children and Young People (CYP) narrative

### Financial plan narrative

This is a brief description for managing the pressures on the DSG:

A partnership approach has been taken, encompassing consultation with all stakeholders across the levels of support & services available together with an analysis of data and financial performance, including benchmarking with statistical and neighbouring authorities. A High Needs block Working Party has been set up with partners (schools, health etc.) to establish a number of workstreams with operational and financial benefits and this has been funded with transformational use of capital receipts. In addition, the local authority has made a significant investment in a System of Excellence and new Special School in the north of the County.

### High needs trends

Our strategy for managing the number of CYP receiving individual funding from the high needs block:

Following a full geographical needs analysis, it is clear that children and young people are presenting with increasingly complex additional needs and that demand has genuinely increased above both DfE funding levels and local provision availability. The approach is therefore (a) to continue to raise the profile of the inadequate funding levels with local MPs, the DfE (etc) (b) to extend local provision on both a permanent and temporary basis to cover the immediate and longer term place shortfall (c) to work with schools and parents around access to current and developing preventative services (d) continue and extend SEN Panel arrangements for authorisation of expenditure.

### Outcomes

How our management plan will ensure the best possible outcomes for children and young people with special educational needs and disabilities (SEND) in the local area:

The management plan will not do this. Wiltshire's SEN & Inclusion Strategy 2020-2023 will do this in the following way: The priorities established by stakeholders for the next three years are: 1. Developing holistic plans with children and young people 2. Inclusion and removing exclusion in education 3. Inclusion and wellbeing in the community 4. Improving the range and quality of provision 5. Achievement and progress 6. Well planned transitions

The Stakeholders agreed that we should achieve this by:

- Working with children and young people with SEND so that they can tell us how we are doing
- Setting up a SEND and Inclusion board involving representatives of all the people and organisations who got involved in the consultation and can help us make this strategy happen
- Using the joint agency Families and Children Transformation programme (FACT), the Health and Wellbeing Board and the Bath and North East Somerset, Swindon, Wiltshire (BSW) Clinical Commissioning Group (CCG) to support and coordinate change through all the relevant organisations
- Working closely with schools/colleges/nurseries on a regional basis to improve inclusion
- Setting up a monitoring process which lets us know if we are achieving our vision linked to each of the priority areas (a SEND Dashboard)
- Creating a budget recovery plan that links to the strategic priorities
- Reporting to everyone about the money to ensure that we can afford these plans
- Developing Quality Assurance e.g. through self-evaluation and peer evaluation for services
- Creating a universal wellbeing check that children and families can use themselves
- Making our strategy and our minutes from the SEND and Inclusion Board available online so that everyone can see what we are doing and achieving
- Having an annual opportunity for all stakeholders to talk about how we are doing to ensure we stay on track, for example by a webinar.

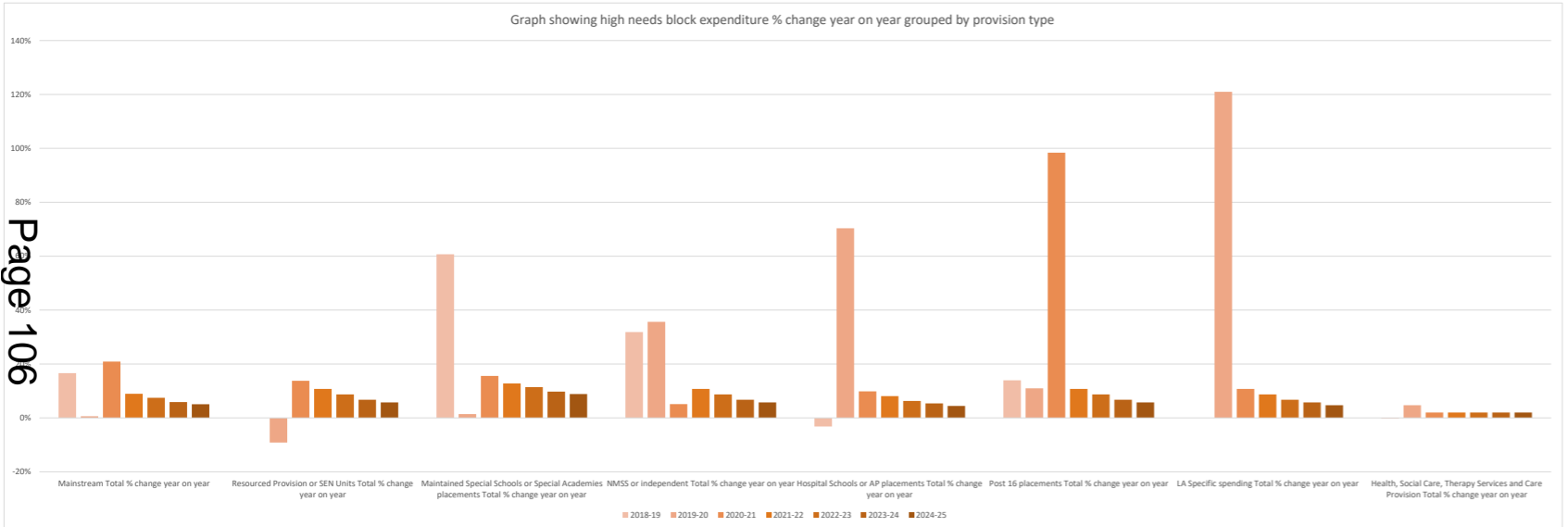




Maintained Special Schools or Special Academies placements Total % change year on year		61%	1%	16%	13%	11%	10%	9%
Non maintained special schools or independent (NMSS or independent) placements Total Expenditure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£9,592,918	£12,649,170	£17,154,330	£18,027,903	£19,962,297	£21,705,006	£23,165,753	£24,493,150
		£3,056,252	£4,505,160	£873,574	£1,934,394	£1,742,709	£1,460,747	£1,327,398
		32%	36%	5%	11%	9%	7%	6%
Hospital Schools or Alternative Provision placements Total Expenditure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£3,642,105	£3,526,556	£6,008,415	£6,601,012	£7,134,893	£7,582,384	£7,989,029	£8,343,941
		£115,548	£2,481,859	£592,597	£533,881	£447,491	£406,645	£354,912
		-3%	70%	10%	8%	6%	5%	4%
Post 16 placements Total Expenditure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£2,002,657	£2,282,178	£2,532,346	£5,024,103	£5,563,190	£6,048,856	£6,455,944	£6,825,870
		£279,521	£250,169	£2,491,757	£539,086	£485,666	£407,088	£369,926
		14%	11%	98%	11%	8%	7%	6%
LA Specific spending Total Expenditure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£0	£473,749	£1,046,968	£1,159,308	£1,260,515	£1,345,348	£1,422,436	£1,489,717
		£473,749	£573,219	£112,340	£101,208	£84,833	£77,088	£67,281
			121%	11%	9%	7%	6%	5%
Health, Social Care, Therapy Services and Care Provision Total Expenditure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£512,558	£511,307	£535,310	£546,016	£556,937	£568,075	£579,437	£591,025
		£1,251	£24,003	£10,706	£11,139	£11,362	£11,362	£11,589
			0%	2%	2%	2%	2%	2%

	16%	13%	11%	10%	9%
2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	£18,027,903	£19,002,297	£20,061,006	£22,138,753	£24,367,150
	£873,574	£974,394	£1,058,709	£2,077,747	£2,228,398
	5%	5%	6%	10%	10%
2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	£6,601,012	£7,134,893	£7,582,384	£7,989,029	£8,343,941
	£592,597	£533,881	£447,491	£406,645	£354,912
	10%	8%	6%	5%	4%
2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	£5,024,103	£5,263,190	£5,448,856	£5,855,944	£6,825,870
	£2,491,757	£239,086	£185,666	£407,088	£369,926
	98%	5%	4%	7%	17%
2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	£1,159,308	£1,260,515	£1,345,348	£1,422,436	£1,489,717
	£112,340	£101,208	£84,833	£77,088	£67,281
	11%	9%	7%	6%	5%
2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	£546,016	£556,937	£568,075	£579,437	£591,025
	£10,706	£10,920	£11,139	£11,362	£11,589
	2%	2%	2%	2%	2%

Graph showing high needs block expenditure % change year on year grouped by provision type



## Children and Young People (CYP) summary

### Children and young people with education, health and care plans (EHCPs) or receiving top ups

All the cells on this tab are either pre populated or calculated from user input on other tabs. There are overview graphs following the table summaries

Total number of EHCPs by age group (with estimated future projections)								
Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	141	174	172	56	62	67	71	75
Age 5 to 10	1,175	1,354	1,525	1,910	2,130	2,326	2,529	2,736
Age 11 to 15	1,040	1,145	1,324	1,346	1,513	1,695	1,888	2,088
Age 16 to 19	578	619	676	837	920	994	1,064	1,127
Age 20 to 25	48	57	87	119	131	141	151	160
<b>Total number of EHCPs by Age Group</b>	<b>2,982</b>	<b>3,349</b>	<b>3,784</b>	<b>4,268</b>	<b>4,756</b>	<b>5,222</b>	<b>5,702</b>	<b>6,187</b>

Total number of CYP receiving individual top ups with no EHCP by age group (with estimated future projections)								
Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	0	0	0	0	0	0	0	0
Age 5 to 10	0	0	0	0	0	0	0	0
Age 11 to 15	0	0	0	0	0	0	0	0
Age 16 to 19	0	0	0	0	0	0	0	0
Age 20 to 25	0	0	0	0	0	0	0	0
<b>Total number of EHCPs by Age Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

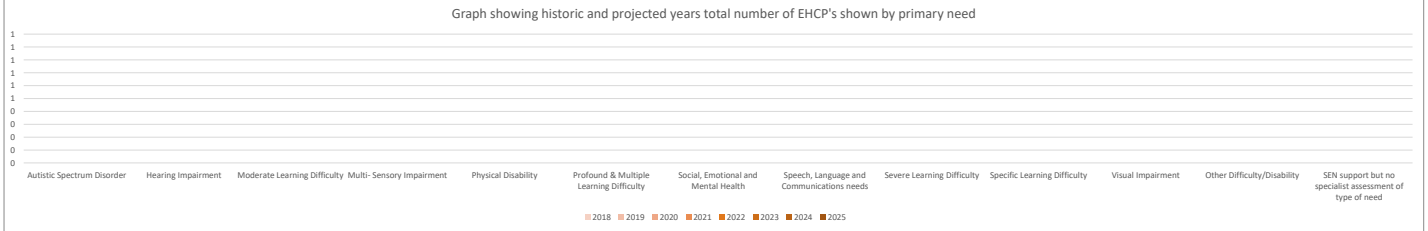
Total number of CYP supported by the high needs block with no EHCP or individual top up (with estimated future projections)								
Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	0	0	0	0	0	0	0	0
Age 5 to 10	0	0	0	0	0	0	0	0
Age 11 to 15	0	0	0	0	0	0	0	0
Age 16 to 19	0	0	0	0	0	0	0	0
Age 20 to 25	0	0	0	0	0	0	0	0
<b>Total number of CYP by Age Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Total number of EHCPs by primary need (with estimated future projections)								
Jan	2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder	0	0	0	0	0	0	0	0
Hearing Impairment	0	0	0	0	0	0	0	0
Moderate Learning Difficulty	0	0	0	0	0	0	0	0
Multi-Sensory Impairment	0	0	0	0	0	0	0	0
Physical Disability	0	0	0	0	0	0	0	0
Profound & Multiple Learning Difficulty	0	0	0	0	0	0	0	0
Social, Emotional and Mental Health	0	0	0	0	0	0	0	0
Speech, Language and Communications needs	0	0	0	0	0	0	0	0
Severe Learning Difficulty	0	0	0	0	0	0	0	0
Specific Learning Difficulty	0	0	0	0	0	0	0	0
Visual Impairment	0	0	0	0	0	0	0	0
Other Difficulty/Disability	0	0	0	0	0	0	0	0
SEN support but no specialist assessment of type of need	0	0	0	0	0	0	0	0
<b>Total number of EHCPs by primary need</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

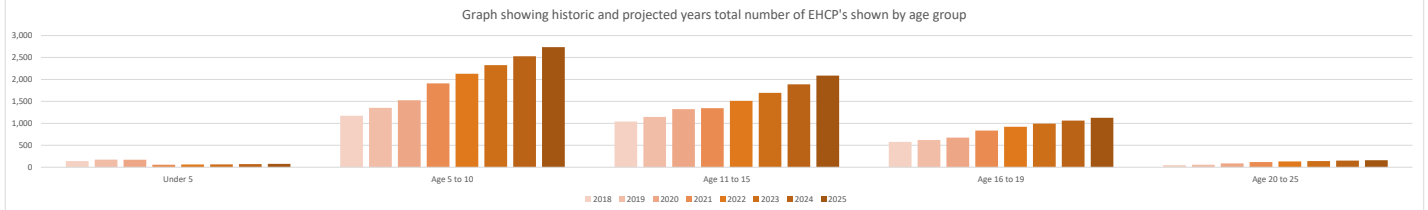
Published census data - prepopulated			
Total number of EHCPs by primary need			
2018	2019	2020	
694	776	917	Autistic Spectrum Disorder
32	38	42	Hearing Impairment
180	210	233	Moderate Learning Difficulty
11	12	15	Multi-Sensory Impairment
66	87	95	Physical Disability
74	73	70	Profound & Multiple Learning Difficulty
290	338	337	Social, Emotional and Mental Health
380	406	458	Speech, Language and Communications needs
178	164	165	Severe Learning Difficulty
93	116	144	Specific Learning Difficulty
15	20	24	Visual Impairment
94	93	113	Other Difficulty/Disability
			SEN support but no specialist assessment of type of need
<b>2,107</b>	<b>2,333</b>	<b>2,613</b>	<b>Total number of EHCPs by primary need</b>

Total number of EHCPs by provision type (with estimated future projections from each placement tab using EHCP age group data)								
Jan	2018	2019	2020	2021	2022	2023	2024	2025
Mainstream schools or academies	955	1,086	1,245	1,394	1,534	1,657	1,773	1,879
Resourced Provision or SEN Units	568	619	645	722	795	858	918	973
Maintained special schools or special academies	697	761	862	995	1,156	1,368	1,610	1,878
NMSS or independent schools	159	218	245	274	302	292	281	268
Hospital schools or Alternative Provision	0	0	0	0	0	0	0	0
Post 16	486	456	510	571	628	679	726	770
Other	107	209	277	310	341	369	394	418
<b>Total number of EHCPs by placement type</b>	<b>2,982</b>	<b>3,349</b>	<b>3,784</b>	<b>4,268</b>	<b>4,756</b>	<b>5,222</b>	<b>5,702</b>	<b>6,187</b>

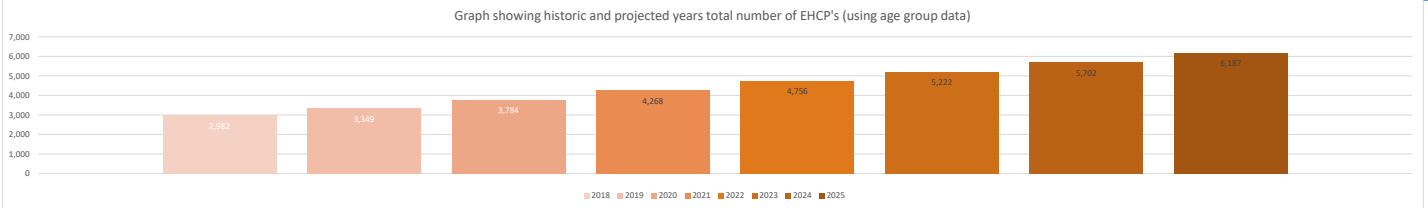
### Graph showing historic and projected years total number of EHCPs shown by primary need



### Graph showing historic and projected years total number of EHCPs shown by age group



### Graph showing historic and projected years total number of EHCPs (using age group data)



**Governance and Management**

**Sign off and review of the management plan**

Our management plan has been reviewed and signed off by relevant local authority colleagues and will be continually monitored and updated:  
 Our management plan has been reviewed and signed off by our SEND Governance Board (or equivalent)  
 Our management plan has been discussed and is supported by our schools forum:

Role	Name	Signature	Comments	Email contact	Date
Director of Education and Skills	Helean Hughes		SEN Board Meeting	helean.hughes@wiltshire.gov.uk	
Head of Service SEND & Inclusion	Cate Mullen			cate.mullen@wiltshire.gov.uk	
Head of Finance, Children and Education	Marie Taylor		CLT sign off / Cabinet Budget Setting report appendices	marie.taylor@wiltshire.gov.uk	
Chair of Wiltshire Schools Forum	Neil Baker		This is a draft copy until finalised by the HNB recovery group	head@christchurch.wilts-sch.uk	

**Workstream log**

Workstream name	Stage	Lead person (Inc job role and email address)	Purpose (including which provisions it impacts)	Accountability and reporting	Overall cost and any financial savings	Start date	Estimated completion date	Description of outcomes and success criteria	Key milestones and dates	Date information last updated
Dyslexia Friendly Schools	on target	Ian Abbott: Lead Professional, Cognition and Learning ian.abbott@wiltshire.gov.uk	Funding and supporting 18 schools to gain the national dyslexia mark. SEND team working with and in these schools. Creating community model of provision around these 18 schools.	through HNB recovery group and SEND Board	21/22 saving target 51k	01/05/2020		Reducing placing at Dyslexia Special schools by 25% over next 6 years. 10% reduction in NMSS with and annual saving of 10%	Establish 18 dyslexia friendly schools and reduce need for ESS; Training in Dyslexia Friendly Schools through SHKCD sessions; Leading SEND programme and QA training	01/12/2020
Inclusion and School Effectiveness Project	not started	Louise Lewis: Head of School Effectiveness and Cate Mullen: Head of SEND & Inclusion louise.lewis@wiltshire.gov.uk cate.mullen@wiltshire.gov.uk	To bring together schools, school effectiveness, inclusion services and SEND through a range of specific collaboration projects. In so doing accelerate inclusive engagement and the development of joined up ideas and practical solutions which will lead to sustainable, efficient and effective practice.	through HNB recovery group and SEND Board	21/22 saving target 360k	01/04/2021		Significantly decrease application for EHCIP and Tier 3 services through higher quality foundational practice and provision and earlier 7 access	Use of PATHS project to focus direction with a Trial within Plains area with roll out to other high needs areas in 2021; Baseline training in place - all schools; New structures SEND review model in place December 2020; Development of an 'Ordinary Available Provision' document, co-produced with schools, settings and parent carers. Access to more sustainable regional support.	01/12/2020
Enhanced Learning Provision and Resource Bases	delayed	Alison Enever: Head of Special School Transformation and Cate Mullen: Head of SEND & Inclusion alison.enever@wiltshire.gov.uk cate.mullen@wiltshire.gov.uk	Re-evaluate and re-develop the approach, size and allocation of Enhanced learning provision (ELP) and Resource base (RB) provision in schools.	through HNB recovery group and SEND Board	21/22 saving target 200k	01/09/2020		Increase capacity, effectiveness and value for money in provisions; Decrease applications to Special schools for students whose needs could be met through enhanced provision models	Review allocation of places and impact as part of evaluation and QA work - ELP-RB-SS cross working groups to ensure training and capacity development including decreased direct transition from RB-SS and higher rates of reintegration from SS (specifically DL, SP and RP) to mainstream provision types	01/12/2020
SEND Assessment and EHCP Processes	not started	Cate Mullen: Head of SEND and Inclusion cate.mullen@wiltshire.gov.uk	Review, update and implement revised SEND statutory panel and associated advice/pathways; Improve support as an alternative to EHCP process for schools and settings; ensure that QA and moderation process in place for EHCPs and associated advice.	through HNB recovery group and SEND Board	21/22 saving target 500k	01/01/2021		EHCPA considerations panel in place, including representation from schools, paperwork and guidance updated and available to school, settings and families; QA and monitoring process in place to support officers and ensure quality EHCPs are produced.	New terms of agreement for panel including the involvement of schools in decision making processes; Regular moderation process agreed and in place; Revision of Banding documents; revision of information available to schools, settings and families around the EHCPA process	01/12/2020
ISS Review	on target	Lisa Fryer: Education Officer lisa.fryer@wiltshire.gov.uk	Develop greater oversight of ISS usage and actively manage all placements. This would be to work with the second and third categories of placement (high-cost specialist & day specialist centres) and to focus on the following key points: point of placement, phased transfer points, developing intelligence on gaps in provision	through HNB recovery group and SEND Board	21/22 saving target 500k	01/09/2020		'Point of Placement': agree the overall package, for example lifetime of placement and lifetime placement costs along with the outcomes for placement; Phased Transfer Points. Attend key reviews and also ensure SENDLW review activity was focussed on transition as well as outcomes. Developing intelligence on gaps in the market that lead to ISS placements being made and then working with local providers to fill those gaps	Identify criteria for key cases and schools to approach; A plan created for engaging with schools; 25 schools have been engaged in the project	01/12/2020
Post 16 Transition	delayed	Cate Mullen: Head of SEND and Inclusion cate.mullen@wiltshire.gov.uk and Robert Holman, Head of Service - whole life commissioning robert.holman@wiltshire.gov.uk	To champion increased independence, enabling young people to live, work and be active contributors in their community, making the best use of their own and other available resources and opportunities	through HNB recovery group and SEND Board	21/22 saving target 300k	01/09/2020		To promote person centred support and outcome focused practices. To adopt strength-based principles that considers informal as well as formal networks of support and community capacity; To reduce the impact of transition by working in a more integrated way with multi-agency partners and adopting co-production in working with children and young people; To promote Choice and Control with shared responsibility and	Implement the Preparing for Adulthood Strategy; A review report of 25 post 14 annual reviews leading to key targets for change; 25 schools are engaged in a pilot project to promote post 14 transition; A business plan is taken forward with adult commissioning and the CCC to offer more choice in Wiltshire	01/12/2020
SEND AP Project	on target	Vicky Dunncliffe: Strategic Lead for AP vicky.dunncliffe@wiltshire.gov.uk	reduce reliance upon costly AP packages	through HNB recovery group and SEND Board	21/22 saving target 93k	01/06/2020		improvement in range and quality of AP provision available to support children and young people	Develop/commission provision for EHCP students requiring AP - Appoint a provider to deliver provision	01/12/2020
Early Intervention Project	on target	Angela Everett: Service Manager SEN angela.everett@wiltshire.gov.uk	Review the process through which early assessment and identification is being carried out - Develop matrix to identify level of need - end of March 2020 - Approval process for matrix to replace existing system - April 2020 - Communication and implementation from May 2020 - Training to settings June / July 2020 - Launch September 2020	through HNB recovery group and SEND Board	21/22 saving target 200k	01/06/2020		development and launch of multiagency EY assessment and identification of SEND oncess	Review how consideration and assessment of SEND is carried out in EYs and how advice and guidance is being given to early years settings in support of this. Use current cohort to trial this alongside current process	01/12/2020

## Stakeholder engagement, co-production and consultation

### Schools forum

How we have engaged or propose to engage with schools forum regarding these plans (Including any feedback or comments from schools forum):

Evidence of consultation with our schools forum:

How we intend to ensure future engagement with schools forum regarding our plans

Schools Forum have been working alongside local authority officers both in the School Funding & SEN working group (a sub group of Schools Forum) and the High Needs Recovery Group. Schools Forum and School Leaders and specialist professionals have been consulted by an external body ISOS on HNB and AP and continue to work in partnership (not just consultation). We recognise that the work has to be collaborative in order to be a success. There is an update from the work of the HNB working party at every Schools Forum meeting. The HNG recovery group meet every term and have agreed a recovery plan encompassing various workstreams with investment and savings attached.

### Education institutions

How we have engaged or propose to engage with Early Years, schools, colleges and other education institutions regarding these plans (Including any feedback or comments):

How education institutions have been involved, including their responsibilities in our plan proposals

School Leaders and specialist professions have been consulted by an external body ISOS on HNB and AP and continue to work in partnership (not just consultation). The work has to be collaborative in order to be a success. Volunteers were sought to join a HNB recovery group who now meet termly. All education institutions were also involved in the creation of the Inclusion and SEND Strategy.

### Parents and carers

How we have engaged or propose to engage with parents and carers regarding these plans : (Including any feedback or comments)

How we intend to ensure future engagement with parents and carers regarding our plans:

School Leaders and specialist professionals, including those from health services and the CCG parents, carers and children & young people have been consulted by an external body ISOS on HNB and AP and continue to work in partnership through the Wiltshire Parent Carers Council. In addition, this group were fully consulted on the SEN & Inclusion Strategy 2020-2023 through a variety of workshops and in the creation of the system of Excellence and New Special School provision in the North of the County.

### Children and young people

How we have engaged or propose to engage with children and young people regarding these plans : (Including any feedback or comments)

How we intend to ensure future engagement with children and young people regarding our plans:

Young people were consulted widely in the development of our SEN & Inclusion Strategy 2020-2023. Youth Ambassadors met with 21 young people with SEND across Wiltshire. The Youth Consultants took forward in depth interviews with 21 young people across the timescale of roughly two weeks. A relatively small pool of respondents was collated; however, a range of age, gender, academic abilities and geographical location was achieved. Our SEN & Inclusion Strategy has ongoing work with young people at its heart, including a key priority to ensure all our plans are developed holistically with children and young people. Wiltshire Council has a group of young people called the Wiltshire Youth Union which is made up of children in care (or care experienced), children with SEND, Members of the Youth Parliament, and other young people who help to inform services. We also commission an external provider to provide further engagement from young people called 'Youth Consultants'. These young people help to review and support service development and ensure that we are meeting the needs of children and young people with a range of needs. Examples of this work was the review of SEND support services on schools, as part of the Councils SEND strategy.

There has been pupil engagement in shaping the design of the new-build provision being developed at the Rowde campus of Silverwood School in the north of the county. Learners shared their views on what was important in the build design and this has been directly incorporated by our construction partners. Pupils have also been involved in choosing the name of the newly formed Silverwood School - putting forward a range of name choices, and choosing their favourites which were then put to a vote.

School Leaders and specialist professionals, including those from health services and the CCG parents, carers and children & young people have been consulted by an external body ISOS on HNB and AP and continue to work in partnership through the Wiltshire Parent Carers Council. In addition, this group were fully consulted on the SEN & Inclusion Strategy 2020-2023 through a variety of workshops and in the creation of the system of Excellence and New Special School provision in the North of the County. Wiltshire Council has a group of young people called the Wiltshire Youth Union which is made up of children in care (or care experienced), children with SEND, Members of the Youth Parliament, and other young people who help to inform services. We also commission an external provider to provide further engagement from young people called 'Youth Consultants'. These young people help to review and support service development and ensure that we are meeting the needs of children and young people with a range of needs. Examples of this work was the review of SEND support services on schools, as part of the Councils SEND strategy.

### Elected members (councillors, mayors)

How we have engaged or propose to engage with elected members regarding these plans : (Including any feedback or comments)

How we intend to ensure future engagement with elected members regarding our plans:

Elected Member representatives are observers at Schools Forum and regularly attend. They are very supportive of services, transformation and planned place investment expansion. Elected Members receive regular updates at Cabinet around SEN & Inclusion Strategy and the financial position of the Dedicated Schools Block. The lead member for Children and portfolio holders were included in the consultation by the external body ISOS on HNB and AP and continue to work alongside us. In addition, this group were fully consulted on the SEN & Inclusion Strategy 2020-2023 through a variety of workshops and in the creation of the system of Excellence and New Special School provision in the North of the County.

### Health partners

How we have engaged or propose to engage with health partners regarding these plans : (Including any feedback or comments)

How we intend to ensure future engagement with health partners regarding our plans:

School Leaders and specialist professionals, including those from health services and the CCG parents, carers and children & young people have been consulted by an external body ISOS on HNB and AP and continue to work in partnership through the Wiltshire Parent Carers Association. In addition, this group were fully consulted on the SEN & Inclusion Strategy 2020-2023 through a variety of workshops and in the creation of the system of Excellence and New Special School provision in the North of the County. The DCO continues to be involved in work to implement the strategy; leading a workstream.

We have ongoing engagement with our health partners about the development of the new special school build in the north of the county, and have been working with them to design spaces and potential future delivery models for therapies.

## Local Authority (LA) Specific Narrative

### Key risks and mitigations

Our key risks and mitigations are detailed below:

The key risks are 1. Insufficient Grant Funding to meet demand or adequately fund the 0-5 (where investment in early help and needs led support is key) and 17-25 year olds where investment in preparation for adulthood is key - mitigation lobbying around funding. 2. Outdated HNB Formula comprising 36% using historical data means our proportionate share is insufficient - mitigation lobbying around formula. 3. Outdated SEN Practice guidance - mitigation DIE's long awaited SEN Review 4. Lack of Capital Investment by the DIE in local SEN provision - mitigation local investment of £33.194M in a System of Excellence & New Special School in the North of the county. 5. Lack of levers and financial incentive to promote whole school inclusion from DIE and accountability measures. 6. Lack of clarity for LAs and Schools re: responsibilities around Notional SEN Funding 7. Over reliance on external provision and willingness of providers to step down provision, or utilise it in a alternative way, to increase independence for YP - mitigation AP review

### Management plan support

What support we need to ensure we deliver our management plan effectively:

1. On-going partnership work with Wiltshire education establishments and settings and with our parent carer council to collaboratively approach and address the risks outlined above 2. Clear and regular updates from the DIE regarding funding arrangements and investment opportunities to ensure that we are working with contemporaneous information and modelling the most appropriate approach. 3. This is not possible without a successful national SEN Review and clarity of changes. 4. Funding is inadequate nationally and the funding model is outdated with Wiltshire being disproportionately disadvantaged.

### Overall EHCP data and projected trends

Our main drivers statistically regarding all our EHCP rates are as follows:

1. Data from across the SW region; reflecting the increase in requests for EHCNA (10000 increase in requests made across the region 2019-2020) 2. Data taken from the SEN 2 data return nationally 3. Analysis of data from Wiltshire in relation to numbers of requests received, number of assessments undertaken etc 3. Population information considered, including birth rates across the area and more localised population trends

### Strategy and approach to workforce

What we are doing to support education establishments to meet the needs of children and young people (CYP) with special educational needs and disabilities (SEND) and to promote inclusive practice:

1. Making high quality support available from teams of advisory teachers, for example to support with SI; behaviour support; social communication; cognition and learning 2. Ensuring that CPD is available for school based staff to support their work with children and young people, for example the ELSA programme, attachment training, support through consultation etc 3. SENCOs network meetings provided to facilitate peer support, share information etc 4. The SOMEHOW project which is a pilot in 5 of our primary schools to provide digital multi-disciplinary support for settings in early intervention strategies for pupils with social emotional and mental health needs.

### Strategy and approach to EHCP rates

How we are ensuring we have the provision in place for all CYP with different needs:

1. High quality advice and support available to schools and settings in Wiltshire through the SEND & Inclusion practitioner teams to support learners with SEND 2. Analysis undertaken of primary category of need (indicated by EHCP), home location and specialist support available to ensure that provision is 'mapped to need' as much as is possible as part of the commissioning cycle

### Managing demand pressures

What we are doing to manage demand pressures and the overall increase in numbers requiring support from the high needs block, including the demand from the 20-25 cohort of young people:

How we assess the threshold for our EHCP numbers:

1. Revisiting processes relating to the EHCNA considerations pathway including representation from schools and from parent carers as part of this approach. This will ensure that these partners are involved in all aspects of decision making 2. Increasing LA officer understanding of how SEN funding is allocated to schools and the notional SEN funding that is available to schools to support learners. Sharing information regarding this more explicitly with schools and other partners to indicate what is available without the need for an EHCP 3. Implementation of process in the EY to support multiagency liaison and support to pre-school aged learners with additional needs to reduce demand for EHCNA in the pre-school population

### Sharing best practice and effective practices

How we are sharing best practice and effective practices, including how we are doing this alongside other local authorities:

1. Membership of the SW SEND group of Local Authorities 2. Team Leaders within SEND & Inclusion are members of relevant professional groups for example the Lead EP is a member of the SE LA group comprising over 20 LA representatives plus sharing financial data, information and approaches with other local authorities either local to us or, stat neighbours. Keeping up to date with changing legislation through conferences and training. Our DCO works across two local authority areas, as part of an integrated CCG, and we therefore have insight into good practice across the CCG footprint. As part of the development of the new school build in the north of the county, the project team have undertaken visits to special schools in other authorities, learning from their experiences and sharing best practice both in terms of build and curriculum development.

### Assumptions

How we have arrived at these projected numbers - the formula we have used to arrive at the calculations and assumptions we have made, including why we have made these assumptions:

We undertake a rolling programme of place planning, working closely with our early years providers to model projections for future intake. This enables us to anticipate demand and broader trends, in order to implement short and longer-term strategies. We have good data on population trends, and can model expected rates of EHCP demand. This is triangulated against DIE benchmarking data in order to evaluate trends and expectations in comparison to our statistical neighbours. These are modelling assumptions and due to the 2014 legislative extension datasets are still being developed.

### Block movements and disapplications

These are our plans around block movements and disapplications for future years and how these fit into our overall strategy:

The Secretary of State has been clear that disapplications are not likely to be approved therefore Schools Forum has agreed that we will focus our energies on making changes which are within our control. For us, this is particularly disappointing because Schools Forum are fully supportive of a transfer above 0.5% where this is affordable within the NFF because, they feel it is the only way to ensure that non inclusive schools, particularly academies, make a contribution to funding support and services for the most vulnerable pupils.

### Population

These are our assumptions regarding population growth within the local authority and how we have arrived at these calculations, including why we have made these assumptions:

The birth rate in Wiltshire has been dropping for the last few years, in some areas this has been balanced by new housing but the trend overall is downwards particularly in rural areas. The largest cohorts entered primary school in between 2015 and 2018 and will feed through into secondary schools from September 2021. The reception intake for 2021 is expected to be lower than the 2020 intake at around 5050 pupils.

October 2020 Census Data

Year Group	R	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y19	Y11	Y12	Y13	Y14
Number of pupils	5314	5320	5579	5482	5616	5751	5653	5372	5467	5217	5044	4986	2485	2269	97

### Governance and commissioning arrangements with CCGs

This is our approach to jointly commissioning services for CYP with SEND:

How we are using and will continue to strengthen our jointly commissioning arrangements for CYP with SEND:

1. Building upon existing positive working relationships with CCG colleagues and ensuring that there is CCG representation in key areas of SEND and Inclusion development, for example SEND Board 2. Ensuring that there is education representation, involvement and support in key areas of pathway development; for example the autism pathway and the SEMH pathway work. There is CCG representation on our Transformation Steering Group for the development of the new build in the north and the free school in the south.

### Capital

These are our plans regarding capital investment and how this will support our overall high needs strategy:

Local authority Capital Programme £33.194M to support a new System of Excellence & up to 400 place Special School in the north of the County. Successful Special Free School Bid (originally £12M) for 150 place provision in the south of the county. Maximising the increased £1.4M SEN Capital grant from the DIE. Future strategies include applying for any further funding opportunities as they arise and deploying any future funding allocations to best meet future need.

### Early years

These are our key strategies to support early years:

1. Development of a multiagency forum which meets termly to discuss EY learners with identified additional needs. This enables support to be considered and implemented across services and teams 2. Work with EY Inclusion Officers within the Council to support their work with EY settings with regard to children with additional needs 3. We commission a county-wide range of District Specialist Centres which provide early intervention and support for learners with SEND, as well as a Portage service. The CCG contribute to these services, and they are key stakeholders in our early years place planning.

### Special educational needs (SEN) transport costs

This shows a year by year breakdown of our SEN transport costs:

Please include any breakdown of any costs charged to the DSG

No SEN transport costs are charged to the DSG however, there is a workstream in our recovery plan to review SEN transport arrangements - this is a post funded from transformational capital receipt monies

### SEN other costs

This free text box should provide a summary of your other costs charged to the high needs block of the DSG:

The S251 and High Needs Block guidance are followed and therefore only eligible spend is charged to the DSG

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## Placement type narrative

These links will take you to the relevant narrative

[Mainstream](#)

[Resourced provision or SEN Units placements](#)

[Maintained special schools or special academies placements](#)

[NMSS or independent](#)

[Hospital schools and Alternative Provision](#)

[Post 16 and further education](#)

[Health & Social Care](#)

[Other placements or direct payments](#)

### Mainstream (mainstream schools or academies placements)

These have been / are our key pressures and issues in mainstream and the reasons behind the changes in the data and projected trends for the next 5 years:

Demand for EHCPs and specialist placements continues to rise throughout the system, in common with the rest of England. Between September 2019 and September 2020 there was an increase of 11.6% in EHCPs in Wiltshire and there is no indication that the increase that is being experienced is likely to cease without intervention within the system. Longer-term whilst the birth rate has decreased slightly over the last few years there are indications of increased birth rates following the COVID-19 pandemic. Our strategy (see further detail below) is clear in its commitment to promoting inclusion in mainstream education by preference and this is expected to drive an ongoing increase in the numbers of learners with EHCPs supported in our mainstream settings where this is the most appropriate setting to meet need.

Summary of our current strategy and approach to mainstream provision including our proposals to invest long term to meet a wider range of needs:

Our approach for managing the demographic demand pressures are:

We are committed to inclusion and promoting a range of provision for our SEND learners from mainstream, through resource base and ELP to special school provision, with outreach and inreach from our special schools to mainstream. Our SEND and Inclusion Strategy has a clear focus on promoting inclusion in education and a key part of our £33 million programme of investment in a new special school build in the north of Wiltshire is to also create a system of excellence that supports our ethos of inclusion of children and young people with SEND in mainstream by preference. We would therefore expect to see increasing numbers of learners supported in mainstream over the next five years and greater financial support required for mainstream settings to enable this to take place, as well as investment in outreach from special schools to provide expertise and support. We acknowledge our Schools Forum's view that inclusion in mainstream settings is not a 'cheap' option and the serious pressures on our High Needs Block makes it very challenging to promote and support mainstream inclusion which would support the entire system transformation. Through the Wiltshire Parent Carer Council we are aware that parents wish for support to enable their children to attend mainstream or mainstream-associated settings such as resource bases where possible, and we will work with our specialist settings to ensure that transitions can take place through mutual consent in order to continuously ensure a 'right-fit' placement.

The current initiatives we are trialling in mainstream provision and how these are going:

The reasons we have chosen these initiatives:

Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add:

Dysexia Friendly Schools project is being implemented in a number of our mainstream schools in order to enable them to be able to support learners effectively and prevent out of area and/or independent placements. Health and Education Liaison Meetings (HELM) working in partnership across the system to ensure early identification and support for early years children with additional needs in their transition into Year R so that they have sustained and successful placements in mainstream by preference. Ongoing investment and commitment to a model of resource base and enhanced learning provision, which supports the preferences of parents who wish their children to be supported in mainstream if possible, with input from specialist where necessary. We continue to invest across the area creating additional capacity and enhancing skills, knowledge and expertise; taking into account the geographical diversity of our rural community and the differentiation of learners' needs. Our primary and secondary alternative provision model promotes schools' shared ownership and empowers them to work with learners to create bespoke support to meet need.

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### Resourced provision or SEN Units placements

These have been / are our key pressures and issues in resourced provision or SEN Units placements and the reasons behind the changes in the data and projected trends for the next 5 years:

In common with many local authorities we continue to see a rise in the number of EHCPs and additional places have been created within our resource bases across the county, but we continue to see increasing demand for these, which meet the identified priorities of our parent population. Wiltshire Parent Carer Council have undertaken research with local parents which indicates that parents want a range of provision such as resource bases in which they can have confidence so that they can choose the right setting for their children. Our geography means that we have pockets of areas with differential demand, so the challenge is not simply to increase spaces but to anticipate parental preference and ensure an equity of provision. Whilst in some areas we now have sufficiency of places in resource bases, in certain geographical areas and for certain types of need there remain pockets of pressure on a year by year basis.

Population data indicates that over the next three years there is a decline in our birth rates in Wiltshire, which will alleviate demand for places to a certain extent. It should be noted, however, that when extrapolated for the cohort of learners with EHCPs this population decrease only translates to a small reduction in demand, modelled as a reduction by 2 places in total across all our resource bases for the 2023/24 year of entry. It is also expected that birth rates will increase due to the impact of COVID-19 from after 2023/24 year of entry.

Summary of our current strategy and approach to resourced provision or SEN Units placements including our proposals to invest long term to meet a wider range of needs:

Our approach for managing the demographic demand pressures are:

We have invested SEND capital funding in creating additional resource base places across the authority, and these places are supporting our strategic intentions in widening the range of provision and choice for parents. We are reviewing our provision of Resource Bases and Enhance Learning Provision to ensure they are providing high-quality provision which provides quality teaching and learning and positive outcomes for learners. Reviewing the differential demands in different parts of the authority / different types of need enables us to improve targeting of investment in order to meet need.

The current initiatives we are trialling in resourced provision or SEN Units placements and how these are going:

The reasons we have chosen these initiatives:

Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add:

We have invested SEND capital funding in creating additional resource base places across the authority, and these places are supporting our strategic intentions in widening the range of provision and choice for parents. We are reviewing our provision of Resource Bases and Enhance Learning Provision to ensure they are providing high-quality provision which provides quality teaching and learning and positive outcomes for learners. We are currently evaluating and reviewing the differential demands in different parts of the authority, and different needs, in order to improve targeting of investment in order to meet need. We are confident that the investment to date has been both essential and of high value and is significantly outweighed by the value added.

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### Maintained special schools or special academies placements

These have been / are our key pressures and issues in maintained special schools or special academies placements and the reasons behind the changes in the data and projected trends for the next 5 years:

In common with many local authorities we continue to see a rise in the number of EHCPs and despite the creation of new places we will continue to see pressure.

Between September 2019 and September 2020 there was an increase of 11.6% in EHCPs in Wiltshire and there is no indication that the increase that is being experienced is likely to cease. Longer-term whilst the birth rate has decreased slightly over the last few years there are indications of increased birth rates following the COVID-19 pandemic. Based on birth-rates alone the projected cohorts requiring special school places could be expected to decrease slightly in the short-term (by approximately 3 places for the 2023/24 year of entry), and then increase. Our strategy (see further detail below) is clear in its commitment to promoting inclusion in mainstream education by preference and this is expected to drive an ongoing increase in the numbers of learners with EHCPs supported in our mainstream settings where this is the most appropriate setting to meet need. This will be supported by inreach/outreach through our special schools and the creation of a Wiltshire-wide system of excellence.

Summary of our current strategy and approach to maintained special schools or special academies placements including our proposals to invest long term to meet a wider range of needs:

Our approach for managing the demographic demand pressures are:

We are investing £33 million in the north of Wiltshire to create additional special school places on the campus of one of our existing special schools. This will create up to 400 spaces on the Rowle site where there are currently 170. As part of this work we have also brought together three of our existing special schools into one school across three campuses and the new build is on one of these sites.

We are also working with the DfE and Reach South on creation of a new free school in the south of Wiltshire for ASD and SEMH which will create 150 places.

However, as outlined above we expect to see ongoing pressure as EHCPs continue to rise, and if continuing place demand means we still require places in addition to this new build work, we would require capital support to re-provide or improve / extend existing accommodation.

The current initiatives we are trialling in maintained special schools or special academies placements and how these are going:

The reasons we have chosen these initiatives:

Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add:

Our investment of £33 million in the north of Wiltshire is part of a broader focus on creating a system of excellence and transformation within our special schools in order to ensure outreach and inreach from our special schools to mainstream. As part of this three of our existing special schools have been merged into one new single school, Silverwood, under the leadership of an Executive Headteacher who is working alongside other heads of special schools across the county to ensure excellence of teaching and learning, and to develop and promote outreach support into mainstream and resource bases.

We are confident that this investment is both timely and vital in order to support the increased demand for places.

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### NMSS or independent (non-maintained special schools or independent (NMSS or independent) placements)

These have been / are our key pressures and issues in NMSS or independent and the reasons behind the changes in the data and projected trends for the next 5 years:

Insufficient capacity within our 4 maintained Special Schools which typically leads to escalation to ISS. Reasons for which are as follows:- No Wiltshire maintained Primary SEMH Resource Base or Day Special School (SEMH) currently. Mainstream placements tend to unravel late KS1 into KS2 and Downland School currently cater for Y6-Y11 only. Therefore children with SEMH who are experiencing mainstream placement breakdown will escalate to ISS unless a community-based package of education within our Alternative Provision Pathway is appropriate. When Primary children are placed in Day Special (SEMH) provision, Wiltshire's SEND Service always reassesses the CYP's placement suitability at Phase Transfer and will bring CYP closer to home, into maintained Special Schools or mainstream provision, where appropriate, for the Secondary Phase. The complexity of SEMH CYP is appearing to increase, across all age ranges. Often there are very challenging contextual circumstances which are impacting these CYP and cases where there is Social Care, Police/YOT, Virtual School and/or Health (often CAMHS) involvement, are increasing Demand exceeding availability of maintained ASD Specialist School/Satellite (KS2-4 inclusive). Therefore, Day Special (ASD) placements within the ISS sector are typically utilised, if no maintained Special School placements in-county/neighbouring authorities are available or community-based packages of education within our Alternative Provision Pathway can't be facilitated as a short-medium term solution, whilst waiting for a Wiltshire maintained Special School placement. Whilst Wiltshire has a number of ISS placements just within/close to county borders, all face increasing demand from Local Authority's including Wiltshire Council. Consequently regional searches can lead to few or no ISS placements being offered and/or lead times for starting placements can be longer than desirable. Currently 2 ISS schools that Wiltshire Council have historically placed ASD CYP at are in an OFSTED category and are requiring close monitoring, alongside other neighbouring LAs. Projected Trends for the next 5 years Continuing upward trend in request for EHC Assessments for Special School placements being required for those with EHCs presenting with higher-end SEMH needs Continuing upward trend in EHC Assessments for Special School placements being required for those with EHCs with ASD diagnosis (or under assessment). Attachment needs can sometimes be misdiagnosed for ASD. Either way, developing in-county Specialist Provision that can cater for CYP with ASD/SEMH needs remains a priority

The current initiatives we are trialing in NMSS or independent provision and how these are going.  
The reasons we have chosen these initiatives:

**Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add**  
Following all underway and amber. Operational focus on 'Value for Money' both at point of placement into ISS and at following each annual review (particularly in relation to Therapies/Deep Dive' into SEMH and ASD CYP currently in ISS placements, ensuring pathways back into Wiltshire maintained Special Schools and/or mainstream provision is facilitated at Phase Transfer points, where appropriate. Senior EP Team further assessment of upcoming Phase Transfer CYP in ISS currently and those at point of ISS placement crisis, to understand more deeply what latest individual provision needs are, informing ongoing specialist commissioning across SEN continue Roll out of PATH Meetings (Planning Alternative Futures with Hope) for CYP at risk of placement crisis within maintained Special Schools, placing CYP/their families at the centre of decision-making and ensuring all localised options are explored 'Deep Dive' into Specialist Day (SpLD) placements and provision, in parallel with roll out of mainstream Dyslexia Friendly Schools initiative Broadening the provision available for CYP with higher SEMH needs, both at Downland Special School and within Primary Phase, including curriculum pathway developments, wider therapeutic offer and holistic education and evolution to an Outreach Service increasing partnership working across Wiltshire Special School system, initially focused on Downland School, Springfield Academy and Silverwood (Rowde) Schools. Aim is to ensure CYP are appropriately placed and where this is not the case, that carefully planned inter-special school moves can occur, at the right time for the for the CYP, to avoid escalation to ISS sector. Agree work with Wiltshire's Virtual School around placement moves/falls, avoiding unnecessary escalation to ISS sector. Ongoing MDT review of high value ISS placements in conjunction with Social Care and Commissioning Teams 'Deep Dive' into Post-19 cohort in ISS, planning collaboratively with Social Care Teams, reflecting Pathway for Adulthood Strategy Annual cycle of meetings with all ISS Schools by EO (ISS) and Commissioning Teams/SEN Experts, whichever is most appropriate, to quality assure. Following about to get underway and currently red: Facilitating maintained Special School/ISS visit programme and setting up collaborative Focus Group to improve specialist knowledge exchange/transfer what value we think they will add (e.g. cost avoidance, pupils closer to home etc). Each time a CYP is able to move from an ISS placement to a maintained Special School, there is typically, a minimum £30k reduction in placement and SEND transportation costs. For CYP returning to Day provision, where historically they were residential (variety of factors can underpin this), cost savings are often much greater when there is increased capacity for CYP to consistently, at point of placement, join maintained Special Schools if they have a decision for Day Special School then funding diverted from ISS placements can be used to strategically commission a wider range of 21st century SEND provision within the Wiltshire SEN System – eg current planning around Free School in South of County Upskilling across LA teams and maintained Special Schools through increased focus on ISS cohort and how best to meet their needs

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### Hospital schools or AP (hospital schools or alternative provision (AP) placements)

These have been / are our key pressures and issues in hospital schools or AP and the reasons behind the changes in the data and projected trends for the next 5 years:  
Key pressures/issues: Lack of appropriate provision resulting in learners not on the roll of a DfE registered school, Quality assurance of large number of unregistered providers, Access to services and resources for unregistered providers, Schools use of AP packages. Projected trends for next 5 years: Aim to ensure that all learners are on the roll of a DfE registered provider, Schools use alternative provision to change their practice and to keep learners included

Our current strategy and approach to hospital schools or AP provision including our proposals to invest long term to meet a wider range of needs:  
Our approach for managing the demographic demand pressures are:  
Provision is good value for money and prevents out of county placements in expensive independent provision. There is a limit to the control we have over prices and placements in mental health provision, costs are generally for full time education when in reality, the learner is unable to access any or very limited learning.

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The current initiatives we are trialing in hospital schools or AP provision and how these are going:  
The reasons we have chosen these initiatives:  
Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add:

Current initiatives: Development of in-reach and training model of alternative provision for schools. Quality assurance of providers not registered with DfE. Service Level Agreement with secondary schools for devolved funding for learners at risk of exclusion, Provision is good value for money and prevents out of county placements in expensive independent provision

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### Post 16 and FE (Post 16 and further education (FE) placements)

These have been / are our key pressures and issues in post 16 and further education and the reasons behind the changes in the data and projected trends for the next 5 years:  
Key pressures / issues: Expectation of full-time provision for learners Focus of parent/careers on provision rather than outcomes Increase in requests for EHCs for post 16 learners Expectation of education provision to 25 without clear education outcomes Lack of access to employment experience and opportunities due to COVID-19 Projected trends for next 5 years: There will need to be a focus on employment and rebuilding opportunities when back in recovery phase

Our current strategy and approach to post 16 and further education provision including our proposals to invest long term to meet a wider range of needs:  
Our approach for managing the demographic demand pressures are:  
Learners are kept within their local communities, and wherever possible linked to their own school communities. Provision is good value for money and prevents out of county placements in expensive independent provision

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The current initiatives we are trialing in post 16 and further education provision and how these are going:  
The reasons we have chosen these initiatives:  
Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add:

Current initiatives: Supported Internships, Range of Employment focused courses and initiatives for learners with SEND, Development of supported living courses for learners not ready for preparation for employment, Get Connected project - focus on travel training and independence skills - training teachers to work with learners so that they are prepared for post 16 learning Development of PIA curriculum in schools from year 9. Value added / Learners are kept within their local communities, and wherever possible linked to their own school communities Provision is good value for money and prevents out of county placements in expensive independent provision

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### Health, Social Care (health, social care, therapy services and care provision)

A summary of the inputs made by our partners and the proportion of current costs which are covered for health and social care needs of our children and young people (CYP):  
The local authority have a contract for Speech and Language therapy and primary mental health services, jointly commissioned from Virgin Healthcare with the CCG. In addition to this, public health and CCG colleagues also commission the following services from Virgin Healthcare:  
-Health Visiting  
-Family Nurse Partnership  
-School Nursing and National Child Measurement Programme  
-Community Paediatrics  
-Speech & Language Therapy  
-Integrated Therapies (Physiotherapy & Occupational Therapy)  
-Children's Community Nursing Services  
-Children's Continuing Care  
-Learning Disability Nursing Services  
-Locked After Children's service  
-Children's Safeguarding Services (named nurses & specialist safeguarding nurses)  
-Paediatric Audiology  
-Children's Continence Service

What we are doing to ensure there are appropriate contributions from health and social care services to ensure we are meeting these needs of our CYP:  
Education and social care colleagues are working closely with BSW CCG to review joint decision-making for children with complex needs, including SEND. This work runs alongside BSW CCG's review of children's continuing care panels, ensuring that assessment and decision-making processes are as aligned as possible, particularly for CYP who require additional education, health and social care support. We will also co-produce and pilot a funding formula which allows transparent and appropriate funding splits, without the need for case-by-case negotiations. In addition to this, we already have clear agreements for CCG/Local Authority funding splits when a child with LD/ASC needs short-term or emergency support under the Local Area Emergency Protocol (LAEP) processes.

A brief outline of current and future demand for therapy services and arrangements that we have with health services to manage and meet this demand, including our input into this service:  
We are currently meeting the existing demand within the allocated resources. There are 2 exceptions where this has not been possible during the COVID pandemic, which is Paediatric audiology and ASD assessments pathway. In both of these instances the CCG has committed additional funding to address the increase in demand / delay in assessments.

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**Other (other placements or direct payments)**

These have been / are our key pressures and issues in other placements or direct payments and the reasons behind the changes in the data and projected trends for the next 5 years:

Parental preference and a strong and active parent carer council means that parents have access to good quality information support and advice and as such are aware of all the options open to them. This together with input from professionals, helps them make the best fit choices around available support for their children.

Our current strategy and approach to other placements or direct payments provision including our proposals to invest long term to meet a wider range of needs:

Our approach for managing the demographic demand pressures are:

We have recently established a new role and small team to assess the drivers for service, the needs of children and future commissioned modelling. This is partly funded from transformational funds.

The current initiatives we are trialing in other placements or direct payments provision and how these are going:

The reasons we have chosen these initiatives:

Our confidence that the overall cost of these initiatives will be less than the expenditure and of the value they will add:

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**Mainstream schools or academies placements**

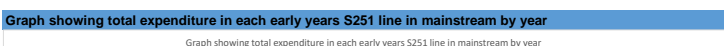
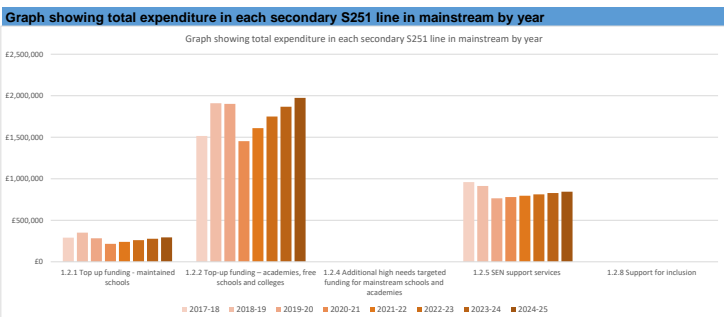
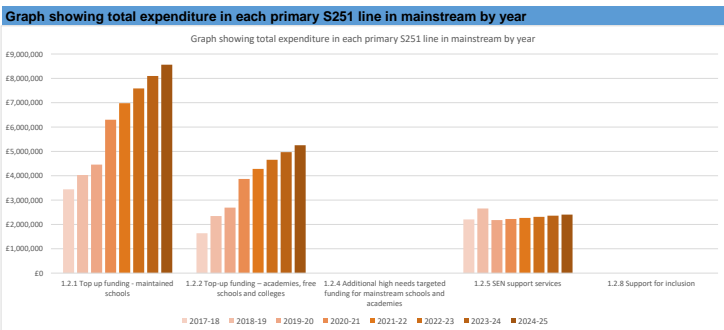
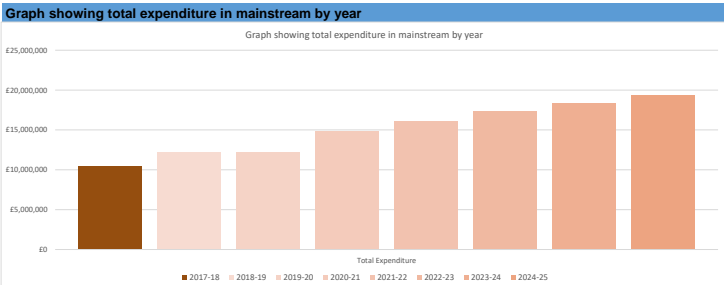
Data		Published outturn data - prepopulated				Total Projected Mitigated Expenditure (Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)				
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25	
1.2.1	1.2.1 Top-up funding - maintained schools	£3,441,865	£4,028,570	£4,457,377	£5,301,373	£6,977,511	£7,596,647	£8,087,229	£9,261,203	£8,301,373	£6,295,621	£7,596,647	£8,087,229	£9,261,203	
1.2.2	1.2.2 Top-up funding - academies, free schools and colleges	£1,637,022	£2,343,768	£2,686,363	£3,896,752	£4,281,654	£4,695,443	£4,968,754	£5,263,464	£3,896,752	£3,963,344	£4,695,443	£4,968,754	£5,263,464	
1.2.4	1.2.4 Additional high needs targeted funding for mainstream schools and academies	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
1.2.5	1.2.5 SEN support services	£2,202,959	£2,652,943	£2,178,332	£2,221,899	£2,296,337	£2,311,664	£2,357,897	£2,405,055	£2,221,899	£2,266,537	£2,311,664	£2,357,897	£2,405,055	
1.2.8	1.2.8 Support for inclusion	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
<b>Secondary</b>															
1.2.1	1.2.1 Top-up funding - maintained schools	£291,173	£350,976	£283,161	£216,356	£239,571	£260,486	£278,016	£293,947	£216,356	£239,571	£260,486	£278,016	£293,947	
1.2.2	1.2.2 Top-up funding - academies, free schools and colleges	£1,815,200	£1,809,959	£1,801,615	£1,453,332	£1,609,275	£1,749,766	£1,867,524	£1,974,533	£1,453,332	£1,609,275	£1,749,766	£1,867,524	£1,974,533	
1.2.4	1.2.4 Additional high needs targeted funding for mainstream schools and academies	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
1.2.5	1.2.5 SEN support services	£969,370	£913,253	£764,726	£780,023	£795,623	£811,536	£827,766	£844,322	£780,023	£795,623	£811,536	£827,766	£844,322	
1.2.8	1.2.8 Support for inclusion	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
<b>Early Years</b>															
1.2.1	1.2.1 Top-up funding - maintained schools	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
1.2.2	1.2.2 Top-up funding - academies, free schools and colleges	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
1.2.4	1.2.4 Additional high needs targeted funding for mainstream schools and academies	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
1.2.5	1.2.5 SEN support services	£412,410	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
1.2.8	1.2.8 Support for inclusion	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
<b>Total Expenditure</b>		<b>£10,459,739</b>	<b>£12,199,469</b>	<b>£12,274,197</b>	<b>£14,839,736</b>	<b>£16,189,971</b>	<b>£17,375,540</b>	<b>£18,397,187</b>	<b>£19,332,520</b>	<b>£14,839,736</b>	<b>£16,069,971</b>	<b>£17,375,540</b>	<b>£18,397,187</b>	<b>£19,332,520</b>	

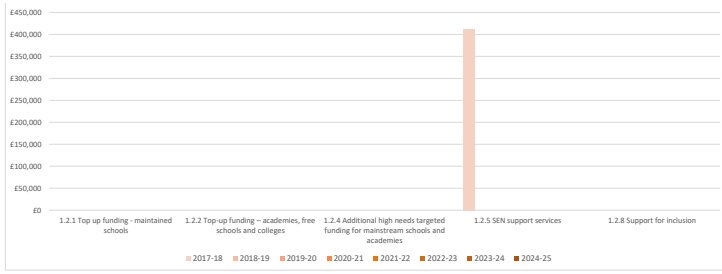
Number of EHCPs by Age Group in mainstream (with estimated future projections)							
Jan	2018	2019	2020	2021	2022	2023	2024
Under 5	14	16	18	20	22	24	26
Age 5 to 10	513	606	664	666	666	1,004	1,106
Age 11 to 15	299	340	390	437	480	519	555
Age 16 to 19	24	27	31	35	38	41	44
Age 20 to 25	5	5	4	7	7	9	9
<b>Total number by Age Group</b>	<b>855</b>	<b>1,086</b>	<b>1,245</b>	<b>1,394</b>	<b>1,534</b>	<b>1,657</b>	<b>1,879</b>

Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)							
Jan	2018	2019	2020	2021	2022	2023	2024
Under 5							
Age 5 to 10							
Age 11 to 15							
Age 16 to 19							
Age 20 to 25							
<b>Total number by Age Group</b>							

Total number of CYP supported by the high needs block (with estimated future projections)							
Jan	2018	2019	2020	2021	2022	2023	2024
Under 5							
Age 5 to 10							
Age 11 to 15							
Age 16 to 19							
Age 20 to 25							
<b>Total number by Age Group</b>							

Number of CYP supported by Primary Need in mainstream (with estimated future projections)							
Jan	2018	2019	2020	2021	2022	2023	2024
Autistic Spectrum Disorder							
Hearing Impairment							
Moderate Learning Difficulty							
Multi-Sensory Impairment							
Physical Disability							
Profound & Multiple Learning Difficulty							
Social, Emotional and Mental Health							
Speech, Language and Communications needs							
Severe Learning Difficulty							
Specific Learning Difficulty							
Visual Impairment							
Other Difficulty/Disability							
SEN support but no specialist assessment of type of need							
<b>Total number of EHCPs by primary need</b>							





## Resourced provision or SEN Units placements

### Data

	Published outturn			Total Projected Mitigated Expenditure (Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)				
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25
1.0.2 High needs place funding within Individual Schools Budget (Primary)				£978,000	£1,082,939	£1,177,480	£1,256,724	£1,329,735	£978,000	£882,939	£877,480	£756,724	£1,329,735
1.0.2 High needs place funding within Individual Schools Budget (Secondary)		£300,000	£282,958	£270,000	£288,971	£325,071	£346,948	£366,829	£270,000	£98,971	£74,929	£253,052	£366,829
1.0.2 High needs place funding within Individual Schools Budget (Early Years)		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Total Expenditure</b>	<b>£0</b>	<b>£1,207,480</b>	<b>£1,096,958</b>	<b>£1,248,000</b>	<b>£1,381,910</b>	<b>£1,502,551</b>	<b>£1,603,673</b>	<b>£1,695,563</b>	<b>£1,248,000</b>	<b>£981,910</b>	<b>£802,551</b>	<b>£503,673</b>	<b>£1,695,563</b>

### Number of EHCPs by age group in Resourced provision or SEN units (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	20	22	23	26	28	31	33	35
Age 5 to 10	473	515	537	601	662	715	765	810
Age 11 to 15	75	82	85	95	105	113	121	128
Age 16 to 19	0	0	0	0	0	0	0	0
Age 20 to 25	0	0	0	0	0	0	0	0
<b>Total number s by Age Group</b>	<b>568</b>	<b>619</b>	<b>645</b>	<b>722</b>	<b>795</b>	<b>858</b>	<b>918</b>	<b>973</b>

### Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

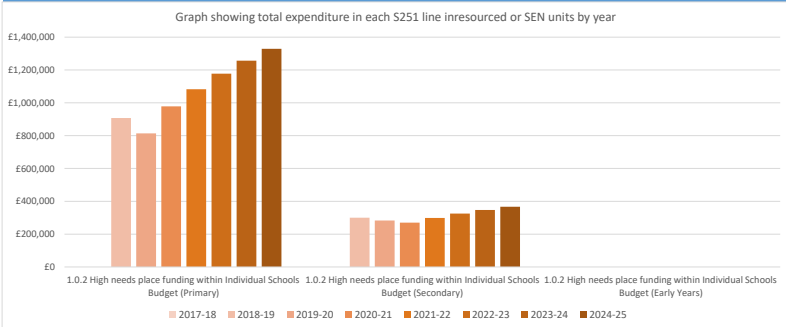
### Total number of CYP supported by the high needs block (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

### Number of CYP supported by primary need in Resourced provision or SEN units (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder								
Hearing Impairment								
Moderate Learning Difficulty								
Multisensory Impairment								
Physical Disability								
Profound & Multiple Learning Difficulty								
Social, Emotional and Mental Health								
Speech, Language and Communications needs								
Severe Learning Difficulty								
Specific Learning Difficulty								
Visual Impairment								
Other Difficulty/Disability								
SEN support but no specialist assessment of type of need								
<b>Total number of EHCPs by primary need</b>								

### Graph showing total expenditure in each S251 line in resourced or SEN units by year



## Maintained special schools or special academies placements

		Published outturn data - prepopulated			Total Projected Mitigated Expenditure (Forecast with Savings and invest to save measures)				Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)						
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25	All the below relate to the SEN/Special schools column only
All the below relate to the SEN/Special schools column only															
1.0.2	High needs place funding within Individual Schools Budget		£3,810,000	£3,665,223	£4,300,000	£4,903,600	£5,263,375	£5,623,150	£5,982,925	£4,300,000	£4,903,600	£5,263,375	£5,623,150	£5,982,925	1.0.2 High needs place funding within Individual Schools Budget
1.2.1	1.2.1 Top up funding - maintained schools	£3,718,468	£3,975,468	£3,978,358	£4,587,048	£5,792,222	£6,759,956	£7,708,071	£8,671,173	£4,587,048	£5,792,222	£6,759,956	£7,708,071	£8,671,173	1.2.1 Top up funding - maintained schools
1.2.2	1.2.2 Top-up funding - academies, free schools and colleges	£3,439,856	£3,975,468	£4,348,576	£5,014,850	£5,014,850	£5,509,842	£5,941,699	£6,346,701	£5,014,850	£5,014,850	£5,509,842	£5,941,699	£6,346,701	1.2.2 Top-up funding - academies, free schools and colleges
1.2.5	1.2.5 SEN support services	£390,855	£372,066	£311,556	£317,787	£324,143	£330,626	£337,238	£343,983	£317,787	£324,143	£330,626	£337,238	£343,983	1.2.5 SEN support services
1.2.8	1.2.8 Support for inclusion	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	1.2.8 Support for inclusion
<b>Total Expenditure</b>		<b>£7,549,178</b>	<b>£12,133,001</b>	<b>£12,303,713</b>	<b>£14,219,685</b>	<b>£16,034,815</b>	<b>£17,863,798</b>	<b>£19,610,158</b>	<b>£21,344,782</b>	<b>£14,219,685</b>	<b>£16,034,815</b>	<b>£17,863,798</b>	<b>£19,610,158</b>	<b>£21,344,782</b>	<b>Total Expenditure</b>

### Number of EHCPs by age group in maintained special schools or special academies (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	5	6	7	8	9	9	10	11
Age 5 to 10	203	222	256	312	372	461	565	684
Age 11 to 15	408	445	504	564	653	766	894	1,034
Age 16 to 19	56	61	69	77	85	92	98	104
Age 20 to 25	25	27	30	34	37	40	43	45
<b>Total number s by Age Group</b>	<b>697</b>	<b>761</b>	<b>862</b>	<b>995</b>	<b>1,156</b>	<b>1,368</b>	<b>1,610</b>	<b>1,878</b>

### Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

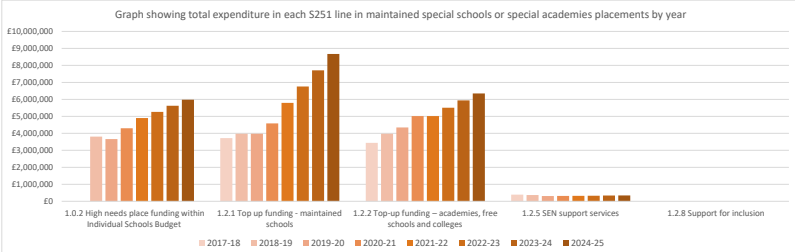
### Total number of CYP supported by the high needs block (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

### Number of CYP supported by primary need in maintained special schools or special academies (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder								
Hearing Impairment								
Moderate Learning Difficulty								
Multi-Sensory Impairment								
Physical Disability								
Profound & Multiple Learning Difficulty								
Social, Emotional and Mental Health								
Speech, Language and Communications needs								
Severe Learning Difficulty								
Specific Learning Difficulty								
Visual Impairment								
Other Difficulty/Disability								
SEN support but no specialist assessment of type of need								
<b>Total number of EHCPs by primary need</b>								

### Graph showing total expenditure in each S251 line in maintained special schools or special academies placements by year



**Non-maintained special schools or independent (NMSS or independent) placements**

**Data**

1.2.3	Published outturn data - prepopulated	2017-18	2018-19	2019-20	Outturn	Total Projected Mitigated Expenditure (Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)				
						2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25
	1.2.3 Top-up and other funding – non-maintained and independent providers	£9,592,918	£12,649,170	£17,154,330		£18,027,903	£19,962,297	£21,705,006	£23,165,753	£24,493,150	£18,027,903	£19,002,297	£20,061,006	£22,138,753	£24,367,150
	<b>Total Expenditure</b>	<b>£9,592,918</b>	<b>£12,649,170</b>	<b>£17,154,330</b>		<b>£18,027,903</b>	<b>£19,962,297</b>	<b>£21,705,006</b>	<b>£23,165,753</b>	<b>£24,493,150</b>	<b>£18,027,903</b>	<b>£19,002,297</b>	<b>£20,061,006</b>	<b>£22,138,753</b>	<b>£24,367,150</b>

**Number of EHCPs by age group in NMSS or independent (with estimated future projections)**

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	2	2	2	2	2	3	3	3
Age 5 to 10	30	41	47	63	58	29	-1	-30
Age 11 to 15	89	123	138	155	170	184	196	208
Age 16 to 19	32	44	49	55	60	65	70	74
Age 20 to 25	6	9	9	10	11	12	13	14
<b>Total numbers by Age Group</b>	<b>159</b>	<b>218</b>	<b>245</b>	<b>274</b>	<b>302</b>	<b>292</b>	<b>281</b>	<b>268</b>

**Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)**

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

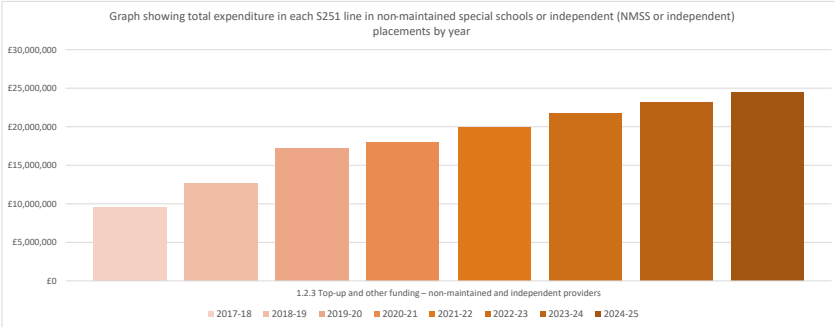
**Total number of CYP supported by the high needs block (with estimated future projections)**

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

**Number of CYP supported by primary need in NMSS or independent (with estimated future projections)**

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder								
Hearing Impairment								
Moderate Learning Difficulty								
Multi-Sensory Impairment								
Physical Disability								
Profound & Multiple Learning Difficulty								
Social, Emotional and Mental Health								
Speech, Language and Communications needs								
Severe Learning Difficulty								
Specific Learning Difficulty								
Visual Impairment								
Other Difficulty/Disability								
SEN support but no specialist assessment of type of need								
<b>Total number of EHCPs by primary need</b>								

**Graph showing total expenditure in each S251 line in non-maintained special schools or independent (NMSS or independent) placements by year**



### Hospital schools or alternative provision (AP) placements

#### Data

	Published outcome			Total Projected Mitigated Expenditure(Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)				
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25
1.0.2 High needs place funding within Individual Schools Budget (AP/PRUs)		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
1.2.1 1.2.1 Top up funding - maintained schools (AP/PRUs)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
1.2.2 1.2.2 Top-up funding – academies, free schools and colleges (AP/PRUs)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
1.2.5 1.2.5 SEN support services (AP/PRUs)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
1.2.8 1.2.8 Support for inclusion (AP/PRUs)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
1.2.6 1.2.6 Hospital education services (whole line)	£413,449	£364,411	£485,606	£485,606	£485,606	£485,606	£485,606	£485,606	£485,606	£485,606	£485,606	£485,606	£485,606
1.2.7 1.2.7 Other alternative provision services (whole line)	£3,228,656	£3,162,146	£5,522,809	£6,115,406	£6,649,287	£7,096,778	£7,503,423	£7,858,335	£6,115,406	£6,649,287	£7,096,778	£7,503,423	£7,858,335
<b>Total Expenditure</b>	<b>£3,642,105</b>	<b>£3,526,556</b>	<b>£6,008,415</b>	<b>£6,601,012</b>	<b>£7,134,893</b>	<b>£7,582,384</b>	<b>£7,989,029</b>	<b>£8,343,941</b>	<b>£6,601,012</b>	<b>£7,134,893</b>	<b>£7,582,384</b>	<b>£7,989,029</b>	<b>£8,343,941</b>

#### Number of EHCPs by age group in hospital schools or AP (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5	0	0	0	0	0	0	0	0
Age 5 to 10	0	0	0	0	0	0	0	0
Age 11 to 15	0	0	0	0	0	0	0	0
Age 16 to 19	0	0	0	0	0	0	0	0
Age 20 to 25	0	0	0	0	0	0	0	0
<b>Total number s by Age Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

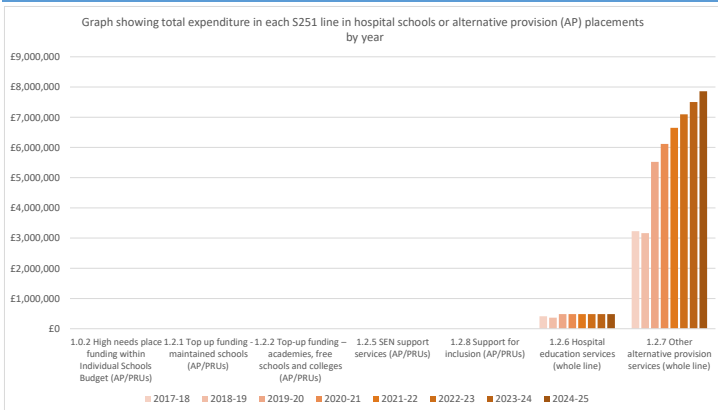
#### Total number of CYP supported by the high needs block (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

#### Number of CYP supported by primary need in hospital schools or AP (with estimated future projections)

Jan	2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder								
Hearing Impairment								
Moderate Learning Difficulty								
Multi-Sensory Impairment								
Physical Disability								
Profound & Multiple Learning Difficulty								
Social, Emotional and Mental Health								
Speech, Language and Communications needs								
Severe Learning Difficulty								
Specific Learning Difficulty								
Visual Impairment								
Other Difficulty/Disability								
SEN support but no specialist assessment of type of need								
<b>Total number of EHCPs by primary need</b>								

#### Graph showing total expenditure in each S251 line in hospital schools or alternative provision (AP) placements by year



## Post 16 and further education (FE) placements

### Data

	Published outturn			Total Projected Mitigated Expenditure(Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)					
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25	All the below relate to the Post school column only
All the below relate to the Post school column only														
1.2.2 Top-up funding – academies, free schools and colleges	£2,002,657	£2,282,178	£2,532,346	£5,024,103	£5,563,190	£6,048,856	£6,455,944	£6,825,870	£5,024,103	£5,263,190	£5,448,856	£5,855,944	£6,825,870	1.2.2 Top-up funding – academies, free schools and colleges
1.2.5 SEN support services	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	1.2.5 SEN support services
1.2.8 Support for inclusion	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	1.2.8 SEN support services
<b>Total Expenditure</b>	<b>£2,002,657</b>	<b>£2,282,178</b>	<b>£2,532,346</b>	<b>£5,024,103</b>	<b>£5,563,190</b>	<b>£6,048,856</b>	<b>£6,455,944</b>	<b>£6,825,870</b>	<b>£5,024,103</b>	<b>£5,263,190</b>	<b>£5,448,856</b>	<b>£5,855,944</b>	<b>£6,825,870</b>	<b>Total Expenditure</b>

#### Number of EHCPs by age group in post 16 and further education (with estimated future projections)

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Age 16 to 19	450	414	463	519	570	616	659	699
Age 20 to 25	46	42	47	53	58	63	67	71
<b>Total number s by Age Group</b>	<b>496</b>	<b>456</b>	<b>510</b>	<b>571</b>	<b>628</b>	<b>679</b>	<b>726</b>	<b>770</b>

#### Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

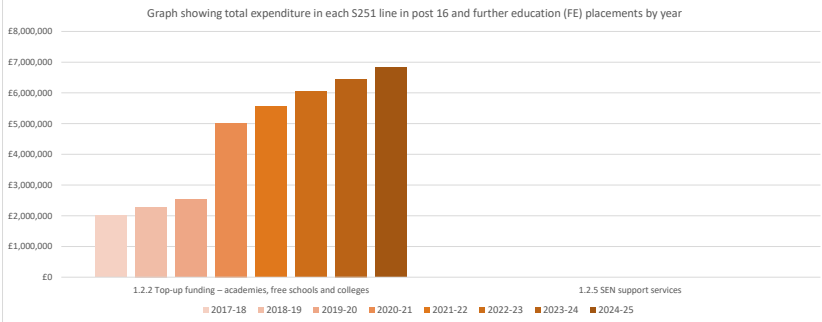
#### Total number of CYP supported by the high needs block (with estimated future projections)

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

#### Number of CYP supported by primary need in post 16 and further education (with estimated future projections)

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder								
Hearing Impairment								
Moderate Learning Difficulty								
Multi-Sensory Impairment								
Physical Disability								
Profound & Multiple Learning Difficulty								
Social, Emotional and Mental Health								
Speech, Language and Communications needs								
Severe Learning Difficulty								
Specific Learning Difficulty								
Visual Impairment								
Other Difficulty/Disability								
SEN support but no specialist assessment of type of need								
<b>Total number of EHCPs by primary need</b>								

### Graph showing total expenditure in each S251 line in post 16 and further education (FE) placements by year



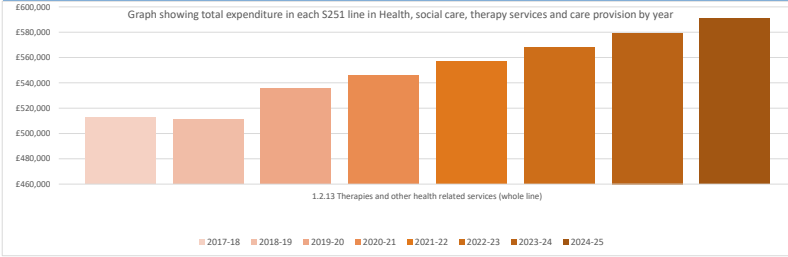


## Health, Social Care, Therapy Services and Care Provision

### Data

1.2.13	1.2.13 Therapies and other health related services (whole line) Total Expenditure	Published outturn data - repopulated			Total Projected Mitigated Expenditure (Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)				
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25
		£512,558	£511,307	£535,310	£546,016	£556,937	£568,075	£579,437	£591,025	£546,016	£556,937	£568,075	£579,437	£591,025

Graph showing total expenditure in each S251 line in Health, social care, therapy services and care provision by year



**Other placements or direct payments**

**Data**

	Published outturn data - prepopulated			Outturn	Total Projected Mitigated Expenditure (Forecast with Savings and invest to save measures)					Total Projected Unmitigated Expenditure (Forecast based on current trends without mitigating actions)				
	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25	2020-21	2021-22	2022-23	2023-24	2024-25
1.2.9	(1.2.9) Special schools and PRUs in financial difficulty	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	(1.2.9) Special schools and PRUs in financial difficulty
1.2.10	(1.2.10) PFVBSF costs at special schools, AP/PRUs and Post 16 institutions only	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	(1.2.10) PFVBSF costs at special schools, AP/PRUs and Post 16 institutions only
1.2.11	(1.2.11) Direct payments (SEN and disability)	£0	£473,749	£1,046,968	£1,159,308	£1,260,515	£1,345,348	£1,422,436	£1,489,717	£1,159,308	£1,260,515	£1,345,348	£1,422,436	£1,489,717
1.2.12	(1.2.12) Carbon reduction commitment allowances (PRUs)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	(1.2.12) Carbon reduction commitment allowances (PRUs)
<b>Total Expenditure</b>		<b>£0</b>	<b>£473,749</b>	<b>£1,046,968</b>	<b>£1,159,308</b>	<b>£1,260,515</b>	<b>£1,345,348</b>	<b>£1,422,436</b>	<b>£1,489,717</b>	<b>£1,159,308</b>	<b>£1,260,515</b>	<b>£1,345,348</b>	<b>£1,422,436</b>	<b>£1,489,717</b>

**Number of EHCPs by age group in other placements or direct payments (with estimated future projections)**

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Under 5	0	0	0	0	0	0	0	0
Age 5 to 10	17	33	43	48	53	57	61	65
Age 11 to 15	33	64	85	95	105	113	121	128
Age 16 to 19	52	102	135	151	166	180	192	204
Age 20 to 25	5	10	14	16	17	19	20	21
<b>Total number s by Age Group</b>	<b>107</b>	<b>209</b>	<b>277</b>	<b>310</b>	<b>341</b>	<b>369</b>	<b>394</b>	<b>418</b>

**Number of CYP receiving top ups with no EHCP by age group (with estimated future projections)**

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

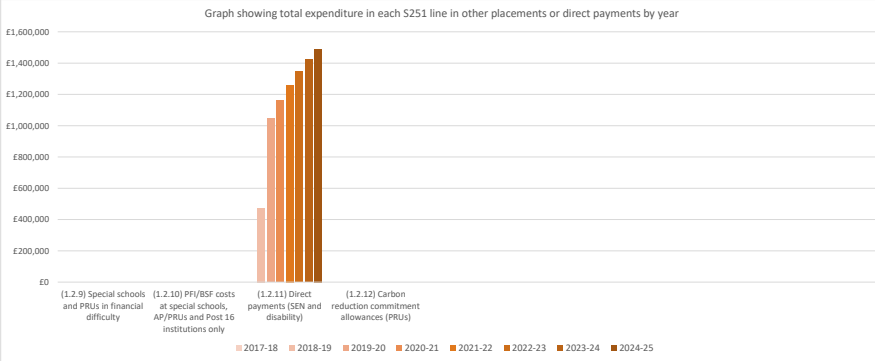
**Total number of CYP supported by the high needs block (with estimated future projections)**

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Under 5								
Age 5 to 10								
Age 11 to 15								
Age 16 to 19								
Age 20 to 25								
<b>Total number by Age Group</b>								

**Number of CYP supported by primary need in other placements or direct payments (with estimated future projections)**

	Jan 2018	2019	2020	2021	2022	2023	2024	2025
Autistic Spectrum Disorder								
Hearing Impairment								
Moderate Learning Difficulty								
Multi-Sensory Impairment								
Physical Disability								
Profound & Multiple Learning Difficulty								
Social, Emotional and Mental Health								
Speech, Language and Communications needs								
Severe Learning Difficulty								
Specific Learning Difficulty								
Visual Impairment								
Other Difficulty/Disability								
SEN support but no specialist assessment of type of need								
<b>Total number of EHCPs by primary need</b>								

**Graph showing total expenditure in each S251 line in other placements or direct payments by year**



## High Needs Benchmarking Tool

### Comparison of special provision and placements

Care should be taken in interpreting these charts. For example, the proportion of children and young people with SEN statements or EHC plans in mainstream schools will reflect both the pupil intake of the schools and the assessment practice and process in the LA. A lower proportion will not necessarily indicate that the schools are less inclusive of children and young people with SEN. The categories have been calculated per 1000 of 2 to 18 population to provide useful comparisons across LAs. **Please note there is currently no SEN data for the new LAs (Dorset (838) and Bournemouth, Christchurch and Poole (839)) in the benchmarking tool. The first SEN data for them collected in January 2020 and will be published in the next update of the tool.**

Your local authority	Year
A) Wiltshire	2019-20

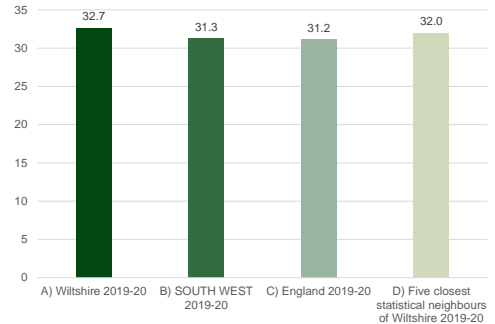
Viewing comparison with	Year
B) SOUTH WEST	2019-20

C) England	2019-20
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D) Five closest statistical neighbours of Wiltshire	2019-20
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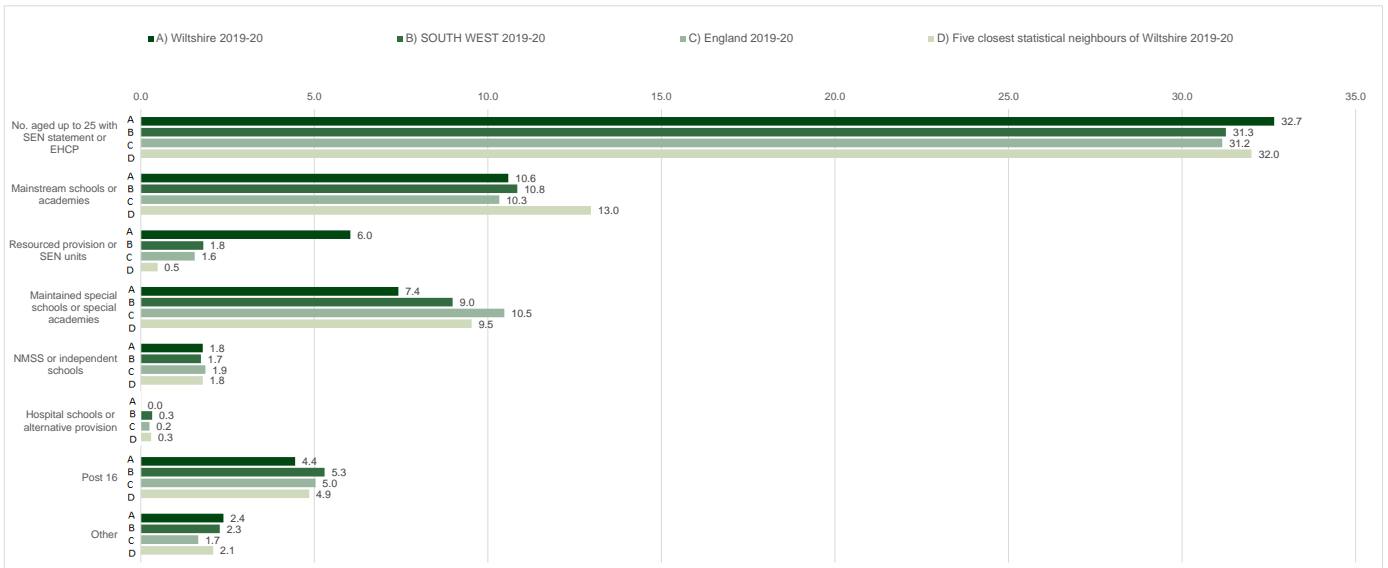
**Chart 1: Number aged up to 25 with SEN statement or EHC plan (per 1000 of 2-18 population)**

This chart compares the proportion of children and young people with SEN statements or EHC plans. Differences in proportions reflect not only differences in the level of needs but also variations between local authorities in the way that SEN assessments are undertaken, EHC plans are produced and special provision is made.



**Chart 2: Placement of pupils aged up to 25 with SEN statement or EHC plan (per 1000 of 2-18 population)**

This chart breaks down the proportion of children and young people with SEN statements or EHC plans into where they are placed. The categories of special provision are explained in more detail in the "Glossary and sources" worksheet and the data can be found in data table 2. Differences between local authorities should be interpreted with care. For example, lower numbers could reflect a lower use of a particular type of provision or a lower proportion of the population with SEN statements or EHC plans.



## High Needs Benchmarking Tool

### Comparison of section 251 budget and outturn data

This sheet uses data from local authorities' section 251 budget and outturn returns, which have been submitted in line with the guidance for the relevant year, for example 2019-20 : <https://www.gov.uk/guidance/section-251-2019-to-2020>

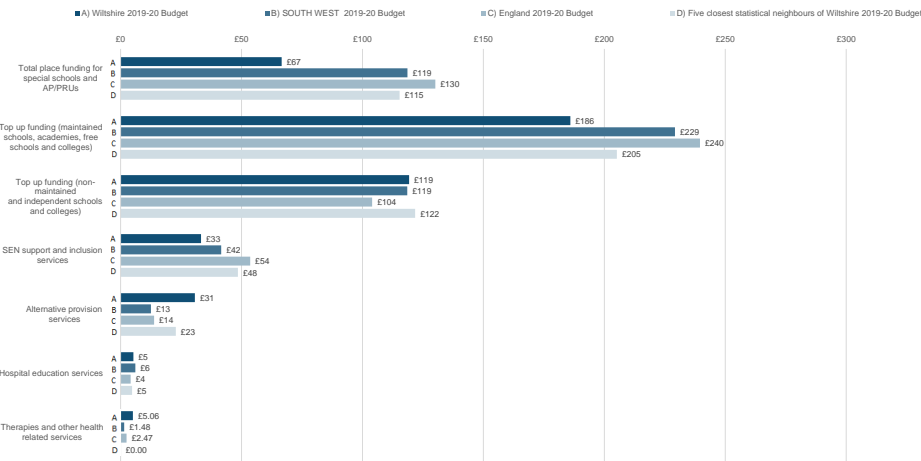
The categories have been combined and calculated per head of the 2-18 population to provide useful comparisons of spend. It is important to understand the context of local authorities' expenditure patterns, and not to consider these figures in isolation.

### Chart 3: High needs amount per head of 2-18 population

This chart compares budgeted and/or outturn spend per head, using aggregated section 251 categories as explained in the "Glossary and sources" worksheet. The data can be found in data table 3.

Note that place funding includes academies for the budget but excludes academies for outturn.

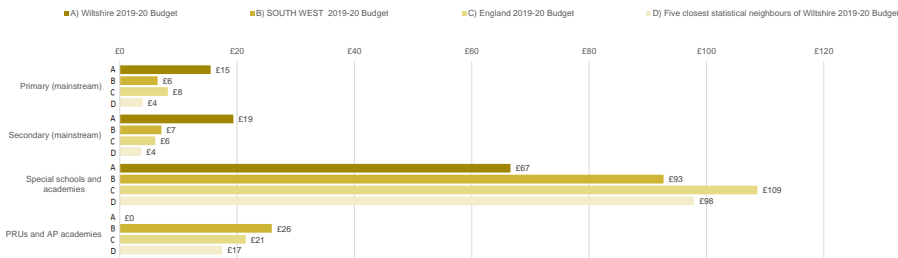
Note that the place funding category includes special schools and academies and PRUs and AP academies to enable comparison across years (refer to the "Glossary and sources" worksheet for category changes in 2018-19).



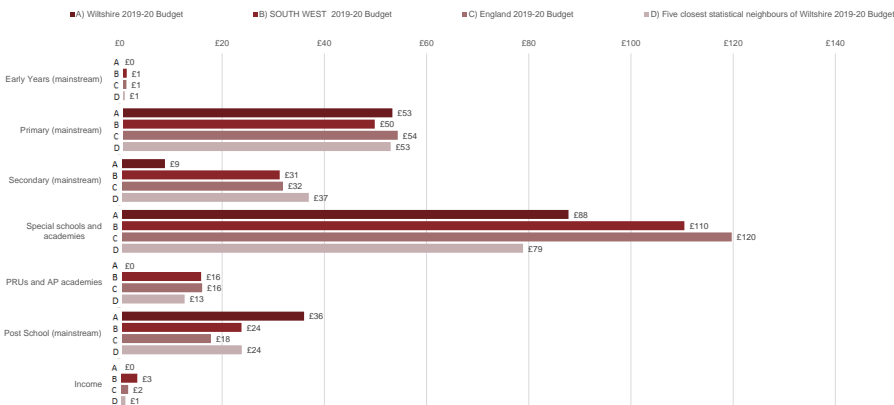
The following charts disaggregate local authority funding; top up funding (maintained schools, academies, free schools and colleges); and top up funding (non-maintained and independent schools and colleges) into phase and institution type and income, for the selected comparators. This does not include expenditure on very young children with SEN or a disability which some local authorities make from their early years budgets. Differences can reflect both variations in spend and variations in the make-up of the local authority – for example, a greater proportion of secondary schools than the comparator.

### Chart 4: High needs amount per head of 2-18 population: place funding split by phase (for mainstream) and type of institution (for specialist provision)

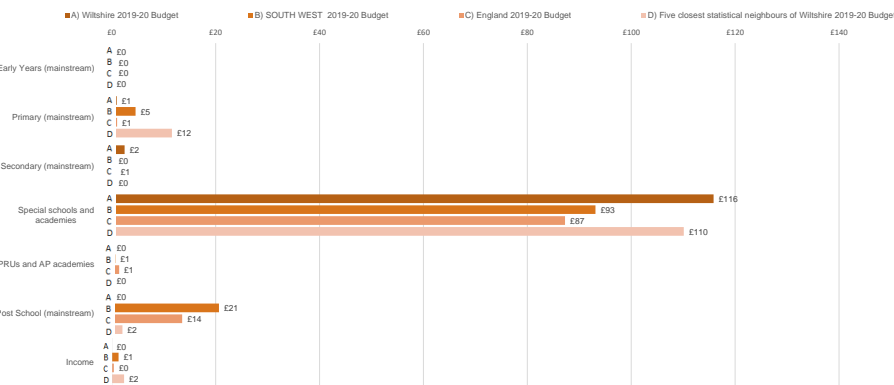
Note that place funding for Primary and Secondary schools was included for the first time in 2018-19. If a year prior to this is selected this category will be blank.



### Chart 5: High needs amount per head of 2-18 population: top up funding (maintained schools, academies, free schools and colleges) split by phase (for mainstream) and type of institution (for specialist provision)



### Chart 6: High needs amount per head of 2-18 population: top up funding (non-maintained and independent schools and colleges) split by phase (for mainstream) and type of institution (for specialist provision)



## High Needs Benchmarking Tool

### Comparison of high needs national funding formula illustrative allocations

This sheet shows the provisional high needs national funding formula allocations for 2020-21, as published on 11 October 2019. The import/export adjustment will be updated with January 2020 school census and February R06 2020 ILR data when this data becomes available. Further information can be found in the policy document, impact table, and technical note at the following links:

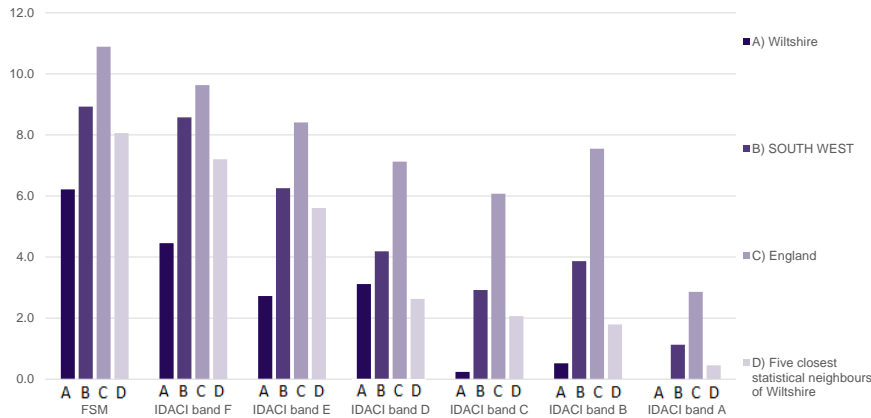
- <https://www.gov.uk/government/publications/national-funding-formula-tables-for-schools-and-high-needs-2020-to-2021>
- <https://www.gov.uk/government/publications/national-funding-formula-for-schools-and-high-needs>

**Table 1: High needs national funding formula allocations**

	High needs NFF 2019-20 allocation	High needs NFF 2020-21 provisional allocation	High needs NFF provisional % gains available	Percentage change in elements included in the funding floor and gains calculation (per head of 2-18 population)
A) Wiltshire	£46,866,826	£51,307,342	9.5%	8.2%
B) SOUTH WEST			not applicable	
C) England			not applicable	
D) Five closest statistical neighbours of Wiltshire			not applicable	

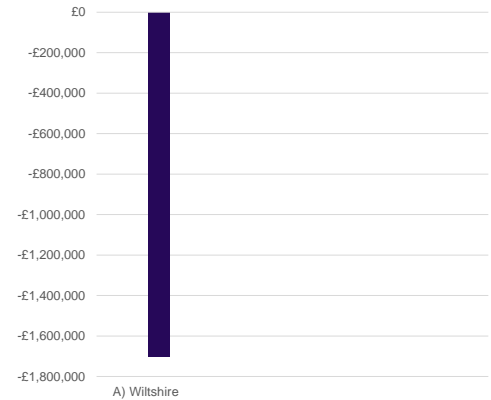
**Chart 8: Index of 2-18 population qualifying for national funding formula deprivation factors**

This chart compares the incidence of deprivation, the data for which is shown in data table 4. Both free school meals and IDACI are being used as a proxy for special educational needs, and a greater incidence attracts through the national funding formula. IDACI band A is the most deprived.



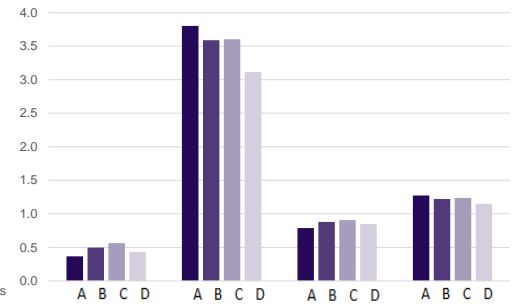
**Chart 7: Provisional import/export adjustments**

This chart shows the import/export adjustment for individual local authorities only. This factor reflects cross-border movements and any structural changes such as college mergers. A negative adjustment reflects the local authority being a net exporter, and a positive adjustment for a net importer. This factor is currently provisional and is calculated from January 2019 school census data and ILR data R06 cut taken in February of the 2018/19 academic year. This factor will be updated for 2020-21 allocations with January 2020 school census data and data from the February R06 ILR for 2019/20.



**Chart 9: Index of 2-18 population qualifying for national funding formula poor health and low attainment factors**

This chart compares the incidence of poor health and attainment, the data for which is shown in data table 4. Bad health, disability, and low attainment are being used as a proxy for special educational needs and disability, and a greater incidence attracts more funding through the national funding formula.



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## **Glossary of terms**

**SFA – Settlement Funding Allocation:** the term given to the full Government Grant which consists of two elements (RSG and BSSR – see below for definitions)

**RSG – Revenue Support Grant:** allocation from Government based

**BRRS, Baseline Funding – Business Rates Retention Scheme –** Government Grant funding that returns an element of the NNDR (see definition below) to Wiltshire in the form of a grant.

**NNDR – National Non-Domestic Rate:** Business Rates collected from local businesses, calculated based on the Valuation Office value of the businesses multiplied by the annual rate set by Government

**DSG – Dedicated Schools Grant:** The Government funding for schools

**MTFS – Medium Term Financial Strategy:** The Strategy that sets out the future ways in which the Council will manage its finances, considering pressures, funding and available resources.

**MTFP – Medium Term Financial Plan:** The Financial Model covering the next three years based on the assumptions within the MTFS

**General Fund Reserve:** Reserves held for non-specific purposes, to manage risks as / if they arise during the year

**Earmarked Reserves:** Reserves held for specific purposes

**CPI – Consumer Price Index:** measures changes in the price level of market basket of consumer goods and services purchased by households

**RPI – Retail Price Index:** a measure of inflation published monthly by the Office for National Statistics. It measures the change in the cost of a representative sample of retail goods and services

**HRA – Housing Revenue Account:** Ring fenced account to record annual spend and income on/from social housing retained by the Council.

**SEND – Special Educational Needs and Disabilities**

**MASH – Multi Agency Safeguarding Hub:** Specialist unit that pools resources from across the council and partners to safeguard Wiltshire residents.

**FACT – Families And Children’s Transformation:** Programme of work that is transforming the way Children’s service operate.

## **ASC – Adult Social Care**

**LEP – Local Enterprise Partnership:** voluntary partnerships between local authorities and businesses set up in 2011 by the Department for Business, Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area. In Wiltshire, our partner is Swindon BC.

**SEP – Strategic Economic Plan:** Government asked LEPs to negotiate a 'Growth Deal' with them to drive forward **economic** growth in their areas. To guide these negotiations Government asked each LEP to express its offer through a Strategic Economic Plan.

**LGF – Local Growth Fund:** **Growth Deals** provide **funds** to **local** enterprise partnerships or LEPs (partnerships between **local** authorities and businesses) for projects that benefit the **local** area and economy.

**CCG – Clinical Commissioning Group:** CCGs were created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on 1 April 2013. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.

**BCF – Better Care Fund:** is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. Each area receives a BCF annual grant allocation to achieve goals set around the programme.

**iBCF – Improved Better Care Fund:** This Fund was first announced in the 2015 Spending Review, and is paid as a direct grant to local government, with a condition that it is pooled into the local BCF plan. Councils spend the iBCF according to the grant determination, which say that the funding can be spent on three purposes:

- Meeting adult social care needs
- Reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready
- Ensuring that the local social care provider market is supported

There is no requirement to spend across all three purposes, or to spend a set proportion on each

**CATs – Community Asset Transfers:** Community Asset Transfers

**CATG – Community Area Transport Grant:** Local delegated funding for local area boards to target transport works.

**PFI – Private Finance Initiative:** a way of creating "public-private partnerships" (PPPs) where private firms are contracted to complete and manage public projects



**Wiltshire Council**

**Cabinet**

**2 February 2021**

**Subject: Treasury Management Strategy 2021/22**

**Cabinet member: Cllr Pauline Church - Cabinet Member for Finance,  
Procurement and Commercial Investment**

**Key Decision: Non Key**

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## **Executive Summary**

This report presents the Treasury Management Strategy for 2021/22 including:

- a) Prudential and Treasury Indicators for the next three years
- b) Debt management decisions required for 2021/22 that do not feature within the Prudential or Treasury Indicators (paragraphs 74 to 81)
- c) Minimum Revenue Provision Policy 2021/22
- d) Annual Investment Strategy for 2021/22

This report has been prepared in accordance with CIPFA Code of Practice for Treasury Management in the Public Services 2011, as revised December 2017. Any relevant changes within the code of practice have been reflected within the Treasury Management Strategy 2021/22.

## **Proposals**

The Cabinet is requested to recommend that the Council:

- a) Adopt the Minimum Revenue Provision Policy (paragraph 31 – 33)
- b) Adopt the Prudential and Treasury Indicators (paragraphs 24 – 30, 43 – 49 and Appendix A)
- c) Adopt the Annual Investment Strategy (paragraph 82 onwards).
- d) Delegate to the Interim Corporate Director of Resources the authority to vary the amount of borrowing and other long-term liabilities within the Treasury Indicators for the Authorised Limit and the Operational Boundary
- e) Authorise the Interim Corporate Director of Resources to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long-term portfolio
- f) Agree that short term cash surpluses and deficits continue to be managed through temporary loans, deposits and money market funds
- g) Agree that any surplus cash balances not required to cover borrowing are placed in the most appropriate specified or non-specified investments, particularly where this is more cost effective than short term deposits; and delegate to the Interim Corporate Director of Resources the authority to select such funds
- h) Adopt the Third Party Loans Policy (paragraph 97 and Appendix F)

## **Reasons for Proposals**

To enable the Council to agree a Treasury Management Strategy for 2021/22 and set Prudential Indicators that comply with statutory guidance and reflect best practice.

**Andy Brown**  
**Interim Corporate Director – Resources**

**Terence Herbert**  
**Chief Executive**

## **Wiltshire Council**

### **Cabinet**

**2 February 2021**

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**Subject: Treasury Management Strategy 2021/22**

**Cabinet member: Cllr Pauline Church - Cabinet Member for Finance,  
Procurement and Commercial Investment**

**Key Decision: Non Key**

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### **PURPOSE OF REPORT**

1. This report asks the Cabinet to consider and recommend that the Council approve the Prudential and Treasury Indicators, together with the Treasury Management Strategy for 2021/22.

### **Background**

2. The Council is required to operate a balanced budget. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in appropriately risk assessed counterparties or instruments commensurate within the Council's risk appetite set out in the Strategy, providing adequate liquidity initially before considering investment return.
3. The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
4. The contribution that the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day to day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and

balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

5. Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities. Further details on non-financial investments are given in the Capital Strategy 2021/22.
6. CIPFA defines treasury management as:

*“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

### **Reporting Requirements - Capital Strategy**

7. The CIPFA revised 2017 Prudential and Treasury Management Codes require for 2021/22, all local authorities to prepare an additional report, the capital strategy, which will provide the following,
  - a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
  - an overview of how the associated risk is managed
  - the implications for future financial sustainability
8. The aim of the capital strategy is to ensure that all members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.
9. The capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset.
10. The capital strategy will show,
  - The corporate governance arrangements for these types of activities;
  - Any service objectives relating to the investments;
  - The expected income, costs and resulting contribution;
  - The debt related to the activity and the associated interest costs;
  - The payback period (in line with the MRP policy);

- For non-loan type investments, the cost against the current market value;
  - The risks associated with each activity.
11. Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.
  12. Where the Council has borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required and why the MHCLG Investment Guidance and CIPFA Prudential Code have not been adhered to.
  13. If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy.
  14. To demonstrate the proportionality between the treasury operations and the non-treasury operations, high level comparators are shown throughout this report.

### **Reporting Requirements – Treasury Management Reporting**

15. Each year, the Council is required to receive and approve, as a minimum, three main reports, which incorporate a variety of policies, estimates and actuals.
  - a) Treasury Management Strategy Statement including prudential and treasury indicators, which covers the following,
    - the capital plans (including prudential indicators);
    - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
    - the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
    - an investment strategy (the parameters on how investments are to be managed).
  - b) Mid-year Treasury Management Report, which will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.
  - c) Annual Treasury Report, which is an outturn position document that provides details of actual performance against a selection of prudential and treasury indicators and actual treasury operational performance compared to the estimates within the strategy for the financial year.

## **Treasury Management Strategy 2021/22**

16. The strategy for 2021/22 covers two main areas,

### **Capital Issues**

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

### **Treasury Management Issues**

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

17. These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

## **Training**

18. The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required.

19. The training needs of treasury management officers are periodically reviewed.

## **Treasury Management Consultants**

20. The Council uses Link Group - Treasury Solutions, as its external treasury management advisors.

21. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

22. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.
23. The scope of investments within the Councils operations now includes both conventional treasury investments (the placing of residual cash from the Council's functions), and more commercial type investments, such as investment properties. The commercial type investments may require specialist advisers, and the Council will appoint external advisors appropriate to the activity.

### Capital Prudential Indicators (2021/22 –2023/24)

24. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### Capital Expenditure

25. This indicator shows the anticipated level of capital expenditure for the five years 2019/2020 to 2023/2024. The Capital Programme 2021/22 will be submitted to Cabinet and Council in February 2021. The estimates for future years are based on indicative figures, as part of the Capital Programme, and are therefore subject to change.

Capital Expenditure	2019/2020 Actual £million	2020/21 Estimate £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million
General Fund	97.250	107.266	140.948	153.856	81.602
Housing Revenue Account (HRA)	12.557	15.587	31.576	32.566	35.165
Commercial Activities/Non-financial investments*	0.156	5.990	41.827	38.924	33.478
<b>Total</b>	<b>109.963</b>	<b>128.843</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>

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

26. The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

<b>Financing of Capital Expenditure</b>	<b>2019/2020 Actual £million</b>	<b>2020/21 Estimate £million</b>	<b>2021/22 Estimate £million</b>	<b>2022/23 Estimate £million</b>	<b>2023/24 Estimate £million</b>
Capital Receipts	6.113	1.545	3.277	2.639	0.000
Flexible Use of Capital Receipts	0.000	0.000	0.000	0.000	0.000
Capital Grants & Contributions	60.705	63.158	58.095	64.869	58.520
Community Infrastructure Levy	0.166	0.000	0.000	0.000	0.000
Revenue	0.052	0.000	0.000	0.000	0.000
HRA	9.059	15.395	31.576	32.566	35.165
<b>Total Financing (non-borrowing)</b>	<b>76.095</b>	<b>80.098</b>	<b>92.948</b>	<b>100.074</b>	<b>93.685</b>
Net Financing Need (Borrowing)	33.868	48.745	121.403	125.272	56.560
<b>Total Financing</b>	<b>109.963</b>	<b>128.843</b>	<b>214.351</b>	<b>225.346</b>	<b>150.245</b>

### **The Council's Borrowing Need (the Capital Financing Requirement)**

27. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure which has not immediately been paid for, through a revenue or capital resources, will increase the CFR.
28. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with the asset life, and so charges the economic consumption of capital assets as they are used.
29. The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). While these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility by the lease PFI, PPP lease provider, and so the Council is not required to separately borrow for these schemes. The Council currently has £68.816m of such schemes within the CFR. The CFR projections are summarised in the table below,



	<b>2019/2020 Actual £million</b>	<b>2020/21 Estimate £million</b>	<b>2021/22 Estimate £million</b>	<b>2022/23 Estimate £million</b>	<b>2023/24 Estimate £million</b>
CFR – General Fund	442.156	474.816	574.240	671.103	696.849
CFR – HRA	111.864	108.024	108.267	115.443	151.624
<b>Total CFR</b>	<b>554.020</b>	<b>582.840</b>	<b>682.507</b>	<b>796.546</b>	<b>848.473</b>
<b>Movement in CFR</b>	<b>7.209</b>	<b>28.820</b>	<b>99.667</b>	<b>104.039</b>	<b>61.927</b>
<b>Represented by</b>					
Net Financing Need	33.868	48.745	121.403	125.272	56.560
Less MRP/VRP	(10.789)	(12.949)	(16.864)	(25.373)	(25.659)
Less Other Long Term Liabilities (PFI)	(3.581)	(3.136)	(3.112)	(3.036)	(3.154)
Less Other Financing Movements (inc HRA)	(12.289)	(3.840)	(1.760)	7.176	34.180
<b>Movement in CFR</b>	<b>7.209</b>	<b>28.820</b>	<b>99.667</b>	<b>104.039</b>	<b>61.927</b>

30. A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the Council's overall financial position. The capital expenditure figures shown in paragraph 25 above and these details demonstrate the scope of this activity and, by approving these figures, consideration is given to the scale, proportionate to the Council's remaining activity.

### **Minimum Revenue Provision (MRP) Policy Statement**

31. The minimum revenue provision (MRP) is the amount set aside for the repayment of the debt as a result of borrowings made to finance capital expenditure.
32. The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the MRP), although it is also allowed to undertake additional voluntary revenue payments (VRP) if required.
33. MHCLG regulations have been issued which require full Council to approve an MRP statement in advance of each year. The following MRP policy (section a-d) was approved in October 2017 following a full review. It is recommended that Council approves the same MRP policy with the addition of section e for 2021/22:
- a. MRP for capital expenditure incurred wholly or partly by unsupported (prudential) borrowing or credit arrangements: equal Instalments to be determined by reference to the expected life of the asset. Asset life is deemed to begin once the asset becomes operational. MRP will commence from the financial year following the one in which the asset becomes operational.

- b. MRP in respect of unsupported (prudential) borrowing: equal Instalments taken to meet expenditure, which is treated as capital expenditure by virtue of either a capitalisation direction or regulations, will be determined in accordance with the asset life method as recommended by the statutory guidance.
- c. The Council retains the right to make additional voluntary payments to reduce debt if deemed prudent.
- d. Where the Council issues capital loans to third parties (including to its own commercial companies), the expectation is that the funds lent will be re-paid in full at a future date. Therefore, no MRP will set aside in respect of these loans. MRP will however need to be applied as appropriate if it is determined at any point that any such loan will not be re-paid in full. The position of each loan will be reviewed on an annual basis by the Chief Finance Officer.

## **Borrowing**

- 34. The capital expenditure plans set out in paragraph 25 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.
- 35. The Council's long term borrowing position is reported to Members twice a year as part of the Treasury Management Strategy reporting process.

## **Other Long-Term Liabilities**

- 36. All long-term liabilities (amounts the Council owes or anticipates owing others due for payment in excess of one year) are reported on the Council's Balance Sheet and associated notes as part of the Statement Accounts which are subject to scrutiny by the Audit Committee and audit by appointed external auditors.
- 37. The Council's long-term liabilities predominantly consist of long term borrowing and the pension fund liability.
- 38. The pension fund liability is updated annually as part of the Statement of Accounts per the annual report the Council receives from its pension actuary Hymans Robertson.

## Current Portfolio Position

39. The overall treasury management portfolio as at 31 March 2020 and for the position as at 30 December 2020 are shown below for both borrowing and investments.

Treasury Portfolio				
	Actual 31/03/2020 £million	Actual 31/03/2020 %	Current 30/12/2020 £million	Current 30/12/2020 %
<b>Treasury Investments</b>				
Banks	44.000	55.32	57.991	33.62
Local Authorities	5.000	6.28	0.00	0.00
Money Market Funds	30.534	38.40	114.496	66.38
<b>Total Treasury Investments</b>	<b>79.534</b>	<b>100.00</b>	<b>172.487</b>	<b>100.00</b>
<b>Treasury Borrowing</b>				
PWLB	274.123	81.26	274.123	81.01
LOBOs	61.000	18.08	61.00	18.03
Salix	2.204	0.66	3.271	0.96
<b>Total External Borrowing</b>	<b>337.327</b>	<b>100.00</b>	<b>338.394</b>	<b>100.00</b>
<b>Net Treasury Investments/ (Borrowing)</b>	<b>(257.793)</b>		<b>(165.907)</b>	

40. The Council's forward projections for borrowing are summarised in the tables below. These tables show the actual external gross debt, against the underlying capital borrowing need (the CFR), highlighting any over or under borrowing, for both the general fund and the HRA.

External Debt General Fund	2019/2020 Actual £million	2020/21 Estimate £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million
<b>Debt at 1 April</b>	<b>229.123</b>	<b>229.123</b>	<b>235.123</b>	<b>354.524</b>	<b>479.797</b>
Expected Change in Debt	0.000	6.000	119.401	125.273	54.560
<b>Debt at 31 March</b>	<b>229.123</b>	<b>235.123</b>	<b>354.524</b>	<b>479.797</b>	<b>534.357</b>
CFR	442.156	474.816	574.240	671.103	696.849
PFI Liability	68.814	65.680	62.568	59.531	56.376
<b>Under/ (Over) Borrowing</b>	<b>144.219</b>	<b>174.013</b>	<b>157.148</b>	<b>131.775</b>	<b>106.116</b>

External Debt HRA	2019/2020 Actual £million	2020/21 Estimate £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million
<b>Debt at 1 April</b>	<b>106.000</b>	<b>106.000</b>	<b>102.159</b>	<b>102.402</b>	<b>109.579</b>
Expected Change in Debt	0.000	(3.840)	0.243	7.176	36.180
<b>Debt at 31 March</b>	<b>106.000</b>	<b>102.159</b>	<b>102.402</b>	<b>109.579</b>	<b>145.759</b>
CFR	111.864	108.024	108.267	115.443	151.624
<b>Under/ (Over) Borrowing</b>	<b>5.864</b>	<b>5.865</b>	<b>5.865</b>	<b>5.864</b>	<b>5.865</b>

41. Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.
42. The Interim Corporate Director of Resources confirms that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this report.

### Treasury Indicators: Limits to Borrowing Activity

#### Operational Boundary

43. The operational boundary is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under borrowing by other cash resources.
44. The operational boundary is based on a prudent estimate of the most likely maximum level of external borrowing for both capital expenditure and cash flow purposes, which is consistent with other budget proposals. The basis of the calculation for HRA borrowing 2021/22 is the HRA CFR.

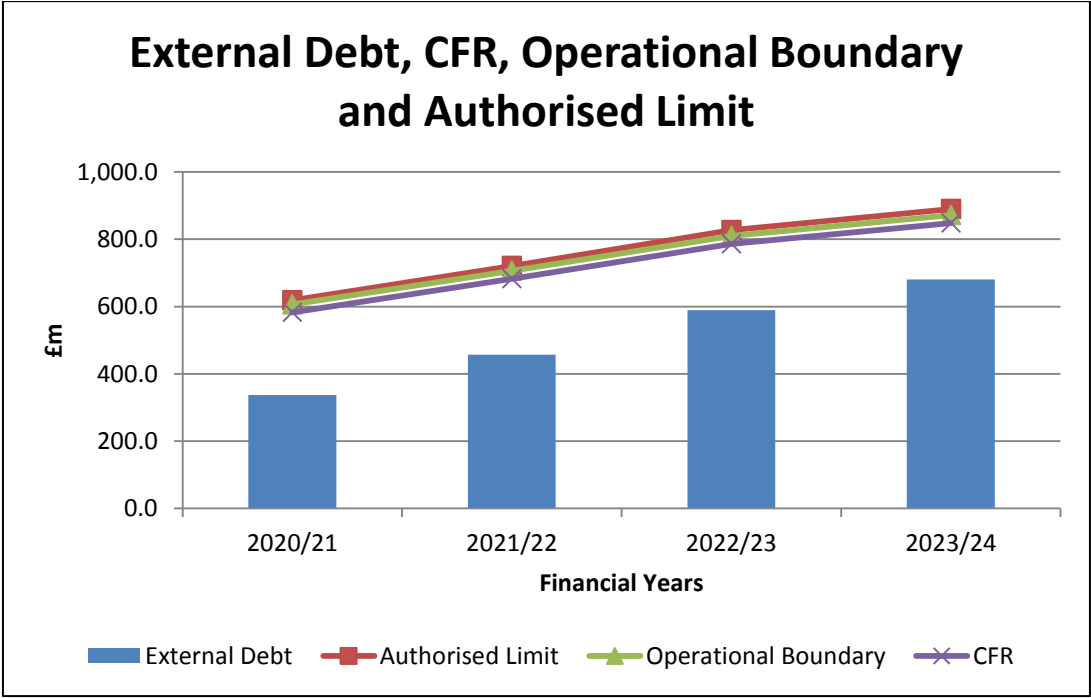
Operational Boundary	2020/21 £million	2021/22 £million	2022/23 £million	2023/24 £million
General Fund Debt	497.952	597.352	694.140	720.004
HRA Debt	108.024	108.267	115.443	151.624
Other Long-Term Liabilities	0.200	0.200	0.200	0.200
<b>Total</b>	<b>606.176</b>	<b>705.819</b>	<b>809.783</b>	<b>871.828</b>

## Authorised Limit for External Debt

45. The authorised limit for debt is a key indicator which represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.
46. The authorised limit is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
47. The authorised limit is the operational boundary, including an allowance for unplanned and irregular cash movements. It is proposed that an allowance of 2.5% is continued for General Fund borrowing for 2021/22 to 2023/24, but this will be kept under review. The allowance provides for the possibility of additional borrowing during the year as a result of Government support for further schemes and provides headroom where the projection proves too optimistic (payments made earlier or receipt of income delayed against that forecast).
48. There is no allowance in respect of HRA borrowing, so it has been decided that this borrowing should not exceed the CFR.

<b>Authorised Limit</b>	<b>2020/21 £million</b>	<b>2021/22 £million</b>	<b>2022/23 £million</b>	<b>2023/24 £million</b>
General Fund Debt	510.401	612.286	711.494	738.004
HRA Debt	108.024	108.267	115.443	151.623
Other Long-Term Liabilities	0.200	0.200	0.200	0.200
<b>Total</b>	<b>618.625</b>	<b>720.753</b>	<b>827.137</b>	<b>889.828</b>

49. The following bar/line graph shows external debt against the CFR, operation boundary and authorised limit.



**Monitoring and Reporting of the Prudential Indicators**

50. Progress will be monitored throughout the year, particularly against the two borrowing limits (operational boundary and authorised limit) above. Cabinet will be kept informed of any issues that arise, including potential or actual breaches.

51. The elements within the Authorised Limit and the Operational Boundary, for borrowing and other long-term liabilities require the approval of the Council. In order to give operational flexibility, members are asked to delegate to the Interim Corporate Director of Resources, the ability to effect movements between the two elements where this is considered necessary. Any such changes will be reported to members.

52. The operational boundary is a key management tool for in-year monitoring. It will not be significant if the operational boundary is breached temporarily on occasions due to variations in cash flow. However, a sustained or regular trend above the operational boundary is considered significant and will lead to further investigation and action as appropriate.

53. Any breach of the operational boundary will be reported to members at the earliest meeting following the breach. The authorised limit will in addition need to provide headroom over and above the operational boundary, sufficient for unusual cash movements, for example, and should not be breached.

## **Borrowing Strategy**

54. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow have been used as a temporary measure (internal borrowing). This strategy is prudent, as investment returns are very low and counterparty risk is still an issue that needs to be considered.
55. Against this background and the risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Interim Corporate Director of Resources will, through delegation and reporting, monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- a) if it was considered that there was a significant risk of a sharp fall in long and short-term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed.
  - b) if it was considered that there was a significant risk of a much sharper rise in long and short-term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than projected to be in the next few years.
56. Any decisions will be reported to Cabinet at the earliest meeting following the decision.

## **Rate and Timing of Borrowing**

57. In 2021/22 two PWLB loans will mature and become repayable as follows,
- £2m in June 2021 (General Fund)
  - £8m in March 2022 (HRA)
58. These loans may be refinanced depending on the Council's overall internal borrowing position, and the nature of the current economic climate
59. The timing of any borrowing is crucial in terms of interest rates and the potential to minimise interest costs. Prior to any actual borrowing the treasury team will, in conjunction with our treasury advisers, proactively manage the interest rate position, using all information available to inform the borrowing decision.

60. It is not always possible to obtain the lowest rates of interest, as there is a risk that unforeseen events can significantly alter the level of rates, however, ongoing active monitoring of rates will mitigate against this risk.
61. In supporting the capital programme, the Council will consider all borrowing options, such as:
- a) internal borrowing, using medium term cash balances;
  - b) fixed rate Public Works Loan Board (PWLB) borrowing;
  - c) long term fixed rate market loans.
62. The decision will be made whilst maintaining an appropriate balance between PWLB and market debt in the debt portfolio.

### **Sources of Borrowing**

63. Currently the PWLB certainty rate is set at gilts plus 80 basis points for both HRA and Non-HRA borrowing. However, consideration may still need to be given to funding from the following sources for the following reasons,
- a. Local Authorities – Primarily shorter dated maturities out to 3 years or so, as this is cheaper than the certainty rate
  - b. Financial Institutions – Primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid the ‘cost of carry’ or to achieve refinancing certainty over the next few years
  - c. Municipal Bond Agency – Possibly still a viable alternative depending on market circumstances prevailing at the time.
64. Our advisors will keep the Council informed as to the relative merits of each of these alternative funding sources.

### **Market Loans – including Lender Option Borrower Option (LOBO)**

65. Wiltshire Council currently has borrowings of £61 million in Market loans.
66. The Council has two types of Market Loan in its portfolio.
- a) LOBO loans subject to ‘call option dates’, at certain predetermined times (e.g. every six months/five years), the lender has the option to raise the interest rate and the borrower has the option to repay the loan without penalty.
  - b) Fixed rate market loans, which were previously LOBOs. The interest rate has now been fixed by the lender for the life of the loan, as they have pre-determined that they will never exercise their option to ‘call’ the loan.



67. If the lender exercises the option to revise the interest rate at one of the 'call option dates', the Council's strategy is that it will always exercise its option to repay the loan. Consideration will then be given to refinancing the debt where the overall level of debt prior to the repayment needs to be maintained.
68. In the current market of relatively low interest rates and very little significant upward movement in rates predicted in the near future, it is unlikely that the loans would be called in the short to medium term.

### **Short Term Cash Deficits**

69. Temporary loans, where both the borrower and lender have the option to redeem the loan within twelve months, are used to offset short term revenue cash deficits. They may also be used to cover short term capital requirements until longer term loans become more cost effective. The majority of these loans will be at fixed interest rates, maturing on specific dates. The strategy is that the Council shall utilise temporary loans for any short-term cash deficits that arise in respect of revenue and/or capital.

### **Short Term Cash Surpluses**

70. It is anticipated that temporary short term (up to three months) cash surpluses will arise regularly during the year, due to timing differences between income streams and payments. Investment of these surpluses will be in specific investments (e.g. short-term Sterling investments of less than one year). Such investments will normally be short term deposits maturing on specific dates that reflect cash flow requirements at the date the deposit is made. However, under certain market conditions, money market funds will be used, particularly if they provide improved returns.

### **Longer Term Cash Surpluses (over three months, up to one year)**

71. Some cash surpluses, for example core revenue balances, net creditors, accrued reserves and special funds such as those for insurance and PFI can be invested on a long-term basis. These cash surpluses may be used for capital financing requirements, where longer term interest rates mean that it is less cost effective to take out longer-term loans.
72. Improved returns may be obtained by placing these surpluses in money market funds. The Interim Corporate Director of Resources has delegated authority to select money market funds and appoint external cash managers within the current approved strategy and it is proposed that this authority is retained.

73. The proposed Investment Strategy for 2021/22 continues to include the use of unspecified investments (e.g. more than 12 months to maturity and for which external professional advice is required) that the Council's treasury adviser may recommend for investment of longer term cash surpluses.

### **Policy on Borrowing in Advance of Need**

74. The Prudential Code issued by CIPFA requires that a council should not borrow more than, or in advance of need purely to profit from the investment of the extra sums borrowed. This Statutory Guidance requires that where borrowing in advance is enacted by a council that the rationale for the decision is clearly set out to ensure that external auditors, tax payers and interested parties are able to hold the council to account for the reasons for the borrowing. This will be included in the decision-making process

75. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

76. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **Debt Rescheduling**

77. As short term borrowing rates will be cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the debt repayment cost (i.e. premiums for early repayment).

78. The reasons for any rescheduling to take place will include:

- a) the generation of cash savings and/or discounted cash flow savings;
- b) helping to fulfil the treasury strategy;
- c) enhancing the balance of the portfolio (the maturity profile and/or the balance of volatility).

79. Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt as short term rates on investments are currently much lower than rates paid on debt.

80. Rescheduling of current borrowing within the Council's debt portfolio is unlikely to occur as the changes in PWLB rates only apply to new borrowing and not to premature debt repayment rates
81. All rescheduling will be reported to members in a treasury report at the earliest meeting following its action.

## **Annual Investment Strategy**

### **Investment Policy – Management of Risk**

82. The MHCLG and CIPFA have extended the meaning of investments to include both financial and non-financial investments. This report deals solely with financial investments, (managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy (a separate report).
83. Council's investment policy has regard to the following,
- MHCLG Guidance on Local Government Investments ("the Guidance")
  - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code").
  - CIPFA Treasury Management Guidance Notes 2018.
84. The Council's investment priorities will be security first, portfolio liquidity second, then yield (return).
85. The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. The Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means,
- a) Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
  - b) Other information ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as credit default swaps and overlay that information on top of the credit ratings.

- c) Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- d) The Council has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix B under the categories of 'specified' and 'non-specified' investments.
  - a) Specified Investments are those with a high level of credit quality and subject to a maturity limit of one year. Or have less than one year to run until maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.
  - b) Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
- e) Non-specified investments limit. The Council has determined that it will limit the maximum total exposure to non-specified investments to be £30m, in line with the limits for investments for longer than 365 days.
- f) Lending Limits, (amounts and maturity) for each counterparty will be set through applying the matrix table in paragraph 91 and 95.
- g) The Council will set a limit for the amount of its investments which are invested for longer than 365 days (see paragraph 109)
- h) Investments will only be placed with counterparties from countries with a specified minimum sovereign rating (see paragraph 98)
- i) The Council has engaged external consultants (see paragraph 20) to provide expert advice on how to optimise an appropriate balance on security, liquidity and yield, given the risk appetite of the Council in the context of the expected level of cash balances and need for liquidity throughout the year.
- j) All investments will be denominated in sterling.
- k) As a result of the change in accounting standards for 2020/21 under IFRS 9, the Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG concluded a consultation for a temporary override to allow English local

authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31 March 2023)

86. The Council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance (see paragraph 102). Regular monitoring of investment performance will be carried out during the year.
87. Property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
88. The Council will consider an investment in the CCLA Property Fund (a fund tailored to Local Authorities), and investment limits have been set as per non-specified investments. This would provide additional diversification of the Council's investments and the potential for earning a higher investment yield on the core investment balance.

### **Changes in Risk Management Policy from 2020/21**

89. There have been no changes in the Risk Management Policy from last year.

### **Creditworthiness Policy**

90. The Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach, utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard & Poors. The credit ratings of counterparties are supplemented with the following overlays:
  - Credit watches and credit outlooks from credit rating agencies;
  - CDS spreads to give early warning of likely changes in credit ratings;
  - Sovereign ratings to select counterparties from only the most creditworthy countries.
91. The above modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

Colour	Maximum Investment
Yellow	5 years
Dark Pink	5 years (for ultra-short dated bond funds with a credit score of 1.25)
Light Pink	5 years (for ultra-short dated bond funds with a credit score of 1.5)
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used

92. The Link Asset Services creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.
93. All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.
- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
  - In addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.
94. Sole reliance will not be placed on the use of this external service. In addition, the Council will also use market data and market information, information on any external support for banks to help support its decision making process.
95. In addition to the above creditworthiness criteria, the following limits will be applied to the total cumulative investments placed with an individual institution (or group of institutions where there is common ownership):

<b>Monetary Limit</b>	<b>Counterparties</b>
Up to £30 million	Money Market Funds
Up to £15 million	UK incorporated banks with a long term credit rating of at least AA
	Overseas banks that have a long term credit rating of at least AA
	Multilateral development banks
	Local authorities and other public bodies
Up to £12 million	Government backed UK banks and UK building societies and their subsidiaries
Up to £10 million	UK incorporated banks with a long term credit rating of less than AA
	Overseas banks with a long term credit rating of less than AA
	UK Building societies
	Government backed overseas banks and their subsidiaries
	HSBC (for balances within the bank account, held on an overnight basis - to differentiate from above bank limit for fixed term deposits)

### **Changes in Creditworthiness Policy from 2020/21**

96. The following criteria has been changed from last year,

- a. Due to operational requirements at the start of the financial year 2020/21, and as a result of the additional grant monies paid by central government, there was a need to increase the lending limits of certain counterparties to ensure there was sufficient capacity to invest monies within the strict credit ratings used by the Council. The s151 Officer took a decision through emergency powers to increase the counterparty limits of Money Market funds to £30m.
- b. The colour coded list provided by Link Asset Services is used by the Council to determine the suggested duration for investments. Previously the Council added an additional layer of minimum credit ratings to this list, which was unnecessary; as a wide variety of information and expertise, other than ratings, had already been used to produce the list. The removal of the discretionary layer of creditworthiness (F1 and A- ratings) over and above the counterparty list provided by Link Asset Services was approved by Full Council on 24 November 2020 as an unnecessary inclusion within the strategy.

### **Third Party Loans**

97. The Council has the power to lend monies to third parties. Appendix F sets out the Council's framework within which it may consider advancing loans to third party organisations.

## **Other Limits**

98. Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.
- a. Non-specified investment limit. The Council has determined that it will limit the maximum total exposure to non-specified investments as being £30m.
  - b. Country limit. The Council has determined that it will only use approved counterparties from the UK and countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix C. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.
  - c. Other limits. Limits in place above will apply to a group of counterparties.

## **Investment Strategy**

99. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short term interest rates (i.e. rates for investments up to 12 months)
100. Greater returns are usually obtainable by investing for longer periods. While most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the potential value from longer term investments will be carefully assessed.
- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term
  - Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

## **Investment Returns Expectations**

101. Bank rate is unlikely to rise from 0.10% for a considerable period. It is very difficult to say when it may start rising. The Council has been advised by its treasury advisors to assume that investment earnings from money market related instruments will be sub 0.50% for the foreseeable future.



102. The suggested budgeted investment earnings rates for returns on investments places for periods up to about 3 months during each financial year are as follows (the long term forecast is for periods of over ten years into the future):

<b>Year</b>	<b>Budgeted Earnings Rate</b>
2020/2021	0.10%
2021/2022	0.10%
2022/2023	0.10%
2023/2024	0.10%
2024/2025	0.25%
Later Years	2.00%

103. The overall balance of risks to economic growth in the UK is probably skewed to the upside, but it is subject to major uncertainty due to the virus and how quickly successful vaccines may become available and widely administered to the population.
104. There is relatively little UK domestic risk of increases or decreases in the bank rate and significant change in shorter term PWLB rates. The Bank of England has effectively ruled out the used of negative interest rates in the near term. Increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, or a return of investor confidence in equities, could impact gilt yields (and so PWLB rates) in the UK.

### **Negative Bank Rates**

105. While the Bank of England said in 2020 that it is unlikely to introduce a negative bank rate, some deposit accounts are already offering negative rates for shorter periods.
106. Money Market Fund yields have continued to drift lower. Some managers have resorted to trimming fees to ensure that net yields for investors remain in positive territory. Investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, has meant that there is a surplus of money at the very short end of the market. This has seen a number of market operators (including the Debt Management Office) offer nil or negative returns for very short-term maturities. This is not universal and MMFs are still offering a marginally positive return, as are a number of financial institutions for investments.
107. Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short term home at a time when many local authorities are probably having difficulties over accurately forecasting when disbursements of

funds received will occur or when large receipts will be received from the Government.

### **Investment Treasury Indicator and Limit**

108. This investment treasury indicator limits the total funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for any unnecessary borrowing. They are based on the availability of funds after each year end.

109. The Council is asked to approve the treasury indicator and limit:

<b>Upper Limit for Principal Sums Invested for longer than 365 days</b>			
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Principal Sums Invested > 365 Days	£30m	£30m	£30m
Current Investments > 365 Days maturing in each year	£0m	£0m	£0m

110. For its cash flow generated balances, the Council will seek to utilise its HSBC overnight investment instant access account, money market funds and short dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

### **Investment Risk Benchmarking**

111. The Council will use an investment benchmark to assess the investment performance of its investment portfolio of the relevant LIBID rate (London Interbank Bid rate) dependant on the average duration of the fund.

112. The provision of the LIBID rate is expected to cease at the end of 2021. The Council will work with it's advisors in determining suitable replacement investment benchmarks, and will report back to members.

### **End of Year Investment Report**

113. At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

### **Overview and Scrutiny Engagement**

114. The Financial Planning Task Group will consider this report on 23 January 2020, with any comments reported to the Cabinet meeting.

### **Safeguarding Implications**

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

### **Public Health Implications**

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

### **Procurement Implications**

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

### **Equalities Impact of the Proposal**

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

### **Environmental and Climate Change Considerations**

119. Wiltshire Council will not intentionally invest in any investment that is not ethical and would not be consistent with our environmental and social policy objectives.

120. Where appropriate, the Council will consider investments that deliver environmental and social benefits, whilst maintaining our Security, Liquidity and Yield criteria.

### **Risks Assessment**

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

122. The Prudential & Capital Indicators and the Annual Investment Strategy take account of the forecast movement in interest rates and allow sufficient flexibility to be varied if actual movements in interest rates are not in line with the forecast.

123. The Council's treasury adviser is currently reporting the following in terms of investment and borrowing rates,

- a) Investment returns are likely to remain exceptionally low during 2021/22 with little increase in the following two years. However, as post Brexit Trade deals are progressed and agreed, then there is upside potential for earnings.
- b) Borrowing interest rates fell to historically very low levels as a result of the covid crisis and the quantitative easing operations of the Bank of England. Gilt yields up to 6 years were negative during the first half of 2020/21.

124. While the Council will not be able to avoid borrowing to finance new capital expenditure in the future, or to replace maturing debt, there will be a cost of carry (the difference between higher borrowing costs and lower investment returns), to any new short or medium term borrowing that causes a temporary increase in cash balances, and this position will, most likely, incur a revenue cost. While interest rates are low this revenue cost will also be low.
125. In March 2020 the government started a consultation process for reviewing PWLB borrowing rates for different types of capital expenditure. In November 2020, the Chancellor announced the conclusion of the review, whereby standard and certainty rates were reduced by 1.00%. But a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchases of assets for yield in its three year capital programme.
126. As Link's long-term forecast for Bank Rate is 2.00%, and all PWLB rates are under 2.00%, there is now value in borrowing from the PWLB for all types of capital expenditure for all maturity periods, especially as current rates are at historic lows. Greater value can be obtained in borrowing for shorter maturity periods, so the Council will assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs. Longer-term borrowing could also be undertaken for the purpose of certainty, where that is desirable.

### **Financial Implications**

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

### **Workforce Implications**

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

### **Legal Implications**

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

### **Options Considered**

130. Future consideration will be given to alternative borrowing and investment options to improve the cost effectiveness of and return on treasury activities for the Council.
131. The options in relation to the revenue and capital budgets in these proposals are fully consistent with the figures included within the budget considerations.

132. The Cabinet is requested to recommend that the Council approves and adopts the Treasury Management Strategy for 2021/22, as follows,

- a. Adopt the Minimum Revenue Provision Policy (paragraphs 31 – 33)
- b. Adopt the Prudential and Treasury Indicators (paragraphs 24 – 30, 43 – 49 and Appendix A)
- c. Adopt the Annual Investment Strategy (paragraph 82 onwards)
- d. Delegate to the Interim Corporate Director of Resources the authority to vary the amount of borrowing and other long-term liabilities within the Treasury Indicators for the Authorised Limit and the Operational Boundary
- e. Authorise the Interim Corporate Director of Resources to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long-term portfolio
- f. Agree that short term cash surpluses and deficits continue to be managed through temporary loans, deposits and money market funds
- g. Agree that any surplus cash balances not required to cover borrowing are placed in the most appropriate specified or non-specified investments, particularly where this is more cost effective than short term deposits and delegate to the Interim Corporate Director of Resources the authority to select such funds.
- h. Adopt the Third Party Loans Policy (paragraph 97 and Appendix F)

**Andy Brown**  
**Interim Corporate Director of Resources**

**Terence Herbert**  
**Chief Executive**

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### **Background Papers**

None.

## **Appendices**

- Appendix A Prudential and Treasury Indicators 2021/22, 2022/23 & 2023/24
- Appendix B Specified and non-specified Investments
- Appendix C Approved countries for investments
- Appendix D Treasury Management Scheme of Delegation
- Appendix E Role of the Section 151 Officer
- Appendix F Third Party Loans Policy

## Capital Prudential and Treasury Indicators for 2021/22 – 2023/24

1. The Prudential and Treasury Management Codes and Treasury Guidelines require the Council to set a number of Prudential and Treasury Indicators for the financial year ahead. This appendix sets out the indicators required by the latest code.

### Affordability Prudential Indicators

2. The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators,

### Ratio of Financing Costs to Net Revenue Stream

3. This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream

	2019/2020 Actual (%)	2020/21 Estimate (%)	2021/22 Estimate (%)	2022/23 Estimate (%)	2023/24 Estimate (%)
General Fund	5.8	6.4	6.3	9.2	9.7
HRA	14.5	14.1	13.9	14.1	14.8

4. The estimates in financing costs above include current commitments and the proposals in this budget report.

### Maturity Structure of Borrowing

5. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.
6. In order to protect the Council from interest rate risk and to safeguard the continuity of treasury management financing costs, the following limits have been adopted.

Maturity Structure of Fixed Interest Rate Borrowing 2021/22		
	Lower (%)	Upper (%)
Under 12 months	0	25
12 months to 2 years	0	25
2 years to 5 years	0	45
5 years to 10 years	0	75
10 years and above	0	100

7. In addition to the indicators (above) it is considered prudent that, under normal circumstances, no more than 15% of long term loans, excluding LOBO loans, should fall due for repayment within any one financial year and 25% in the case of LOBO loans, where maturity is deemed to be the “next call option date”.



## Treasury Management Practice (TMP) 1 Credit and Counterparty Risk Management

### Specified Investments.

1. All such investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' quality criteria.

### Non-Specified Investments.

2. These are any investments which do not meet the specified investment criteria.
3. A maximum of £30 million will be held in aggregate non-specified investments.

### Credit and Counterparty Risk

4. A variety of instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.
5. The criteria applying to institutions or investment vehicles are as follows,

	Minimum credit criteria/ colour band	Maximum maturity period
<b>Specified Investments</b>		
DMADF – UK Government	N/A	6 months
UK Government Gilts	UK sovereign rating	12 months
UK Government Treasury Bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money Market Funds CNAV	AAA	Liquid
Money Market Funds LVNAV	AAA	Liquid
Money Market Funds VNAV	AAA	Liquid
Ultra Short Dated Bonds (1.25)	AAA	
Ultra Short Dated Bonds (1.5)	AAA	
Local Authorities	N/A	12 months
Term Deposits with Banks and Building Societies	Blue	12 months
	Orange	12 months
	Red	6 months
	Green	100 days
	No Colour	Not for use
Certificates of Deposit or Corporate Bonds	Blue	12 months
	Orange	12 months
	Red	6 months
	Green	100 days

	No Colour	Not for use
Gilt Funds	UK sovereign rating	
<b>Non-Specified Investments</b>		
Term Deposits with Banks and Building Societies	Purple Yellow	2 years 5 years
UK Government Gilts	UK sovereign rating	50 years
Property Fund (CCLA)	N/A	N/A

6. The criteria in this appendix are intended to be the operational criteria in normal times. At times of heightened volatility, risk and concern in financial markets, this strategy may be amended by temporary operational criteria further limiting investments to counterparties of a higher creditworthiness and / or restricted time limits.

**Accounting treatment of investments.**

7. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

**Monitoring of Investment Counterparties**

8. The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance and Procurement, and if required new counterparties which meet the criteria will be added to the list.

### Approved Countries for Investments

This list is based on those countries which have sovereign ratings of AA- or higher (the lowest rating from Fitch, Moody's and S&P is shown) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

Rating	Country
AAA	Australia
	Canada
	Denmark
	Germany
	Luxembourg
	Netherlands
	Norway
	Singapore
	Sweden
	Switzerland
AA+	Finland
	U.S.A.
AA	Abu Dhabi (UAE)
	France
	Hong Kong
	U.K.
AA-	Belgium
	Qatar

## **Treasury Management Scheme of Delegation**

### **Full Council**

1. Receiving and reviewing reports on treasury management policies, practices and activities;
2. Budget consideration and approval;
3. Approval of annual strategy.

### **Cabinet**

1. Approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
2. Budget consideration and proposal;
3. Approval of the division of responsibilities;
4. Receiving and reviewing regular monitoring reports and acting on recommendations;

### **Scrutiny – Finance Task Group**

1. Reviewing the treasury management policy and procedures and making recommendations to the responsible body.

### **The Treasury Management Role of the Section 151 Officer**

1. Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
2. Submitting regular treasury management policy reports;
3. Submitting budgets and budget variations;
4. Receiving and reviewing management information reports;
5. Reviewing the performance of the treasury management function;
6. Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
7. Ensuring the adequacy of internal audit, and liaising with external audit;
8. Approving the selection of external service providers and agreeing terms of the appointment.
9. Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe (say 20+ years – to be determined in accordance with local priorities.)
10. Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
11. Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council
12. Ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing
13. Ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources
14. Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
15. Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees

16. Ensuring that members are adequately informed and understand the risk exposures taken on by the Council
17. Ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above
18. Creation of Treasury Management Practices which specifically deal with how non-treasury investments will be carried out and managed.

### **Third Party Loans Policy**

1. Government changes in the way councils are funded has prompted local authorities to look at more innovative ways of supporting business plan objectives.
2. The primary aims of any investment, in order of priority, are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.
3. Whilst the Council does not wish to become a commercial lender in the market place it can use its ability to borrow, at relatively economic rates, to support the delivery of improved outcomes for the residents of Wiltshire. At the same time this will facilitate the creation of a relatively modest income stream to support the Council's overall financial resilience. All third party loans must demonstrate alignment to the Council's core objectives and priorities.
4. The intention of this policy is therefore to establish a framework within which the Council may consider advancing loans to third party organisations.

### **Types of Loan**

#### **Loans Defined as Capital Expenditure**

5. The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.
6. A loan, grant or financial assistance provided by this Council to another body will be treated as capital expenditure if the Council would define the other bodies use of those funds as capital had it undertaken the expenditure itself.
7. Loans of this nature will be included in the Council's approved capital programme.
8. The Council's Minimum Revenue Provision (MRP) Policy sets out the MRP requirements in respect of capital loans.

#### **Other Loans**

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

### Loan Framework

10. All loans, with the exception of loans to Wiltshire Schools to enable Academy conversion, must be secured against an asset or guaranteed by a public sector organisation with tax raising powers.
11. The maximum loan to value will not exceed 80%.
12. The maximum duration of the loan will be 25 years but the loan period must not exceed the useful life of the asset.
13. An independent valuation of the asset upon which the loan is secured will be undertaken by the Council.
14. A robust business case must be developed that demonstrates that the loan repayments are affordable.
15. The on-going value of the asset(s) that the loan has been secured against will be valued on a 5 year basis. A charge to revenue may be required if the equity value falls below the debt outstanding or if it becomes clear that the borrowing organisation is unable to service the debt.
16. Guarantees will be called upon if the lending organisation falls into arrears of more than 12 months.
17. Given the administrative costs incurred in both establishing and managing loans of this nature an administration/arrangement fee will be applied to each loan made. The arrangement fee will be no more than 1.0% of the value of the loan value.
18. All loan proposals (including any loan re-scheduling) must be agreed with the Corporate Director of Resources in conjunction with the Council's Treasury Management team.

### Limits

19. No specific maximum limits are proposed but all loans must be approved as set out above.
20. Loans less than £0.250 million will not be considered.



## Subsidy Control and Interest Rates

21. Following the UK exit from the EU the State Aid Rules ceased to have effect. The UK then became subject to the subsidy control provisions of the World Trade Organisation (WTO), existing Free Trade Arrangements (FTA), and those of the Trade and Cooperation Agreement (TCA). This change came into effect on 1 January 2021. These three set of controls have different definitions and provisions. However, it is unlikely that Wiltshire Council will be in breach of WTO and FTA arrangements if it observes the TCA Subsidy Control Provisions. It is expected that the control regime will be monitored and enforced by a body established by HM Government similar to the Competition and Markets Authority. HM Government's Technical Note on Subsidy Control observes that there may be a consultation in early 2021 to determine a "bespoke approach" with secondary legislation to follow. Nonetheless the TCA subsidy controls are enforceable now through the UK Courts.
22. The principles and terminology contained in the TCA subsidy control reflect State Aid legislation. It is to be expected that the new regulator and the Courts when implementing TCA subsidy control will have in mind the previous State Aid procedures and that there will be analogous reasoning. In general, the parameters of the new scheme will not permit subsidies from state bodies that amount to "financial assistance" to be made which confers an economic advantage on one or more economic actors not available on market terms. This, the TCA specifically identifies, includes a direct or contingent transfer of funds such as direct grants, loans or loan guarantees. Not for profit organisations often undertake commercial activities in order to support the delivery of non-commercial activities and so can be classified as "economic actors" falling into this control regime. An economic advantage given to an actor will not be a subsidy if the state is acting in a way that a rational private investor would, for example in providing loans or capital on terms that would be acceptable to a genuine private investor who is motivated by return and not policy objectives. This is because the beneficiary is not considered to be obtaining an advantage from the State but on the same terms that it could have obtained on the open market.
23. Until further certainty is given by proposed legislation and regulators the actual interest rate charged on third party loans will be set with reference to the minimum permitted within State Aid rules operational in the EU at the time of fund advance and the Council's cost of borrowing plus an appropriate credit risk margin, whichever is higher.
24. If there is any doubt as to whether Subsidy Control may be an issue, Legal advice must be sought.

## Governance Arrangements

25. Loans Defined as Capital Expenditure require Cabinet approval in order to be added to the Capital Programme supported by a full business case.
26. The Corporate Director of Resources has delegated authority for awarding loans to schools, in order to assist with their conversion process to become an academy. Specific delegation was awarded by Cabinet at their meeting of 17 May 2016, minute number 63.
27. All other loans must be approved by Cabinet supported by a full business case. Specific details in relation to drawdown of approved loan facilities must be specified as part of each business case.
28. Due-diligence checks will be undertaken to test the underlying assumptions set out in each business case. These checks will include but are not limited to independent credit checks and future cashflow forecasts.

### **Financial Risk**

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

### **Exemptions**

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

**Wiltshire Council**

**Cabinet**

**2 February 2021**

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Subject: **Financial Year 2020/21 – Quarter 3 Budget Monitoring**

Cabinet Member: **Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment**

Key Decision: **Non Key**

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### **Executive Summary**

This report informs members of the third quarterly budget monitoring forecast position (as at 31 December 2020) for the financial year 2020/21 for revenue and capital as well as an update on the forecast financial impact of COVID-19.

### **COVID-19 Financial Impact**

The report continues to provide details on the estimated financial impact to the Council of responding to the COVID-19 pandemic and the anticipated impact for the remainder of the 2020/21 financial year. It gives detail on the Council's latest submission to the Government that sets out the forecast impact on the Council's finances.

### **Quarter 3 Revenue Budget Monitoring**

Quarter 3 budget monitoring forecasts are based on information as at 31 December 2020. Given the current circumstances and the impact of COVID-19, the significant rise in confirmed positive COVID-19 tests and the additional national lockdown, a degree of uncertainty still remains around some of the forecasts, however this report transparently estimates the most realistic overall financial position, given what is currently known, for the Council at this time. It confirms that the originally forecast latent demand is now not likely to materialise during this financial year and forecasts have been revised to reflect this.

After receiving £32m of emergency funding this financial year and the estimate of anticipated funding from Government to offset income losses as well as the confirmation of additional section 31 grants to cover the mandatory Business Rates reliefs applied during this financial year, and following the revision of the timing of latent demand and an update to the collection fund forecasts the quarter 3 position is greatly improved. The forecast shows a balanced position following the requests to set aside an additional £13.571m into two new earmarked reserves, to be set aside to mitigate risk and known pressures that will arise in future years and leaves the overall financial position balanced.

This improved position allows for the setting aside of £4.165m in a budget equalisation reserve with the purpose of utilising the funds to equalise the budget in 2021/22 as

approved by Cabinet at its meeting in November. It also allows for the setting aside of £8.613m previously included as the Collection Fund pressure to manage the deficit on this fund and an additional £4.958m in a Latent Demand reserve as the timing of this demand is later than originally anticipated.

### **Quarter 3 Capital Budget Monitoring**

Quarter 3 budget monitoring forecasts are based on information as at 31 December 2020. The report confirms the current forecast movement of approvals between years as schemes have been assessed and the spend profile recast.

### **Proposal**

Cabinet is asked to note:

- a) the Section 151 officer's summary of the impact of COVID-19 on the Council's 2020/21 budget;
- b) the current revenue budget is forecast to balance by the end of the financial year;
- c) the current savings delivery performance for the year;
- d) the forecast level of reserves;
- e) the current capital budget movements and spend as at 31 December 2020

Cabinet are asked to approve:

- f) the transfer to new Earmarked Reserves of £4.958m to a Latent Demand reserve and £8.613m to a Collection Fund Volatility reserve.

### **Reason for Proposal**

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

To inform Cabinet on the forecast impact upon the financial position of the Council due to COVID-19, of the Councils overall position on the 2020/21 revenue as at Quarter 3 (31 December 2020), including delivery of approved savings and the capital forecast as at Quarter 3 (31 December 2020).

**Terence Herbert – Chief Executive**

**Andy Brown – Interim Corporate Director Resources (S.151 Officer)**

## **Wiltshire Council**

### **Cabinet**

**2 February 2021**

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Subject: **Financial Year 2020/21 – Quarter 3 Budget Monitoring**

Cabinet Member: **Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment**

Key Decision: **Non Key**

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### **Purpose of Report**

1. To advise Members of the Budget Monitoring position 2020/21 Quarter 3 (31 December 2020) for revenue and capital for the financial year 2020/21 with suggested actions as appropriate.
2. To provide an update on the financial impact on the Council of responding to the COVID-19 pandemic and details on Government support.

### **FINANCIAL IMPACT OF THE COVID-19 EMERGENCY**

#### **Government Funding for the COVID-19 Emergency**

3. The total level of emergency funding received by Wiltshire from government to support the council in the financial impact of the emergency response to COVID-19 is £31.942m.
4. A scheme to compensate Councils for an element of lost income from services such as Car Parking was also announced. The income loss scheme involves a 5% deductible rate, whereby Councils will pay the first 5% of all lost planned sales, fees and charges income, with the Government compensating at a rate of 75p in every pound of loss thereafter, following the netting off of any furlough grant and in-service savings such as savings arising from vacancies.
5. The first grant claim was submitted in September and the second claim in December. These 2 claims will compensate the council for just over £5m of losses incurred in the first 8 months of this financial year. As lockdown measures eased in the latter months of the calendar year and elements of services re-mobilised the income losses reduced, broadly in line with forecasts. Due to the uncertainty of the final claim, audit process, and the determination by government of the claims made, and it is anticipated that the estimate included in the last financial report to Cabinet of £6m from this scheme remains an appropriate forecast. The last grant claim is expected in April following the end of the financial year.

6. As part of the government response to the economic impact of COVID-19 and lockdown restrictions, additional business rates mandatory reliefs were announced for some business sectors. These mandatory reliefs are usually fully funded by government by way of a section 31 grant and are then paid in the following year. At the beginning of year £67m new reliefs had been applied to Business Rates accounts, with original confirmation that £53m of section 31 grant would be payable.
7. Owing to the emergency response and the speed in which the emergency reliefs were issued in April there was a level of uncertainty around whether Government would fully reimburse and if so the timing of the reimbursement. Government recognised the scale of additional reliefs that had been applied due to the change in their policy as a response to the emergency and as a result they have confirmed that section 31 grants will now be payable for these exceptional additional reliefs in this financial year. A data capture process was completed in early October and payment of all mandatory reliefs that were applied has been received in full, resulting in an overall balanced position for the council.
8. Significant further revenue funding has been received and can be seen in table 1 below. Some of this funding is where the council are simply acting as the paymaster where other funding is to fund specific service provision. Government continue to assess the activities of local government and, although not expected further announcements may arise before year end.
9. The Council has submitted claims to HMRC against the furlough scheme. This scheme was originally expected to end in October and has been extended a couple of times. It is now due to end at the end of April and the council continues to assess the ability to access this scheme. Estimates for the financial year are in the region of £1.5m excluding Wiltshire maintained schools. Claims against the scheme for Wiltshire maintained schools are estimated to be in region of £0.050m per month while schools were supporting Key Worker children during periods of lockdown. This funding has been passed directly to those schools. Final figures for the year will be reported as part of reporting the outturn position and finally when the scheme closes at the end of April and will be included in a report in the new financial year.
10. An analysis of the total funding for Wiltshire, broken down between that which the Council has utilised to fund specific service provision and the overall financial impact as well as that funding which has been passported on e.g. to businesses is detailed in table 1 below.

Table 1 – Funding Received from Government

<b>Fund Description &amp; National Funding</b>	<b>Wiltshire Allocation £m</b>	<b>Wiltshire Council £m</b>	<b>To be Passport £m</b>
Business Grants (£12.3bn)	£108	-	£108
Additional Business Grants	£17	-	£17
Business Grants (£4.6bn)	£37	-	£37
Business Rate Reliefs (£9.7bn)*	£67	-	£67
Emergency Funding (£4.7bn)	£32	£32	-
Infection Control Fund (tranche 1 & 2 - £1.1bn)*	£11.7	-	£11.7
Hardship Funding (£0.5bn)*	£3.2	-	£3.2
Test and Trace (£0.3bn)	£1.6	£1.6	-
Bus Subsidy (£0.2bn)*	£0.2	-	£0.2
Business Support New Burdens Grants	£0.2	£0.2	-
Emergency Assistance Grant (£63m)	£0.4	£0.4	-
Dedicated Home to School and College Transport Funding*	£0.7	-	£0.7
Contain Outbreak Management Fund*	£4.5	-	£4.5
Compliance & Enforcement Grant*	£0.2	-	£0.2
COVID Winter Grant*	£0.5	-	£0.5
COVID Mental Health Grant	£0.1	£0.1	-
Self-Isolation payments Grant*	£0.3	-	£0.3
Shielding Grant*	£0.3	-	£0.3
<b>Total Revenue Funding</b>	<b>£284.9</b>	<b>£34.3</b>	<b>£250.6</b>

\* the asterisk grant figures, together with the £34.3m funding for Wiltshire Council, and the £8.2m contribution from CCG provides the total £131m funding used to offset the financial impact reported to Government, as detailed in table 3 below.

### Estimated Impact and Return to Government

11. To date seven returns have been made to MHCLG and an eighth is due early February. As the year has progressed these submissions have become more consistent. Government continue to develop the return requirements to support a more consistent approach across all local authorities, however local circumstances such as the basis of lockdown, assumptions on social distancing requirements remaining in some form and allow Councils to judge and estimate impacts for the rest of the financial year. The eighth return is expected to also include some estimates for the following financial year.
12. The Council has continued to refine the model and update the financial impacts in the modelling however the drivers of the financial pressures facing the Council continue to be additional spend, lost income e.g. car parking, council tax and changes to Council plans that can no longer be delivered e.g. saving plans.

13. An element of the financial pressure remains attributable to the losses forecast for the Collection Fund although this pressure has reduced and more detail of those forecast losses are included in the overview section of the budget monitoring paragraphs.
14. It should be noted that estimates at this stage continue to include uncertainty, and whilst some are known and can be more confidently estimated e.g. lost income, others are assumptions and much depends on timescales as well as the uncertainty on the fullness and timing impact on the economy, for businesses and individuals. Additional uncertainty remains with the high level of positive cases and the impact of moving into the winter months on the virus spread, uncertainty of lockdown measures and uncertainty on the roll-out of vaccines and the impact these will have is not known.
15. The underlying assumptions around income losses within the return have not changed significantly and the actual losses of income for the last quarter are in line with the estimates.
16. The estimated total gross financial impact of COVID-19 for the Council is £130m, which is a decrease of £10m on the estimate provided to Government in September, mainly due to the changes in the Collection Fund.
17. Table 2 below provides a high-level summary of the fourth submission to Government.

Table 2 – December Submission to MHCLG on impact of COVID-19

	MHCLG DECEMBER 2020						MHCLG SEPT 2020
	2019/20 FY TOTAL	2020/21				TOTAL IMPACT	TOTAL IMPACT
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	FY TOTAL	
	£m	£m	£m	£m	£m	£m	£m
<b>Additional Spend</b>							
Adult Social Care	0.000	4.098	3.485	2.704	2.726	13.014	13.933
Children's Social Care	0.000	0.060	0.076	0.126	0.395	0.657	1.354
Education / Home to School Transport	0.000	0.000	0.164	0.491	0.081	0.736	1.080
Housing/Cultural/Environmental	0.101	1.115	1.330	1.051	1.051	4.546	6.489
Other (e.g. contracted relief)	0.065	1.436	0.658	0.313	0.255	2.662	2.727
Saving Plans	0.000	1.960	1.950	1.940	1.940	7.790	7.837
Test & Trace/Infection Control	0.000	2.360	3.933	6.228	0.915	13.435	13.279
<b>Estimated Spend</b>	<b>0.166</b>	<b>11.028</b>	<b>11.596</b>	<b>12.853</b>	<b>7.362</b>	<b>42.840</b>	<b>46.756</b>
<b>Income Lost</b>							
Council Tax / Business Rates	0.000	26.469	14.760	14.760	14.760	70.750	78.086
Highways & Transport (inc car parking)	0.081	2.092	1.171	0.733	1.899	5.895	5.204
Cultural & Related (inc Lesiure)	0.095	1.383	1.224	1.536	1.958	6.101	5.436
Planning	0.000	0.297	-0.101	0.012	0.354	0.563	0.798
Other Sales, Fees and Charges	0.000	1.172	1.041	-0.627	0.088	1.674	1.859
Commercial	0.000	0.110	0.071	0.024	-0.093	0.113	0.279
Other (bad debt, returns)	0.000	0.075	0.075	0.174	1.176	1.500	1.500
<b>Estimated Lost Income</b>	<b>0.176</b>	<b>31.599</b>	<b>18.241</b>	<b>16.612</b>	<b>20.143</b>	<b>86.595</b>	<b>93.162</b>
<b>Total Financial Impact</b>	<b>0.342</b>	<b>42.627</b>	<b>29.837</b>	<b>29.465</b>	<b>27.505</b>	<b>129.435</b>	<b>139.918</b>

18. With £123m of grants from Government, an estimated £8.2m contribution from the CCG relating to hospital discharges Table 3 shows that the estimated impact in Council finances, related to COVID-19, is estimated to be fully covered by the current funding.



19. This is before the £6m estimated receipt of funding expected through the income loss scheme. This leaves a surplus in funding in this financial year further and is reported later in the report in terms of the Councils overall financial position.

Table 3 – Net Financial Impact of COVID-19

<b>NET FINANCIAL IMPACT</b>	<b>£m</b>
<b>Total Financial Impact</b>	<b>129.777</b>
<b>COVID Grants &amp; income receiveable</b>	
<b>Passported</b>	
<b>Rough Sleepers</b>	-0.015
<b>Bus Subsidy</b>	-0.161
<b>Infection Control</b>	-11.692
<b>Hardship Grant</b>	-3.222
<b>Additional Dedicated Home to School and College Transport Funding</b>	-0.670
<b>COVID Winter Grant</b>	-0.544
<b>Self Isolation Pay</b>	-0.314
<b>Shielding Grant</b>	-0.262
<b>Contain Outbreak Management Fund</b>	-4.490
<b>Compliance &amp; Enforcement</b>	-0.202
<b>Business Rates S31 Grant</b>	-67.000
<b>Wiltshire Council</b>	
<b>Covid 19 Grant</b>	-31.942
<b>Test &amp; Trace</b>	-1.587
<b>Business Grants Support Grant</b>	-0.225
<b>Emergency Food Grant</b>	-0.411
<b>COVID Mental Health Grant</b>	-0.085
<b>CCG</b>	-8.211
<b>Grants &amp; income</b>	<b>-131.031</b>
<b>NET FINANCIAL IMPACT</b>	<b>-1.254</b>

20. The return to Government continues to show the in-year position including the Collection Fund deficit but does not recognise the existing risks in future years of areas such as latent demand and risk of reduced local tax collection. These issues are addressed in the below sections.

### **REVENUE BUDGET MONITORING 2020/21 – QUARTER 3**

21. The Council approved a net budget for 2020/21 of £344.023m at its meeting on 25 February 2020. The following paragraphs focus on forecast outturn variances against the approved budget based on information as at 31 December 2020. Although a significant way through the year the variances remain subject to a level of uncertainty as described in the returns on the estimated financial impact to Government.
22. The forecasts include the reported financial impact of COVID-19 as per the return to Government adjusted for any proposed mitigations, and then include other

variances from within the Council to provide an overall position for the Council. Importantly the forecasts include an update on the impact on the Collection Fund and a request to formally set monies aside to manage this impact across future years.

## Revenue Budget

23. The following elements of this report reflect the management responsibility in line with the interim management hierarchy. The breakdown of the projected year end position is set out in table 4 below.

Table 4 – Quarter 3 2020/21 Summary Position

Summary Position	2020/21 Budget £ m	Profiled Budget to date £ m	Actual to date £ m	Projected Position for Year (before mitigation) £ m	Variance due to Covid-19 £ m	Variances Other £ m	Overall Projected Variance £ m
Corporate Director - People	220.327	129.008	74.736	218.295	4.203	(6.235)	(2.032)
Corporate Director - Resources	34.539	32.384	26.574	34.328	1.580	(1.791)	(0.211)
Corporate Director - Place & Environment	86.192	60.390	57.721	98.764	14.544	(1.972)	12.572
Chief Executive Directorates	13.552	10.297	10.593	13.574	1.778	(1.756)	0.022
Corporate	(10.588)	(17.200)	(54.383)	15.238	21.176	4.651	25.827
<b>General Fund Total</b>	<b>344.022</b>	<b>214.879</b>	<b>115.241</b>	<b>380.199</b>	<b>43.281</b>	<b>(7.103)</b>	<b>36.178</b>
COVID-19 Emergency Grant Funding	0.000	0.000	(49.230)	(30.884)	(32.078)	0.000	(32.078)
Income Losses Scheme					(6.000)	0.000	(6.000)
<b>General Fund Total</b>	<b>344.022</b>	<b>214.879</b>	<b>66.011</b>	<b>349.315</b>	<b>5.203</b>	<b>(7.103)</b>	<b>(1.900)</b>
Collection Fund					0.000	1.900	1.900
<b>Total General Fund impact on 2020/21</b>	<b>344.022</b>	<b>214.879</b>	<b>66.011</b>	<b>349.315</b>	<b>5.203</b>	<b>(5.203)</b>	<b>0.000</b>

## Overview of Quarter 3 Monitoring

24. Overall the Quarter 3 report identifies a potential net year end forecast balanced position following the transfer of underlying underspend of £17.736m to earmarked reserves to help manage pressures in the following financial year and beyond, most of which is directly attributable to the impact of COVID-19. The financial position includes the balance of the £32m of emergency government funding and the expected funding on the income loss scheme, for which we have estimated a figure of £6m to be received and an update to the variance forecast on Council Tax and Business Rates (the Collection Fund), with the deficit although arisen in this financial year is recognised in the following financial years.

25. A net deficit of £8.613m has previously been reported on the Collection Fund which ensured provision was made for this pressure fully in this financial year. This approach has been prudent and allowed for the funding of this deficit from resources within the current year.

26. The assessment of the final Collection Fund losses for the year has now been made and includes losses to the Council Tax base, additional reliefs for both Council Tax and Business Rates and losses through non-payment and recoverability and sees an improvement from the original forecast to a total of £3.750m, an improvement of £4.863m. Government is mandating these losses be spread over the following three years. The assumption included within this report continues to be that the pressure is met from within the current financial year so that this pressure is not a burden in future financial years.
27. Based on the latest figures the council tax collection rate has risen slightly between November and December and is now matching the collection rate for the same time last year. However, this figure remains 0.6% down in comparison with more typical years. The overall collectable council tax income amount has also fallen by almost £3m against the total expected income which is due to a rise in Council Tax Reduction (CTR) claims and the awards of discounts and exemptions. The expectation is that losses will increase further for the remainder of the year.
28. Following the deferral of 5,600 Council Tax instalment plans at the beginning of the financial year and with the re-start of active debt collection (some 13,000 reminders were sent) there has been an increase in requests to further make amendments to these plans to pay. This is alongside a significant increase in numbers of households that are now eligible for Council Tax Reduction, from an original estimate of 18,300 at this point of the year to actual numbers of 28,600.
29. These issues result in significantly less Council Tax income and will not only impact on the council's cashflow but will also reduce the base on which Council Tax is calculated for future years if these numbers stay higher than originally expected.
30. Government has announced a losses compensation scheme for the Collection Fund to cover 75% of the deficit similar to that seen for the general income loss scheme. It remains unclear however how long these impacts will continue and how quickly the economy will bounce back so that income from local taxation returns to pre-COVID-19 levels. It is also not clear whether any compensation schemes may continue if the impacts continue longer than this financial year.
31. As part of other mitigations additional spending controls have been implemented. The largest financial impact currently included within the forecast is associated with the external recruitment freeze, details of which are provided in the individual service details.
32. Details of significant variances within service areas are included below. Directors and Heads of Service continue to identify compensating actions in order to offset the current forecast year end position.

## CORPORATE DIRECTOR - PEOPLE

Table 5

Summary Position	2020/21 Budget	Profiled Budget to date	Actual to date	Projected Position for Year (before mitigation)	Variance due to Covid-19	Variances Other	Overall Projected Variance
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Family & Childrens	52.619	36.273	38.715	52.257	0.782	(1.144)	(0.362)
Education & Skills	17.198	(21.248)	(63.752)	16.437	0.311	(1.072)	(0.761)
Learning Disabilities & Mental Health	73.983	56.177	57.517	70.290	0.600	(4.293)	(3.693)
Access & Reablement	48.034	35.973	31.411	51.031	2.343	0.654	2.997
Commissioning - Adults	23.312	17.787	7.972	23.485	0.167	0.006	0.173
Commissioning - Childrens	5.181	4.046	2.873	4.795	0.000	(0.386)	(0.386)
<b>General Fund Total</b>	<b>220.327</b>	<b>129.008</b>	<b>74.736</b>	<b>218.295</b>	<b>4.203</b>	<b>(6.235)</b>	<b>(2.032)</b>

### Children & Young People with Social Care Needs: Budget £52.619m – £0.362m underspend

33. This is a demand driven area. The Looked After Children (LAC) external placement budget is forecasting additional budget pressure due to several factors including increased reliance on external legal fees in care proceedings and numbers of children in our care and those with special educational needs and disability. A number of savings to fund schemes were delayed due to the response to COVID-19 taking priority, there are however mitigations in place to reduce these such as the avoidance of agency social worker costs in an attempt to reduce cost.

34. We anticipate the number of new entrants into care increasing throughout the year as a consequence of the pandemic. Demand modelling undertaken jointly with Police and CCG shows a significant increase in safeguarding work as a result of latent and new demand following COVID-19 related pressure including extended periods of relative isolation for children and families throughout 'lockdown'. Forecasts suggest children in care numbers may exceed 500 by March 2021, this is an increase of approximately 10%. The forecast includes the impact of the higher level of scenario costing - an assessment of latent demand on services and ongoing, full year impact of this will create pressure in future financial years. Wiltshire's increase is in line with the national increase in social care activity and expenditure.

35. Good progress is now being made with the Fostering Excellence project which has continued throughout the COVID-19 period. We anticipate reaching the Fostering Excellence end of year target with net growth in excess of 20 foster carers.

### Education & Skills (School Effectiveness, SEN & Inclusion): Budget £17.198m – £0.791m underspend

36. The impact of the pandemic on schools not functioning as they would normally extends to the amount of service being purchased from the local authority. The current estimate of reduced income is £0.195m. This has been more than

mitigated by work with schools being delayed due to school closure as a result of the pandemic, holding staff vacancies and delaying expenditure to offset costs.

37. A number of savings to find schemes were delayed due to the response to COVID-19 taking priority, there are however mitigations in place to more than replace these.

All 5-16-year-old school children with an education care and health plan (EHCP) are entitled to free school transport. The budget was increased significantly in 2020-21 to keep pace with demand however that rate of increased demand has not come to fruition – this could be due to COVID or, a more general flattening of the rising trend in this area, the forecast underspend on SEN transport is £0.471m.

**Learning Disabilities and Mental Health: Budget £73.983m – (£3.693m) underspend**

38. Overall Learning Disabilities and Mental Health budgets are projecting a variance of £3.693m underspend. Without COVID-19 pressures there would be an underspend of £4.293m.

39. The overspends (£0.600m) in the Learning Disabilities and Mental Health budgets are entirely due to the impact that COVID-19 has had on the ability of the service to deliver its savings for the year.

40. Collectively across adult social care, direct care budgets are contributing a £1.658m underspend. The Learning Disabilities and Mental Health directorate share of that is a £0.830m underspend. Underspends on Domiciliary Care (£0.372m) Nursing Care (£1.115m), Residential Care (£1.455m) and Shared Lives (£0.467mm) are partly offset by an overspend on Supported Living of £2.445m. Some of this is representative of a shift from Care Homes support to Supported Living support, and budgets will be adjusted in future months to reflect this.

**Access and Reablement: Budget £48.034m – £2.997m overspend**

41. Access and Reablement budgets are projecting a variance of £2.997m overspend. Without COVID-19 pressures there would be an overspend of £0.650m, although the picture is very much complicated by current funding arrangements for hospital discharges.

42. Since March, hospital discharges have been funded through the NHS. With effect from 1<sup>st</sup> September people discharged from hospital will have their costs covered in this way, and then, after a period of 6 weeks, transfer to their normal funding arrangements. However, there is a significant backlog of demand and it is unclear to what extent these funding arrangements fall on the Council. The forecasts assume 50% of the costs of supporting the current cohort will fall on the Council (£0.753m) however there are a number of unknowns and the figure is subject to considerable uncertainty. This figure has reduced from last month's figure of £0.795m and is reducing each month as costs become absorbed within the overall budget forecast.

43. The overspends in the 18+ service area are due to current additional staffing requirements in the Reablement service to help with the Council's COVID-19 response which amount to £0.368m. In addition, there were the costs of supporting the market with COVID extraordinary costs, which, subject to final scrutiny of some outstanding claims, totalled £2.712m. Finally, we have seen COVID-19 impact on the ability of Adult Social Care to deliver its savings for the year.
44. For the latter, the shortfall amounts to £1.200m for Access and Reablement, the most significant of which is Reablement. As the service has moved into a recovery phase there has been continued improvement in delivery of savings - last month this figure was £2.265m. In addition, a new process set up in Commissioning to ensure greater vigour in awarding domiciliary care packages to preferred ("Tier 1") providers has given £0.397 of offsetting savings in Access & Reablement budgets.
45. Collectively across adult social care, direct care budgets are contributing a £1.658m underspend. The Access and Reablement directorate share of that is a £1.103m overspend. This is made up of an overspend on Domiciliary Care of £6.208m, which is offset by large underspends on Nursing Care of £2.061m, Direct Payments of £1.534m and Residential Care of £1.356m, largely make up the overall £1.103m.
46. The Domiciliary care budget overspend will in part be due to there being a significant savings target build into the budget for delivery of savings from Reablement. Whilst the picture on expected savings is starting to improve the main focus in the early months of the year has been on the emergency response to COVID-19, impacting on the delivery of savings.

#### **Adults Commissioning: Budget £23.410m – £0.173m overspend**

47. In the Adults Commissioning budget, the significant variances have been reported on in previous months, and are now stable, with little movement month to month. Note that within Adults Commissioning, undelivered savings due to COVID-19 amount to £0.167m.

#### **Children's Commissioning: Budget £5.181m – (£0.386m) underspend**

48. Children's Commissioning have put mitigation plans in place to delay expenditure and hold vacant posts where safe and practical to do so. In addition, contracts have been renegotiated to achieve on going savings. The forecast as a result is an underspend of £0.386m.

## CORPORATE DIRECTOR – RESOURCES

Table 6

Summary Position	2020/21 Budget	Profiled Budget to date	Actual to date	Projected Position for Year (before mitigation)	Variance due to Covid-19	Variances Other	Overall Projected Variance
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Finance & Procurement	6.563	9.093	3.342	6.963	0.150	0.250	0.400
Programme Office & Systems Thinking	1.190	1.183	0.987	1.418	0.300	(0.072)	0.228
Housing & Commercial Development	16.000	13.340	12.091	15.128	0.644	(1.516)	(0.872)
Digital & Information	10.786	8.768	10.154	10.819	0.486	(0.453)	0.033
<b>General Fund Total</b>	<b>34.539</b>	<b>32.384</b>	<b>26.574</b>	<b>34.328</b>	<b>1.580</b>	<b>(1.791)</b>	<b>(0.211)</b>

### Finance & Procurement: Budget £6.563m – Variance £0.400m overspend

49. The forecast overspend is made up of an estimated decrease in Housing Benefit overpayment income of £1.3m offset by an underspend due to the number of vacancies being held and not currently recruited to.

### Programme Office & Systems Thinking: Budget £1.190m – £0.228m overspend

50. Following the decision to defer £100m of capital programmes, these corporate services are unable to recharge staff to internal programmes of work and alternative funding streams as originally anticipated when setting the budget. In addition, internal restructures have been paused due to COVID-19 and therefore savings have not been made as anticipated, the cost impact of COVID-19 is currently estimated at £0.300m.

### Housing Services and Commercial Development: Budget £16.000m – (£0.872m) underspend

51. Housing Services are projecting an underspend of £0.422m, this is due to a one off saving in relation to how the Council delivers Handyperson and HIA service while it is mobilised in 2020/2021 and by maximising the use of Grant Income to deliver services. There have also been less spend on maintenance due to spend control measures and COVID restrictions.

52. Strategic Asset & Facilities Management is projecting an overspend of £0.644m as a result of COVID-19 and other budget pressures however this has been mitigated by savings, spend control measures and one off income totalling £1.095m, to create a net underspend of £0.451m.

53. The service is forecasting additional costs of £0.187m for cleaning and materials to for additional COVID-Secure measures to reopen buildings and return to work.

54. Savings targets are forecast not to be achieved from Additional Income from occupation of Council Buildings £0.250m, Libraries Review £0.157 and operational costs for Highways Depots £0.050m.

55. The previously forecast COVID-related loss of income of £0.113m on the commercial estate, has been revised to online due to performance to date which has not shown an impact.

56. These pressures are being mitigated by one off income for minerals extraction and savings associated with spend controls totalling £0.465m. Utilities savings are forecast to increase to £0.630m from buildings being closed.

57. Latent demand for the maintenance of Council buildings will be an issue, to this effect it is proposed to support the anticipated delayed expenditure in future years the balance will be requested to be transferred into an earmarked reserve to manage latent demand.

### Digital and Information: Budget £10.786m – Variance £0.033m overspend

58. Digital and Information Services are forecasting an overspend of £0.486m due to the impact of COVID-19. This is largely due to £0.290m of undeliverable savings and £0.175m of increased pressures as a direct result of enabling and maintaining home working.

59. These pressures are being mitigated by savings and efficiencies within the service, including charging staff to capital programmes where appropriate totalling £0.453m

60. In addition, £0.106m of IT costs are being recorded against the COVID codes for initial response costs.

## CORPORATE DIRECTOR – PLACE & ENVIRONMENT

Table 7

Summary Position	2020/21 Budget £ m	Profiled Budget to date £ m	Actual to date £ m	Projected Position for Year (before mitigation) £ m	Variance due to Covid-19 £ m	Variances Other £ m	Overall Projected Variance £ m
Economic Development & Planning	3.511	2.760	1.424	3.628	0.773	(0.656)	0.117
Communities & Neighbourhood	34.144	25.516	26.820	40.044	7.754	(1.854)	5.900
Highways & Environment	48.537	32.114	29.477	55.092	6.017	0.538	6.555
<b>General Fund Total</b>	<b>86.192</b>	<b>60.390</b>	<b>57.721</b>	<b>98.764</b>	<b>14.544</b>	<b>(1.972)</b>	<b>12.572</b>

### Economic Development & Planning: Budget £3.511m - £0.117m overspend

61. Economic Development & Planning is forecasting a £0.117m overspend. The variance is predominantly due to forecast underachievement on income in the Enterprise Centres, Development Management, Building Control and Local Land Charges from the impact of COVID-19.



62. The total Income Budget across these areas total £7.314m and the forecast loss is £0.773 million, so this equates to an average loss of income of 11% for the year. The Income loss is being offset by spend control mitigations, including holding vacancies that total £0.656m.
63. The Enterprise Centres offered businesses a two month rental holiday in April and May and a one month rent deferral in June in response to COVID-19.
64. Development Management, Building Control and Local Land Charges are more difficult to forecast, the services saw an improvement before the third lockdown period. Collectively there was a 7% loss of income for the period April to December compared to pro-rated budget. The service is forecasting a full year loss of £0.660m which would be a 10% loss overall.

**Communities and Neighbourhood: Budget £34.144m – Variance £5.900m overspend**

65. Overall, the position has deteriorated by £0.503m from the position reported in period 8, this is largely due to revised Income forecasts on Leisure as a result of the third lockdown and the closure of the Leisure centres.
66. Libraries Heritage and Arts are forecasting a £0.391m overspend. This overspend is predominantly from loss of income from Libraries and City Hall. The forecast assumes that City Hall will remain closed this financial year and that Libraries will follow the mobilisation plan presented to Cabinet. This forecast is after accounting for Furlough grant. Savings targets in relation to review of Libraries £0.157m are forecast not to be delivered due COVID-19 causing a delay to planning and consultation.
67. Leisure Services are forecasting a £5.806 million overspend. Council run Leisure centres are forecasting a £4.677 million overspend, this is predominantly from loss of income from the Leisure centres being closed during lockdown periods and from reduced capacity due to social distancing restrictions.
68. The forecast loss of income for the financial year has been increased to £6.700m due to the third lockdown. This forecast assumes Leisure centres remain closed to the 16<sup>th</sup> February and then reopen and achieve 40% of income budgets due to following social distancing measures and loss of memberships.
69. In addition, £0.420m has been included in the forecast for the loss of earnings implications for Places Leisure as a result of Clarendon Leisure Centre closure.
70. The forecast assumes non-delivery of savings targets totalling £0.540m as a result of delay due to COVID-19.
71. This forecast is after accounting for estimated Furlough grant of £1.511m, savings from service not operating and includes estimated costs for additional measures around cleaning and hygiene supplies required to reopen. The forecast Government grant for Loss of Income is being shown centrally and is not included in the service forecast.

72. Transport are forecasting £0.159m underspend, the position improved in P8 due to confirmation of government grant for School Transport continuing to the end of the financial year.
73. The service is forecasting loss of income totalling £0.133 million as a result of COVID-19.
74. These pressures are being offset in part by efficiency's and spend control measures totalling £0.292m.
75. Countryside, Rights of Way and Streetscene are forecasting an underspend of £0.241m, this is as a result of less activity and contract negotiation on the Idverde grounds maintenance and street cleaning contract.
76. Public Protection are forecasting a £0.218m pressure. This is predominantly from loss of income from traded services as a result of COVID-19, forecasts have been revised based on activity level.

#### **Highways and Environment: Budget £48.537m - £6.555m overspend**

77. Highways are reporting £0.101m overspend, this position has deteriorated due to pressures on the winter budget from flooding and ice which has meant the service has been operating 24 hours. The forecast going forward is based on average cost for that month, so this forecast is subject to variation. The forecast loss of Income and pressures as a result of COVID-19 totals £0.323m this is being offset by spend control mitigations, savings in fuel and holding vacancies.
78. Car Parking is forecasting a £5.385m overspend. This position is the forecast loss of income after netting off spend control mitigations due to the impact of COVID-19.
79. On the 25 March 2020 the Government gave critical key workers the use of all council parking without time restriction or charge. On the 27th March 2020 Wiltshire Council went further, suspending all parking charges for parking including residential areas. All valid parking permits and season tickets were frozen at that time.
80. Charges were reintroduced from the 1<sup>st</sup> June 2020. However due to lockdown and the easing of social distancing it is forecast that income will continue to be affected. There was a 60% loss of income for the period April to December, totalling £3.790m, the projection assumes that overall Income loss for the full year will be £5.480m, 65% of the Income budget.
81. Waste is forecasting a £1.098m overspend, £0.214m of this this is predominantly due to a forecast underachievement of income as a result of COVID-19 the remainder £0.884m is made up of several non COVID-19 related variances as discussed below.

82. The Council receives a share of the income from the sale of recyclable materials managed under the waste contracts. Though often volatile, UK and worldwide markets for key materials such as paper and cardboard have been in decline for several months. The continued reduction in material prices has prompted a significant re-assessment of the level of income forecast for 2020/2021 and this is now forecast to be £0.591m underachieved. Although the overall tonnage of recyclables at the kerbside has increased during the lockdown period, the low materials value has had a detrimental effect on the forecast income. The closure of two HRCs due to COVID-19 has also reduced the overall tonnage recyclable materials managed and sold on for reprocessing under the Lot 1 contract, this is the element that can be attributed directly to COVID-19 and account for £0.130m of the variance.

83. A forecast underachievement of £0.215m for the loss of income through the HRC sites, sites were closed in April and May, £0.084m is forecast to be directly attributable to the closures in response to COVID-19.

84. The Waste contract financial models for Waste Collection, the Management of Recycling and Transfer and Household Recycling Centres are still to be finalised and prior year interim solution accounts reconciled. There is therefore a risk that forecasts could change because of these updates. The Budget is based on the Councils contractual and anticipated update position. A variance of £0.445m has been forecast on Lot 5 Waste Collections, this reflects the Councils assessment of contract model update and the number of Vehicles required to run the service. Round optimisation work on residual and garden waste rounds were due to be undertaken by the contractor and implemented in October 2020.

85. Waste contractors are having to manage the impacts of COVID-19 which has seen increased tonnages and operational issues as staff have been shielding or self-isolating, indicative figures suggest this could be circa £2.890m. HRCs have had to implement new measures to re-open which has meant increased costs for traffic management and new processes forecast at £0.068m. These costs are reported in the COVID-19 section of budget monitoring.

## CHIEF EXECUTIVE DIRECTORATES

Table 8

Summary Position	2020/21 Budget	Profiled Budget to date	Actual to date	Projected Position for Year (before mitigation)	Variance due to Covid-19	Variences Other	Overall Projected Variance
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Legal & Governance	5.442	4.259	4.852	5.647	0.609	(0.404)	0.205
Human Resources & Org Development	3.220	2.644	2.763	2.731	0.165	(0.654)	(0.489)
Public Health	0.421	0.005	(0.892)	0.817	1.004	(0.608)	0.396
Directors & Members	4.469	3.389	3.870	4.379	0.000	(0.090)	(0.090)
<b>General Fund Total</b>	<b>13.552</b>	<b>10.297</b>	<b>10.593</b>	<b>13.574</b>	<b>1.778</b>	<b>(1.756)</b>	<b>0.022</b>

### Legal, Electoral and Registration: Budget £5.442m – £0.205m overspend

86. Legal, Electoral and Registration are forecasting an overspend of £0.205m. Forecast loss of trading income and undeliverable savings due to the impact of COVID-19 are forecast at £0.609m.

87. These pressures are being mitigated by savings in salaries and supplies and services as a result of the recruitment freeze and spend control measures and by maximising non COVID grant income.

### Human Resources & Organisational Development Services: Budget £3.220m – (£0.489m) underspend

88. The impact of the pandemic has resulted in a reduction in the services being delivered to external organisations and therefore a reduction in trading income is forecast. The current estimate of reduced income is £0.165m however, this is more than mitigated by holding vacancies.

### Public Health: Budget £0.411m – £0.396m overspend

89. There is no change to the forecasts for Public Health from the last reporting period. There are favourable variances amounting to £0.346m in the staffing budgets for Public Health management due to several vacancies being carried here.

90. There is an adverse variance of £1m which reflects that the savings target built into the budget for this year is unlikely to be met because of focusing resources on responding to the COVID-19 pandemic.

## CORPORATE EXPENDITURE

Table 9

Summary Position	2020/21 Budget £ m	Profiled Budget to date £ m	Actual to date £ m	Projected Position for Year (before mitigation) £ m	Variance due to Covid-19 £ m	Variances Other £ m	Overall Projected Variance £ m
Movement on Reserves	(0.674)	(0.674)	0.000	17.736	11.546	6.864	18.410
Capital Financing	24.826	6.774	8.245	22.772	(2.054)	0.000	(2.054)
Restructure & Contingency	0.664	1.698	0.260	1.536	2.004	(1.132)	0.872
General Government Grants	(41.029)	(30.772)	(78.867)	(42.110)	0.000	(1.081)	(1.081)
Corporate Levies	5.625	5.774	7.426	6.725	1.000	0.100	1.100
Covid	0.000	0.000	8.553	8.579	8.580	0.000	8.580
<b>General Fund Total</b>	<b>(10.588)</b>	<b>(17.200)</b>	<b>(54.383)</b>	<b>15.238</b>	<b>21.076</b>	<b>4.751</b>	<b>25.827</b>

### Movement on Reserves: Budget (£0.674m) – £18.410m overspend

91. Although the headline for this budget area is an overspend this reflects that we are underspent across service areas and the corporate costs, and after taking into

account the emergency COVID-19 funding and estimated loss of income compensation we are able to contribute £17.736m to reserves, which results in the overall variance against the budget. The ability to contribute more to reserves is due to the change in the financial forecast position for the financial year 2020/21 recognises not only that the position has seen a significant turnaround but also that specific and general risks exist in future years such as latent demand, funding uncertainties. To set additional money aside is sensible and gives additional capacity to mitigate risks and to help to manage any financial impacts of these risks should they occur.

92. The forecast outturn position for Movement on Reserves has changed since the period 8 report was presented. At period 8 there was an overall forecast underspend of £2.892m which is now requested to be transferred to a new Latent Demand reserve to help mitigate the financial impact of latent demand in future years that is not able to be managed within the budget. The overall additional net change in services forecast position from period 8 is £2.066m and detailed in the above service narratives. This is also requested to be transferred to the Latent Demand Reserve. This would result in an overall earmarked reserve of £4.958m to offset increased costs due to demand should those costs emerge.

93. Additional to the movement in forecasts within service the financial forecasts have been formally updated for the collection fund. The explanation for the change in forecast is set out in Collection Fund paragraphs below. It is requested that the movement as a result of the changes in the collection fund forecasts are set aside in a Collection Fund Volatility to manage the calculated deficit that requires funding over the following 3 years (2021/22-2023/24). Any balance remaining will help support future years pressures on the council's elements of the collection fund.

94. Any further movement in the financial position will be considered at the end of the financial year and a recommendation made to allocate this as part of the outturn report.

#### **Capital Financing: Budget £23.148m – (£2.054m) underspend**

95. The forecast variance for Capital Financing has not changed since last reported and remains as a result of the reduction of £2.704m in the Minimum Revenue Provision required to be charged in this financial year as a result of the changes to the capital programme in last year which is off-set by a loss in interest income forecast at £0.650m due to the COVID-19 impact on the financial markets and the lowering of interest rates.

#### **Restructure & Contingency: Budget £0.956m – £0.872m overspend**

96. The forecast variance for Restructure and Contingency has not changed since last reported and remains as a result of the current assessment of risk of undeliverability of some cross-cutting savings from both 2019/20 and 2020/21 such as the Procurement / Contractual and Digital savings.

### **General Government Grants: Budget (£41.029m) – (£1.081m) underspend**

97. The forecast variance for General Government Grants has not changed since last reported and remains as a forecast underspend of £1.081m due to the continuation of the Independent Living Fund.

### **Corporate Levies: Budget £5.625m – £1.100m overspend**

98. The forecast variance for General Government Grants has not changed since last reported and remains as an overspend of £1.100m due to the assessment of losses on aged debt becoming irrecoverable due to the COVID-19 impact on the economy and financial impact across the residents and customers of the Council. Debt recovery remains difficult, especially as the country has moved back into lockdown.

### **COVID-19 Direct costs: Budget £0 – £8.580m overspend**

99. The costs reported under the COVID-19 line are costs incurred as a direct result of COVID-19 and where actuals or forecasts can be assessed directly as previously reported. They include the costs of PPE, additional cleaning to open Buildings safely, additional IT costs to improve and facilitate working from home, the setting up of a temporary morgue, the direct additional costs of reopening HRC's for example traffic management and new processes, Waste collection contractor costs in relation to increased agency and overtime in managing operations while staff are self-isolating/shielding and increased tonnages, setting up and supplies for the Wiltshire Wellbeing Hub providing emergency food parcels and supplies to the most vulnerable, supporting adult care providers. The forecast of these costs has not changed since the previous reported forecast. The emergency COVID-19 grant funding is shown separately as this funding will support the direct costs pressure explained within this paragraph and the additional pressures forecast in services.

### **Collection Fund**

100. The Collection Fund is the ring-fenced fund which comprises all income and expenditure for both the Council Tax and Business Rates. Early on in this financial year the forecast for this fund was that there would be a significant impact on the income collected due to the financial impact on households and businesses, the exemptions and discounts that are applied to the accounts and also the ability for households and businesses to pay.

101. This pressure has been presented within budget monitoring, as recognition that there would be a significant impact on the ability to raise and receive taxes through Council Tax and Business Rates, was a gross pressure of £22.613m with grant income from government of £14m, resulting in a net pressure of £8.613m.

102. The forecast for the deficit attributable to this financial year has now been calculated and the overall net financial impact of the losses that relate to 2020/21 are estimated to be £3.750m, which is a reduction of £4.863m. The deficit is required to be funded over the following 3 years (2021/22-2023/24) and therefore do not show as costs within this financial year and a movement in forecast of £8.613m is recognised.

103. With uncertainty remaining on the continued impact on the economy, on households and businesses, and uncertainty on the time it will take for economic recovery and with the need to fund the estimated deficit of £3.750m, it is requested that the £8.613m be set aside in a Collection Fund Volatility reserve to mitigate impacts of changes in this core funding source in the future years.

**Dedicated Schools Grant – Total Grant £375.431m - £9.123m net overspend**

104. The forecast variance for dedicated schools grant (DSG) is a £9.123m overspend. This is driven by demand from parents and schools for support for vulnerable children with SEN & disability, reflected in increased numbers of education health and care plans (EHCP) which, have risen by 10.73% in the last calendar year

105. The overspend is aligned with the national picture for many other local authorities and the Government’s acknowledgement of this is the national level additional funding for the 2020/21 high needs block of £780m. The 2021-22 allocations have been published during the summer which includes a further £5.5m increase for Wiltshire. This will come somehow to alleviating the pressure for future years it will not however, assist with current or previous years overspends. Lobbying continues to request support and additional funding at national level.

106. The DSG is ringfenced and is separate to local authority budget. Any underspend or overspend is also ringfenced. At the end of the financial year, the DSG reserve balance will have a deficit of £19.933m following a positive prior year early years adjustment. The local authority has a 10-year recovery plan centred around inclusion which is being implemented in partnership with schools however the deficit lies with Wiltshire Council whilst the recovery plan is delivered. Additional funding is key to meeting the needs of Wiltshire pupils.

**DSG Reserve (held in the council’s balance sheet)**

Balance brought forward from 2019-20	£11.350m
Early Years previous year adjustment	(£0.539m)
Forecast Variance (all blocks) for 2020-21	£9.123m
Forecast DSG Deficit carried forward 2020-21	£19.933m

107. School Leaders have raised the profile of the funding challenges with Wiltshire’s MPs who have been supportive and raised with central government.

108. Officers are taking part in national and south west comparator research which when available, will show the extent of the national issue. Best practice and savings approaches are being shared with peers.
109. Wiltshire is taking steps to address the demand for specialist placements; significant Council investment in the System of Excellence and new Special School places in the north of the county, the 150 place free special school in the south, expansion of specialist places within our schools and the flexible use of capital receipts by the council to fund a series of projects to facilitate change both internally and to influence partners. These and the savings planned from them do not lead to a balanced position within the 10-year recovery period. Savings are limited by many external factors and include a parent's legal right to state parental preference and recourse to a tribunal. Our local authority position is that we simply cannot sustain the DSG deficit.
110. The DfE guidance has been updated and published which includes a DSG Management Plan which Officers are in the process of completing and will share once Schools Forum have signed it off when they set the 21-22 budget. As the situation stands both locally and for most other local authorities, the pupil driven needs simply cannot be met without an appropriate level of funding. In addition, fifty percent (36%) of the high needs block funding formula is largely based on historical data from 2014 and in Wiltshire, the significant rise in the numbers of children the funding is supporting since this date is driving much of this overspend. The DfE have confirmed this will be considered as part of the SEN review. In addition, the DfE have confirmed that Wiltshire is ranked 66<sup>th</sup> from 149 local authorities on the list of proportional ranked deficits and therefore our deficit is not sufficient to benefit from the "additional dedicated schools grant funding" being used to support those six with the largest proportionate deficits this financial year.

### **SAVINGS DELIVERY 2020/21**

111. The Council has a savings requirement of £14.682m within its 2020/21 budget which were approved by Council in February 2020. The deliverability of these proposals was being monitored through a newly formed savings delivery board, however the COVID-19 response has seen resource focused away from savings delivery and, quite rightly, on service delivery during the response phase. With recent interim changes to management reporting, and now a greater focus on savings delivery moving into recovery, this will now be reported direct to the Corporate Leadership Team (CLT).
112. The assessment on the deliverability of the savings at the end of Quarter 3 (December 2020) can be seen in Appendix A. These assessments are included in the General Fund figures set out in this report.
113. Of the £14.682m savings proposals £8.127m (55.4%) are assessed as either being delivered (blue) or on track to be delivered (green) or have alternative replacement savings identified (grey), and £2.059m are assessed as amber rated. This means that they are deemed to be deliverable in 2020/21, but with some risks associated with them.



114. £4.496m (30.6%) of savings targets are currently assessed as red. This means they are deemed unlikely to be delivered as planned and to the timescales required i.e. in this financial year. Officers will continue to try and identify compensating savings and corresponding mitigating actions, as well as identifying where the savings will now no longer be able to be delivered at all as originally approved.
115. Some of the savings that were agreed as part of the 2019/20 budget to be delivered in 2019/20 remain undelivered along with an amount from 2018/19 (£0.657m). Of a total of £5.590m that was deemed undelivered at the beginning of the financial year £3.006m has now been delivered or is on track to be delivered and £0.181m of alternative replacement savings have been or are on track to be delivered, which leaves £2.403m (43.0%) remaining undelivered.
116. The delivery of savings remains a focus for the Council and the status of the undelivered savings will be considered as part of the financial recovery and future year financial planning processes to ensure the budget remains robust and deliverable.

#### **CAPITAL RECEIPTS FLEXIBILITIES 2020/21**

117. The government allows Local Authorities to fund transformational activity that is designed to deliver ongoing revenue savings and/or transform service delivery to reduce costs or reduce demand for services in the future. This is known as Capital Receipts flexibilities. It is important that any Local Authority using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded and report the previous years' activity and whether the planned savings and/or service transformation have been or are being delivered as planned.
118. The forecast position for the current financial year, 2020/21 is shown in the table below and includes narrative on each project and the delivery of benefits that is expected.

Table 10

Directorate	Description	Current Approval 2020/21 £m	2020/21 Forecast	Benefits
HR/OD	Organisational Development Transformation	1.000	0.233	The 10% saving will be in part attributed to the change efforts supporting service redesign, changes to ways of working and the effective adoption of new technologies Skills, knowledge and capability to work effectively as the organisation changes and transforms.
Other	Business Intelligence	1.000	0	Improved system around data collection and reporting to enable information to be compared and analysed, thus adding value to services
Children's & Families	Fostering Excellence	0.868	0.868	It is an established priority within Wiltshire Council and the Families and Children's Service that the proportion of children in care living with Wiltshire approved foster carers should rise to 65%+. It is anticipated that the number of approved foster carers will increase, the retention of currently approved carers will improve, and the target will be reached by April 2023.
Children's & Families	Fostering Excellence	0.740	0.158	
Children's & Families	FACT Transformation	0.599	0.191	This is a wide-ranging programme to streamline and improve the way we work by taking a whole-system, holistic approach with corporate partners, staff, children, young people and their families. We will promote multi-agency integration which will make us more efficient in providing our services and more effective at helping families and children achieve positive outcomes. As part of our shared vision and shared Practice Framework, professionals will maximise the time spent with families, providing early support to prevent escalation and ensuring that our children thrive in their own communities.
Children's & Families	Early Help Support Hub	0.200	0	
Children's & Families	Contextual Safeguarding	0.170	0	
Children's & Families	Transport Co-Ordinator	0.070	0	
Children's & Families	Supporting the Parents of under 1s	0.250	0	
Education & Skills	SEN & Inclusion Transformation	1.378	0.321	
ICT	Business Intelligence Hub	0.081	0	
Adults	Adult Transformation Phase 2	0.483	0	To investigate the creation of a Business Intelligence Hub (BIH) to realise the opportunities to better exploit our management and use of data as identified by the CBIR review, commissioned in June 2019. Development of an automated analytics programme. Development of modern and advanced analytical capability and capacity, both skills and technology. Development of a culture of data driven decision making.
Adults	Adult Social Care Transitions	0.056	0	Approval not required at this stage and an assessment of future need is being undertaken
Housing & Commercial Development	Service Devolution & Asset Transfer	0.411	0	To support the transfer of assets successfully to other bodies to realise opportunities for more efficient delivery of public services to residents and reduce cost of deliver of those services
Other	Other Transformational Schemes to be considered	1.351	0	Benefits to be assessed as additional scheme come forward
<b>TOTAL</b>		<b>8.657</b>	<b>1.771</b>	

### **CAPITAL BUDGET MONITORING 2020/21 – QUARTER 3**

119. In February 2020, Council approved a capital programme totalling £261.535m. At its meeting on 9 June 2020 Cabinet approved the deferral of £101.684m of schemes and on 14 July 2020 Cabinet approved the Area Board Grants be brought back into the 2020/21 programme, resulting in an approved programme of £160.733m.

120. Since the beginning of the year there have been a number of other changes to the capital programme for 2020/21, largely due to reprogramming of budget from 2019/20 to 2020/21 and 2020/21 to 2021/22; but also, to reflect additional funding being available.

121. The changes to the capital programme since it was last amended in the Cabinet report presented to Cabinet on 3 November 2020 are summarised in table 11 below, a fuller breakdown of the changes made at a scheme by scheme level is attached as Appendix B. Including all these changes results in an approved programme of £123.377m.

## Breakdown of Budget Amendments from Quarter 2 Budget to Quarter 3 Budget (as at 31 December 2020)

Table 11

Summary of Movements in Capital Programme	£m	Further information
Capital Programme Budget as at Quarter 2 (reported to Cabinet 3 November 2020)	128.843	Appendix B
<b>Amendments to Capital Programme 2020/21 Since Quarter 2:</b>		
Additional Budgets added to Programme	0.250	Appendix B & C
Budgets Reprogrammed from 2020/21 to 2021/22	(5.716)	Appendix B & C
<b>Quarter 3 Budget 2020/21</b>	<b>123.377</b>	

122. The budget additions shown above largely reflect increases in funding being available and brought into the programme under the Chief Financial Officer delegated authority. They comprise of additional grants from Central Government and Section 106 contributions and other contributions used to finance capital spend within the capital programme. Further information on the budget movements at an individual scheme level is shown in Appendix B.

123. A number of budget transfers have been requested since Quarter 2. These transfers between schemes are shown in Appendix B. Highways Structural Maintenance budget totalling £0.644m has been transferred to the Farmers Roundabout and Land Drainage schemes. Additionally, £0.372m of Basic Need budget has been transferred to the Army Rebasing school build projects. Cabinet is asked to approve these other budget transfers as shown in 'Budget Movement between Schemes' column in Appendix B.

### Summary of Capital Position as at 31 December 2020

124. The current budget for the year 2020/21 is £123.377m. The profiled budget to 31 December 2020 is £79.315m. Actual spend on schemes as at 31 December 2020 was £63.563m. A full breakdown of these figures is attached in Appendix B.

### Significant movements in Quarter 3

125. ICT Capital; £1.000m from the Applications programme of works and £1.997m from the Get Well programme has been reprogrammed from 2020/21 to 2021/22 to reflect the movement of projects to begin in 2021/22.

126. £1.970m of budget has been reprogrammed from 2020/21 to 2021/22 on the Wiltshire Online project. This relates to the underspend achieved for the phase 1 contract including the amount due to be released back to BDUK.

## **RESERVES POSITION AND FORECAST**

127. Reserves are an important element of the Council's finances and a sufficient level of balances should be held, to mitigate risks within the budget and operations of the Council.
128. The level of both general fund reserves and earmarked reserves currently held by the Council are low in comparison to other local authorities and this exposes the Council to a reduced ability to manage financial shocks. It is planned to report on the forecast balance of reserves on a quarterly basis, to increase the visibility of reserve balances, and further reports will continue to include forecasts and track changes to those forecasts.
129. As part of the outturn reporting for 2019/20 reserves balances were reported and the balances for General Fund Reserve stood at £15.456m and the balance for Earmarked Reserves excluding Dedicated Schools Grant Reserves was £27.202m.
130. At the beginning of the year there was no plan to contribute to or draw from the General Fund Reserve, except for the final outturn position. The in-year financial forecasts continue to improve with a balanced position now forecast, leaving the forecast for General Fund Reserve at £15.456m. This will provide some additional capacity and resilience within this reserve to support the financial position in the forthcoming year, support the financial risks within the budget and allow lead in time for recovery. Any additional movement to the financial position at year end may impact on General Reserve.
131. Included within the figures reported is an assumed draw on the remaining balance of COVID-19 funding that was received in March 2020. The full balance of £11m will be drawn down to offset the impact of COVID-19 in 2021/22, and would leave earmarked reserves at around £20m.
132. As part of the quarter 2 budget monitoring report £4.165m was set aside in a new earmarked Budget Equalisation reserve. An additional amount of £4.958m for Latent Demand and £8.613m for Collection Fund Volatility is requested to be set aside to manage these specific financial impacts in future years.
133. When setting the budget for 2021/22 an assessment on the level of risk and therefore the level of general fund reserves and earmarked reserves has been made, and supports the approach of setting these balances aside this year for use in the following financial year and future alongside the plan for increasing the general fund reserve over time. The approach for increasing this reserve over time is pragmatically balanced off against the needs of service provision during Wiltshire's recovery.

## **Overview & Scrutiny Engagement**

134. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position.

### **Safeguarding Implications**

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

### **Public Health Implications**

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

### **Procurement Implications**

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

### **Equalities and diversity impact of the proposals**

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

### **Environmental and Climate Change Considerations**

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

### **Risks Assessment**

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

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

### **Financial implications – Section 151 Officer Commentary**

142. Without the emergency funding provided by the Government the Council would be facing a significant overspend in the region of £20m however this would be worse if the Collection Fund deficit arising in year is included.

143. The emergency funding of £32m and the estimated £6m from the Governments income loss scheme gives rise to an underspend of £17.736m. This is a matter of timing, and therefore prudently allows funding to be set aside to manage some of the on-going pressures and risks as a result of COVID-19, such as latent demand and the deficit on the Collection Fund. The overall final position after setting these monies aside 2020/21 is a balanced position.

144. The forecasts have been refined over time as the impacts of the dynamic position on the Councils services are understood. In addition, the announcements by Government on emergency funding and other schemes have undoubtedly recovered the financial position of the authority for 2020/21 alongside the

management action that has been taken compared to that which was forecast in earlier in the year.

145. Uncertainty still exists and the current number of positive cases, national lockdown restrictions being applied across the country and uncertainty in the timing and scale of the roll out of the vaccines adds further concern and uncertainty to the underlying assumptions on which the forecasts are based.
146. Although the combination of emergency funding and the additional schemes from Government has on the whole mitigated the overspend, it is without doubt that the quick action taken to introduce tight controls on spending, a freeze on external recruitment has had a positive impact on the Councils financial position. This, together with the way Council is conducting its current operations and service delivery, has led to an overall underspend on general fund services of £7m.
147. In addition, we have also been able to prudently put aside the funding received from Government in the fourth tranche of emergency funding as well those balances detailed in the preceding sections.
148. This sees the forecast balance on earmarked reserves increase to £32m excluding DSG balances in addition to the £15m balance on the general fund reserve, putting the Council in a stronger financial position to be able to deal with the uncertainty and challenges that 2021/22 and future years will bring.
149. Although the Council's financial position is now balanced, given the uncertainty moving into the new financial year some elements of the spending control measures will still continue until recovery becomes embedded and more certain and to ensure we continue to protect the General Fund Reserve and where possible bolster earmarked reserves for future resilience while balancing off service delivery.
150. Whilst this forecast position continues to present some breathing space in the current financial year, we should be under no illusion at the challenging times that lie ahead. The erosion to the Councils base level of funding for council tax and business rates, as well as the ongoing impact to its income streams combined with the almost inevitable latent demand for services that will come through, will further compound the financial pressures being estimated and faced.
151. We continue to work closely with Government on the Councils financial position, as well as working with colleagues in the sector to put the case forward to Government on further funding, funding reviews and specific support.

## **Legal Implications**

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

## Proposals

153. Cabinet is asked to note:

- a) the Section 151 officer's summary of the impact of COVID-19 on the Council's 2020/21 budget;
- b) the current revenue budget is forecast to be a balanced position by the end of the financial year and forecast level of General Fund reserve;
- c) the current savings delivery performance for the year;
- d) the forecast level of reserves;
- e) the current capital budget movements and spend as at 31st December 2020

154. Cabinet is asked to approve:

- f) the transfer to new Earmarked Reserves of £4.958m to a Latent Demand reserve and £8.613m to a Collection Fund Volatility reserve.

## Reasons for Proposals

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

## Background Papers and Consultation

None

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### Appendices:

Appendix A: Savings Delivery 2020/21  
Appendix B: Capital Budget Monitoring Q3 2020/21  
Appendix C: Capital Budget Movements Q3 2020/21

APPENDIX A - SAVINGS DELIVERY 2020/21 (page 1/3)

2020/21 Savings Delivery							
Service Area		Total Saving (£ m)	Delivered (£m)	Green (£ m)	Amber (£ m)	Red (£ m)	Alternative Savings (£m)
<b>Corporate Director People</b>							
Family & Childrens	Prior Years	-1.333	-0.812	0	0	-0.351	-0.170
	2020/21	-1.357	-0.040	-0.036	-0.874	-0.361	-0.046
	<b>Total</b>	<b>-2.690</b>	<b>-0.852</b>	<b>-0.036</b>	<b>-0.874</b>	<b>-0.712</b>	<b>-0.216</b>
Education & Skills	Prior Years	0	0	0	0	0	0
	2020/21	-0.065	-0.045	0	0	-0.020	0
	<b>Total</b>	<b>-0.065</b>	<b>-0.045</b>	<b>0</b>	<b>0</b>	<b>-0.020</b>	<b>0</b>
Learning Disabilities & Mental Health	Prior Years	-0.527	-0.527	0	0	0	0
	2020/21	-0.991	-0.020	0	-0.100	-0.871	0
	<b>Total</b>	<b>-1.518</b>	<b>-0.547</b>	<b>0.000</b>	<b>0</b>	<b>-0.871</b>	<b>0</b>
Access & Reablement	Prior Years	0	0	0	0	0	0
	2020/21	-6.000	-4.037	-0.167	-0.596	-0.911	-0.289
	<b>Total</b>	<b>-6.000</b>	<b>-4.037</b>	<b>-0.167</b>	<b>-0.596</b>	<b>-0.911</b>	<b>-0.289</b>
Commissioning - Adults	Prior Years	0	0	0	0	0	0
	2020/21	-0.487	-0.020	0	-0.200	-0.167	0
	<b>Total</b>	<b>-0.487</b>	<b>-0.020</b>	<b>0</b>	<b>-0.200</b>	<b>-0.167</b>	<b>0</b>
<b>TOTAL</b>		<b>-10.759</b>	<b>-5.501</b>	<b>-0.303</b>	<b>-1.77</b>	<b>-2.68</b>	<b>-0.505</b>

Service Area		Total Saving (£ m)	Delivered (£m)	Green (£ m)	Amber (£ m)	Red (£ m)	Alternative Savings (£m)
<b>Corporate Director Resources</b>							
Finance	Prior Years	0	0	0	0	0	0
	2020/21	-0.100	-0.100	0	0	0	0
	<b>Total</b>	<b>-0.100</b>	<b>-0.100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing & Commercial Development	Prior Years	0	0	0	0	0	0
	2020/21	-0.754	0.100	-0.604	0	-0.250	0
	<b>Total</b>	<b>-0.754</b>	<b>0.100</b>	<b>-0.604</b>	<b>0</b>	<b>-0.250</b>	<b>0</b>
Digital & Information	Prior Years	0	0	0	0	0	0
	2020/21	-0.647	-0.249	-0.108	0	-0.290	0
	<b>Total</b>	<b>-0.647</b>	<b>-0.249</b>	<b>-0.108</b>	<b>0</b>	<b>-0.290</b>	<b>0</b>
<b>TOTAL</b>		<b>-1.501</b>	<b>-0.249</b>	<b>-0.712</b>	<b>0</b>	<b>-0.540</b>	<b>0</b>



**APPENDIX A - SAVINGS DELIVERY 2020/21 (page 2/3)**

Service Area		Total Saving (£ m)	Delivered (£m)	Green (£ m)	Amber (£ m)	Red (£ m)	Alternative Savings (£m)
<b>Chief Executive Directorates</b>							
Legal & Governance	Prior Years	0	0	0	0	0	0
	2020/21	-0.002	0	0	0	-0.002	0
	<b>Total</b>	<b>-0.002</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-0.002</b>	<b>0</b>
Human Resources & Org Development	Prior Years	0.000	0	0	0	0	0
	2020/21	-0.123	-0.073	-0.050	0	0	0
	<b>Total</b>	<b>-0.123</b>	<b>-0.073</b>	<b>-0.050</b>	<b>0</b>	<b>0</b>	<b>0</b>
Public Health	Prior Years	0	0	0	0	0	0
	2020/21	-1.004	0	0	0	-1.004	0
	<b>Total</b>	<b>-1.004</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1.004</b>	<b>0</b>
Directors & Members	Prior Years	-0.500	0	-0.500	0	0	0
	2020/21	-0.025	-0.025	0	0	0	0
	<b>Total</b>	<b>-0.525</b>	<b>-0.025</b>	<b>-0.500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>-1.654</b>	<b>-0.098</b>	<b>-0.550</b>	<b>0.000</b>	<b>-1.006</b>	<b>0.000</b>

Service Area		Total Saving (£ m)	Delivered (£m)	Green (£ m)	Amber (£ m)	Red (£ m)	Alternative Savings (£m)
<b>Chief Executive Directorates</b>							
Highways & Environment	Prior Years	0	0	0	0	0	0
	2020/21	-0.088	-0.088	0	0	0	0
	<b>Total</b>	<b>-0.088</b>	<b>-0.088</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Communities & Neighbourhood	Prior Years	-0.380	-0.050	-0.048	0	-0.271	-0.011
	2020/21	-0.560	0	0	-0.032	-0.528	0.000
	<b>Total</b>	<b>-0.940</b>	<b>-0.050</b>	<b>-0.048</b>	<b>-0.032</b>	<b>-0.799</b>	<b>-0.011</b>
Economic Development & Planning	Prior Years	0	0	0	0	0	0
	2020/21	-0.025	0	-0.025	0	0	0
	<b>Total</b>	<b>-0.025</b>	<b>0</b>	<b>-0.025</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>-1.053</b>	<b>-0.138</b>	<b>-0.073</b>	<b>-0.032</b>	<b>-0.799</b>	<b>-0.011</b>

**APPENDIX A - SAVINGS DELIVERY 2020/21 (page 3/3)**

Service Area		Total Saving (£ m)	Delivered (£m)	Green (£ m)	Amber (£ m)	Red (£ m)	Alternative Savings (£m)
<b>Corporate / Cross Cutting</b>	Prior Years	-2.850	0	-1.069	0	-1.781	0
	2020/21	-2.455	-0.900	-1.205	-0.257	-0.093	0
	<b>Total</b>	<b>-5.305</b>	<b>-0.900</b>	<b>-2.274</b>	<b>-0.257</b>	<b>-1.874</b>	<b>0</b>

<b>GRAND TOTAL</b>	Prior Years	<b>-5.590</b>	<b>-1.389</b>	<b>-1.617</b>	<b>0</b>	<b>-2.403</b>	<b>-0.181</b>
	2020/21	<b>-14.682</b>	<b>-5.497</b>	<b>-2.295</b>	<b>-2.059</b>	<b>-4.496</b>	<b>-0.335</b>
	<b>Total</b>	<b>-20.272</b>	<b>-6.886</b>	<b>-3.912</b>	<b>-2.059</b>	<b>-6.899</b>	<b>-0.516</b>
	<b>Prior Year %</b>		<b>24.8%</b>	<b>28.9%</b>	<b>0.0%</b>	<b>43.0%</b>	<b>3.2%</b>
	<b>2020/21 %</b>		<b>37.4%</b>	<b>15.6%</b>	<b>14.0%</b>	<b>30.6%</b>	<b>2.3%</b>
	<b>Total %</b>		<b>34.0%</b>	<b>19.3%</b>	<b>10.2%</b>	<b>34.0%</b>	<b>2.5%</b>

## APPENDIX B – CAPITAL BUDGET MOVEMENTS AND SPEND Q3 2020/21 (page 1)

Capital Programme Budget Movements and Spend to 31 December 2020									
Scheme Name	2020/2021 Budget Breakdown								
	Quarter 2 Budget 2020/2021	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix C)	Budgets reprogrammed from 2020/2021 into 2021/2022 (Section 2 Appendix C)	Current Budget Quarter 3 2020/2021	Profiled Current Budget to 30 December 2020	Spend to 30 December 2020	Variance to Profiled Budget	Current Budget Remaining Quarter 3 2020/2021
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Economic Development &amp; Planning</b>									
A350 West Ashton/Yambook Junction Improvements	0.117				0.117	0.117	0.118	(0.001)	(0.001)
Chippenham Station HUB	6.662				6.662	4.820	4.978	(0.158)	1.684
Corsham Mansion House	0.072				0.072	0.054	0.019	0.035	0.053
Other Economic Development Schemes	0.000				0.000	0.000	0.000	0.000	0.000
Porton Science Park	0.400				0.400	0.270	0.205	0.065	0.195
Salisbury LGF Schemes	0.026				0.026	0.013	0.406	(0.393)	(0.380)
Wiltshire Ultrafast Broadband	1.747			(0.169)	1.578	0.272	0.271	0.001	1.307
<b>Economic Development &amp; Planning Total</b>	<b>9.024</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.169)</b>	<b>8.855</b>	<b>5.545</b>	<b>5.997</b>	<b>(0.452)</b>	<b>2.858</b>
<b>Housing &amp; Commercial Development</b>									
Affordable Housing including Commuted Sums	0.960				0.960	0.960	0.960	0.000	0.000
Capital Receipt Enhancement	0.150				0.150	0.075	0.000	0.075	0.150
Commercial - Commercial Investment	0.000				0.000	0.000	(0.125)	0.125	0.125
Commercial - Housing Company	5.000				5.000	2.500	0.000	2.500	5.000
Commercial - Local Development Company	0.990			(0.215)	0.775	0.000	0.000	0.000	0.775
Council House Build Programme	0.420				0.420	0.289	0.165	0.124	0.255
Council House Build Programme (Phase 2)	3.552			(0.001)	3.551	2.199	2.548	(0.349)	1.003
Council House Build Programme (Phase 3.1)	1.982			(0.001)	1.981	0.300	(0.224)	0.524	2.205
Council House Build Programme (Phase 3.2)	0.000				0.000	0.000	0.003	(0.003)	(0.003)
Depot & Office Strategy	1.205			0.037	1.242	0.611	0.075	0.536	1.167
Disabled Facilities Grants	2.699				2.699	1.621	1.827	(0.207)	0.872
Facilities Management Works (including Leisure & Libraries and Refresh)	3.609				3.609	2.388	2.104	0.284	1.505
Housing Infrastructure Fund (HIF)	5.219				5.219	3.109	1.429	1.680	3.790
HRA - Refurbishment of Council Stock	9.632				9.632	5.553	3.364	2.189	6.268
Non-Commercial Property Purchases	0.331				0.331	0.183	0.036	0.147	0.295
Operational Property Energy Efficiency and Generation	1.300				1.300	0.298	0.259	0.039	1.041
Park & Ride Solar Panel Canopys	0.200				0.200	0.100	0.000	0.100	0.200
Public Sector Decarbonisation Scheme Projects	0.000		0.212		0.212	0.000	0.000	0.000	0.212
Salisbury Central Car Park & Maltings	5.383				5.383	4.037	0.028	4.009	5.355
<b>Housing &amp; Commercial Development Total</b>	<b>42.632</b>	<b>0.000</b>	<b>0.212</b>	<b>(0.180)</b>	<b>42.664</b>	<b>24.219</b>	<b>12.449</b>	<b>11.770</b>	<b>30.215</b>

## APPENDIX B – CAPITAL BUDGET MOVEMENTS AND SPEND Q3 2020/21 (page 2)

Capital Programme Budget Movements and Spend to 31 December 2020									
Scheme Name	2020/2021 Budget Breakdown								
	Quarter 2 Budget 2020/2021	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix C)	Budgets reprogrammed from 2020/2021 into 2021/2022 (Section 2 Appendix C)	Current Budget Quarter 3 2020/2021	Profiled Current Budget to 30 December 2020	Spend to 30 December 2020	Variance to Profiled Budget	Current Budget Remaining Quarter 3 2020/2021
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Highways &amp; Environment</b>									
Churchyards & Cemeteries	0.054				0.054	0.027	0.000	0.027	0.054
CIL Funded Schemes	0.053				0.053	0.027	0.000	0.027	0.053
Farmers Roundabout	0.000	0.119			0.119	0.119	0.119	(0.000)	0.000
Fleet Vehicles	0.750				0.750	0.382	0.039	0.343	0.711
Highway flooding prevention and Land Drainage schemes	0.015	0.525			0.540	0.540	0.650	(0.110)	(0.110)
Integrated Transport	2.463		0.032		2.495	0.166	1.478	(1.312)	1.017
LED Street Lighting	6.968				6.968	4.416	3.885	0.531	3.083
Major Road Network (MRN)	2.350				2.350	1.217	0.925	0.292	1.425
Pothole Fund Grant	10.930				10.930	5.450	0.000	5.450	10.930
Structural Maintenance & Bridges	12.914	(0.644)			12.270	11.761	15.718	(3.957)	(3.448)
Waste Services	0.768				0.768	0.481	0.311	0.170	0.457
<b>Highways &amp; Environment Total</b>	<b>37.265</b>	<b>0.000</b>	<b>0.032</b>	<b>0.000</b>	<b>37.297</b>	<b>24.586</b>	<b>23.125</b>	<b>1.461</b>	<b>14.172</b>
<b>Digital &amp; Information</b>									
ICT Applications	3.943	(0.074)		(1.000)	2.869	2.221	1.213	1.008	1.656
ICT Business as Usual	0.806				0.806	0.661	0.383	0.278	0.423
ICT Other Infrastructure	0.130	0.074			0.204	0.155	0.085	0.070	0.119
ICT Get Well	4.175			(1.997)	2.178	1.542	1.443	0.099	0.735
Microsoft Cloud Navigator	1.579				1.579	1.040	0.916	0.124	0.663
<b>Digital &amp; Information Total</b>	<b>10.633</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.997)</b>	<b>7.636</b>	<b>5.618</b>	<b>4.040</b>	<b>1.578</b>	<b>3.596</b>
<b>Communities &amp; Neighbourhood</b>									
Area Boards and LPSA PRG Reward Grants	0.881				0.881	0.000	0.130	(0.130)	0.751
Health and Wellbeing Centres - Live Schemes	5.056				5.056	3.892	3.502	0.390	1.554
Other Schemes including Cross Cutting Systems	0.019				0.019	0.010	0.000	0.010	0.019
<b>Communities &amp; Neighbourhood Total</b>	<b>5.956</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>5.956</b>	<b>3.901</b>	<b>3.632</b>	<b>0.269</b>	<b>2.324</b>
<b>Education &amp; Skills</b>									
Access and Inclusion	0.090				0.090	0.058	0.033	0.025	0.057
Army Rebasing	2.971	0.372			3.343	3.192	3.193	(0.001)	0.150
Basic Need	8.219	(0.372)		(0.350)	7.497	4.985	4.708	0.277	2.789
Devolved Formula Capital	0.644		0.006		0.650	0.649	0.649	0.000	0.001
Schools Maintenance & Modernisation	5.601			(0.050)	5.551	4.175	4.309	(0.134)	1.242
<b>Education &amp; Skills Total</b>	<b>17.525</b>	<b>0.000</b>	<b>0.006</b>	<b>(0.400)</b>	<b>17.131</b>	<b>13.059</b>	<b>12.892</b>	<b>0.167</b>	<b>4.239</b>

## APPENDIX B – CAPITAL BUDGET MOVEMENTS AND SPEND Q3 2020/21 (page 3)

Capital Programme Budget Movements and Spend to 31 December 2020									
2020/2021 Budget Breakdown									
Scheme Name	Quarter 2 Budget 2020/2021	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix C)	Budgets reprogrammed from 2020/2021 into 2021/2022 (Section 2 Appendix C)	Current Budget Quarter 3 2020/2021	Profiled Current Budget to 30 December 2020	Spend to 30 December 2020	Variance to Profiled Budget	Current Budget Remaining Quarter 3 2020/2021
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Joint Commissioning</b>									
Early Years & Childcare	0.822				0.822	0.447	0.423	0.024	0.399
SEND Capital	0.763				0.763	0.423	0.084	0.339	0.679
Special Schools	1.682				1.682	1.179	0.807	0.372	0.875
<b>Joint Commissioning Total</b>	<b>3.267</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3.267</b>	<b>2.050</b>	<b>1.314</b>	<b>0.736</b>	<b>1.953</b>
<b>Resources</b>									
Wiltshire Online	2.425			(1.970)	0.455	0.237	0.023	0.214	0.432
<b>Resources Total</b>	<b>2.425</b>	<b>0.000</b>	<b>0.000</b>	<b>(1.970)</b>	<b>0.455</b>	<b>0.237</b>	<b>0.023</b>	<b>0.214</b>	<b>0.432</b>
<b>Learning Disabilities &amp; Mental Health</b>									
Sensory Stimulation & Development Play Equipment	0.116				0.116	0.100	0.091	0.009	0.025
<b>Learning Disabilities &amp; Mental Health Total</b>	<b>0.116</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.116</b>	<b>0.100</b>	<b>0.091</b>	<b>0.009</b>	<b>0.025</b>
<b>Total 2020/2021 Programme</b>	<b>128.843</b>	<b>0.000</b>	<b>0.250</b>	<b>(5.716)</b>	<b>123.377</b>	<b>79.315</b>	<b>63.563</b>	<b>15.752</b>	<b>59.814</b>

## APPENDIX C – CAPITAL BUDGET MOVEMENTS Q3 2020/21 (page 1)

SECTION 1 - DELEGATED CFO POWERS							
"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme i.e. Additional resources available in the form of Grant, Section 106 contributions etc which fund the addition, "							
<b>Project Name:</b>	Public Sector Decarbonisation Scheme Projects						
<b>Budget Change:</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	
	212,000						
<b>Funding Source:</b>	Salix Decarbonisation Grant						
<b>Project Name:</b>	Integrated Transport						
<b>Budget Change:</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	
	31,662						
<b>Funding Source:</b>	Parish & Town Council Contributions						
<b>Project Name:</b>	Devolved Formula Capital						
<b>Budget Change:</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	
	6,000						
<b>Funding Source:</b>	Department of Education Grant						
<b>Project Name:</b>	Early Years & Childcare						
<b>Budget Change:</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	
	62,452						
<b>Funding Source:</b>	Developer Section 106 Contributions						
<b>249,662</b>	<b>Total Delegated Changes Approved by Section 151 Officer</b>						



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**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject: Returning Officer Fees and Charges**

**Cabinet Member: Cllr Richard Clewer Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities**

**Key Decision: Non-Key**

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## **Executive Summary**

The Returning Officer is appointed by the local authority to conduct elections and referendums within the local authority area. The Representation of the People Act 1983 makes provision for a scale of expenses to be fixed for the purpose of determining the Returning Officer's expenditure. In cases where such a scale has been fixed, the scale must not be exceeded. The scale was last reviewed in April 2013.

The current 2013 scale is outdated in terms of pay rates and inadequately reflecting the job roles and services required. Elections are becoming more complex, therefore, there is a need for specific job roles and services to be identified and included in the fees and charges scheme for transparency and to fully account for the cost of elections whether they are contested or uncontested.

The Returning Officer is also designated as Counting Officer for Neighbourhood Planning Referendums (NPRs). The Counting Officer is responsible for running a referendum for a neighbourhood plan area for the voters in the neighbourhood plan area to either adopt or reject the neighbourhood plan. The neighbourhood plan area can vary in size from a small parish to a large town parish. Except for candidates' nominations, the referendum is run in the exact same way as a parish election. The costs associated with this are not currently included in the 2013 scheme.

A proposed revised scheme effective from April 2021 and for the May 2021 elections has been prepared to incorporate all the points detailed above. In addition, provision has been made for postponement of an election to reflect the unusual situation experienced during the Covid-19 pandemic.

## **Proposal(s)**

To invite Cabinet to recommend Council to:

- a. approve the revised scale of fees and charges effective from April 2021;

- b. note the inclusion of fees for Neighbourhood Planning Referendums;
- c. approve a revised scale of charging for uncontested elections;
- d. approve a revised scale of charging for countermanded or postponed elections.

**Reason for Proposal(s)**

The existing 2013 scheme is outdated and does not reflect all the job roles, pay rates and services required to run an election/referendum. The proposed new scheme addresses this and provides a clear and transparent scale of election/referendum costs. It also captures costs for all scenarios whether the election is contested, uncontested, countermanded or postponed.

Ian Gibbons  
Director of Legal and Governance

**2 February 2021**

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**Subject: Returning Officer Fees and Charges**

**Cabinet Member: Cllr Richard Clewer Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities**

**Key Decision: Non Key**

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### **Purpose of Report**

1. For Cabinet to recommend Council to approve the proposed Returning Officer's scale of fees and charges scheme to run local elections and referenda effective from 1 April 2021.

### **Relevance to the Council's Business Plan**

2. An approved Returning Officer's scale of fees will facilitate budget monitoring and spending controls for local elections and referendums. The range of job roles listed are clear and transparent and demonstrate the innovative and effective way elections are successfully delivered in line with the council's business plan of effective and innovative working.

### **Background**

3. The Representation of the People Act 1983 makes provision for a scale of expenses to be fixed for the purpose of determining the Returning Officer's expenditure. In cases where such a scale has been fixed, the scale must not be exceeded. The scale was last reviewed in April 2013.
4. The present scale is outdated as elections are becoming more complex with the need for specific job roles to be identified and included in the fees and charges scheme for transparency and to fully account for the costs of elections.
5. The Neighbourhood Planning (Referendums) Regulations came into force in August 2012. The purpose of the legislation is to run a referendum for a neighbourhood plan area for the voters in the neighbourhood plan area to either adopt or reject the neighbourhood plan. The neighbourhood plan area can vary in size from a small parish to a large town parish. Except for candidates' nominations, the referendum is run in the exact same way as a parish election. An additional column has been added to Appendix B to include and match the fees for a parish election as this was not included in the 2013 scale. Within the scale, reference to Returning Officer or Deputy Returning Officer should be substituted for Counting Officer or Deputy Counting Officer for neighbourhood planning referendum purposes.

6. Under the relevant legislation elections are categorised as either “local” (i.e. parish, district, county or unitary) or “Parliamentary” (i.e. Westminster and Police and Crime Commissioner (PCC) elections). These “Parliamentary” elections have their own funding allocation set by the Cabinet Office and are specific to each local authority area based on the type of election. Expenditure on these elections is reclaimed from government via a detailed claims procedure, which enables thorough scrutiny of all expenditure for accuracy and reasonableness.
7. Wiltshire Council regularly monitors the scale it uses against those of other councils, though it is hard to compare the scale like for like due to few councils having the geographical or electorate size of Wiltshire. However, the scale has been devised in conjunction with our neighbouring authority, Swindon Borough Council, to ensure consistency between the two authorities. This is particularly useful as both Wiltshire Council and Swindon Borough Council work together for the PCC elections. Fees have also been reviewed, in particular for poll clerks to ensure the hourly rate meets the national minimum wage requirement.
8. Appendix A shows the current 2013 scheme and Appendix B is the proposed scheme from April 2021 to include neighbourhood planning referendums. The 2021 scheme would apply for the May 2021 elections. Appendix C is the combination of Appendix A and B for comparison purposes only.

### **Main Considerations for the Council**

9. The following considerations refer only to where changes or increase in fees have been proposed for the 2021 scheme and Appendix B should be used for reference.

#### Returning Officer Fees

10. The Returning Officer fees (A1 and A2) for unitary only and parish with unitary have been brought in line to match the existing parish fees so they are all consistent. The parish fees remain unchanged since 2009.
11. The fee for the Deputy Returning/Counting Officer (count only) (B16) has been increased by £12 from £28 to £40 and will be the first increase in 12 years since 2009. The increase reflects the responsibility of the job, which is usually undertaken by an experienced member of the electoral services team for by-elections and neighbourhood planning referendums.

#### Training

12. The fee for preparing and delivering the training sessions has been moved from the Returning Officer fee section (shown in the 2013 scheme as A3) to the disbursements section (B27).
13. It is the Returning Officer’s duty to ensure all staff are adequately trained for their job role. The scheme therefore includes the fees payable for attending training. Poll clerks now complete online training, reducing the fee by 50% from 2013 fees (B4). Presiding Officers complete online training and have a final briefing

session when they collect their ballot box. This is a slight increase of £5 from the 2013 fee (B2).

14. Visiting Officers play a vital role on polling day, acting as troubleshooters by providing assistance and support for polling staff as well as a communication link between the Returning Officer and the polling stations. They need to undertake all the training offered to polling station staff as well as attending a bespoke Visiting Officer briefing. Their training fee reflects the total of the three training sessions (B6).
15. Count staff also require specific training, and this has now been included in the scheme for transparency purposes (B9, B12, B15). Although this was not included as a specific item in the 2013 scheme, the fees listed have been adopted for all elections since 2013 and have not altered.

#### Count Staff

16. The fee paid to count staff (B7, B10) for the first hour of the count has been increased to cover set up and preparation of the count venue and final staff briefing.
17. Parcels staff have been included with the count staff within the scheme (B7, B10) as they also play an important role by initially accepting receipt of ballot boxes and paperwork from the polling staff. They ensure everything has been accounted for as well as monitoring the wellbeing and safe return of the polling staff.
18. The count control roles have been added for transparency (B13). Count control staff record and update the verification figures, provide the balances and controls and prepare the count results for declaration.

#### Postal voting

19. Postal voting is becoming extremely popular, and the number of postal votes increases with each election. The existing 2013 fee scheme (see Appendix A) provided an allowance based on a fee per postal vote (B6a) or an hourly rate (B6b) which no longer reflects the costs associated with the volume of postal votes and complexity of the verification process. Postal vote opening requires teams of staff to work in the postal vote opening sessions to open, sort and scan the postal votes received. The number of postal votes opening sessions and the staff required is based on the election type and number of postal votes issued. The scheme for April 2021 replaces the 2013 scheme by removing the fee per postal vote and instead providing an hourly rate only for postal vote opening staff (B17, B18, B19) which is more relevant and transparent for this process.

#### Miscellaneous costs

20. Telephone cover (B20) is required between 6am-8.30am and 5pm-10pm on polling day to deal with any polling station staff queries and any elector queries.

21. It is paramount that any election documentation complies with current legislation and that the information is accurate and correct. The data files need to be produced, checked and securely transferred to the print company within specified timescales to meet agreed contract requirements. As such, and particularly if there are multiple elections, this work is normally conducted outside of normal working hours. The fees for this (B21, B22, B23) reflect this very important job.
22. Clerical assistance provides a budgeted amount to use for ad hoc jobs that may be required and not covered within the roles already indicated in the scheme. This figure has been increased from £60 per 1,000 electors (or part thereof) to £100 per 1,000 electors (or part thereof).
23. Mileage rates (B26) continue to tie in with HMRC rates and are a reduction of 2p per mile from 2013.
24. An allowance has been made for polling staff where there are combined elections held on the same day (column J). This is to recognise the additional work and complexity of multiple elections on the same day.

#### Actual and Necessary

25. The items listed from C1-C15 are the extra costs that are currently incurred and provided by external services. Additional items have been added since 2013 which are printing and collation of postal vote packs (C4); Covid-19 related costs (C13); online polling station training provisions (C14); the transportation of equipment to and from venues (C15 and C16); confidential storage and disposal of election paperwork (C12).

#### Uncontested Elections

26. There are occasions when there are a lesser or equal number of candidates as vacancies. This means the candidates are elected unopposed and an election will not take place. Although no election takes place, much of the preparatory work to organise and run the election will have already taken place. This work must then be unpicked by cancelling all the arrangements made and informing relevant stakeholders that the election will not proceed. There will be set-up costs incurred by the print company for early preparation of poll cards and/or postal vote stationery. This is a necessary requirement to produce at an early stage of the election process to ensure they can be sent out in a timely manner in accordance with Electoral Commission guidance and on the assumption the election would be contested. The costs also include secure storage and subsequent destruction of election paperwork in accordance with legislation. The inclusion of all these costs for uncontested elections (D1-D3) better reflects the true expenditure incurred.

#### Countermanded/Postponed polls

27. Countermanded polls occur when a candidate dies during the election process. The costs incurred depend upon the stage reached in the election process and the fees (E1-E4) account for the different scenarios.

28. Apart from adjournment to a poll on polling day due to a riot or violence at a polling station, there is no legal provision to postpone elections or neighbourhood planning referendums unless emergency legislation is passed to enact this, with the Covid-19 pandemic being a prime example. It is important to note that as soon as the election timetable commences, costs will be incurred to a varying degree up until the effective date of the postponement. It would therefore be prudent to include this within the scheme for contingency purposes, so this has been referenced with countermanded elections (E1-E4).

#### Parish Polls

29. Parish polls can be demanded under the Local Government Act 1972 and are regulated by their own set of rules. With changes in election regulations over the last few years, parish polls retain a lot of the characteristics of elections from many years ago, e.g. no postal voting, no poll cards. Ballot papers have counterfoils, and stamping instruments are still used.
30. The present scale of fees and charges have been updated for parish polls to reflect half the fee of the new Presiding Officer and Poll Clerk rates because polling hours are reduced to 4pm to 9pm. However, as the count is the same as a parish election then they will match the parish fees.

#### **Overview and Scrutiny Engagement**

31. Arrangements will be made for Overview and Scrutiny to be briefed as required.

#### **Safeguarding Implications**

32. There are no safeguarding implications.

#### **Public Health Implications**

33. There are no public health implications.

#### **Procurement Implications**

34. There are no procurement implications.

#### **Equalities Impact of the Proposal**

35. None.

#### **Environmental and Climate Change Considerations**

36. None

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

37. Pay rates may not meet the minimum wage rate.  
38. Difficulty in recruiting staff if pay levels remain at 2013 rates.  
39. Failure to run elections if unable to recruit to the roles required.

40. The full cost of elections will not be identified.

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

41. No significant risks identified.

**Financial Implications**

42. The fees and charges have been updated as set out in the report and appendices to reflect the increased costs of running elections.
43. There is a combined budget and earmarked reserve allocation of £1.2 million for 21/22 planned council elections.
44. There will be increased costs for the 2021 elections as a result of COVID-19 to ensure that the Council is compliant with any Government guidance, including in relation to social distancing. This could mean additional cleaning, restrictions and resource requirement.

**Legal Implications**

45. It is not a legal requirement to have a scale of fees and charges for local elections, but having one effectively regulates the Returning Officer's maximum expenditure to be paid by the Council and provides transparency on costs.
46. Legal advice confirms that the payments to the Returning Officer and Deputies with Full Powers are currently superannuable, and the relevant deductions have been made since 2009

**Workforce Implications**

47. There are no workforce implications.

**Options Considered**

48. No other options considered.

**Conclusions**

49. To invite Cabinet to recommend Council to approve the 2021 Returning Officer's scale of fees and charges scheme to run elections and referendums effective from 1 April 2021.

**Ian Gibbons (Director Legal and Governance)**

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25 January 2020

## **Appendices**

Appendix A – 2013 scheme

Appendix B – Proposed 2021 scheme

Appendix C – comparison of 2013 and 2021 schemes

## **Background Papers**

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

None

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**APPENDIX A - Scale of fees and charges from April 2013**

Description	Parish or parish ward	Unitary division	Parish with unitary	Parish poll	Notes
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**CONTESTED ELECTIONS**

**A RETURNING OFFICERS FEE**

A1	Returning Officers personal fee - first 500 electors	£32.00	£25.00	£19.00	£32.00	No change proposed for 2013
A2	Returning Officers personal fee - each subsequent 250 electors or part 250 electors	£8.50	£9.00	£4.00	£8.50	No change proposed for 2013
2.2	To provide training, for each training session for Presiding Officers and Poll Clerks	£150.00	£150.00	£150.00	£40.00	No change proposed for 2013
A3	Returning Officers personal fee - first 50 postal voters	£12.00	£12.00	£12.00		No change proposed for 2013
A4	Returning Officers personal fee - each subsequent 50 postal voters, or part 50	£2.50	£2.50	£2.50		No change proposed for 2013
AS	Returning Officers personal fee - poll cards per contest <b>OR</b>	£14.00	£14.00	£14.00		No change proposed for 2013
A6	Returning Officers personal fee - poll cards per 100 poll cards, whichever is the greater	£0.23	£0.23	£0.23		No change proposed for 2013

**AA DEPUTY RETURNING OFFICER WITH FULL POWERS FEE**

AA1	Maximum of one third of Returning Officers fees as set out at A above					New from 2013 - see paragraph 3 of report
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**B DISBURSEMENTS**

BI	Presiding Officer fee (or as per Parliamentary/ European Order)	£195.00	£195.00	£195.00	£97.50	Updated in line with Parliamentary fees
2.7	Additional sum for Presiding Officer/ Poll Clerk training	£50.00	£50.00	£50.00	£50.00	Linked to national rates, now £50
B2	Poll Clerk fee (or as per Parliamentary/ European Order)	£115.00	£115.00	£115.00	£57.50	Updated in line with Parliamentary fees
2.6	Additional sum for Poll Clerk training	£50.00	£50.00	£50.00	£50.00	Linked to national rates, now £50
B3	Counting assistant (first hour)	£20.00	£20.00	£20.00	£20.00	See paragraphs 4 and 7 of report
B4	Counting assistant (subsequent hour or part hour)	£20.00	£20.00	£20.00	£20.00	See paragraphs 4 and 7 of report
B4b	Count supervisor, if required	£25.00	£25.00	£25.00	£25.00	New - see paragraph 5 of the report
BS	Deputy Returning Officer (Count only) in addition to Count Assistant fee	£28.00	£40.00	£28.00		No change proposed for 2013
B6a	For the issue and receipt of postal votes, per postal vote <b>OR</b>	£0.60	£0.60	£0.60		No change proposed for 2013
B6b	For the issue and receipt of postal votes, per person per hour	£5.50	£5.50	£5.50		No change proposed for 2013
B7	For the manual preparation of poll cards (per 100 poll cards)	£6.00	£6.00	£6.00		No change proposed for 2013, not applicable to parish polls
B8	Checking and sorting of poll cards prepared by computer (per 100 poll cards)	£1.50	£1.50	£1.50		No change proposed for 2013, not applicable to parish polls
B9	Clerical assistance, per 1,000 electors	£60.00	£60.00	£60.00	£60.00	No change proposed for 2013
BI0	To purchase, hire, alter or repair each stamping instrument	£1.50	£1.50	£1.50	£1.50	No change proposed for 2013, other than for parish polls
BI1	Mileage, per mile	£0.47	£0.47	£0.47		Change to HMRC rate
BI2	Visiting Officers (Visiting Offices to attend Presiding Officer training)	£195.00	£195.00	£195.00	£97.50	To be maintained in line with Presiding Officer rate

**C ACTUAL AND NECESSARY**

CI	For all computer services relating to the production of poll cards					Amount to be as incurred
C2	Printing and providing ballot papers					Amount to be as incurred
C3	Printing and providing poll cards					Amount to be as incurred
C4	Printing, providing and publishing notices in connection with the election					Amount to be as incurred
CS	Renting, heating, lighting and cleaning premises in connection with the election					Amount to be as incurred
C6	Adapting premises for the election and restoring it to the original condition					Amount to be as incurred
C7	The hire and repair of ballot boxes					Amount to be as incurred
C8	The transportation of ballot boxes					Amount to be as incurred
C9	Copies of the register (as per regulations)					Amount to be as incurred
C10	Stationery, postage, telephones, bank charges and miscellaneous					Amount to be as incurred

**UNCONTESTED ELECTIONS**

D1	Returning Officers personal fee - uncontested election	£19.00	£30.00	£30.00		Unchanged since 2006
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**COUNTERMANDED ELECTIONS**

E1	Returning Officers personal fee - uncontested election	£19.00	£28.00			Unchanged since 2006
E2	Returning Officer s personal fee - (if countermanded after the close of withdrawals)	£25.00	£34.00			Unchanged since 2006

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APPENDIX B - Scale of fees and charges proposed April 2021

Description	Parish or parish ward (2021)	Unitary division (2021)	Parish with unitary (2021)	Neighbourhood Planning Referendum (2021)	Combined elections: Additional fee for each additional election type (2021)	Parish polls (2021)	Notes
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**CONTESTED ELECTIONS**

**A RETURNING OFFICERS FEE**

A1	Returning Officers personal fee - first 500 electors	£32.00	£32.00	£32.00	£32.00	n/a	£32.00	Updated unitary and combined unitary/parish in line with parish costs (parish costs unchanged since 2009)
A2	Returning Officers personal fee - each subsequent 250 electors or part 250 electors	£8.50	£8.50	£8.50	£8.50	n/a	£8.50	Updated unitary and combined unitary/parish in line with parish costs (parish costs unchanged since 2009)
A3	Returning Officers personal fee - first 50 postal voters	£12.00	£12.00	£12.00	£12.00	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
A4	Returning Officers personal fee - each subsequent 50 postal voters, or part 50	£2.50	£2.50	£2.50	£2.50	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
A5	Returning Officers personal fee - poll cards per contest <b>OR</b>	£14.00	£14.00	£14.00	£14.00	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
A6	Returning Officers personal fee - poll cards per 100 poll cards, whichever is the greater	£0.23	£0.23	£0.23	£0.23	n/a	n/a	No change proposed for 2021 (unchanged since 2009)

**AA DEPUTY RETURNING OFFICER WITH FULL POWERS FEE**

AA1	Maximum of one third of Returning Officers fees as set out at A above							No change proposed for 2021 (unchanged since 2013)
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**B DISBURSEMENTS**

B1	Presiding Officer fee (or as per Parliamentary Order)	£240.00	£240.00	£270.00	£240.00	£30.00	£120.00	Updated to reflect 2019 UKPGE fees
B2	Additional sum for Presiding Officer training	£55.00	£55.00	£80.00	£55.00	£25.00	£50.00	Updated to reflect 2019 UKPGE fees
B3	Poll Clerk fee (or as per Parliamentary Order)	£144.00	£144.00	£164.00	£144.00	£20.00	£72.00	Updated to reflect 2019 UKPGE fees
B4	Additional sum for Poll Clerk training	£25.00	£25.00	£50.00	£25.00	£25.00	£25.00	Reduced by 50% as online training
B5	Visiting Officers	£300.00	£300.00	£330.00	£300.00	£30.00	£150.00	Updated to reflect 2019 UKPGE fees
B6	Additional sum for Visiting Officer training	£105.00	£105.00	£130.00	£105.00	£25.00	£50.00	Updated to reflect 2019 UKPGE fees
B7	Counting/ Parcel assistant (first hour)	£40.00	£40.00	£40.00	£40.00	n/a	£40.00	New
B8	Counting/ Parcel assistant (subsequent hour or part hour)	£20.00	£20.00	£20.00	£20.00	n/a	£20.00	No change from 2013
B9	Count/Parcel Assistant training	£25.00	£25.00	£25.00	£25.00	n/a	£25.00	New
B10	Count/ Parcel Supervisor (first hour)	£50.00	£50.00	£50.00	£50.00	n/a	£50.00	New
B11	Count/Parcel Supervisor (subsequent hour or part hour)	£25.00	£25.00	£25.00	£25.00	n/a	£25.00	No change from 2013
B12	Count/Parcel Supervisor training	£50.00	£50.00	£50.00	£50.00	n/a	£50.00	New
B13	Count Control Officer (first hour)	£50.00	£50.00	£50.00	£50.00	n/a	£50.00	New
B14	Count Control Officer (subsequent or part thereof)	£25.00	£25.00	£25.00	£25.00	n/a	£25.00	New
B15	Count Control Training	£50.00	£50.00	£50.00	£50.00	n/a	£50.00	New
B16	Deputy Returning Officer (Count only) in addition to Count Supervisor fee	£40.00	£40.00	£40.00	£40.00	n/a	£40.00	Increase from 2009
B17	Postal Vote Opener/Scanning Assistants	£10.00	£10.00	£10.00	£10.00	n/a	n/a	Updated to reflect 2017 UKPGE fees
B18	Postal Vote Supervisor	£15.00	£15.00	£15.00	£15.00	n/a	n/a	New
B19	Postal Vote Manager	£20.00	£20.00	£20.00	£20.00	n/a	n/a	New
B20	Out of hours telephone cover	£20.00	£20.00	£20.00	£20.00	n/a	£20.00	New
B21	Poll card artwork setting, data and proofing (per hour)	£15.00	£15.00	£15.00	£15.00	n/a	n/a	New
B22	Postal vote stationery artwork setting, data and proofing (per hour)	£15.00	£15.00	£15.00	£15.00	n/a	n/a	New
B23	Ballot paper artwork setting, data and proofing (per hour)	£15.00	£15.00	£15.00	£15.00	n/a	£15.00	New
B24	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	£100.00	£100.00	£100.00	n/a	£100.00	Increase from 2009
B25	To purchase, hire, alter or repair each stamping instrument	n/a	n/a	n/a	n/a	n/a	£1.50	No change from 2013
B26	Mileage, per mile	£0.45	£0.45	£0.45	£0.45	n/a	£0.45	Decrease from 2013 (Change to HMRC rate)
B27	To provide training, for each training session for Visiting Officers, Presiding Officers, Poll Clerks and Count Staff	£150.00	£150.00	£150.00	£150.00	n/a	£40.00	No change proposed for 2021 (unchanged since 2009)

**C ACTUAL AND NECESSARY**

C1	For all computer services relating to the production of poll cards						n/a	Amount to be as incurred
C2	Printing and providing ballot papers							Amount to be as incurred
C3	Printing and providing poll cards						n/a	Amount to be as incurred
C4	Printing and providing postal vote stationery						n/a	Amount to be as incurred
C5	Printing, providing and publishing notices in connection with the election							Amount to be as incurred
C6	Renting, heating, lighting and cleaning premises in connection with the election							Amount to be as incurred
C7	Adapting premises for the election and restoring it to the original condition							Amount to be as incurred
C8	The hire and repair of ballot boxes							Amount to be as incurred
C9	The transportation of ballot boxes							Amount to be as incurred
C10	Copies of the register (as per regulations)							Amount to be as incurred
C11	Stationery, postage, telephones, bank charges and miscellaneous							Amount to be as incurred
C12	Confidential waste storage and destruction							Amount to be as incurred
C13	PPE equipment and other Covid-19 related costs							Amount to be as incurred
C14	Online polling station training modules						n/a	Amount to be as incurred
C15	Transportation of polling booths to/from polling stations							Amount to be as incurred
C16	Transportation of count equipment/stationery to/from count venue							Amount to be as incurred

**D UNCONTESTED ELECTIONS**

D1	Returning Officers personal fee - uncontested election	£30.00	£30.00	£30.00	n/a	n/a	n/a	Increase from 2013
D2	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	£100.00	£100.00	n/a	n/a	n/a	New
D3	Any additional costs already incurred in Section C Actual and Necessary				n/a	n/a	n/a	New. Amount to be as incurred

**E COUNTERMANDED/POSTPONED ELECTIONS**

E1	Returning Officers personal fee - uncontested election	£30.00	£30.00	£30.00	n/a	n/a	n/a	Increase from 2013
E2	Returning Officers personal fee - (if countermanded after the close of withdrawals)	£30.00	£30.00	£30.00	n/a	n/a	n/a	Updated from 2013
E3	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	£100.00	£100.00	n/a	n/a	n/a	New
E4	Any additional costs already incurred in Section C Actual and Necessary				n/a	n/a	n/a	New. Amount to be as incurred

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APPENDIX C - Scale of fees and charges comparison between 2013 and proposed April 2021

Description	Parish or parish ward (2013)	Parish or parish ward (2021)	Unitary division (2013)	Unitary division (2021)	Parish with unitary (2013)	Parish with unitary (2021)	Neighbourhood Planning Referendum (2021)	Combined elections: Additional fee for each additional election type (2021)	Parish polls (2013)	Parish polls (2021)	Notes
<b>CONTESTED ELECTIONS</b>											
<b>A RETURNING OFFICERS FEE</b>											
A1 Returning Officers personal fee - first 500 electors	£32.00	£32.00	£25.00	£32.00	£19.00	£32.00	£32.00	n/a	£32.00	£32.00	Updated unitary and combined unitary/parish in line with parish costs (parish costs unchanged since 2009)
A2 Returning Officers personal fee - each subsequent 250 electors or part 250 electors	£8.50	£8.50	£9.00	£8.50	£4.00	£8.50	£8.50	n/a	£8.50	£8.50	Updated unitary and combined unitary/parish in line with parish costs (parish costs unchanged since 2009)
A3 Returning Officers personal fee - first 50 postal voters	£12.00	£12.00	£12.00	£12.00	£12.00	£12.00	£12.00	n/a	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
A4 Returning Officers personal fee - each subsequent 50 postal voters, or part 50	£2.50	£2.50	£2.50	£2.50	£2.50	£2.50	£2.50	n/a	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
A5 Returning Officers personal fee - poll cards per contest OR	£14.00	£14.00	£14.00	£14.00	£14.00	£14.00	£14.00	n/a	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
A6 Returning Officers personal fee - poll cards per 100 poll cards, whichever is the greater	£0.23	£0.23	£0.23	£0.23	£0.23	£0.23	£0.23	n/a	n/a	n/a	No change proposed for 2021 (unchanged since 2009)
<b>AA DEPUTY RETURNING OFFICER WITH FULL POWERS FEE</b>											
AA1 Maximum of one third of Returning Officers fees as set out at A above											No change proposed for 2021 (unchanged since 2013)
<b>B DISBURSEMENTS</b>											
B1 Presiding Officer fee (or as per Parliamentary Order)	£195.00	£240.00	£195.00	£240.00	£195.00	£270.00	£240.00	£30.00	£97.50	£120.00	Updated to reflect 2019 UKPGE fees
B2 Additional sum for Presiding Officer training	£50.00	£55.00	£50.00	£55.00	£50.00	£80.00	£55.00	£25.00		£50.00	Updated to reflect 2019 UKPGE fees
B3 Poll Clerk fee (or as per Parliamentary Order)	£115.00	£144.00	£115.00	£144.00	£115.00	£164.00	£144.00	£20.00	£57.50	£72.00	Updated to reflect 2019 UKPGE fees
B4 Additional sum for Poll Clerk training	£50.00	£25.00	£50.00	£25.00	£50.00	£50.00	£25.00	£25.00		£25.00	Reduced by 50% as online training
B5 Visiting Officers	£195.00	£300.00	£195.00	£300.00	£195.00	£330.00	£300.00	£30.00	£97.50	£150.00	Updated to reflect 2019 UKPGE fees
B6 Additional sum for Visiting Officer training	£50.00	£105.00	£50.00	£105.00	£50.00	£130.00	£105.00	£25.00		£50.00	Updated to reflect 2019 UKPGE fees
B7 Counting/ Parcel assistant (first hour)	£20.00	£40.00	£20.00	£40.00	£20.00	£40.00	£40.00	n/a	£20.00	£40.00	New
B8 Counting/ Parcel assistant (subsequent hour or part hour)	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	n/a	£20.00	£20.00	No change from 2013
B9 Count/Parcel Assistant training		£25.00		£25.00		£25.00	£25.00	n/a		£25.00	New
B10 Count/ Parcel Supervisor (first hour)		£50.00		£50.00		£50.00	£50.00	n/a	£25.00	£50.00	New
B11 Count/Parcel Supervisor (subsequent hour or part hour)	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	n/a	£25.00	£25.00	No change from 2013
B12 Count/Parcel Supervisor training		£50.00		£50.00		£50.00	£50.00	n/a		£50.00	New
B13 Count Control Officer (first hour)		£50.00		£50.00		£50.00	£50.00	n/a		£50.00	New
B14 Count Control Officer (subsequent or part thereof)		£25.00		£25.00		£25.00	£25.00	n/a		£25.00	New
B15 Count Control Training		£50.00		£50.00		£50.00	£50.00	n/a		£50.00	New
B16 Deputy Returning Officer (Count only) in addition to Count Supervisor fee	£28.00	£40.00	£40.00	£40.00	£28.00	£40.00	£40.00	n/a		£40.00	Increase from 2009
B17 Postal Vote Opener/Scanning Assistants	£5.50	£10.00	£5.50	£10.00	£5.50	£10.00	£10.00	n/a	n/a	n/a	Updated to reflect 2017 UKPGE fees
B18 Postal Vote Supervisor		£15.00		£15.00		£15.00	£15.00	n/a	n/a	n/a	New
B19 Postal Vote Manager		£20.00		£20.00		£20.00	£20.00	n/a	n/a	n/a	New
B20 Out of hours telephone cover		£20.00		£20.00		£20.00	£20.00	n/a		£20.00	New
B21 Poll card artwork setting, data and proofing (per hour)		£15.00		£15.00		£15.00	£15.00	n/a	n/a	n/a	New
B22 Postal vote stationery artwork setting, data and proofing (per hour)		£15.00		£15.00		£15.00	£15.00	n/a	n/a	n/a	New
B23 Ballot paper artwork setting, data and proofing (per hour)		£15.00		£15.00		£15.00	£15.00	n/a	n/a	£15.00	New
B24 Clerical assistance, per 1,000 electors (or part thereof)	£60.00	£100.00	£60.00	£100.00	£60.00	£100.00	£100.00	n/a	£60.00	£100.00	Increase from 2009
B25 To purchase, hire, alter or repair each stamping instrument	£1.50	n/a	£1.50	n/a	£1.50	n/a	n/a	n/a	£1.50	£1.50	No change from 2013
B26 Mileage, per mile	£0.47	£0.45	£0.47	£0.45	£0.47	n/a	£0.45	n/a		£0.45	Decrease from 2013 (Change to HMRC rate)
B27 To provide training, for each training session for Visiting Officers, Presiding Officers, Poll Clerks and Count Staff	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	n/a	£40.00	£40.00	No change proposed for 2021 (unchanged since 2009)
<b>C ACTUAL AND NECESSARY</b>											
C1 For all computer services relating to the production of poll cards										n/a	Amount to be as incurred
C2 Printing and providing ballot papers										n/a	Amount to be as incurred
C3 Printing and providing poll cards										n/a	Amount to be as incurred
C4 Printing and providing postal vote stationery										n/a	Amount to be as incurred
C5 Printing, providing and publishing notices in connection with the election										n/a	Amount to be as incurred
C6 Renting, heating, lighting and cleaning premises in connection with the election										n/a	Amount to be as incurred
C7 Adapting premises for the election and restoring it to the original condition										n/a	Amount to be as incurred
C8 The hire and repair of ballot boxes										n/a	Amount to be as incurred
C9 The transportation of ballot boxes										n/a	Amount to be as incurred
C10 Copies of the register (as per regulations)										n/a	Amount to be as incurred
C11 Stationery, postage, telephones, bank charges and miscellaneous										n/a	Amount to be as incurred
C12 Confidential waste storage and destruction										n/a	Amount to be as incurred
C13 PPE equipment and other Covid-19 related costs										n/a	Amount to be as incurred
C14 Online polling station training modules										n/a	Amount to be as incurred
C15 Transportation of polling booths to/from polling stations										n/a	Amount to be as incurred
C16 Transportation of count equipment/stationery to/from count venue										n/a	Amount to be as incurred
<b>D UNCONTESTED ELECTIONS</b>											
D1 Returning Officers personal fee - uncontested election	£19.00	£30.00	£30.00	£30.00	£30.00	£30.00	n/a	n/a	n/a	n/a	Increase from 2013
D2 Clerical assistance, per 1,000 electors (or part thereof)		£100.00		£100.00		£100.00	n/a	n/a	n/a	n/a	New
D3 Any additional costs already incurred in Section C Actual and Necessary							n/a	n/a	n/a	n/a	New. Amount to be as incurred
<b>E COUNTERMANDED/POSTPONED ELECTIONS</b>											
E1 Returning Officers personal fee - uncontested election	£19.00	£30.00	£28.00	£30.00		£30.00	n/a	n/a	n/a	n/a	Increase from 2013
E2 Returning Officers personal fee - (if countermanded after the close of withdrawals)	£25.00	£30.00	£34.00	£30.00		£30.00	n/a	n/a	n/a	n/a	Updated from 2013
E3 Clerical assistance, per 1,000 electors (or part thereof)		£100.00		£100.00		£100.00	n/a	n/a	n/a	n/a	New
E4 Any additional costs already incurred in Section C Actual and Necessary							n/a	n/a	n/a	n/a	New. Amount to be as incurred

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**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject:** **Town and Parish Council four-yearly election cycle costs**

**Cabinet Member:** **Cllr Richard Clewer – Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities**

**Key Decision:** **Non Key**

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### **Executive Summary**

As part of the transformation to become a unitary authority in 2009, Wiltshire Council made the decision to absorb the costs of all town and parish scheduled four-yearly elections and by-elections. In April 2015, this decision was reversed for by-elections only so that town and parish councils are recharged for costs incurred. The exception to this is that if the town/parish council by-election is combined with a unitary divisions by-election held on the same day, the costs are borne by Wiltshire Council.

There are 307 town/parish council elections which is higher than the number of actual towns and parishes because some of the towns/parishes are warded. They could all, potentially, be contested for the May 2021 elections. However, for the 2013 and 2017 elections, there were actually 69 and 72 contested town/town ward or parish/parish ward elections respectively.

Consideration should be given on whether the Council wishes to continue to absorb the costs incurred for the relevant town/parish elections in the current financial climate and with the added costs of Covid-19 requirements, or to recharge them to the relevant town/parish councils.

As the costs have always been absorbed by Wiltshire Council, there has never been a split of costs between unitary and town/parish elections. It is therefore difficult to estimate the exact costs town/parish may incur. Some costs can be shared equally between the election types and some are specific to the parish i.e. ballot papers and therefore the parish would be charged 100%.

As town/parish councils will already have set their precepts for 2021-2022, consideration should be given to deferring payment until 2022-2023 should the decision be made to recharge town/parish councils. In addition, payment could be spread over the balance of the election cycle period.

**Proposal(s)**

Cabinet is asked to recommend Council:

- a. To agree that the costs of town and parish council four yearly cycle elections are apportioned to town and parish councils for the May 2021 local elections and thereafter in accordance with the apportionment criteria in Appendix A;
- b. Subject to agreement of a. above, to agree that town and parish councils may defer payment of the election recharges incurred to 2022/23 and pay the amount due over the remaining part of the election cycle period; thereafter payment may be made over the full four year election cycle.
- c. To agree to apportion costs in accordance with the same criteria for town and parish by-elections when combined with a unitary council by-election.

**Reason for Proposal(s)**

The decision to absorb the four-yearly election costs incurred by town/parish councils was made almost 12 years ago. In the current financial climate and with the added costs to be incurred for the elections to meet Central Government's Covid-19 guidelines, it is appropriate that this policy is reviewed by Council.

Terence Herbert  
**Chief Executive**

## **Wiltshire Council**

### **Cabinet**

**2 February 2021**

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**Subject:** **Town and Parish Council four-yearly election cycle costs**

**Cabinet Member:** **Cllr Richard Clewer – Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities**

**Key Decision:** **Non Key**

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### **Purpose of Report**

1. To consider whether to continue to uphold the 2009 decision for Wiltshire Council to absorb town/parish council four-yearly election costs or to reverse the decision and recharge town/parish elections effective for the May 2021 elections.

### **Relevance to the Council's Business Plan**

2. The option to recharge town/parish councils meets the Council's business plan priorities of working with partners in an innovative and effective way having regard to the current economic climate and the competing business plan priorities of the Council.

### **Background**

3. As part of the transformation to become a unitary authority in 2009, Wiltshire Council made the decision to absorb the costs of all town and parish scheduled four yearly elections and by-elections.
4. In 2015 this policy was reviewed with the result that town and parish councils would cover the cost of by-elections and parish polls. However, where a town or parish council election (but not a parish poll) coincided with a unitary council election, Wiltshire Council would continue to meet the full costs.
5. The policy also advised that where a building was owned by the town/parish council and was hired for the town/parish election, the hire charge would be waived.
6. The scheduled four yearly cycle for towns and parishes is complex in that there are 307 town/town ward and parish/parish ward elections running on the same day alongside 98 unitary division elections. In May 2021, the Police and Crime Commissioner (PCC) elections, which were postponed from May 2020 due to the Covid-19 virus, will also be held on the same day.

7. In addition to the elections listed above for May 2021, there will be approximately 20-25 neighbourhood planning referendums (NPRs) that will be held on the same day. The NPRs were either postponed this year or would have been scheduled to take place during 2020 and up to May 2021. In accordance with the legislation enacted as a result of the Covid-19 pandemic, they must be held on 6 May 2021.
8. There are a total of 2118 town and parish council seats to fill which involves receipt of around 2000-2500 nomination papers in a limited timescale. This creates a huge amount of work to ensure the nomination complies with legislative requirements and that the information is accurately recorded. There are numerous quality checks and proof checks undertaken as accuracy is paramount for the publication of statutory notices and ballot papers.
9. There is potential that all the town/parish election areas could be contested which would require 307 different ballot papers. However, for the 2013 and 2017 elections, there were actually 69 and 72 contested town/town ward or parish/parish ward elections respectively.
10. The remaining uncontested elections will still incur limited costs and staff time for nomination processing, producing statutory notices and cancelling any arrangements no longer required, which is a cost that is currently absorbed by Wiltshire Council. Further costs will be incurred if there are insufficient or no nominations for a town or parish council as they will be inquorate, and the election would need to be re-run.
11. The costs involved in running the four yearly cycle elections are substantial because of the number of elections that are held, and the complexities of which areas are contested or uncontested. The costs have never been recorded separately between unitary and parish elections, but the overall costs for the May 2017 elections was around £1,030,000. The costs are expected to increase for May 2021, but it is impossible to estimate what the increase will be. Factors to consider are: the assumption that more electors will apply for postal voting, therefore increasing printing and postage costs; any adaptations, extra supplies i.e. hand gel to meet Government Covid-19 requirements and safety guidelines for polling stations and count venues; possible deep cleaning of venues; counts held over a number of days incurring increased hire charges, security and staffing costs.

## **Main Considerations for the Council**

12. This report should be read in conjunction with the report on the Returning Officer's proposed scale of fees and charges for 2021.
13. Many of the costs incurred for the four yearly cycle can be apportioned equally between Wiltshire Council and the town and parish councils (and, for 2021, the PCC elections) because they are a shared cost, such as polling station hire and polling staff costs. However, there are some costs that solely apply to the individual town/parish as they are specific to them, for example nominations,

ballot papers, postal votes, and counting sheets. Further information on the apportionment criteria is provided in Appendix A.

14. For May 2021, it is likely that where a town or parish area is contested, there will be at least one other election type also taking place on that day. This means that where costs can be shared (i.e. they are not specific to the town or parish) town/parishes will only incur 50% of the cost if there are two elections, 33% if there are three elections and so forth.
15. There could be potentially up to four different elections taking place in some town or parish areas: PCC, unitary, parish and NPR. On this basis, some costs incurred will be apportioned between the four election types, meaning the parish will only be liable for 25% of those costs.
16. The shared portion of the costs and the full PCC specific only costs incurred for the PCC elections can be reclaimed from Central Government Cabinet Office.
17. The costs of the NPR referendums are recharged internally to Development Management, as they receive limited funding for the NPR process as a whole which includes running the referendum.
18. Parish councils may consider charging for the use of their venues for polling stations where there is a combined election.
19. The method for the counting of votes for many of the town/town wards and parish/parish wards is different from unitary elections in that voters are required to vote for more than one candidate because there are multiple seats. This involves training staff on this counting method and requires another format of calculating the votes, usually by way of counting sheets that are produced and printed specifically for each town/town ward or parish/parish ward election. The count is therefore specific to the individual town and parish council and, as such, the costs incurred would be fully recharged to the town or parish.
20. The cost of holding an election may be a factor in deterring candidates from putting themselves forward, but having consulted the Electoral Commission, Association of Electoral Administrators and councils who already apportion costs (such as Swindon Borough Council and Cornwall Council), there is no conclusive evidence that this is the case; this is likely to be a local and subjective matter. Parish councils have no legal power to decide who may request an election or who may wish to stand.
21. Parishes will have set their precept for 2020/2021. Consideration should therefore be given to deferring payment for the four-year cycle elections until 2022/23 so town/parishes can make provision to include it within their 2022/23 precept. In addition payment of the amount due could be spread over the balance of the election cycle period.
22. Each town or parish area is unique in its electoral make up, therefore, it is difficult to give an exact costing per town/town ward or parish/parish ward. Factors which affect this are:
  - differing electorate sizes within each electoral area;

- varying numbers of polling stations;
- varying numbers of postal votes issued and subsequently returned;
- postage costs;
- number of council seats;
- number of candidates that will stand;
- length of ballot paper.

23. Appendix B illustrates three different parish examples of estimated costs and their respective apportionments. This is dependent upon how many types of election take place on the same day within that town/town ward or parish/parish ward area. Appendix C gives an indication of costs where an election is uncontested. The fees for this purpose are based on the proposed Returning Officer's scale of fees and charges 2021, which is the subject of a separate report on this agenda.

### **Overview and Scrutiny Engagement**

24. Arrangements will be made for Overview and Scrutiny to be briefed on this matter as required.

### **Safeguarding Implications**

25. There are no safeguarding implications

### **Public Health Implications**

26. There are no public health implications.

### **Procurement Implications**

27. There are no procurement implications.

### **Equalities Impact of the Proposal**

28. There is no equalities impact.

### **Environmental and Climate Change Considerations**

29. There is no environmental and climate change impact.

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

30. Wiltshire Council will continue to be liable to meet all election costs which will impact on its finances.

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

32. Town/Parish Councils may not be able to pay for the costs as precepts will have already been set for 2021-2022. This may be overcome by allowing the costs to be deferred until 2022-2023 and allowing payment to be spread over the election cycle period.

## Financial Implications

33. Wiltshire Council cannot continue to absorb Town and Parish Council election costs. It is recommended that actual costs are recharged to Town and Parish Councils and costs spread over the four year election cycle.

34. As precepts for 21/22 have already been set, for this cycle it is recommended that payment is deferred to 22/23 and then spread over the rest of the four year election cycle.

35. The tables below show the total indicative estimated costs and the recharge cost if deferred to 22/23 and spread over the election cycle:

Electorate per Town/Parish or Town/Parish ward area	Estimated Uncontested Elections Total Cost	Estimated Recharge Amount over Election Cycle if Deferred to 22/23
up to 1,000	£190	£63
1,001-2,000	£290	£97
2,001 to 3,000	£390	£130
3,001-4,000	£490	£163
4,001 5,000	£590	£197

	Estimated Total Cost			Estimated Recharge Amount over Election Cycle if Deferred to 22/23		
	Large Parish	Medium Parish	Small Parish	Large Parish	Medium Parish	Small Parish
Standalone election	£11,805	£8,984	£6,939	£3,935	£2,995	£2,313
Combined with 1 other election	£11,140	£8,471	£6,583	£3,713	£2,824	£2,194
Combined with 2 other elections	£10,624	£8,130	£6,331	£3,541	£2,710	£2,110
Combined with 3 other elections	£10,365	£7,939	£6,212	£3,455	£2,646	£2,071

## Legal Implications

36. Section 36(5) Representation of the People Act 1983 provides that all expenditure properly incurred by a returning officer in relation to the holding of an election of a parish is repaid by the town/parish council for which the election is held, if the principal council so requires.

## Workforce Implications

37. There are no workforce implications.

## Options Considered

38. None

## Conclusions

39. There will be increased costs for the May 2021 elections because of the need to meet Covid-19 safety requirements and an expected increase in postal voting.
40. As there will be combined elections in May 2021, a significant part of the costs can be shared between the various election types. This means that town/parish councils would only be liable to meet the cost of a percentage of the shared costs and the full cost for costs which are specific to their electoral area i.e. ballot papers.
41. The Council should decide whether in the current financial climate it should continue to absorb the town/parish costs or whether these should be apportioned on the basis proposed in this report.

**Terence Herbert**  
**Chief Executive**

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25 January 2020

## Appendices

Appendix A - apportionment of costs  
Appendix B - indicative costs - contested  
Appendix C – indicative costs - uncontested

## Background Papers

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

None



## Appendix A

Table to indicate parish election recharges, when a parish election is combined with a Unitary election.

(The term "parish" below is used to represent "town/parish election". Where a town/parish is warded, there may be more than one election per town/parish.

Heading	Description	Source	Cost to parish	Cost to Unitary	Method of apportionment
Returning Officer	Fee paid to Returning Officer	Wiltshire scale of fees and charges	Separate fee for parish election	Separate fee for Unitary election	Only the parish element is recharged to parishes
Clerical	Fee paid to Returning Officer to cover admin / clerical resources	Wiltshire scale of fees and charges	Separate fee for parish election	Separate fee for Unitary election	Only the parish element is recharged to parishes
Premises	Cost of hiring polling stations, postal vote opening venue, ballot box filling and distribution venue and count venue. There may be more than one polling station in use at each election.	As charged by owner of premises	Shared	Shared	Split according to the number of election types in the polling station. For example: one Unitary election and one Parish election would be apportioned 50% each; one PCC, one Unitary and one Parish apportioned 33% each; one PCC, one Unitary, one Parish and one neighbourhood planning referendum apportioned 25% each. Postal vote venue cost split to the number of election types with the parish element recharged to parishes apportioned on the number of postal votes returned per parish/parish ward. Ballot box filling and distribution venues split between election types. Parish cost then further apportioned between individual parishes based on number of polling stations within each parish/parish ward. The count venue cost would be split between election types. If each election type count is conducted on a different day the parish element would be recharged to parishes apportioned on the number of votes returned for each parish.
Polling staff	Fee paid to staff on duty at the polling station and visiting officers including training and mileage	Wiltshire scale of fees and charges	Shared	Shared	Split according to the number of election types in the polling station. For example: one Unitary election and one Parish election would be apportioned 50% each; one PCC, one Unitary and one Parish apportioned 33% each; one PCC, one Unitary, one Parish and one neighbourhood planning referendum apportioned 25% each.
Postages	Cost of outgoing and incoming postage on postal votes, poll cards and candidate's information	Royal Mail	Separate fee for parish election	Separate fee for Unitary election	Postal votes and candidate's information - Only the parish element is recharged to parishes. If poll card is combined, the cost is absorbed by the Unitary as there is no requirement for parishes to have poll cards.
Poll cards	Production and printing of poll cards	Print company	Separate fee for parish election	Separate fee for Unitary election	If poll card is combined, the cost is absorbed by the Unitary as there is no requirement for parishes to have poll cards
Ballot papers	Production and printing cost of ballot papers	Print company	Actual cost	Actual cost	Often the print company can only split invoices into parish and Unitary, in which case the total parish element is apportioned across parishes according to electorate. Unitary ballot papers are invoiced separately, and not recharged to parishes.
Postal vote packs	Production and printing cost of postal vote stationery, insertion of postal ballot papers and envelopes for the postal vote packs	Print company	Actual cost	Actual cost	Often the print company can only split invoices into parish and Unitary, in which case the total parish element is apportioned across parishes according to number of postal packs.
Postal vote staff	Fee paid to staff for the opening, scanning and pre-verification checks of returned postal vote ballot papers and mileage.	Wiltshire scale of fees and charges	Items specific to parish election only	Items specific to unitary election	Parish element is recharged back to parishes apportioned on staff costs and the number of postal votes returned
Labour	Incidental labour costs, mainly in association with the delivery of polling screens, ballot boxes and other polling/ count equipment	Hourly rate or job rate submitted by contractor	Shared	Shared	Split according to the number of election types
Transport	Incidental transport costs, mainly in association with the delivery of polling screens, ballot boxes and other polling/ count equipment and secure paperwork	Hourly rate or job rate submitted by contractor	Shared	Shared	Split according to the number of election types
Count staff	Fees payable to count staff including training and mileage	Wiltshire scale of fees and charges	Separate fee for parish election	Separate fee for Unitary election	Parish element is recharged back to parishes based on electorate of those parishes contested

General Printing	Printing of notices, electoral supplies including, statutory forms, nomination registers, polling station paperwork, count paperwork	Supplier/actual costs	Items specific to parish election only	Items specific to unitary election	Generic paperwork costs split across all election types.
Storage and confidential destruction	Election paperwork stored for timescales prescribed in law and confidentially destroyed.	Actual cost	Items specific to parish election only	Items specific to unitary election	Only the parish element is recharged to parishes
Uncontested/countermanded elections	Election does not proceed as not contested or postponement	Wiltshire scale of fees and charges	Separate fee for parish election only	Separate fee for Unitary election	Only the parish element is recharged to parishes

Appendix B

Please note these are estimated costs for illustration purposes only

Example 1: Parish/ parish ward 500 electors 100 postal votes and 1 polling station

Description	Parish or parish ward (2021)	Combined elections: Additional fee for each additional election type (2021)	Standalone election	Combined with 1 other election	Combined with 2 other elections	Combined with 3 other elections
<b>CONTESTED ELECTIONS</b>						
<b>A RETURNING OFFICERS FEE</b>						
A1	Returning Officers personal fee - first 500 electors	£32.00	n/a	£32.00	£32.00	£32.00
A2	Returning Officers personal fee - each subsequent 250 electors or part 250 electors	£8.50	n/a	£0.00	£0.00	£0.00
A3	Returning Officers personal fee - first 50 postal voters	£12.00	n/a	£12.00	£12.00	£12.00
A4	Returning Officers personal fee - each subsequent 50 postal voters, or part 50	£2.50	n/a	£2.50	£2.50	£2.50
A5	Returning Officers personal fee - poll cards per contest OR	£14.00	n/a	£0.00	£0.00	£0.00
A6	Returning Officers personal fee - poll cards per 100 poll cards, whichever is the greater	£0.23	n/a	£115.00	£115.00	£115.00
<b>Sub Total A</b>				<b>£117.50</b>	<b>£117.50</b>	<b>£117.50</b>

<b>B DISBURSEMENTS</b>						
B1	Presiding Officer fee (or as per Parliamentary Order)	£240.00	£30.00	£240.00	£135.00	£65.00
B2	Additional sum for Presiding Officer training	£55.00	£25.00	£55.00	£40.00	£35.00
B3	Poll Clerk fee (or as per Parliamentary Order)	£144.00	£20.00	£144.00	£82.00	£61.33
B4	Additional sum for Poll Clerk training	£25.00	£25.00	£25.00	£25.00	£25.00
B5	Visiting Officers	£300.00	£30.00	£300.00	£165.00	£120.00
B6	Additional sum for Visiting Officer training	£105.00	£25.00	£105.00	£65.00	£51.67
B7	Counting/ Parcel assistant (first hour)	£40.00	n/a	£80.00	£80.00	£80.00
B8	Counting/ Parcel assistant (subsequent hour or part hour)	£20.00	n/a	£0.00	£0.00	£0.00
B9	Count/Parcel Assistant training	£25.00	n/a	£25.00	£25.00	£25.00
B10	Count/ Parcel Supervisor (first hour)	£50.00	n/a	£100.00	£100.00	£100.00
B11	Count/Parcel Supervisor (subsequent hour or part hour)	£25.00	n/a	£0.00	£0.00	£0.00
B12	Count/Parcel Supervisor training	£50.00	n/a	£100.00	£100.00	£100.00
B13	Count Control Officer (first hour)	£50.00	n/a	£50.00	£50.00	£50.00
B14	Count Control Officer (subsequent or part thereof)	£25.00	n/a	£0.00	£0.00	£0.00
B15	Count Control Training	£50.00	n/a	£50.00	£50.00	£50.00
B16	Deputy Returning Officer (Count only) in addition to Count Supervisor fee	£40.00	n/a	£0.00	£0.00	£0.00
B17	Postal Vote Opener/Scanning Assistants	£10.00	n/a	£10.00	£10.00	£10.00
B18	Postal Vote Supervisor	£15.00	n/a	£15.00	£15.00	£15.00
B19	Postal Vote Manager	£20.00	n/a	£20.00	£20.00	£20.00
B20	Out of hours telephone cover	£20.00	n/a	£150.00	£75.00	£50.00
B21	Poll card artwork setting, data and proofing (per hour)	£15.00	n/a	£0.00	£0.00	£0.00
B22	Postal vote stationery artwork setting, data and proofing (per hour)	£15.00	n/a	£30.00	£30.00	£30.00
B23	Ballot paper artwork setting, data and proofing (per hour)	£15.00	n/a	£30.00	£30.00	£30.00
B24	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	n/a	£100.00	£100.00	£100.00
B25	To purchase, hire, alter or repair each stamping instrument	n/a	n/a	£0.00	£0.00	£0.00
B26	Mileage, per mile	£0.45	n/a	£22.50	£11.25	£7.50
B27	To provide training, for each training session for Visiting Officers, Presiding Officers, Poll Clerks and Count Staff	£150.00	n/a	£60.00	£30.00	£20.00
<b>Sub Total B</b>				<b>£1,416.50</b>	<b>£1,238.25</b>	<b>£1,045.50</b>

<b>C ACTUAL AND NECESSARY</b>						
C1	For all computer services relating to the production of poll cards			£0.00	£0.00	£0.00
C2	Printing and providing ballot papers			£1,500.00	£1,500.00	£1,500.00
C3	Printing and providing poll cards			£0.00	£0.00	£0.00
C4	Printing and providing postal vote stationery			£400.00	£400.00	£400.00
C5	Printing, providing and publishing notices in connection with the election			£100.00	£100.00	£100.00
C6	Renting, heating, lighting and cleaning premises in connection with the election			£2,000.00	£2,000.00	£2,000.00
C7	Adapting premises for the election and restoring it to the original condition			£0.00	£0.00	£0.00
C8	The hire and repair of ballot boxes			£0.00	£0.00	£0.00
C9	The transportation of ballot boxes			£100.00	£50.00	£33.33
C10	Copies of the register (as per regulations)			£100.00	£100.00	£100.00
C11	Stationery, postage, telephones, bank charges and miscellaneous			£800.00	£800.00	£800.00
C12	Confidential waste storage and destruction			£50.00	£50.00	£50.00
C13	PPE equipment and other Covid-19 related costs			£100.00	£50.00	£33.33
C14	Online polling station training modules			£45.00	£22.50	£15.00
C15	Transportation of polling booths to/from polling stations			£110.00	£55.00	£36.67
C16	Transportation of count equipment/stationery to/from count venue			£100.00	£100.00	£100.00
<b>Sub total C</b>				<b>£5,405.00</b>	<b>£5,227.50</b>	<b>£5,168.33</b>

Estimated overall total (A+B+C) **£6,939.00** **£6,583.25** **£6,331.33** **£6,211.63**

Description	Parish or parish ward (2021)	Combined elections: Additional fee for each additional election type (2021)	Standalone election	Combined with 1 other election	Combined with 2 other elections	Combined with 3 other elections
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Please note these are estimated costs for illustration purposes only

Example 2: Parish/ parish ward 1500 electors 380 postal votes and 2 polling stations

Description	Parish or parish ward (2021)	Combined elections: Additional fee for each additional election type (2021)	Standalone election	Combined with 1 other election	Combined with 2 other elections	Combined with 3 other elections
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**CONTESTED ELECTIONS**

A1	Returning Officers personal fee - first 500 electors	£32.00	n/a	£32.00	£32.00	£32.00	£32.00
A2	Returning Officers personal fee - each subsequent 250 electors or part 250 electors	£8.50	n/a	£34.00	£34.00	£34.00	£34.00
A3	Returning Officers personal fee - first 50 postal voters	£12.00	n/a	£12.00	£12.00	£12.00	£12.00
A4	Returning Officers personal fee - each subsequent 50 postal voters, or part 50	£2.50	n/a	£17.50	£17.50	£17.50	£17.50
A5	Returning Officers personal fee - poll cards per contest <b>OR</b>	£14.00	n/a	£0.00	£0.00	£0.00	£0.00
A6	Returning Officers personal fee - poll cards per 100 poll cards, whichever is the greater	£0.23	n/a	£345.00	£345.00	£345.00	£345.00
<b>Sub Total A</b>				<b>£362.50</b>	<b>£362.50</b>	<b>£362.50</b>	<b>£362.50</b>

**B DISBURSEMENTS**

B1	Presiding Officer fee (or as per Parliamentary Order)	£240.00	£30.00	£480.00	£270.00	£200.00	£165.00
B2	Additional sum for Presiding Officer training	£55.00	£25.00	£110.00	£80.00	£70.00	£65.00
B3	Poll Clerk fee (or as per Parliamentary Order)	£144.00	£20.00	£576.00	£328.00	£272.00	£224.00
B4	Additional sum for Poll Clerk training	£25.00	£25.00	£100.00	£100.00	£100.00	£100.00
B5	Visiting Officers	£300.00	£30.00	£300.00	£165.00	£120.00	£97.50
B6	Additional sum for Visiting Officer training	£105.00	£25.00	£105.00	£65.00	£51.67	£45.00
B7	Counting/ Parcel assistant (first hour)	£40.00	n/a	£120.00	£120.00	£120.00	£120.00
B8	Counting/ Parcel assistant (subsequent hour or part hour)	£20.00	n/a	£0.00	£0.00	£0.00	£0.00
B9	Count/Parcel Assistant training	£25.00	n/a	£75.00	£75.00	£75.00	£75.00
B10	Count/ Parcel Supervisor (first hour)	£50.00	n/a	£100.00	£100.00	£100.00	£100.00
B11	Count/Parcel Supervisor (subsequent hour or part hour)	£25.00	n/a	£0.00	£0.00	£0.00	£0.00
B12	Count/Parcel Supervisor training	£50.00	n/a	£100.00	£100.00	£100.00	£100.00
B13	Count Control Officer (first hour)	£50.00	n/a	£50.00	£50.00	£50.00	£50.00
B14	Count Control Officer (subsequent or part thereof)	£25.00	n/a	£0.00	£0.00	£0.00	£0.00
B15	Count Control Training	£50.00	n/a	£50.00	£50.00	£50.00	£50.00
B16	Deputy Returning Officer (Count only) in addition to Count Supervisor fee	£40.00	n/a	£0.00	£0.00	£0.00	£0.00
B17	Postal Vote Opener/Scanning Assistants	£10.00	n/a	£20.00	£20.00	£20.00	£20.00
B18	Postal Vote Supervisor	£15.00	n/a	£15.00	£15.00	£15.00	£15.00
B19	Postal Vote Manager	£20.00	n/a	£20.00	£20.00	£20.00	£20.00
B20	Out of hours telephone cover	£20.00	n/a	£150.00	£75.00	£50.00	£37.50
B21	Poll card artwork setting, data and proofing (per hour)	£15.00	n/a	£0.00	£0.00	£0.00	£0.00
B22	Postal vote stationery artwork setting, data and proofing (per hour)	£15.00	n/a	£30.00	£30.00	£30.00	£30.00
B23	Ballot paper artwork setting, data and proofing (per hour)	£15.00	n/a	£30.00	£30.00	£30.00	£30.00
B24	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	n/a	£200.00	£200.00	£200.00	£200.00
B25	To purchase, hire, alter or repair each stamping instrument	n/a	n/a	£0.00	£0.00	£0.00	£0.00
B26	Mileage, per mile	£0.45	n/a	£45.00	£22.50	£15.00	£11.25
B27	To provide training, for each training session for Visiting Officers, Presiding Officers, Poll Clerks and Count Staff	£150.00	n/a	£60.00	£30.00	£20.00	£15.00
<b>Sub Total B</b>				<b>£2,146.00</b>	<b>£1,945.50</b>	<b>£1,708.67</b>	<b>£1,570.25</b>

**C ACTUAL AND NECESSARY**

C1	For all computer services relating to the production of poll cards			£0.00	£0.00	£0.00	£0.00
C2	Printing and providing ballot papers			£1,500.00	£1,500.00	£1,500.00	£1,500.00
C3	Printing and providing poll cards			£0.00	£0.00	£0.00	£0.00
C4	Printing and providing postal vote stationery			£800.00	£800.00	£800.00	£800.00
C5	Printing, providing and publishing notices in connection with the election			£100.00	£100.00	£100.00	£100.00
C6	Renting, heating, lighting and cleaning premises in connection with the election			£2,000.00	£2,000.00	£2,000.00	£2,000.00
C7	Adapting premises for the election and restoring it to the original condition			£0.00	£0.00	£0.00	£0.00
C8	The hire and repair of ballot boxes			£0.00	£0.00	£0.00	£0.00
C9	The transportation of ballot boxes			£100.00	£50.00	£33.33	£25.00
C10	Copies of the register (as per regulations)			£100.00	£100.00	£100.00	£100.00
C11	Stationery, postage, telephones, bank charges and miscellaneous			£1,200.00	£1,200.00	£1,200.00	£1,200.00
C12	Confidential waste storage and destruction			£50.00	£50.00	£50.00	£50.00
C13	PPE equipment and other Covid-19 related costs			£200.00	£100.00	£66.67	£50.00
C14	Online polling station training modules			£105.00	£52.50	£35.00	£26.25
C15	Transportation of polling booths to/from polling stations			£220.00	£110.00	£73.33	£55.00
C16	Transportation of count equipment/stationery to/from count venue			£100.00	£100.00	£100.00	£100.00
<b>Sub total C</b>				<b>£6,475.00</b>	<b>£6,162.50</b>	<b>£6,058.33</b>	<b>£6,006.25</b>

Estimated overall total (A+B+C) **£8,983.50** **£8,470.50** **£8,129.50** **£7,939.00**

Description	Parish or parish ward (2021)	Combined elections: Additional fee for each additional election type (2021)	Standalone election	Combined with 1 other election	Combined with 2 other elections	Combined with 3 other elections
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Please note these are estimated costs for illustration purposes only

**Example 3: Parish/ parish ward 3100 electors 800 postal votes and 3 polling stations**

Description	Parish or parish ward (2021)	Combined elections: Additional fee for each additional election type (2021)	Standalone election	Combined with 1 other election	Combined with 2 other elections	Combined with 3 other elections
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**CONTESTED ELECTIONS**

A1	Returning Officers personal fee - first 500 electors	£32.00	n/a	£32.00	£32.00	£32.00	£32.00
A2	Returning Officers personal fee - each subsequent 250 electors or part 250 electors	£8.50	n/a	£88.40	£88.40	£88.40	£88.40
A3	Returning Officers personal fee - first 50 postal voters	£12.00	n/a	£12.00	£12.00	£12.00	£12.00
A4	Returning Officers personal fee - each subsequent 50 postal voters, or part 50	£2.50	n/a	£37.50	£37.50	£37.50	£37.50
A5	Returning Officers personal fee - poll cards per contest <b>OR</b>	£14.00	n/a	£0.00	£0.00	£0.00	£0.00
A6	Returning Officers personal fee - poll cards per 100 poll cards, whichever is the greater	£0.23	n/a	£713.00	£713.00	£713.00	£713.00
<b>Sub Total A</b>				<b>£750.50</b>	<b>£750.50</b>	<b>£750.50</b>	<b>£750.50</b>

**B DISBURSEMENTS**

B1	Presiding Officer fee (or as per Parliamentary Order)	£240.00	£30.00	£720.00	£405.00	£300.00	£247.50
B2	Additional sum for Presiding Officer training	£55.00	£25.00	£165.00	£120.00	£105.00	£97.50
B3	Poll Clerk fee (or as per Parliamentary Order)	£144.00	£20.00	£864.00	£492.00	£368.00	£306.00
B4	Additional sum for Poll Clerk training	£25.00	£25.00	£150.00	£150.00	£150.00	£150.00
B5	Visiting Officers	£300.00	£30.00	£300.00	£165.00	£120.00	£97.50
B6	Additional sum for Visiting Officer training	£105.00	£25.00	£105.00	£65.00	£51.67	£45.00
B7	Counting/ Parcel assistant (first hour)	£40.00	n/a	£240.00	£240.00	£240.00	£240.00
B8	Counting/ Parcel assistant (subsequent hour or part hour)	£20.00	n/a	£120.00	£60.00	£40.00	£30.00
B9	Count/Parcel Assistant training	£25.00	n/a	£150.00	£150.00	£150.00	£150.00
B10	Count/ Parcel Supervisor (first hour)	£50.00	n/a	£100.00	£100.00	£100.00	£100.00
B11	Count/Parcel Supervisor (subsequent hour or part hour)	£25.00	n/a	£50.00	£50.00	£50.00	£50.00
B12	Count/Parcel Supervisor training	£50.00	n/a	£100.00	£100.00	£100.00	£100.00
B13	Count Control Officer (first hour)	£50.00	n/a	£50.00	£50.00	£50.00	£50.00
B14	Count Control Officer (subsequent or part thereof)	£25.00	n/a	£25.00	£25.00	£25.00	£25.00
B15	Count Control Training	£50.00	n/a	£50.00	£50.00	£50.00	£50.00
B16	Deputy Returning Officer (Count only) in addition to Count Supervisor fee	£40.00	n/a	£0.00	£0.00	£0.00	£0.00
B17	Postal Vote Opener/Scanning Assistants	£10.00	n/a	£40.00	£40.00	£40.00	£40.00
B18	Postal Vote Supervisor	£15.00	n/a	£15.00	£15.00	£15.00	£15.00
B19	Postal Vote Manager	£20.00	n/a	£20.00	£20.00	£20.00	£20.00
B20	Out of hours telephone cover	£20.00	n/a	£150.00	£75.00	£50.00	£37.50
B21	Poll card artwork setting, data and proofing (per hour)	£15.00	n/a	£0.00	£0.00	£0.00	£0.00
B22	Postal vote stationery artwork setting, data and proofing (per hour)	£15.00	n/a	£30.00	£30.00	£30.00	£30.00
B23	Ballot paper artwork setting, data and proofing (per hour)	£15.00	n/a	£30.00	£30.00	£30.00	£30.00
B24	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	n/a	£300.00	£300.00	£300.00	£300.00
B25	To purchase, hire, alter or repair each stamping instrument	n/a	n/a	£0.00	£0.00	£0.00	£0.00
B26	Mileage, per mile	£0.45	n/a	£90.00	£45.00	£30.00	£22.50
B27	To provide training, for each training session for Visiting Officers, Presiding Officers, Poll Clerks and Count Staff	£150.00	n/a	£60.00	£30.00	£20.00	£15.00
<b>Sub Total B</b>				<b>£3,039.00</b>	<b>£2,807.00</b>	<b>£2,434.67</b>	<b>£2,248.50</b>

**C ACTUAL AND NECESSARY**

C1	For all computer services relating to the production of poll cards			£0.00	£0.00	£0.00	£0.00
C2	Printing and providing ballot papers			£1,500.00	£1,500.00	£1,500.00	£1,500.00
C3	Printing and providing poll cards			£0.00	£0.00	£0.00	£0.00
C4	Printing and providing postal votes			£1,000.00	£1,000.00	£1,000.00	£1,000.00
C5	Printing, providing and publishing notices in connection with the election			£100.00	£100.00	£100.00	£100.00
C6	Renting, heating, lighting and cleaning premises in connection with the election			£2,500.00	£2,500.00	£2,500.00	£2,500.00
C7	Adapting premises for the election and restoring it to the original condition			£0.00	£0.00	£0.00	£0.00
C8	The hire and repair of ballot boxes			£0.00	£0.00	£0.00	£0.00
C9	The transportation of ballot boxes			£100.00	£50.00	£33.33	£25.00
C10	Copies of the register (as per regulations)			£100.00	£100.00	£100.00	£100.00
C11	Stationery, postage, telephones, bank charges and miscellaneous			£1,800.00	£1,800.00	£1,800.00	£1,800.00
C12	Confidential waste storage and destruction			£50.00	£50.00	£50.00	£50.00
C13	PPE equipment and other Covid-19 related costs			£300.00	£150.00	£100.00	£75.00
C14	Online polling station training modules			£135.00	£67.50	£45.00	£33.75
C15	Transportation of polling booths to/from polling stations			£330.00	£165.00	£110.00	£82.50
C16	Transportation of count equipment/stationery to/from count venue			£100.00	£100.00	£100.00	£100.00
<b>Sub total C</b>				<b>£8,015.00</b>	<b>£7,582.50</b>	<b>£7,438.33</b>	<b>£7,366.25</b>

**Estimated overall total (A+B+C) £11,804.50 £11,140.00 £10,623.50 £10,365.25**

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Appendix

Please note these are estimated costs for illustration purposes only  
**Uncontested Election Costs - Four Year Cycle Elections**

C ACTUAL AND NECESSARY	Parish or parish ward (2021)	Electorate per town/parish or town/parish ward area					Notes
		up to 1,000	1,001-2,000	2,001 to 3,000	3,001-4,000	4,001 5,000	
C1	For all computer services relating to the production of poll cards	n/a	n/a	n/a	n/a	n/a	n/a Absorbed by Wiltshire Council
C2	Printing and providing ballot papers	n/a	n/a	n/a	n/a	n/a	n/a
C3	Printing and providing poll cards	n/a	n/a	n/a	n/a	n/a	n/a
C4	Printing, providing and publishing notices in connection with the election	£30.00	£30.00	£30.00	£30.00	£30.00	£30.00 Arbitrary figure. Actual figure will depend on number of candidates
C5	Renting, heating, lighting and cleaning premises in connection with the election	n/a	n/a	n/a	n/a	n/a	n/a
C6	Adapting premises for the election and restoring it to the original condition	n/a	n/a	n/a	n/a	n/a	n/a
C7	The hire and repair of ballot boxes	n/a	n/a	n/a	n/a	n/a	n/a
C8	The transportation of ballot boxes	n/a	n/a	n/a	n/a	n/a	n/a
C9	Copies of the register (as per regulations)	n/a	n/a	n/a	n/a	n/a	n/a
C10	Stationery, postage, telephones, bank charges and miscellaneous	£30.00	£30.00	£30.00	£30.00	£30.00	£30.00 Arbitrary figure. Actual figure will depend on number of candidates
C11	Confidential waste storage and destruction	n/a	n/a	n/a	n/a	n/a	n/a
C12	PPE equipment and other Covid-19 related costs	n/a	n/a	n/a	n/a	n/a	n/a
C13	Online polling station training modules	n/a	n/a	n/a	n/a	n/a	n/a
C14	Transportation of polling booths to/from polling stations	n/a	n/a	n/a	n/a	n/a	n/a
C15	Transportation of count equipment/stationery to/from count venue	n/a	n/a	n/a	n/a	n/a	n/a
<b>Sub Total</b>		<b>£60.00</b>	<b>£60.00</b>	<b>£60.00</b>	<b>£60.00</b>	<b>£60.00</b>	
<b>D UNCONTESTED ELECTIONS</b>							
D1	Returning Officers personal fee - uncontested election	£30.00	£30.00	£30.00	£30.00	£30.00	
D2	Clerical assistance, per 1,000 electors (or part thereof)	£100.00	£200.00	£300.00	£400.00	£500.00	This is maximum figure and will be based on staff time
D3	Any additional costs already incurred in Section C Actual and Necessary	£60.00	£60.00	£60.00	£60.00	£60.00	
<b>Estimated Total</b>		<b>£190.00</b>	<b>£290.00</b>	<b>£390.00</b>	<b>£490.00</b>	<b>£590.00</b>	

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**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject:** Commissioning Extra Care Housing Services

**Cabinet Member:** Councillor Simon Jacobs – Cabinet Member for Adult Social Care, Public Health and Public Protection

**Key Decision:** **Key**

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## **Executive Summary**

1. This paper makes recommendations for the four Extra Care Housing (ECH) sites supported financially by Wiltshire Council: Needham House, Crammer Court, Meadow Court and Bell Orchard. All sites support residents as tenants, with Needham House additionally supporting a number of private leaseholders.
2. ECH services are discretionary rather than statutory. The current ECH service seeks to offer support to residents in emergencies. It is provided under contract by Somerset Care and Cera Care (formerly Mears). The service model is no longer considered fit for purpose when viewed against more effective models of independent living.
3. Contractual arrangements expire on 31 March 2021. Earlier consultation with residents in July 2019 didn't support a clear way forward before the original contract term expired. Until 1 November 2020, residents at Needham House and Bell Orchard paid a contribution to the service's running costs. Meadow and Crammer Court residents did not.
4. Findings from the recent consultation suggest that, while residents value the presence of a service, there is little active need for, or use of, its current offer. There remains a range of opinion on future support solutions. This paper proposes that residents are consulted on Cabinet's recommended option before a final decision is made.
5. Corporate Leadership Team (CLT) agreed the suspension of core charges for residents at Needham House and Bell Orchard until 31 March 2021 to enable officers to undertake a consultation. This paper identifies a longer timeframe for transitioning services so requests an extension to that provision.

## **Summary of Proposals**

1. Cabinet is invited to consider the proposals in Section 1 of the report:
  - a. To note the indicative timetable and the requirement to extend current provision as an interim stage to support the service design and transition to a new model.
  - b. To endorse the recommended option of ending the current contracts and transitioning to a new support model identified in section 6c. This model would retain an onsite presence at Needham House with visiting support being available to the other three sites with additional community alarm capacity.
  - c. That residents are consulted on the recommended option and their views inform the final decision.

- d. That residents continue to be involved in the design of new support arrangements, alongside engagement with potential providers.
- e. That the final decision on the future means of supporting ECH residents and any associated contract award decisions is delegated to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Corporate Director of Resources.
- f. To extend the suspension of core charge contributions at Needham House and Bell Orchard until the expiry of the current contractual arrangements to support consultation, service redesign and any necessary procurement.

**Reason for Proposal(s)**

1. Current contractual arrangements cannot run 'at will' indefinitely.
2. Initial resident consultation suggests low utilisation or need for the services in their current form, suggesting better alternatives for support residents' continued independence.
3. Residents' views should be sought on the Council's recommended option.

**Terence Herbert**  
**Chief Executive**

## Wiltshire Council

### Cabinet

2 February 2021

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<b>Subject:</b>	Commissioning Extra Care Housing Services
<b>Cabinet Member:</b>	Councillor Simon Jacobs - Adult Social Care, Public Health and Public Protection
<b>Key Decision:</b>	<b>Key</b>

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#### **1 Purpose of Report**

- 1.1 This report makes recommendations for the future commissioning of support to residents living in the four Extra Care Housing (ECH) sites supported financially by Wiltshire Council: Needham House, Crammer Court, Meadow Court & Bell Orchard.
- 1.2 The report also outlines residents' current needs across the four sites, an overview of current provision and related issues, as well as residents' views from the recent consultation on the services and options for the future.
- 1.3 The report makes the following specific recommendations:
  - 1.3.1 To note the indicative timetable and the requirement to extend current provision as an interim stage to support the service design and transition to a new model.
  - 1.3.2 To endorse the recommended option of ending the current contracts and transitioning to a new support model identified in section 6.2. This model would retain an onsite presence at Needham House with visiting support being available to the other three sites with additional community alarm capacity.
  - 1.3.3 That residents are consulted on the recommended option and their views inform the final decision.
  - 1.3.4 That residents continue to be involved in the design of new support arrangements, alongside engagement with potential providers.
  - 1.3.5 That the final decision on the future means of supporting ECH residents and any associated contract award decisions is delegated to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Corporate Director of Resources.
  - 1.3.6 To extend the suspension of core charge contributions at Needham House and Bell Orchard until the expiry of the current contractual arrangements to support consultation, service redesign and any necessary procurement.

#### **2 Relevance to the Council's Business Plan**

- 2.1 This report is relevant to the Council's 2017-27 Business Plan in that it meets its core objectives of 'Protecting the most vulnerable' and 'Building stronger and more resilient communities'. The recommendations are also relevant to the key aims of:
  - Helping people to remain as independent as possible for longer

- Getting the right help that people need, in the right place and at the right time

### 3 Background

- 3.1 ECH provides independent living accommodation to residents, typically over the age of 55, who have current social care needs or may develop such needs in the future.
- 3.2 Although interpretations of ECH are widely debated, in Wiltshire 'Extra Care' is currently defined as an element of attached support available to all residents in an ECH premises. This support is separate to eligible needs identified in a customer's individual care and support plan. These planned social care needs are met in the same way that they would be elsewhere in the community.
- 3.3 A core service typically provides support of a nature that helps residents maintain their tenancy and continue to live independently. A key element that has traditionally differentiated ECH from e.g. sheltered housing, is the availability of a dedicated emergency response service, which provides reassurance and is available for urgent support.
- 3.4 The current ECH service model is no longer considered fit for purpose when viewed against more effective models of independent living. The Council financially supports four ECH schemes providing this service: Crammer Court (Devizes), Needham House (Devizes), Meadow Court (Pewsey) and Bell Orchard (Westbury).

#### 2010 Accommodation Strategy

- 3.5 The origins of ECH in Wiltshire date back to the Older People's Accommodation Strategy of 2010. ECH was intended to enable residents to maintain their independence, whilst having the security of an on-site staff presence and aspects of communal living to combat isolation.
- 3.6 Under the strategy, ECH was also intended to deliver savings by reducing the number of people moving into residential care. To achieve this, ECH schemes were set up under the 'balanced community' model; whereby each scheme would have a balance of people in high, medium and low needs bands.
- 3.7 Savings, however, have not been realised. In 2017 a desk top review of Crammer Court was carried out, which identified there was a much lower level of aggregate client need being met in the scheme than would support the savings sought in residential care.

#### Contractual & Funding Arrangements

- 3.8 An overview of the four schemes is included below:

Scheme	Service Provider	Landlord	Units (flats)
Crammer Court	Cera Care	Aster	50
Needham House	Cera Care	Wiltshire Council	47
Meadow Court	Cera Care	Aster	25
Bell Orchard	Somerset Care	Selwood	12
<b>total</b>			<b>134</b>

- 3.9 All four schemes have a 24/7 onsite staff presence. Regarding night services, Bell Orchard offers a sleep-in service whereas with Crammer, Needham and Meadow have a 'waking' night service. Needham is the only site not to have 'activities' within the service offer as the service model was not designed to include this.
- 3.10 Also in terms of Needham House, provision of an emergency 24/7 assistance service is required as a term of the Homes England grant (then known as HCA, or Housing & Communities Agency) received by the Council for the construction of the property.

Provision of it is not therefore, discretionary. However, the grant does not require that the assistance service is provided by a 24/7 onsite presence.

- 3.11 The service has been fully funded by the Council since 1<sup>st</sup> November 2020. Before that time residents at Needham House and Bell Orchard paid a compulsory contribution to the running costs of the services, referred to as the 'core charge'. The core care charge for Needham House was £23.24 per week and for Bell Orchard, £29.32 per week. A number of residents were dissatisfied with this charge, with many reporting that they neither wanted nor needed care.
- 3.12 The Corporate Leadership Team (CLT) agreed to the suspension of core charges for residents at Needham House and Bell Orchard between 1<sup>st</sup> November 2020 until 31<sup>st</sup> March 2021, the remainder of the current service contracts at the time, to enable consultation to take place and a long term solution to be sought.
- 3.13 An overview of the costs is provided below. A full year effect of suspending the core charges to residents of Needham House and Bell Orchard would constitute a £75,095 per annum budget pressure:

Scheme	Provider	Annual Cost	
		WC	'core charge'
<b>Before 01.11.20</b>			
Crammer Court	Cera Care	£70,713	NA
Needham House	Cera Care	£79,230	£56,799
Meadow Court	Cera Care	£73,474	NA
Bell Orchard	Somerset Care	£32,000	£18,296
<b>total</b>		<b>£255,417</b>	<b>£75,095</b>
<b>grand total</b>		<b>£330,512</b>	
<b>After 01.11.20</b>			
Crammer Court	Cera Care	£70,713	NA
Needham House	Cera Care	£136,029	NA
Meadow Court	Cera Care	£73,474	NA
Bell Orchard	Somerset Care	£50,296	NA
<b>grand total</b>		<b>£330,512</b>	<b>NA</b>

- 3.14 Formal contracts with Cera Care and Somerset Care expired in March 2020. Following advice from procurement and legal services, ECH services are currently running 'at will' until recommendations on future support options are agreed and implemented.
- 3.15 It is anticipated that an additional period of up to 6 months, to 30<sup>th</sup> September 2021, will be required following approval of these recommendations to allow officers to:
- Consult with residents across the four sites on the recommended option
  - Engage with potential providers on commercial viability
  - Undertake the delegated authority process and any necessary procurement or transition arrangements.

This would represent a budget pressure of £37,548.

Level of Need

3.16 The four sites provide 134 units of accommodation. At January 2021 there are 138 residents and 14 void units. This suggest there are 18 cohabiting couples with the remaining 92 occupied units being occupied by single individuals.

3.17 There are 48 residents with current care packages including 9 self-funders. This means that of the 138 current residents, 65.2% have no identified care needs at all. The majority of care packages are delivered through homecare. An overview of council-funded care packages is provided below:

<b>Council-funded care packages - Overview</b>	
HTLAH (Help to Live at Home)	<ul style="list-style-type: none"> <li>➤ 28 clients</li> <li>➤ Average package 14.3 hours pw. (skewed by a small number of larger packages)</li> </ul>
GLA (Good Lives Alliance)	<ul style="list-style-type: none"> <li>➤ 3 clients (all at Meadow)</li> <li>➤ Includes a package of 24/7 care – double-handed. Waking nights.</li> </ul>
Personal Assists	<ul style="list-style-type: none"> <li>➤ 3 clients (2 at Crammer; 1 at Needham)</li> </ul>
Direct Payments	<ul style="list-style-type: none"> <li>➤ 3 overall, including -</li> <li>➤ (2 at Needham – both ‘high’ banded (1 used to fund live-in care (plus spot purchased care hours). The other used to fund ‘24hr care’))</li> <li>➤ (1 at Crammer – used to fund PA. ‘Low’ banding)</li> </ul>
Telecare	<ul style="list-style-type: none"> <li>➤ 3 clients</li> <li>➤ (2 at Crammer. ‘High’ banded. Both have additional HTLAH or PA support)</li> <li>➤ (1 at Bell. ‘Low’ banded. Has additional HTLAH support)</li> </ul>
Sitting Service	<ul style="list-style-type: none"> <li>➤ 3 clients (1 each at Needham, Crammer and Meadow)</li> <li>➤ None have any additional support</li> </ul>
Respite	<ul style="list-style-type: none"> <li>➤ 1 client at Needham. 4 weeks respite pa in addition to HTLAH care package (medium banded)</li> </ul>
Reablement	<ul style="list-style-type: none"> <li>➤ 1 Client at Bell</li> </ul>
<ul style="list-style-type: none"> <li>➤ <i>In the majority of cases, the level of individual care need is comparable to that used to support people living in general needs or ‘non-specialist’ accommodation.</i></li> <li>➤ <i>A GLA client with 24/7 additional care package illustrates the complexity of need that can be supported in ECH but is rare in the current cohort.</i></li> <li>➤ <i>Reablement is an interim package of support (e.g. post-hospital discharge or to maximise functioning) and does not necessarily result in an ongoing package of care</i></li> </ul>	

3.18 The allocation procedure for ECH identifies that schemes operate a ‘balanced community’ model. This model seeks an even distribution of high, medium and low needs clients in order to ‘*operate effectively as possible, be used as a preventative measure, provide a realistic alternative to residential care and to facilitate sustainable funding models.*’

3.19 The model’s intended balance and the current balance is summarised here:

<b>Banding Type</b>	<b>‘Balanced Community’ model</b>	<b>Current Care Needs Balance (Jan ’21)</b>				
		<b>Total</b> (out of 138 residents in 134 units)	<b>Needham House</b> (capacity 47 units)	<b>Crammer Court</b> (capacity, 50 units)	<b>Meadow Court</b> (capacity, 25 units)	<b>Bell Orchard</b> (capacity, 12 units)
<b>High</b> (14+ care hours)	33.33%	12.32%	10.6%	14%	8%	25%

<b>Medium</b> (6-14 care hours)	33.33%	13%	10.6%	12%	20%	16.66%
<b>Low</b> (0-5 care hours)	33.33%	74.68%	78.8%	74%	72%	58.34%
<p>➤ <i>The details of self-funders' care packages are private and unknown to the council at the time of writing. They have been evenly distributed across high, medium and low bands for the purposes of this analysis.</i></p> <p>➤ <i>Residents with no care needs/packages are automatically included in the 'low' banding</i></p>						

- 3.20 While the equal split of bandings is an 'ideal' of the model, it is accepted that there will be a degree of fluctuation over time as residents' needs change and due to the presenting needs or likely future needs of applicants at any given time. However, current needs are significantly lower than ECH's intention, with 65% of residents having no care needs at all, and only a quarter falling into the medium and high bandings where the model would expect closer to two thirds.
- 3.21 The Institute of Public Care suggests that care needs under 5 hrs pw, and in cases up to 10 hrs pw, can often be met as or more effectively through alternate community or voluntary resources as opposed to formal care. This would cover a notable portion of care needs in the low and medium bands. Results from the resident consultation (appendix 2) showed that residents received more additional support from family, friends and other informal means, than from care agencies.
- 3.22 Over time, a disproportionately high number of ECH tenancies have been let to people with little-to-no emerging care needs. This has reduced the ability of the schemes to meet the initial commissioning intentions of supporting people with complex needs in ECH rather than residential care (and in doing so improve their quality of life while delivering efficiencies). As a result, people who may have been suitable for ECH's intended purpose may have instead been diverted to traditional residential care. Moreover, relatively independent people whose housing need may have been effectively met in general needs or sheltered housing, have been allocated extra care tenancies. This is evident in the cohort of current ECH residents who report that they neither want nor need the support provided from the current ECH model.
- 3.23 Applying the concept of 'extra care' to a resident cohort with low aggregate need risks creating a dependency culture on services which is counter to the overriding direction of travel for supporting communities under the Care Act (2014) (see section 4 below). The commercial viability of the current model is also questioned as ECH providers typically rely on providing additional care packages to higher needs clients.
- 3.24 Needham House is a mixed-tenure scheme, which mixes social rented tenants with private leaseholders. There has been a range of firmly held views on the onsite service's relevance and core charge contributions: with some residents not needing or wanting the service, and wanting to opt out, while others find value in it and wish to keep it.
- 3.25 The private leaseholders at Needham House occupy their properties under a 125-year shared ownership lease. They have collectively taken legal advice on the terms of those shared ownership leases. They have notified the Council of an intent to pursue legal action should the onsite service be removed, due to references to it in their leases (see Legal Implications below).

- 3.26 Officers have considered options to buy out the leaseholders to bring parity across all ECH sites and to support future service development. However, this was not taken forward as it would not have been commercially attractive to leaseholders. The Council is instead using its rights under the shared ownership leases to buy back those leases on the death of the leaseholder or when the leaseholder wishes to move. There are currently 9 leaseholders with one of those in the process of selling back their lease to the Council, leaving 8.
- 3.27 The buy-back of shared-ownership leases at Needham House is also in-keeping with the Council's housing department's wider activity in purchasing back similar leases in other parts of the County to support the Council's need for this type of property for rental tenants.

#### Engagement & Consultation

- 3.28 The Council originally consulted with ECH residents in July 2019. The outcome of that exercise did not support a clear way forward before the original contract term expired and therefore the proposals did not proceed to Cabinet. The consultation approach in support of this paper's proposals enables a broader evidence base to be established and also increases the opportunity for residents to be more involved in co-producing a new support model and service. The stages of the process are as follows:
- A first consultation stage to identify residents' current usage and views of the current ECH service, areas of support need and views on possible alternatives.
  - A second stage consultation with ECH residents on the recommended option for future services – alongside engagement with potential providers to assess commercial viability - to enable a final decision to be made on the model and consideration to resident involvement within the procurement / transition process.
- 3.29 The first stage took the form of a postal survey across November and December 2020. The overall response rate was 48% of residents (55% of households) with similar proportions of responses across each scheme. The consultation took place during the second COVID-19 lockdown. It is possible this impacted on responses. The methodology and findings are available in appendix 2 and will be shared with ECH residents prior to Cabinet.

#### Key findings

- 3.30 Overall, over 80% of respondents said they either have never used the service or do so only rarely. Only 10% use the service at least once a week.
- People at Needham make least use of the service (52% don't use it and a further 37% only rarely, meaning only 11% make active use of the service at least weekly).
  - At Bell, 36% haven't used the service and 33% only use it monthly. No other responses received.
  - Crammer: Over 75% don't use it at all or use it rarely
  - Meadow: Half don't use the service at all, the other half only rarely.
- 3.31 Most respondents (between 65%-75%) across the four sites identify that they need little or no help with the types of support that the ECH services offer. Where they do need support, this is mostly 'emotional wellbeing' and 'feeling safe in the home' with some 'maintaining social contact' and 'interests to keep occupied'.
- 3.32 Between 66%-88% at Needham don't need any ECH type help. Needham returned the highest response rate to this question. About half from Bell require help in most areas. Crammer and Meadow fall between Needham and Bell.



- 3.33 Key priorities for respondents emerged as ‘timely response’ and ‘easy access to emergency services’ when required.
- 3.34 More additional care needs are met by family and friends than paid-for care. About a third receive support from family or friends at least weekly. This is mostly for basic daily living tasks, maintaining tenancy and independent living (e.g. bills and appointments).
- 3.35 Opinions on the services are varied, similar numbers suggesting that the service represents value for money as would like the option to opt out. Needham House (50% of responses) indicated the greatest dissatisfaction with the service. Crammer Court (where residents have never had to pay) responses indicate that on the whole, the service offers good value for money, as do Bell Orchard’s respondents. There was a noticeable difference in the perception of value for money depending on whether people had previously had to pay for the service. People at Crammer and Meadow tend to see it as providing value for money. However, people at Needham and Bell view it differently. Only 9 respondents at Needham were happy to pay for the service (perhaps corresponding with the 9 leaseholders there). Only 13% at Needham think the service offers value for money and 43% would want to opt out and not pay. 40% at Bell think its value for money with another 40% saying they’d like to opt out.
- 3.36 As many people wanted telecare as wanted a 24/7 service (40 out of 66 responses for each). But this is in addition to the 24/7 service, not instead of. The strongest support for telecare was at Needham where 60% of responses included it as a top future option. However, looking more closely into preferences across the sites, these were:

First Preference
<ul style="list-style-type: none"> <li>➤ <b>Needham:</b> Two thirds of respondents preferred a form of onsite presence (33% each for the two options of ‘24/7 availability’ and ‘daytime service with sleep-in at night’). Telecare / emergency alarm a close second with 29%</li> <li>➤ <b>Meadow:</b> 50% ‘Daytime onsite emergency response service with a sleep-in presence during the night’</li> <li>➤ <b>Crammer:</b> 40% ‘An onsite emergency response service that is available 24 hours a day’</li> <li>➤ <b>Bell:</b> 50% ‘Daytime onsite emergency response service with a sleep-in presence during the night’</li> </ul>
Second Preference
<ul style="list-style-type: none"> <li>➤ <b>Needham:</b> 44% emergency alarm</li> <li>➤ <b>Meadow:</b> 60% emergency alarm</li> <li>➤ <b>Crammer:</b> 55% Daytime onsite emergency response service with a sleep-in presence during the night’</li> <li>➤ <b>Bell:</b> 50% each for ‘advice &amp; information’ and ‘telecare / emergency alarm’</li> </ul>
<p><i>The multiple responses from respondents to these questions explain some of the contradictions in preferences and underline the need for further consultation.</i></p>

- 3.37 While people make little use of the service, it appears many respondents are reassured by the presence of the urgent support element of the provision. A strong preference emerges for an onsite service similar to the current model, but with additional community alarm call and some information and advice services. However it is clear that contributing to the current level of service is significantly unpopular.
- 3.38 In many cases, people with comparable care and support needs are seen to live independently in general needs housing without the support offered under the current model. So building in such a level of support to daily living would be disproportionate.

3.39 There is little to suggest from residents that the daytime service plays an active role in many residents' day to day lives. The night-time element in some respects supports the ECH purpose of peace of mind and support in an emergency.

#### **4 Statutory Requirements**

4.1 Under the Care Act (2014) councils have a statutory duty to meet people's eligible care and support needs in the most cost-effective way. However, the ECH services contracted through Cera Care and Somerset Care are discretionary and not statutory. Therefore, subject to the requirement to provide 24/7 emergency assistance in some form at Needham House, the Council has discretion in deciding whether it continues to fund the ECH service, or whether its duties and residents' outcomes are best supported through alternate means.

4.2 In meeting their duties under the Act, councils have to consider what services, facilities and resources are already available in the area that might help local people e.g. voluntary and community groups. Furthermore, councils are expected under the Act to provide or arrange services in such a way as to:

4.2.1 help keep people well and independent, and to work with them to help access those services.

4.2.2 reduce need and help people regain skills

4.3 A number of ECH residents have eligible care and support needs met through separate council-funded care packages. The needs and outcomes being met under those care packages are not affected by this paper's proposals.

#### **5 Main Considerations for the Council**

5.1 Despite ECH services not being statutory, the ECH sites themselves are people's homes and have historically been marketed to applicants by the Council as providing 'Extra Care'. This will have influenced residents' perceptions and expectations.

5.2 Continued provision of a non-statutory service that is consistently not-well utilised, however, does not represent value for money and is inconsistent with the council's strategic aims for adult social care.

5.3 The stated preferences of service users as identified through the consultation need to be considered against the low utilisation or need for the current service.

5.4 The council should consider the benefits of more modern 'housing with care' options as part of its future commissioning arrangements – notably as the focus moves away from traditional residential care and supporting people with more complex needs in the community.

5.5 The need to provide some form of full-time emergency assistance provision at Needham House (see Legal Implications).

#### **6 Options**

6.1 Common to all options is the need to balance residents' independence and wellbeing with ensuring that needs are met appropriately. Residents' preferences and the commercial viability of any care and support model intended to be provided through external providers also need due consideration. There is not one model that provides a perfect solution for all parties. All options will require parallel activity around letting and activity for future referrals.

6.2 There are 3 principal options, each with potential variants. In producing these options, officers have considered the first stage consultation findings, range of alternative means of supporting residents' outcomes effectively, as well as the need to ensure

efficient use of public money and focus investment on those in greatest need in a challenging financial climate for the Council. The options are as follows:

<b>6.2.1 - Option A</b>	
No change / tender for a like-for-like service model	
<b>Benefits</b>	<b>Drawbacks</b>
<ul style="list-style-type: none"> <li>➤ Promotes continuity</li> <li>➤ Likely to be more favourable with some residents (but not if residents continue to be charged at current levels)</li> <li>➤ Avoids risk of legal action from leaseholders at Needham House</li> <li>➤ Tender process enables the market to be tested for best value</li> <li>➤ First stage consultation shows residents are reassured by its presence</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continues a dependency culture in a non-statutory service</li> <li>➤ Analysis of care needs shows the services are supporting lower aggregate need than they were designed to meet</li> <li>➤ More likely to be commercially unattractive to providers</li> <li>➤ First stage consultation shows little use or need for, the current service model</li> <li>➤ Would prolong an inefficient and ineffective use of public money for non-statutory services</li> <li>➤ Inconsistent with the council's strategic aims for social care and Care Act requirements</li> <li>➤ Will not be supported by many residents who are charged</li> </ul>
<b>Further considerations</b>	
<ul style="list-style-type: none"> <li>➤ Providers may need additional opportunity to provide services either directly to ECH residents or to other client cohorts in the surrounding community.</li> <li>➤ Would need consideration of a permanent waiving of the core charge to be palatable to residents in Needham House and Bell Orchard (or its equal application of the core charge to all ECH premises which would be unpopular). Waiving the core charge increases the council's costs by £75K pa with the current provider but may be more following tender submissions.</li> </ul>	

<b>6.2.2 - Option B</b>	
Decommission all ECH services and replace with Telecare/Emergency call response	
<b>Benefits</b>	<b>Drawbacks</b>
<ul style="list-style-type: none"> <li>➤ Equitable approach across all schemes</li> <li>➤ Offers a break from the current model and a chance to consider new ways of meeting residents' needs in line with current strategic direction for social care and residents' actual needs</li> <li>➤ Reduces the continuance of a dependency culture and more effectively supports independence</li> <li>➤ Support levels more proportionate to actual need</li> </ul>	<ul style="list-style-type: none"> <li>➤ Highest risk of legal action from leaseholders at Needham House</li> <li>➤ Increased risk of challenge from residents across the 4 premises (mitigated through robust engagement and consultation approach)</li> <li>➤ Reputational risk to Council if perceived as 'removing services'</li> <li>➤ In some cases, may result in increased care packages</li> </ul>

<ul style="list-style-type: none"> <li>➤ Delivers approx. £273,026k net savings from all ECH spend (cost of current services minus the cost of telecare installation)</li> <li>➤ Enables more social care budget to be redirected to those in greatest need</li> <li>➤ Good support for telecare as a preference in first stage resident consultation</li> </ul>	
Further considerations	
<ul style="list-style-type: none"> <li>➤ Without the risk of legal challenge from leaseholders at Needham House would be a present a strong option</li> <li>➤ Level of care need across the schemes is largely consistent with the level and type of need able to be supported elsewhere in the community in general needs housing</li> <li>➤ Further consultation would be required to ensure no negative impact on the people currently using the service or with care packages / direct payments</li> </ul>	

### 6.2.3 - Option C (Recommended)

Hub & Spoke ECH model

*In context of the four existing ECH schemes, the model would include:*

- |  |
|--|
| <ul style="list-style-type: none"> <li>➤ Day-time service (Monday to Friday) based at Needham House (hub) with visiting 'surgery' days to the other 3 premises for direct support and signposting to relevant community services required to meet needs</li> </ul> |
| <ul style="list-style-type: none"> <li>➤ Sleep-in night provision based at Needham – contactable via telecare / community alarm from residents in all 4 premises</li> </ul>  |
| <ul style="list-style-type: none"> <li>➤ Residents at Crammer, Meadow and Bell to have telecare / community alarm installed and funded by the council</li> </ul>   |

Benefits	Drawbacks
<ul style="list-style-type: none"> <li>➤ Provides balance between the first stage consultation findings and use/need of current service</li> <li>➤ No contributions to the core service from residents</li> <li>➤ Risk of legal challenge from leaseholders at Needham is averted if the onsite service is based there.</li> <li>➤ Improved choice &amp; control: people pay for their care only when they choose or where they need to make a contribution to their assessed, eligible care.</li> <li>➤ Estimated reduction in costs of £157,160pa compared to the costs of the current service model (see 6.7 below).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Less consistent with many residents' stated preferences (although residents do not want to pay for these)</li> <li>➤ Increased risk of challenge from residents, mitigated through robust engagement and consultation approach)</li> <li>➤ As with Option B, reputational risk to Council from the perception of 'removing services' needs mitigation through further consultation</li> <li>➤ Commercial viability requires engagement with potential providers before specifying and procuring any new service</li> <li>➤ May be seen as favouring Needham</li> </ul>

<ul style="list-style-type: none"> <li>➤ Same benefits as Option B: positive break from current service model; reduced continuance of dependency culture; improved independence; support levels proportionate to need and social care budgets supporting those in greatest need</li> <li>➤ Good level of support for telecare/emergency alarm services as a viable alternative to the current model</li> <li>➤ Provides a level of onsite daytime support to all schemes while still providing appropriate reassurance at night-time</li> <li>➤ Key resident outcomes of 'emotional wellbeing' and 'feeling safe in the home' continue to be met</li> <li>➤ Creates additional opportunities in 'Commercial Viability' and 'Supporting Strategic Priorities'</li> <li>➤ Risk of challenge from residents is potentially less than for Option B</li> </ul>	
Further considerations	
<ul style="list-style-type: none"> <li>➤ Outcomes of 'emotional wellbeing' and 'feeling safe in the home' can be met through a range of solutions including signposting to other existing community, voluntary or council assets and building individual and community resilience through co-production</li> <li>➤ As Option B, requires a permanent end to the core charge</li> <li>➤ Potential providers may question the commercial viability of the model without a guarantee of being 'first-call' provider for additional care packages. This is often the case in private retirement housing and ECH schemes</li> <li>➤ Resident cohorts change over time and commissioning and service approaches need to change with them. It is possible that existing and future cohorts develop greater need for care meaning that a new approach may need to be developed</li> </ul>	

6.3 A hub and spoke model would include:

- **Hub & Spoke**
  - Service based at one site (hub) but available to people living in other locations
- **Core & Flexi**
  - Council would fund a core level of ECH service. Core provider is priority for any homecare needs developing among residents
  - Residents can use their own resources to purchase additional care and support in excess of their assessed need, should they wish. This can be from the onsite provider or another provider of their choosing

6.4 The potential model across the four existing ECH sites needs to be tested with providers but may lend itself to wider opportunity to the voluntary sector as well as private provision.

- 6.5 The successful provider could potentially use Needham House as a hub for wider homecare or other support activity in the area; reducing their overheads and promoting market sustainability which will be particularly useful for smaller organisations with a smaller available resource. Similar benefits may exist to voluntary sector providers reducing their overheads and making use of available office space in Meadow, Crammer and Bell Orchard. In doing so, this increases signposting options to residents at those schemes as well as increased reassurance from proximity to other community support options.
- 6.6 The cost of the proposed 'hub & spoke' provision would be determined through competitive procurement. The projected cost is estimated at:

Cost element	Projected cost
Onsite service based at Needham House <i>(using the current costs for Needham House as a proxy)</i>	£136,029
Telecare for Bell Orchard, Meadow Court & Crammer Court	£37,323
<b>Total</b>	<b>£173,352</b>

- 6.7 The projected cost of £173,352 for the new service is less than (by £157,160pa) the overall costs of the current service model of £330,512.
- 6.8 Officers will also look at the change of use of a small number of void units within the service to become 'short stay' flats for flexible community step-up/step-down/respite or for people to trial the extra care model as an alternative option to live-in-care or residential care where they are struggling to cope at home (with associated priority status in the lettings bidding process).
- 6.9 'Telecare' includes sensor monitoring, reassurance calls and physical responder service for urgent situations. However, these elements are usually part of a larger package of care and included in funding assessments for client contributions. Only three current ECH households have telecare provision. The equipment elements of telecare include installation and maintenance and are similar in type to community equipment. This means that they are free to the customer and not assessed as ongoing costs, neither are they included in any financial assessments for client contributions. Increased use of community equipment is also in-keeping with the direction of travel in social care and the council's emerging commissioning intentions, as it helps maximise independence while promoting sustainable use of physical care resource.

**7 Overview and Scrutiny Engagement**

- 7.1 A briefing on these proposals for the Chairman and Vice-chairman of Health Select Committee and the Chairman of Financial Planning Task Group will be provided on 27 January 2021.

**8 Safeguarding Implications**

- 8.1 Current contract arrangements with extra care providers contain robust safeguarding measures in line with Council policy. Future support arrangements will build on these provisions and give clear direction on safeguarding policy process.

**9 Public Health Implications**

- 9.1 Improved availability of well-targeted extra care provision will ensure that people with care needs that cannot be met in less specialised settings and who are reliant on financial support from the Council to pay for care, can access appropriate services to meet their needs and support their wellbeing.

## **10 Procurement Implications**

- 10.1 The commercial viability of the service model put forward under the recommended option will require market engagement with providers to assess its commercial viability before determining the best option.
- 10.2 Any procurement will follow a robust process in line with the Public Contracts Regulations (2015) Light Touch regime. A project group and risk log will be in place to support this.
- 10.3 Advertising and market engagement for the tender will stimulate the market and should secure competitive bids from those providers able to meet the requirements. Service specifications will be clear and robust, but also build in sufficient flexibility for the successful provider to continue to work with residents, commissioners and partners and ensure the service continues to be strategically relevant and of value to residents.
- 10.4 There is the potential for the new service model to be open to both registered care providers and voluntary sector and potentially, partnerships between the two. Registered providers with an 'Inadequate' CQC rating will not be invited to tender for the service.
- 10.5 Service design and the requirements of any procurement will consider how the new service model will deliver social value as defined by the Social Value Act (2012).
- 10.6 As this report identifies, potential providers will also need to be engaged on the proposed model to allow the council to consider commercial viability ahead of any procurement. This will inform scope, specifications and potential tender price submissions. However the Council must have regard to PCR 2015 (40) to ensure that advice from potential "market participants" does not distort competition.

## **11 Equalities Impact of the Proposal**

- 11.1 An initial EQIA risk assessment has been undertaken and has not identified impact, discrimination or inequity of provision or cost, based on residents, age, gender, disability or other protected characteristic. The full text is available on request.
- 11.2 Until recent action by the council, some residents paid towards the ECH service and others did not. These proposals promote fairness in that there is alignment across the service model, with no resident being required to contribute to the core costs of a new ECH service.
- 11.3 There are potential negative impacts, or certainly the perception of negative impacts, for residents in some schemes where the current level of onsite service presence will be reduced. However, this impact is counteracted by:
  - 11.3.1 Low usage of and need for the current scheme as evidenced through the initial consultation
  - 11.3.2 The viable alternatives to current services identified in the recommendations which are proportionate to need
  - 11.3.3 The planned subsequent consultation with residents on the recommended option to ensure their views are given appropriate consideration in the final decision making
  - 11.3.4 The generally positive impact of the recommendations outlined above
- 11.4 It is noted however that due to longstanding familiarity with the existing service model and its 24/7 on-site staff presence, existing residents would need to be supported to adjust to how the new model continues to meet their needs. New referrals into the

ECH schemes will simply experience the new service model on its own merits with clear expectations.

## **12 Environmental and Climate Change Considerations**

12.1 The tender evaluation criteria and contract terms and conditions include provision on environmental and climate change impact to ensure this is appropriately considered.

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

13.1 There would be continued pressure on commissioning budgets for a service that is not appropriately targeted or utilised and cannot demonstrate outcomes for a majority of clients. Under current 'at will' arrangements, improvements to services are less likely.

13.2 Maintaining the status quo is inconsistent with the prevailing trends in adult social care of meeting demand in a preventative way using approaches which focus on prolonging independence and utilising people's strengths and existing assets in the community. There is also the risk of creating a dependency culture among some residents.

13.3 Some residents would remain dissatisfied with current arrangements due to the polarised opinion among the residents' community in some ECH schemes. This presents a reputational risk to the Council as seen in recent media coverage.

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

14.1 Any recommendation for change risks dissatisfaction amongst some residents, especially a change that potentially involves a reduction in service levels. There is therefore reputational risk for the Council but less so than other options. Mitigation is through an appropriate resident engagement and consultation process to ensure that all residents' views are considered alongside a clear evidence base of the case for change.

14.2 Any risk of legal action from leaseholders at Needham House is reduced by this paper's proposals.

14.3 Residents' preferences may not be consistent with the provider market's view of commercial viability for a future service. This paper recommends that providers are engaged alongside further resident consultation on this paper's recommended option to understand risk and opportunities around the future model before a final decision is made.

## **15 Financial Implications**

15.1 The current budget for these contracts is £220,070pa. Under the current service model there has been a gap in the commissioning budget of £35,347pa which grew to £110,442pa as a result of the Council's decision to suspend the core charge at Needham House and Bell Orchard. The proposals outlined in this report will help address the gap in the commissioning budget for these services as the projected annual cost for the new service model is within the current budget. There is a projected reduction in total costs to the service of £157,160 on a permanent basis.

15.2 However, the projected cost reduction in 2021/22 will be £78,580. This is due to the transition between service models planned for 1<sup>st</sup> October 2021, and the Council meeting the core charges between April and September 2021. The impact of this is as follows:



- 15.2.1 (March to September 2021) current model costs including core charge:  
£165,256
- 15.2.2 (October to March 2022) new model projected costs: £86,676
- 15.2.3 The total projected of the Extra Care service for 2021/22 is therefore  
£251,932, establishing a budget gap of £31,862 for the year, before greater  
cost reductions identified in 15.1 come into effect in subsequent years.

## **16 Legal Implications**

- 16.1 The Public Contract Regulations (2015) (“PCR”) require that Council contracts are tendered and let in accordance with certain procedures. In addition, any procurement process must be undertaken in line with the provisions of Part 9 (Financial Regulations), Part 10 (Contract Regulations) of the Council’s Constitution also apply., as well as the Public Contracts Regulations (2015, PCR).
- 16.2 Contracts let “at will” are unlikely to be in accordance with those things set out in para. 16.1 and could be challenged by other service providers on the basis that the opportunity was not extend to them or the market generally. In the current circumstances this risk is diminished as the delay is in part caused by Council activity which seeks to optimise the service that will be put to tender and thereby make for a better market opportunity.
- 16.3 Decisions for the award of new contracts and all associated documents in respect of the Alliance and draw-down contracts may be delegated to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Corporate Director of Resources in accordance with the Council’s Scheme of Delegation.
- 16.4 Procurement competitions are required by PCR to, as far as possible, present the same opportunity to all tenderers. The aim of pre-tender consultations is to allow the Council to be better informed and so able to run a more effective competition. In consequence, pre-tender market consultations have to be done in such a way so that procurement documents developed after consultation can’t be said to discriminate on the basis of the results of the pre-tender consultation and so distort competition.
- 16.5 Appropriate contract documents support the compliant and effective delivery of services and support the Council in ensuring its statutory duties are upheld through commissioning services from the private care market. Legal Services are supporting the project and ensuring the contractual documentation required is robust and fit for purpose.
- 16.6 Compliance with PCR will be observed, and the Council’s Strategic Procurement Hub and Legal Services team will be fully engaged. There is no particular risk of a procurement challenge on the procedure for the acquisition of new services if the PCR procedures are followed.
- 16.7 Needham House was constructed with the assistance of a grant from Homes England (then known as Homes and Communities Agency) which requires the Council to provide a 24/7 emergency assistance service. Homes England does not specify how that service is to be provided.
- 16.8 The shared ownership leases and tenancy agreements granted by the Council contain the terms for the provision of that service. The shared ownership leaseholders have taken legal advice which asserts that any removal of the 24-hour onsite presence would be a breach of the leases by the Council. The Council’s internal legal advice is that, whilst the terms of the leases should be wide enough to allow for provision in another form, there is room for doubt and that there is a significant risk that any challenge by the leaseholders to the removal of the current

arrangements would be successful. Any changes to the ECH provision will need to take account of this.

## **17 Workforce Implications**

17.1 These proposals largely relate to activity delivered through external providers. Aside from one individual there is no direct impact on the Council's own workforce. A manager from the council's housing function is based at Needham House, where the Council is landlord. This manager was previously employed by Mears Care (predecessor to Cera Care) but was TUPE transferred into the Council on 01.10.19 to support improved effectiveness of the role in enabling the manager to access the Council's IT system.

## **18 Conclusions**

18.1 With contractual arrangements coming to an end and the current service model no longer fit for purpose, it is essential that a clear direction for support at ECH sites is established and that residents are properly involved in that decision-making process.

18.2 Cabinet is asked to consider the proposals outlined in section 1:

18.2.1 To note the indicative timetable and the requirement to extend current provision as an interim stage to support the service design and transition to a new model.

18.2.2 To endorse the recommended option of ending the current contracts and transitioning to a new support model identified in section 6c. This model would retain an onsite presence at Needham House with visiting support being available to the other three sites with additional community alarm capacity.

18.2.3 That residents are consulted on the recommended option and their views inform the final decision.

18.2.4 That residents continue to be involved in the design of new support arrangements, alongside engagement with potential providers.

18.2.5 That the final decision on the future means of supporting ECH residents and any associated contract award decisions is delegated to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Corporate Director of Resources.

18.2.6 To extend the suspension of core charge contributions at Needham House and Bell Orchard until the expiry of the current contractual arrangements to support consultation, service redesign and any necessary procurement.

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**Date of Report:** 02/02/2021

## **Appendices**

Appendix 1	Indicative Timeline
Appendix 2	First Stage Resident Consultation Analysis

**Appendix 1**  
Indicative Timeline

Stage	Date(s)
Communicate cabinet decision to residents with proposals for second stage consultation	10-12.02.21
Second stage consultation	15.02.21 – 09.04.21
Market engagement 1: commercial viability and provider feedback	08.03.21
Market Engagement 2 – tender opportunity	19.04.21
Publish Tender	07.05.21
Tender Submission	06.06.21
Evaluation & governance for intended contract award	07.06.21 – 28.06.21
Standstill	29.06.21 – 08.07.21
Contract Award	09.07.21
Mobilisation and TUPE (where applicable)	09.07.21 – 30.09.21
Contract Start Date	01.10.21

## **Background & Method**

This appendix outlines the results the Council's recent consultation with ECH residents. This is the first stage of the consultation process and was designed to identify:

- Residents' current usage and views on the ECH service
- Areas of support need
- Views on possible alternatives

The consultation window ran from 5<sup>th</sup> November to 4<sup>th</sup> December 2020. Logistics for delivery were impacted by COVID restrictions however each premises received the same amount of time to respond overall. This consultation window was deemed appropriate, considering:

- The similar consultation exercise undertaken in July 2019, and
- February 2021 Cabinet recommendations recommending that further engagement with ECH residents is undertaken on the Council's preferred option

Surveys were distributed in hardcopy to residents by council officers or staff from Somerset Care/Cera Care – as was most appropriate to the arrangements at each scheme.

A business reply envelope was provided for residents to return their completed survey. The consultation was supported by Wiltshire Centre for Independent Living (WCIL), who offered assistance where residents wanted to respond via telephone or needed help with any of the questions. WCIL completed a total of one response to the ECH consultation over the telephone with a resident.

*Prior to Cabinet's February 2021 meeting, officers will update residents on the findings of the initial consultation and advise of the shortlisted options and preferred option, as well as next steps for consulting them on the preferred option itself.*

## **Key Findings**

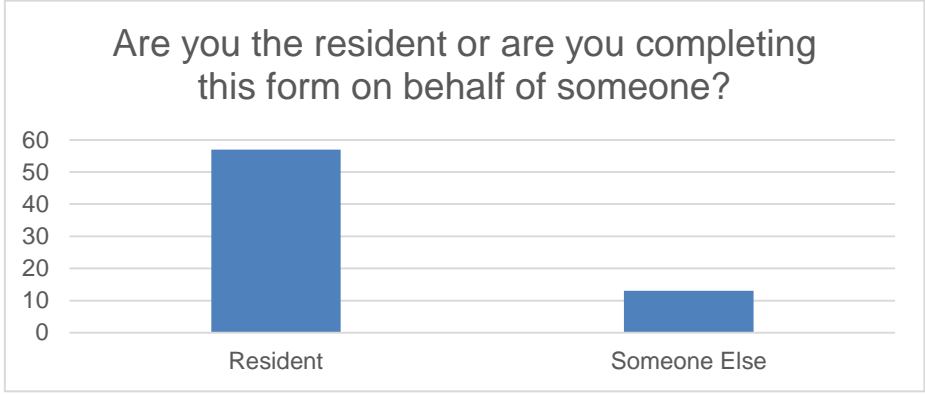
- a. The ECH service is not often utilised by residents. Most respondents identify that they need little or no help with the types of support that the ECH schemes offer. Many receive the support they need from family, friends or purchased care.
- b. Residents broadly reported that they enjoy the security of knowing an emergency response service is available on-site should they require it.
- c. Opinion on the service remains varied, with similar numbers suggesting that the service represents value for money, and they are happy to pay; while a notable cohort would like the option to opt out of the service.

## **Results**

Consultations were delivered to all ECH households (reaching all 138 residents across the four schemes). 66 completed surveys were returned, giving a representative response rate equating to 48% of the resident cohort. In some cases, one survey was submitted on behalf of a co-habiting household. It is possible that other returns were on behalf of a household (2 residents), however this was not indicated on the returned survey.

Some respondents chose not to answer every question or provided multiple responses where they felt this was appropriate.

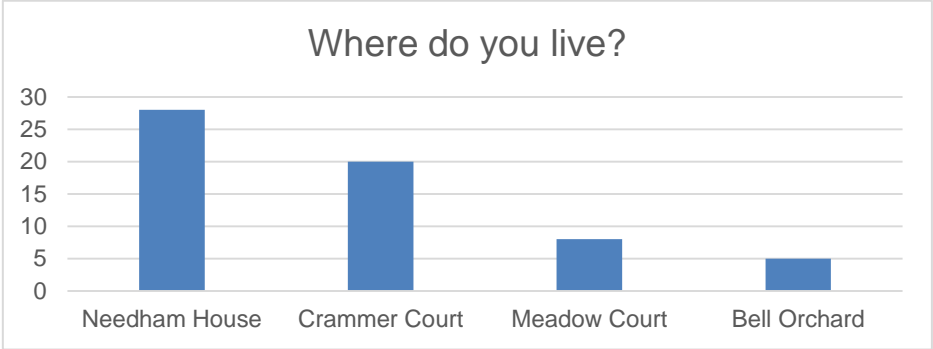
**Q1: Are you the resident or are you completing this form on behalf of someone?**



*Key findings*

- Most responses were from the resident. In cases where someone else responded, this tended to be a family member.

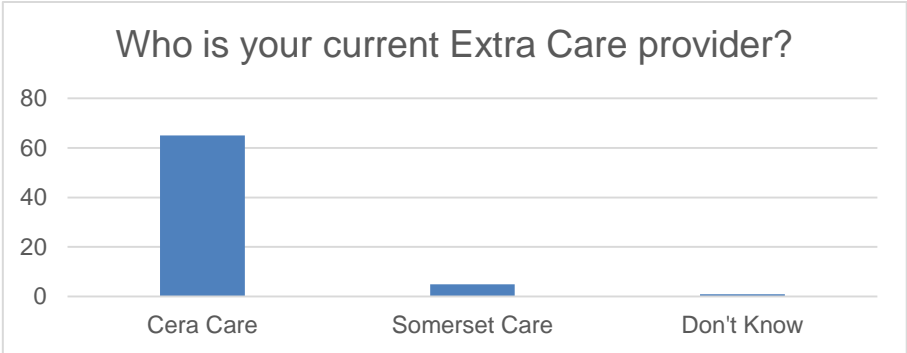
**Q2: Where do you live? (name of Extra Care scheme)**



*Key findings*

- Most respondents were from Needham House, followed by Crammer Court. Meadow Court and Bell Orchard had similar response rates.
- Considering the number of residents / households at each scheme, the responses from each scheme are proportionate to the number of residents living there.

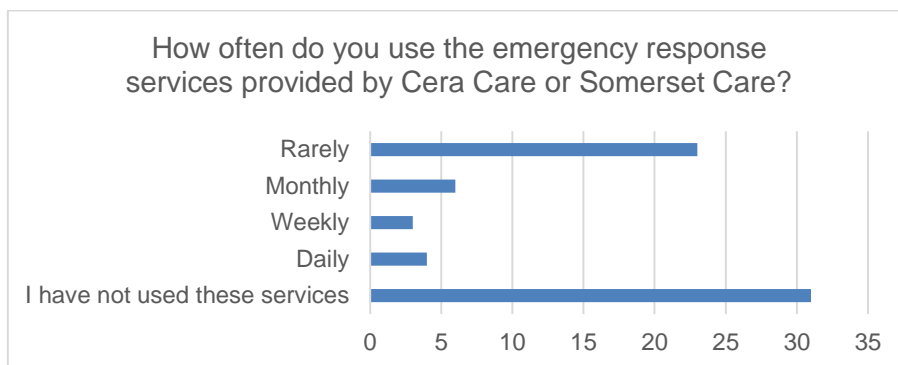
**Q3: Who is your current Extra Care provider?**



*Key findings*

- Results here are therefore broadly proportionate to contractual arrangements and number of residents supported by each provider.
- Most respondents have their care provided by Cera Care. As Cera Care provide services to 94% of ECH residents this is not unexpected.

**Q4: How often do you use the emergency response services provided by Cera Care or Somerset Care?**

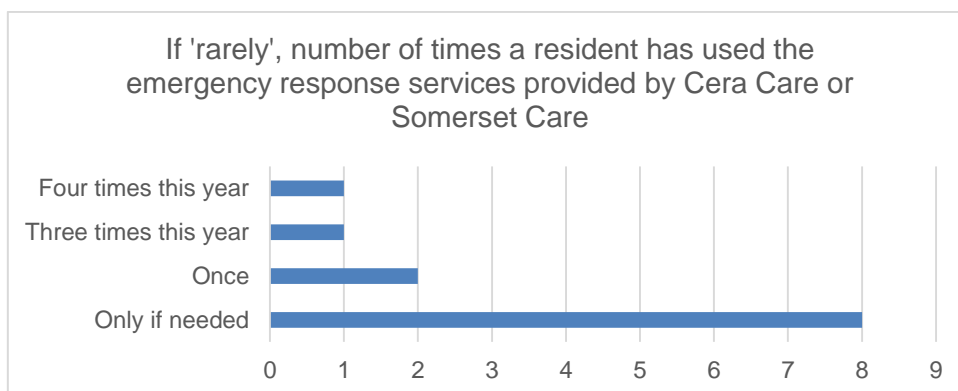


*Key findings*

- An overwhelming majority of respondents (over 81%) have either not used the service or use it rarely.
- Only 10% of respondents use the service once a week or more (6.6).

<b>Responses by Premises</b>	
<b>Needham House</b> (capacity 47 units)	27 responses to this question <ul style="list-style-type: none"> <li>➤ 14 out of 27 respondents (52%) have not used the services</li> <li>➤ 2 out of 27 respondents (7%) use the services daily</li> <li>➤ 1 out of 27 respondents (4%) use the services weekly</li> <li>➤ 10 out of 27 respondents (37%) use the services rarely</li> </ul>
<b>Crammer Court</b> (capacity, 50 units)	17 responses to this question <ul style="list-style-type: none"> <li>➤ 4 out of 17 respondents (24%) have not used the services</li> <li>➤ 1 out of 17 respondents (6%) used the services daily</li> <li>➤ 1 out of 17 respondents (6%) used the services weekly</li> <li>➤ 2 out of 17 respondents (12%) said they used the services monthly</li> <li>➤ 9 out of 17 respondents (53%) used the services rarely</li> </ul>
<b>Meadow Court</b> (capacity, 25 units)	6 responses to this question <ul style="list-style-type: none"> <li>➤ 3 out of 6 respondents (50%) have not used the services</li> <li>➤ 3 out of 6 respondents (50%) said they used the services monthly</li> </ul>
<b>Bell Orchard</b> (capacity, 12 units)	3 responses to this question <ul style="list-style-type: none"> <li>➤ 2 out of 3 respondents (36%) have not used the services</li> <li>➤ 1 out of 3 responses (33%) said they used the services monthly</li> </ul>

Where someone has selected 'rarely', more detail on this is captured below:

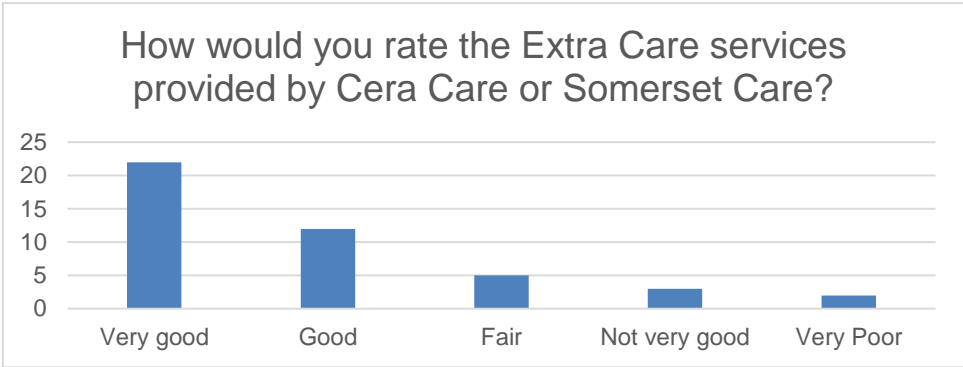


**Key findings**

- Where people rarely used the service, this tended to be on an ad-hoc basis.
- In addition to the majority response where residents do not used the services at all, this suggests the ECH services were not heavily relied upon for support.

<b>Responses by Premises</b>	
<b>Needham House</b> (capacity 47 units)	<p><b>Out of the 10 responses</b> who selected 'rarely', only four specified how often this was.</p> <ul style="list-style-type: none"> <li>➤ 1 response said (10%) 'three times this year'</li> <li>➤ 1 (10%) response said 'once'</li> </ul>
<b>Crammer Court</b> (capacity, 50 units)	<p>Out of the 9 responses who selected 'rarely' –</p> <ul style="list-style-type: none"> <li>➤ 1 (11%) said they had used the services four times in the past month</li> <li>➤ 5 (56%) saying they used the services as required.</li> </ul>
<b>Meadow Court</b> (capacity, 25 units)	No responses selected 'rarely'
<b>Bell Orchard</b> (capacity, 12 units)	No responses selected 'rarely'

**Q5: How would you rate the Extra Care services provided by Cera Care or Somerset Care?**



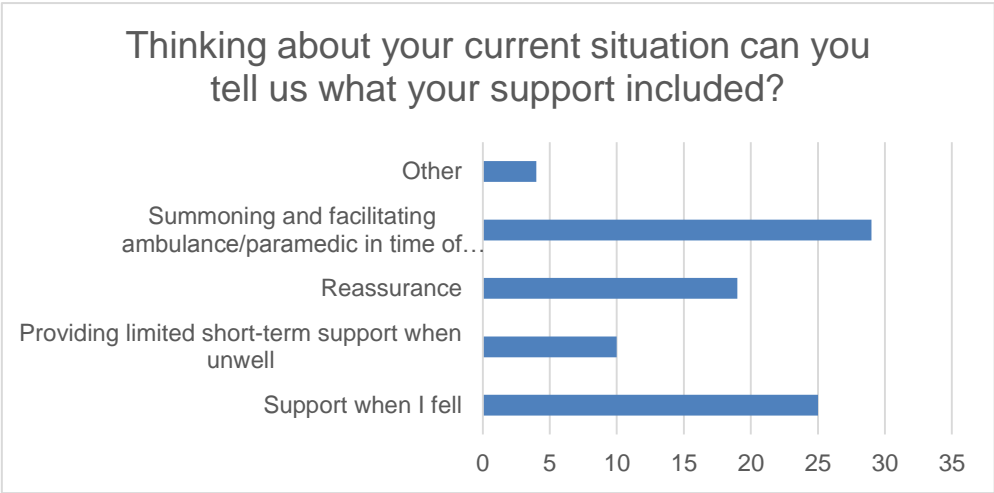
*Key Findings*

- A majority of respondents reported that the ECH services they received were either 'very good' or 'good'.
- However, a number of these respondents also said they do not use the service.
- Even though the service is only actively used by a fraction of respondents, people perceive it as adding value.

<b>Responses by Premises</b>	
<b>Needham House</b> (capacity 47 units)	16 responses to this question (34% sample size) <ul style="list-style-type: none"> <li>➤ 5 out of 16 responses (31%) said 'very good'</li> <li>➤ 4 out of 16 responses (25%) said 'good'</li> <li>➤ 4 out of 16 responses (25%) said 'fair'</li> <li>➤ 2 out of 16 responses (13%) said 'not very good'</li> <li>➤ 1 out of 16 responses (6%) said 'very poor'</li> </ul>
<b>Crammer Court</b> (capacity, 50 units)	10 responses to this question (20% sample size) <ul style="list-style-type: none"> <li>➤ 7 out of 10 responses (70%) said 'very good'</li> <li>➤ 2 out of 10 responses (20%) said 'good'</li> <li>➤ 1 out of 10 responses (10%) said 'fair'</li> </ul>
<b>Meadow Court</b> (capacity, 25 units)	5 responses to this question (20% sample size) <ul style="list-style-type: none"> <li>➤ 4 out of 5 responses (80%) said 'very good'</li> <li>➤ 1 out of 5 responses (20%) said 'good'</li> </ul>
<b>Bell Orchard</b> (capacity, 12 units)	2 responses to this question (16% sample size) <ul style="list-style-type: none"> <li>➤ 1 out of 2 responses (50%) said 'very good'</li> <li>➤ 1 out of 2 responses (50%) said 'good'</li> </ul>



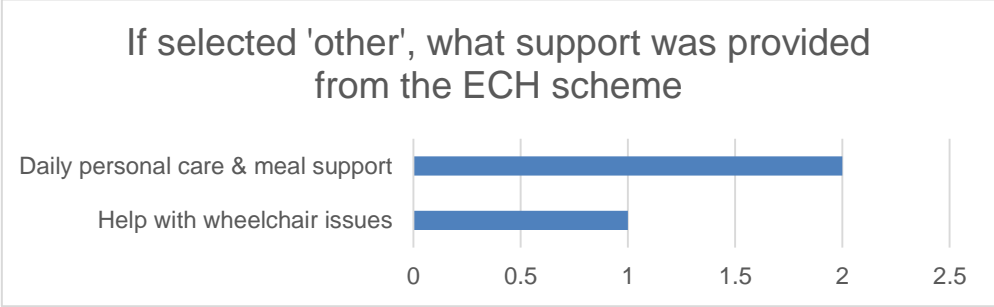
**Q6 – Thinking about your current situation, can you tell us what your support included?**



*Key findings*

- Most support provided was for contacting the emergency services, support when an individual fell or to provide reassurance to the household.
- Responses should be put into context with how often the services is utilised, with responses indicating that the support is used 'rarely'.
- The survey did not support more detailed response on the nature of the support offered when people are unwell or have fallen.

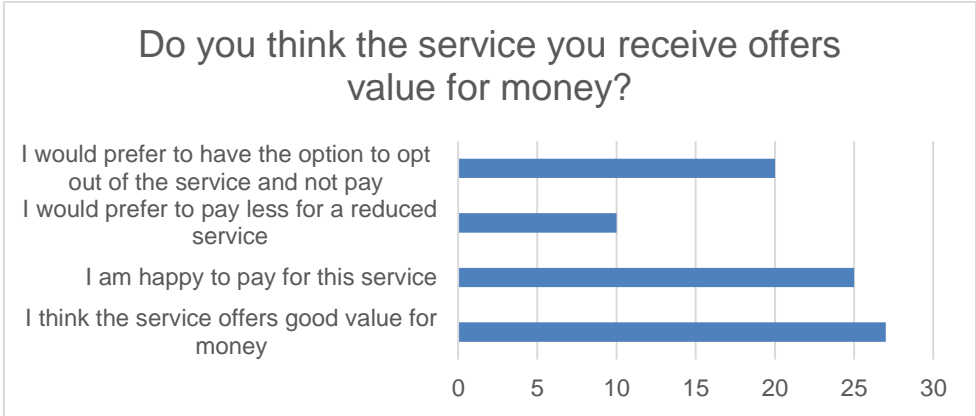
For those who selected 'other', the support they received is set out below:



*Key findings:*

- Response levels are very low. Support needs were met for personal issues, such as personal care or help accessing a wheelchair when the individual was unwell.
- The survey did not support more detailed response on the nature of the support offered in relation to wheelchair issues.

**Q7: Do you think the service you receive offers value for money? Please tick all the statements which apply to you**



**Key findings**

- The service’s value for money is inconclusive. Whether someone pays toward the service or not appears to have an influence on respondents’ perceptions of the value.
- A majority of respondents believe the ECH service offers value for money and are happy to pay for it (a number of respondents selected both these options)
- Conversely, there are notable cohorts who would either prefer to opt out of the service and not pay, or to pay less for a reduced service.

Responses by Premises	
<p><b>Needham House</b> (capacity 47 units)</p>	<p>32 responses for this question.</p> <ul style="list-style-type: none"> <li>➤ 4 out of 32 responses (13%) said that they think the service offers good value for money</li> <li>➤ 9 out of 32 responses (28%) said that they are happy to pay for the service</li> <li>➤ 7 out of 32 responses (22%) said that they would prefer to pay less for a reduced service</li> <li>➤ 12 out of 28 responses (43%) said that they would prefer to have the option to opt-out of the service and not pay</li> </ul>
<p><b>Crammer Court</b> (capacity, 50 units)</p>	<p>18 responses to this question</p> <ul style="list-style-type: none"> <li>➤ 11 out of 18 respondents (61%%) said that they think the service offers good value for money</li> <li>➤ 4 out of 18 respondents (22%) said that they are happy to pay for the service</li> <li>➤ 3 out of 18 respondents (17%) said that they would prefer to have the option to opt-out of the service and not pay</li> </ul>
<p><b>Meadow Court</b> (capacity, 25 units)</p>	<p>8 responses to this question:</p> <ul style="list-style-type: none"> <li>➤ 3 out of 8 responses (36%) said that they think the service offers good value for money</li> <li>➤ 4 out of 8 responses (50%) said that they are happy to pay for the service</li> <li>➤ 1 out of 8 responses (13%) said that they would prefer to pay less for a reduced service</li> </ul>

<b>Bell Orchard</b> (capacity, 12 units)	<p>5 responses to this question:</p> <ul style="list-style-type: none"> <li>➤ 2 out of 5 responses (40%) said that they think the service offers good value for money</li> <li>➤ 1 out of 5 responses (20%) said that they are happy to pay for the service</li> <li>➤ 2 out of 5 responses (40%) said that they would prefer to have the option to opt-out of the service and not pay</li> </ul>
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**Further Comments on Value for Money**

In a number of cases, respondents at Needham indicated more than one answer, so it is not possible to specifically identify the results proportionate to the number of responses received. Nevertheless, responses from Needham House, which amount to just over half the responses received for this question, indicated the greatest dissatisfaction with the services.

Crammer Court responses indicate that on the whole, the service offers good value for money, as do Bell Orchard’s respondents. Residents at Bell Orchard and Meadow Court have never been asked to pay the core charge.

**Core Charge**

Responses for Needham did not capture whether the respondent was a leaseholder or a tenant. However, the number of current leaseholders at Needham (9) is the same as the number of respondents in the survey who indicated they were happy to pay for the service.

A greater removing Needham House’s results from the equation we can see that a greater proportion of responses from the other 3 premises indicate a belief that the service offers good value for money and notably less concern regarding the core charge.

Most responses from Meadow Court report being happy to pay for a service in the future.

**Q8: Do you receive any other support from a paid care worker, or a family member/friend e.g. help with personal care, shopping or cleaning? Please can you tell us about this support.**

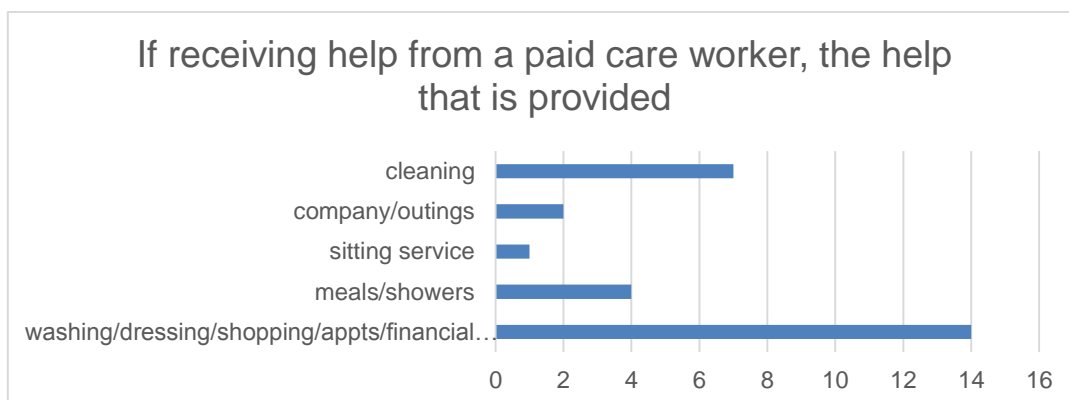


## Key Findings

- 28 respondents identified additional support needs met by paid care or informal means: with the majority receiving this support at least once a week.
- around 42% of respondents receive paid help and around 62% receive help from a family member or friend. Those who receive paid help have this more regularly than those who rely on family/friends for support.
- For context, LAS data shows 39 ECH residents have care packages. For Council-funded packages of homecare, the average size is 14.3 hours per week but with a wide range of between 1.5-35 hours per week (however the average is skewed by a small number of high-volume packages).
- There are an additional 9 residents who fund their own care with approximately 2 receiving weekly visits and 7 daily visits. Providers state this changes according to the fluctuating needs of the residents.
- Therefore, 48 residents have some form of paid care that represents 35% of all residents, which is slightly lower than the results of the survey (42%). This may suggest that the respondents to the survey are more representative of those residents with identified care needs as opposed to residents with no identified care needs.

<b>Responses by Premises</b>	
<b>Needham House</b> (capacity 47 units)	8 responses to this question <ul style="list-style-type: none"> <li>➤ 4 out of 8 (50%) responses reported that they receive help from a paid care worker 'daily'</li> <li>➤ 2 out of 8 (25%) responses reported that they receive help from a paid care worker 'once a week'</li> <li>➤ 2 out of 8 (25%) responses reported that they receive help from a paid care worker 'as required'</li> </ul>
<b>Crammer Court</b> (capacity, 50 units)	12 responses to this question <ul style="list-style-type: none"> <li>➤ 3 out of 12 (25%) responses reported that they receive help from a paid care worker 'daily'</li> <li>➤ 6 out of 12 (50%) responses reported that they receive help from a paid care worker 'once a week'</li> <li>➤ 3 out of 12 (25%) responses reported that they receive help from a paid care worker 'as required'</li> </ul>
<b>Meadow Court</b> (capacity, 25 units)	3 responses to this question <ul style="list-style-type: none"> <li>➤ 1 out of 3 (33%) responses reported that they receive help from a paid care worker 'daily'</li> <li>➤ 1 out of 3 (33%) responses reported that they receive help from a paid care worker 'once a week'</li> <li>➤ 1 out of 3 (33%) responses reported that they receive help from a paid care worker 'as required'</li> </ul>
<b>Bell Orchard</b> (capacity, 12 units)	2 residents responded to this question <ul style="list-style-type: none"> <li>➤ 1 out of 2 (50%) responses reported that they receive help from a paid care worker 'daily'</li> <li>➤ 1 out of 2 (50%) responses reported that they receive help from a paid care worker 'once a week'</li> </ul>

## Support from Paid Care

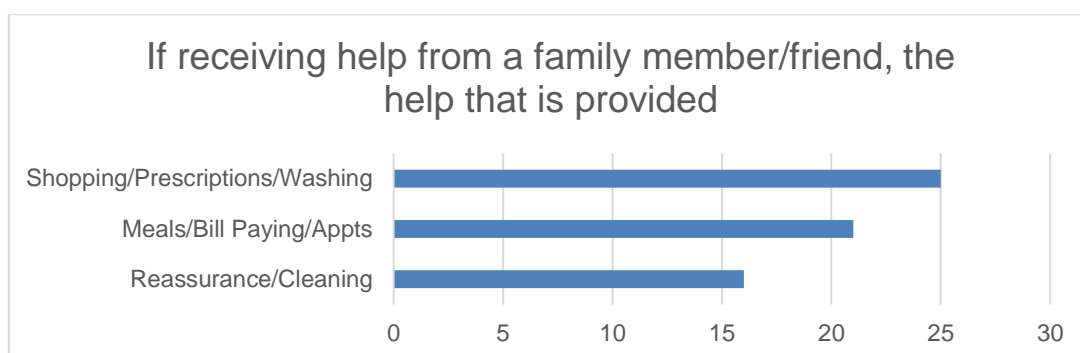
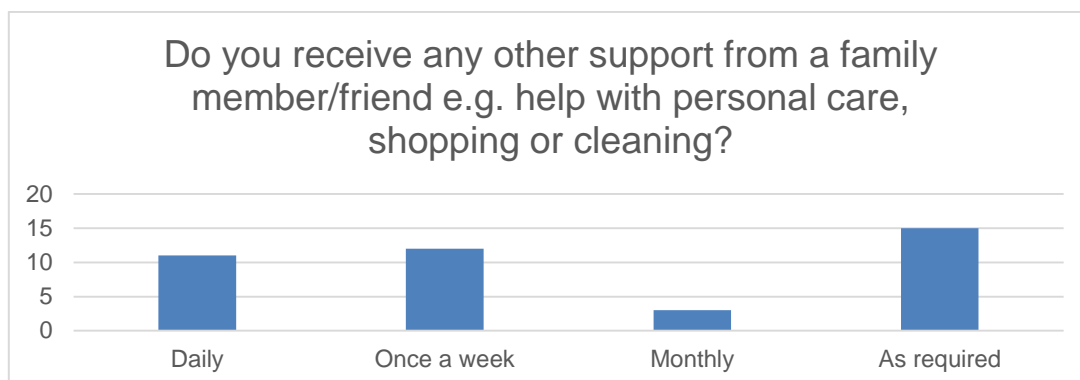


### Key Findings

- Support from paid care workers (see table below) tended to be around daily living.
- More in-depth analysis will be beneficial but results at this stage indicate, alongside the generally low levels of weekly package hours, that there are a number of paid care support tasks that can be delivered through informal or universal support rather than care as part of a strength based approach to social care (e.g. shopping, domestic cleaning).

<b>Responses by Premises</b>	
<b>Needham House</b> (capacity 47 units)	6 responses reported on the things that their paid care worker helps them with: <ul style="list-style-type: none"> <li>➤ 5 out of 6 (83%) said 'washing/dressing/shopping, etc'</li> <li>➤ 1 out of 6 (16%) said 'meals/showers'</li> </ul>
<b>Crammer Court</b> (capacity, 50 units)	Some responses specified multiple choices, <ul style="list-style-type: none"> <li>➤ 8 said 'washing/dressing/shopping, etc'</li> <li>➤ 1 said 'sitting service'</li> <li>➤ 5 said 'cleaning'</li> </ul>
<b>Meadow Court</b> (capacity, 25 units)	3 responses to this question <ul style="list-style-type: none"> <li>➤ 2 out of 3 (67% or two thirds) said 'washing/dressing/shopping, etc'</li> <li>➤ 1 out of 3 (33% or one third) said 'cleaning'</li> </ul>
<b>Bell Orchard</b> (capacity, 12 units)	2 responses to this question. Some residents specified multiple choices <ul style="list-style-type: none"> <li>➤ 2 said 'washing/dressing/shopping, etc'</li> <li>➤ 1 said 'cleaning'</li> </ul>

Support from Family / Friends

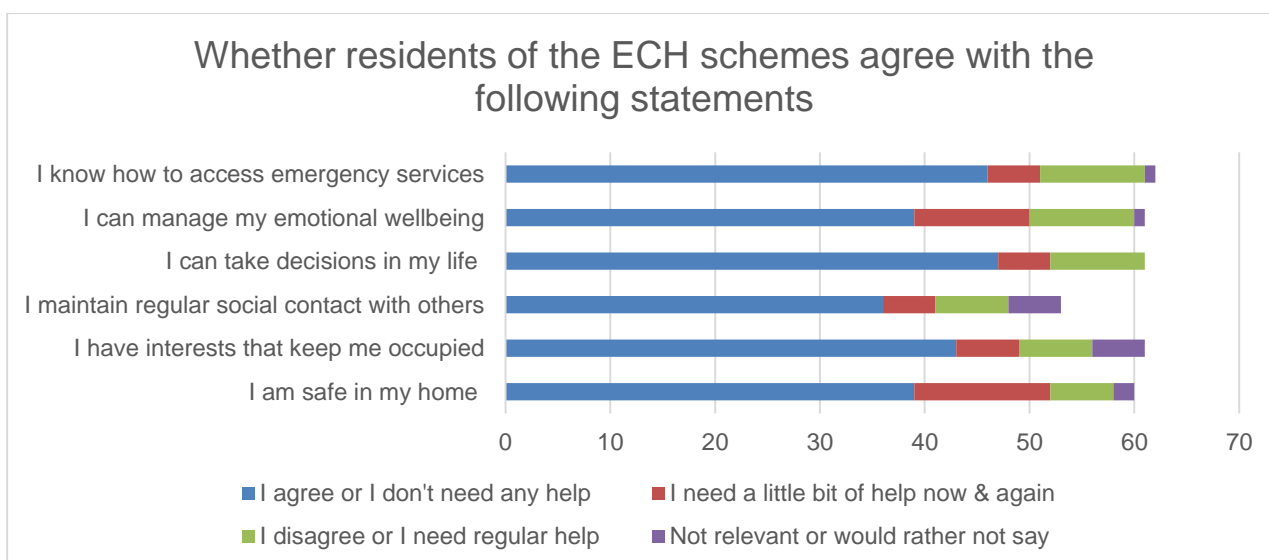


- About a third of respondents receive support from family or friends at least weekly, with slightly more than that amount being supported on a less frequent, ad-hoc basis.
- Majority of support is in basic daily living tasks and maintaining their tenancy and independent living (e.g. bills and appointments).

Responses by Premises	
<p><b>Needham House</b> (capacity 47 units)</p>	<p>14 responses to this question</p> <ul style="list-style-type: none"> <li>➤ 4 out of 14 (29%) responses said that they receive help from a family member/friend 'daily'</li> <li>➤ 3 out of 14 (21%) responses said that they receive help from a family member/friend 'daily'</li> <li>➤ 7 out of 14 (50%) responses said that they receive help from a family member/friend 'as required'</li> </ul> <p>In total, 11 responses specified what this help is for:</p> <ul style="list-style-type: none"> <li>➤ 6 out of 11 responses (55%) said 'shopping/prescriptions/washing'</li> <li>➤ 3 out of 11 (27%) said 'meals/bill paying/appts'</li> <li>➤ 2 out of 11 (18%) said 'reassurance/cleaning'</li> </ul>
<p><b>Crammer Court</b> (capacity, 50 units)</p>	<p>10 responses to this question</p> <ul style="list-style-type: none"> <li>➤ 3 out of 10 (30%) respondents said that they receive help from a family member/friend 'daily'</li> <li>➤ 3 out of 10 (30%) respondents said that they receive help from a family member/friend 'once a week'</li> <li>➤ 1 out of 10 (10%) respondents said that they receive help from a family member/friend 'monthly'</li> <li>➤ 3 out of 10 (30%) respondents said that they receive help 'as required'</li> </ul>

<b>Meadow Court</b> (capacity, 25 units)	6 responses to this question <ul style="list-style-type: none"> <li>➤ 1 out of 6 (17%) respondents said that they receive help from a family member/friend 'daily'</li> <li>➤ 4 out of 6 (67%) respondents said that they receive help from a family member/friend 'once a week'</li> <li>➤ 1 out of 6 (17%) respondents said that they receive help 'as required'</li> </ul>
<b>Bell Orchard</b> (capacity, 12 units)	1 response to this question <ul style="list-style-type: none"> <li>➤ 1 out of 1 (100%) respondent said that they receive help from a family member/friend 'once a week'</li> </ul> Response indicated that this help is for all of the categories listed above: <ul style="list-style-type: none"> <li>➤ 'shopping/prescriptions/washing'</li> <li>➤ 'meals/bill paying/appts'</li> <li>➤ 'reassurance/cleaning'</li> </ul>
<b>Further Comments</b> Overall, more responses report receiving help from a family member or friend, than a paid care worker.	

**Q9 – the statements below relate to the kind of things that Extra Care supports people with. Please tell us whether you agree with the following statement**



**Key findings**

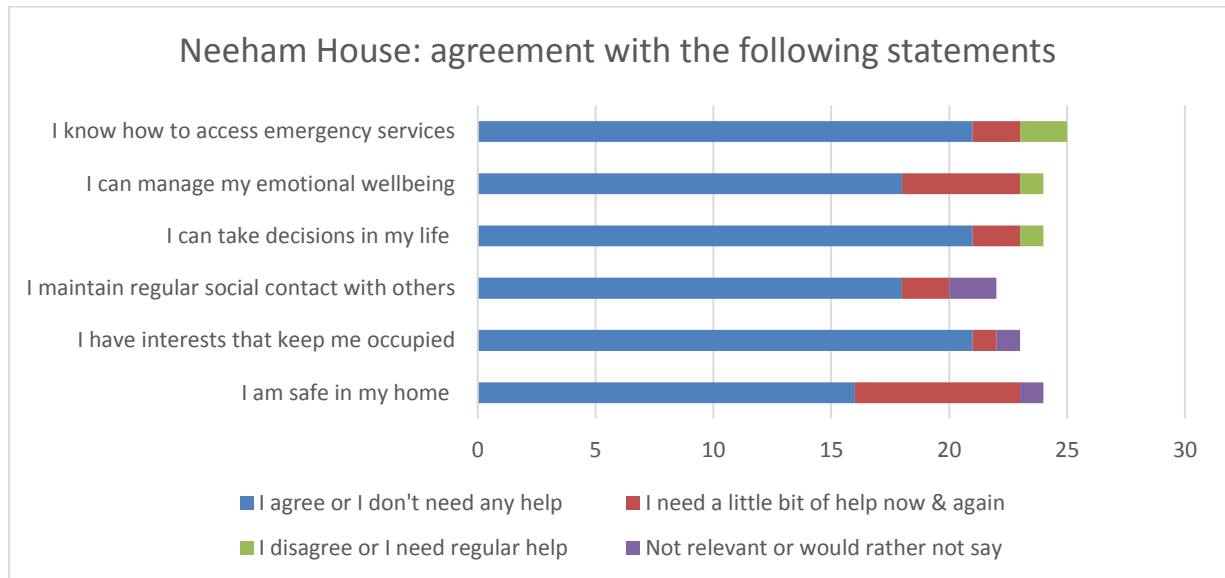
- In all ECH service domains, a significant majority of respondents do not need any help. This majority accounts for between approximately 65% - 75% of responses across all domains.
- 'Emotional wellbeing' and 'feeling safe in the home' are the two areas where the greatest occasional need is identified.
- Most notable area for people needing regular support is emotional wellbeing and accessing emergency services, though again this is a minority of respondents.

- Areas where either occasional or regular need is identified are in the minority of cases. Alongside the low levels of regularity in which the service is used, suggests low demand for the current service model.

### Responses by Premises

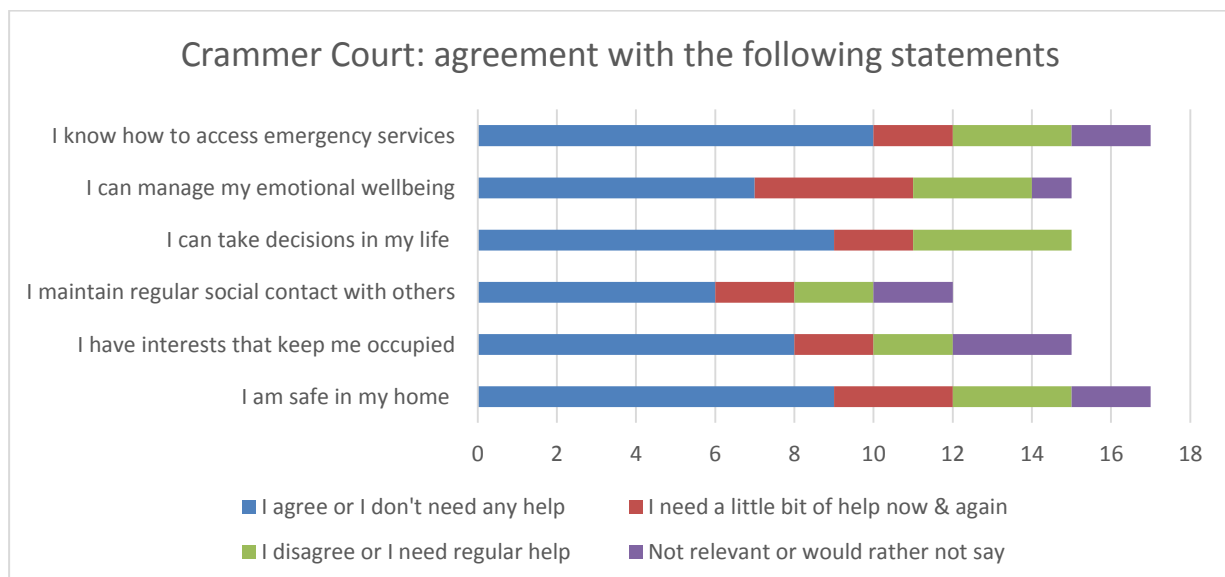
*It is important to note that this consultation was conducted during England's second lockdown period for COVID-19, so answers about maintaining regular social contact and having interests to occupy oneself need to be considered in the context of the pandemic.*

#### Needham House



**Key finding:** A significant majority of Needham House's responses report not needing any help with the types of services that the ECH service is intended to support.

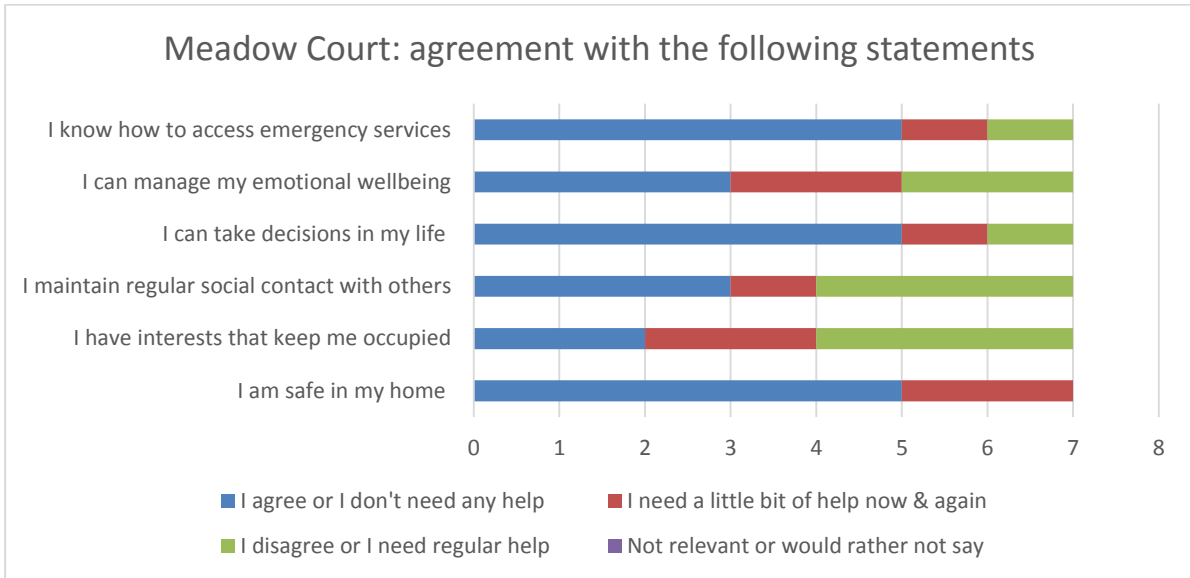
#### Crammer Court



**Key finding:** Crammer Court responses suggest need for some help with the types of services that ECH can support; most notably, managing their emotional wellbeing and feeling safe in their home.

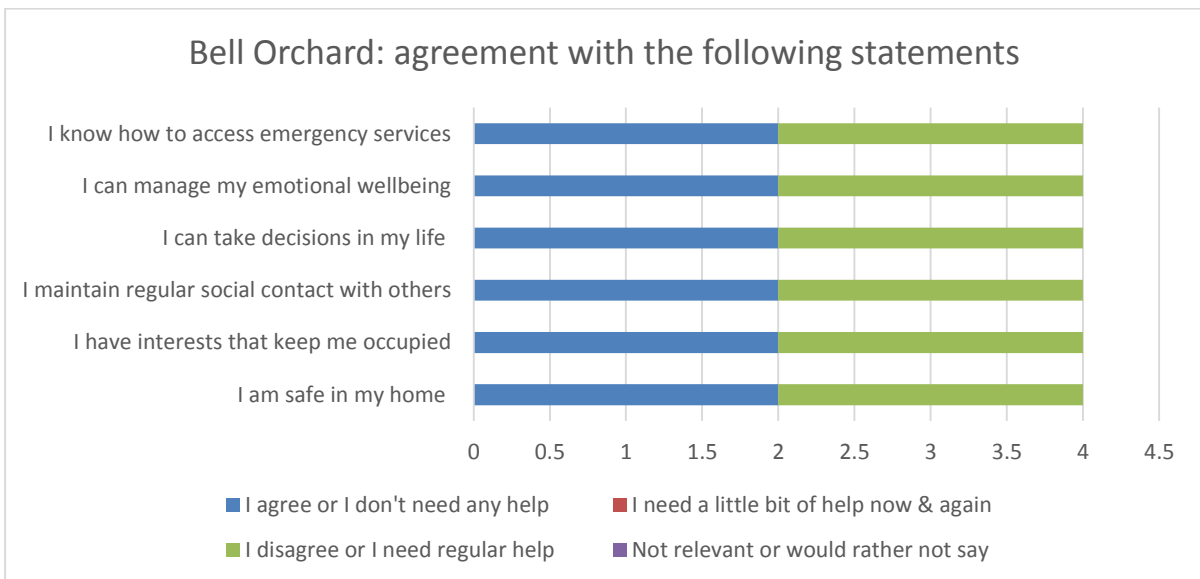


## Meadow Court



**Key finding:** As with Crammer Court, Meadow Court’s responses indicate a need for some help with the types of services that ECH can support. Again, about managing emotional wellbeing, maintaining regular social contact but also notably, having interests that keep them occupied. In essence, all these support needs relate to one’s wellbeing.

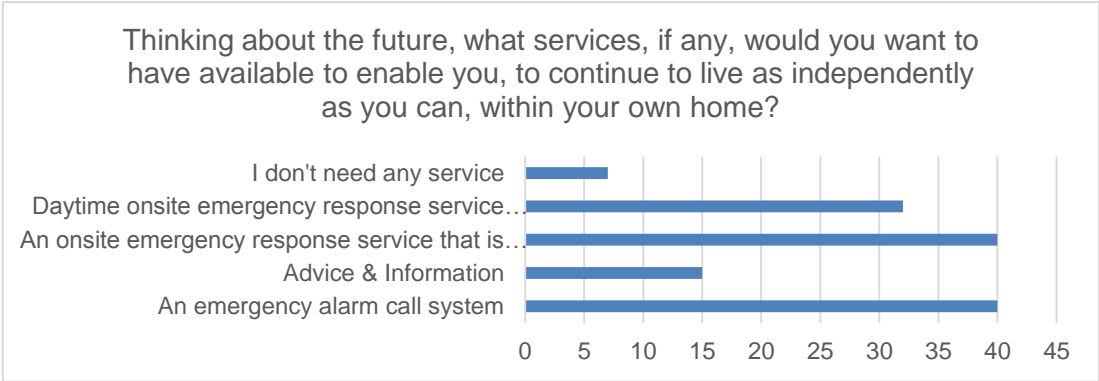
## Bell Orchard



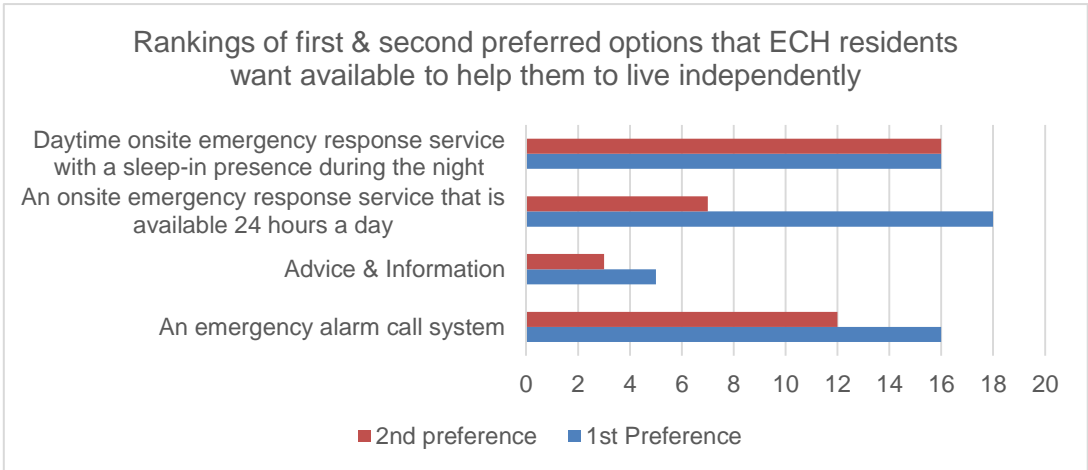
**Key finding:** The results for Bell Orchard come from a small sample size. They indicate 2 responses requiring no help at all, and a further 2 responses requiring help across all domains.

**Q10: Thinking about the future: what services, if any, would you want to have available to enable you to continue to live as independently as you can within your own home?**

Q10a



Q10b



**Key findings**

- There was strong support for a physical onsite presence. However significantly more people said they would want to have an onsite service available than actually make regular use of the current service. This suggests that the *idea* of a service adds value to people even though it is not needed or used proportionately.
- 60% of respondents indicated they would value an emergency alarm
- Nearly a quarter of respondents would value an information & advice service
- As shown in the graph above, the vast majority of respondents would like either an emergency alarm call, or an on-site 24-hour emergency response service. This is closely followed by a daytime onsite emergency response presence, with a sleep-in night service.

**Preferences**

- Slightly more people would prefer an onsite 24/7 service as a first preference than either a day-time service with night-time sleep-in or an emergency alarm system; both of which were tied for second with strong support for each.

- The strongest second preference is for an onsite daytime service with a sleep-in night-time presence. Where a 24/7 service is identified a second preference, this is much less so than for where the emergency alarm option is a second preference.

<b>Responses by Premises – Summary</b>			
	<b>Most popular option for Future (Q10a)</b>	<b>First Preference (Q10b)</b>	<b>Second Preference (Q10b)</b>
<b>Needham House</b> (capacity 47 units)	Emergency Alarm	Either of the on-site presences (sleep-in or 24 hour)	Emergency Alarm
<b>Crammer Court</b> (capacity, 50 units)	An onsite emergency response service that is available 24 hours a day	An onsite emergency response service that is available 24 hours a day	Daytime onsite emergency response service with a sleep-in presence during the night
<b>Meadow Court</b> (capacity, 25 units)	Either of the on-site presences (sleep-in or 24 hour) and an Emergency Alarm	Daytime onsite emergency response service with a sleep-in presence during the night	Emergency Alarm
<b>Bell Orchard</b> (capacity, 12 units)	Emergency Alarm	Daytime onsite emergency response service with a sleep-in presence during the night' and an Emergency Alarm	Emergency Alarm or Advice and Information

*Key Finding:* The two premises where residents have previously paid for the ECH service have selected 'emergency alarm' as the most popular future option, whereas the two services where residents have never had to pay, prefer to retain an onsite provision. However, for both Needham and Bell, the stated first preference is for an onsite presence of some sort. This may be explained by the multiple responses provided for individual questions.

<b>Responses by Premises – Individual Premises data</b>	
<b>Needham House</b> (capacity 47 units)	<p>A number of responses selected multiple options to Q10a. The findings are as follows:</p> <ul style="list-style-type: none"> <li>➤ 17 of NH responses said that they would like 'an emergency alarm call system'</li> <li>➤ 4 of NH responses said that they would like 'Advice &amp; information'</li> <li>➤ 12 of NH responses said that they would like 'An onsite emergency response service that is available 24 hours a day'</li> <li>➤ 9 of NH responses said that they would like 'Daytime onsite emergency response service with a sleep-in presence during the night'</li> <li>➤ 4 of NH responses said that they 'don't need any service'</li> </ul> <p><b>First Preference</b></p> <p>21 responses noted a first preference</p> <ul style="list-style-type: none"> <li>➤ 6 out of 21 (29%) would like 'an emergency alarm call system' as their first preference</li> <li>➤ 2 out of 21 (10%) would like 'advice &amp; information' as their first preference</li> </ul>

	<ul style="list-style-type: none"> <li>➤ 7 out of 21 (33% or one third) would like ‘An onsite emergency response service that is available 24 hours a day’ as their first preference</li> <li>➤ 7 out of 21 (33% or one third) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their first preference</li> </ul> <p><b>Second Preference</b></p> <p>16 respondents noted a second preference</p> <ul style="list-style-type: none"> <li>➤ 7 out of 16 (44%) would like ‘an emergency alarm call system’ as their second preference</li> <li>➤ 2 out of 16 (13%) would like ‘advice and information’ as their second preference</li> <li>➤ 3 out of 16 (19%) would like ‘An onsite emergency response service that is available 24 hours a day’ as their second preference</li> <li>➤ 4 out of 16 (25%) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their second preference</li> </ul>
<p><b>Crammer Court</b> (capacity, 50 units)</p>	<p>A number of responses selected multiple options to Q10a. The findings are as follows:</p> <ul style="list-style-type: none"> <li>➤ 9 responses from CC said that they would like ‘an emergency alarm call system’</li> <li>➤ 4 responses from CC said that they would like ‘Advice &amp; information’</li> <li>➤ 13 responses from CC said that they would like ‘An onsite emergency response service that is available 24 hours a day’</li> <li>➤ 9 responses from CC said that they would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’</li> </ul> <p><b>First Preference</b></p> <p>15 responses selected a 1<sup>st</sup> option:</p> <ul style="list-style-type: none"> <li>➤ 3 out of 15 (20%) would like ‘an emergency alarm call system’ as their first preference</li> <li>➤ 2 out of 15 (13%) would like ‘advice &amp; information’ as their first preference</li> <li>➤ 6 out of 15 (40%) would like ‘An onsite emergency response service that is available 24 hours a day’ as their first preference</li> <li>➤ 4 out of 15 (27% or one third) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their first preference</li> </ul> <p><b>Second Preference</b></p> <p>11 responses selected a 2<sup>nd</sup> option:</p> <ul style="list-style-type: none"> <li>➤ 1 out of 11 (9%) respondents would like ‘an emergency alarm call system’ as their second preference</li> <li>➤ 4 out of 11 (36%) would like ‘An onsite emergency response service that is available 24 hours a day’ as their second preference</li> <li>➤ 6 out of 11 (55%) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their second preference</li> </ul>
<p><b>Meadow Court</b> (capacity, 25 units)</p>	<p>A number of responses selected multiple options to Q10a. The findings are as follows:</p>

	<ul style="list-style-type: none"> <li>➤ 5 responses from MC said that they would like ‘an emergency alarm call system’</li> <li>➤ 3 responses from MC said that they would like ‘Advice &amp; information’</li> <li>➤ 5 responses from MC said that they would like ‘An onsite emergency response service that is available 24 hours a day’</li> <li>➤ 6 responses from MC said that they would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’</li> </ul> <p><b>First Preference</b> 6 responses selected a 1<sup>st</sup> option:</p> <ul style="list-style-type: none"> <li>➤ 1 out of 6 (17%%) would like ‘advice &amp; information’ as their first preference</li> <li>➤ 2 out of 6 (36%) would like ‘An onsite emergency response service that is available 24 hours a day’ as their first preference</li> <li>➤ 3 out of 6 (50%) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their first preference</li> </ul> <p><b>Second Preference</b> 5 responses selected a 2<sup>nd</sup> option:</p> <ul style="list-style-type: none"> <li>➤ 3 out of 5 (60%) respondents would like ‘an emergency alarm call system’ as their second preference</li> <li>➤ 1 out of 5 (20%) would like ‘An onsite emergency response service that is available 24 hours a day’ as their second preference</li> <li>➤ 1 out of 5 (20%) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their second preference</li> </ul>
<p><b>Bell Orchard</b> (capacity, 12 units)</p>	<p>A number of responses selected multiple options to Q10a. The findings are as follows:</p> <ul style="list-style-type: none"> <li>➤ 4 responses from BO said that they would like ‘an emergency alarm call system’</li> <li>➤ 1 response from BO said that they would like ‘Advice &amp; information’</li> <li>➤ 1 response from BO said that they would like ‘An onsite emergency response service that is available 24 hours a day’</li> <li>➤ 2 responses from BO said that they would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’</li> </ul> <p><b>First Preference</b> 5 responses selected a 1<sup>st</sup> option:</p> <ul style="list-style-type: none"> <li>➤ 2 out of 5 (40%) would like an ‘emergency alarm call system’ as their first preference</li> <li>➤ 1 out of 5 (20%) would like ‘An onsite emergency response service that is available 24 hours a day’ as their first preference</li> <li>➤ 1 out of 5 (20%) would like ‘An onsite emergency response service that is available 24 hours a day’</li> <li>➤ 3 out of 6 (50%) would like ‘Daytime onsite emergency response service with a sleep-in presence during the night’ as their first preference</li> </ul> <p><b>Second Preference</b> 2 responses selected a 2<sup>nd</sup> option:</p> <ul style="list-style-type: none"> <li>➤ 1 out of 2 (50%) respondents would like ‘an emergency alarm call system’ as their second preference</li> <li>➤ 1 out of 2 (50%) would like ‘Advice and Information’ as their second preference</li> </ul>

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## Conclusions

The overall response rate of 48% of residents is a reasonable sample size. The highest number of responses came from Needham House where there has historically been more debate on service quality, value for money and residents' contributions to the service costs. Survey responses by contrast showed only a very small level of dissatisfaction with the service.

48 residents have some form of paid care that represents 35% of all residents, which is slightly lower than the results of the survey (42%). This may suggest that the respondents to the survey are more representative of those residents with identified care needs as opposed to residents with no identified care needs.

Most respondents don't use the ECH service. For those who do, most do so only rarely. 'Emotional wellbeing' and 'feeling safe in the home' are the two areas where the greatest occasional need is identified. It is not surprising then that while people make little use of the service, it is reassuring for many to know that it is there. Respondents have also been clear on their priority of timely response and easy access to emergency services when required.

The perception of value for money of the current services, in particular the level wishing to opt out or receive a lower level of service, may be effected by the fact that only in 2 of the 4 schemes have residents historically paid a contribution to the service costs.

Taken as a whole, residents' stated preferences for future services is unclear other than to suggest that respondents would typically prefer to keep a service level very similar to what is currently offered, but with additional community alarm call and some information & advice services. This contrasts with:

- The low level of usage of the current service
- The extend of demand being met through other means: paid care, family and friends
- ECH service not being statutory and therefore the Council has discretion in deciding whether continued funding is affordable or in the overall best interest
- The prevailing trends in adult social care of preventative ways of meeting demand and an approach which focusses on people's strengths and existing assets in the community.

It is therefore likely that a portion of the demand currently met (or welcomed as being available to meet) may be able to be delivered through other means and in doing so, continue to meet residents' outcomes. It is noted though that there is a high level of support for alternative means of supporting clients through e.g. emergency alarm systems. Indeed, responses from Needham and Bell, where residents previously paid toward the core charge, responded more in favour of community alarm as the most popular future option.

The majority of respondents say they do not need help in the areas that (certainly the daytime element of) the ECH is intended to support them with. This may be part due to the

service model, allocations process and generally higher levels of independence in the resident cohort than ECH was intended to support.

The reported expectation among residents for a greater extent of service delivery despite low demand or usage, risks creating a dependency among residents that is inconsistent with the council's intent to support people to continue to live as independently as possible and to concentrate financial resources on areas of greatest need. Remembering that ECH are not statutory services, this is more acute in times of financial constraint.

It is helpful that following the identification of a preferred option, the Council intends to further engage with residents on the findings of the first consultation and offers further consultation on the preferred option to explore how needs and demand can be met in future. The Council may also wish to consider engaging with current and potential providers on the commercial viability of the preferred option alongside the preferences of residents.

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**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject: School ADMISSIONS POLICIES 2022-2023**

**Cabinet Member: Cllr Laura Mayes – Cabinet Member for Children, Education and Skills**

**Key Decision: Non Key**

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**Proposal(s)**

**To approve the following: -**

- a) the proposed scheme for the co-ordination of admission to secondary schools for 2022/23.
- b) the proposed scheme for the co-ordination of admissions to primary schools for 2022/23.
- c) the proposed admission arrangements for Voluntary Controlled & Community Secondary Schools for 2022/23.
- d) the proposed admission arrangements for Voluntary Controlled & Community Primary Schools for 2022/23.

**Reason for Proposal(s)**

The Local Authority has a statutory duty to have a determined admission policy for 2022/23 in place on or before 28 February 2021.

**Terence Herbert  
Chief Executive**

## **Wiltshire Council**

### **Cabinet**

**2 February 2021**

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**Subject: SCHOOL ADMISSIONS POLICY 2022/23**

**Cabinet Member: Cllr Laura Mayes – Cabinet Member for Children, Education and Skills**

**Key Decision: Non Key**

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### **1. Purpose of Report**

The Local Authority has a statutory duty to act in accordance with the School Admissions Code and has a statutory duty to formulate and operate schemes to co-ordinate the admissions to all maintained schools and Academies within its area. We are proposing two co-ordinated schemes; one that covers primary schools (including infants and juniors) and the other is for secondary schools.

There is a legal requirement to have schemes in place for the co-ordination of admission to the schools within Wiltshire.

The Local Authority is also the statutory admission authority for Voluntary Controlled and Community Schools in its area. As such, it is required to formulate admission arrangements which outline how it will admit children to those schools. There are two proposed schemes one for secondary and one for primary (including infant and junior schools).

The report presents the four elements of the Admissions Policy which, following consultation, are required to be determined by Cabinet.

### **2. Relevance to the Council's Business Plan**

The Local Authority has a continued statutory responsibility to provide a school place for all children living in Wiltshire. The four documents have been put in place to ensure that all places are allocated in an open, fair and transparent way.

One of Wiltshire Council's Business Plan outcomes is to achieve inclusive communities where everyone can achieve their potential. Key to this is that everyone has access to high quality education. A functioning, fair admissions policy is required to achieve this.

### **3. Background**

The purpose of co-ordinated arrangements is to make the application process simpler for parents by ensuring that each child gets one offer for one school place.

This requires the School Admissions Team to work with colleagues in Academies, Foundation and Aided schools in Wiltshire and other local authorities.

The co-ordinated process is accepted by schools and the scheme does not need substantial revision. The proposed schemes are substantially the same as those currently being used. All four schemes have been drafted in line with The School Admissions Code which came into force on 19 December 2014.

The Department for Education has recently consulted on proposed changes to the School Admissions Code. Once the new code has been officially released, the four policy documents will be updated to reflect any immediate mandatory changes that are required. It is anticipated that this will be in spring.

The LA is the admissions authority for all Community and Voluntary Controlled schools in the county. The governing bodies or Trusts of Academies, Voluntary Aided and Foundation schools are each their own admissions authority.

Each admission authority must determine the arrangements to be used when allocating school places. These proposed arrangements will be used solely for admissions to Wiltshire Community and Voluntary Controlled schools. They incorporate the criteria used to prioritise applications in situations when a school is oversubscribed (i.e. when more applications are received than places available) as well as showing how all admissions will be processed.

#### **4. Main Considerations for the Council**

The proposed co-ordinated schemes and admission arrangements have been sent out for consultation to all relevant stakeholders including pre-schools / nurseries, schools, and Dioceses; they have also been placed on the Council's website for parents and the public to view as well as being sent to neighbouring authorities. The consultation began in November and ended on the 19 January 2021.

The Local Authority received one comment in response to the consultation. The comment was regarding amendments to the definition of the sibling/multiple birth criteria. The suggestion was that the criterion for sibling be updated to include siblings born within the same academic year to be included within the multiple birth criteria. The respondent also suggested that priority be given to children who have a sibling that has been allocated a place through their EHCP at the most appropriate school. Whilst we believe these suggestions have some merit, we will need to seek Legal advice on how they accord with the School Admissions Code and will require further consultation with schools. It is therefore too late to include these changes in the 2022/23 policy, but they will be considered for the following academic year.

As in previous years it is clear that there is confidence and that with suitable communication systems being in place, the co-operation between the Admissions Team and the Foundation, Voluntary Aided schools and Academies which is essential for the smooth operation of a co-ordinated scheme, will be forthcoming.

The proposed timetables for the primary and secondary co-ordinated schemes are based on those used in previous years and so they are familiar to schools and the Admissions Team at Wiltshire Council.

The statutory regulations give clear deadlines for admissions applications, to which the co-ordinated admissions schemes must adhere.

- Secondary Deadline 31 October 2021
- Primary Deadline 15 January 2022
- Secondary Notification Date 1 March 2022
- Primary Notification Date 16 April 2022

The co-ordinated schemes include the provision to co-ordinate all admissions to all schools for the main years of entry. The main years of entry are Reception, Year 3 (Junior) and Year 7. In line with the School Admissions Code, there is no longer the requirement for In Year applications to be co-ordinated within county or cross border. In the attached schemes, however, it is proposed that all In Year applications continue to be made directly to Wiltshire Council for places at Wiltshire schools. This is so that we can monitor which children are potentially out of the school system for safeguarding purposes. We do however have some schools which are opting out of in year co-ordination for 2022/23 academic year as it is not a legal requirement to co-ordinate in year applications. These schools are still required to inform the LA of all applications that are received as well as the outcome. Should the school not be able to offer a place and if the child is a Wiltshire resident, the LA will make an alternative offer to ensure that the child is not without a school place.

The co-ordinated scheme for main round applications for places at primary schools (Reception intake) mirrors that which operates for secondary schools (Year 7 intake). Wiltshire residents may apply for an out of county school on a Wiltshire form. Out of county residents can apply for a Wiltshire school through their own local authority.

It is clear from previous years, that there is widespread agreement with the proposed admission arrangements for Voluntary Controlled and Community schools which are also considered to be fair and objective as required by the School Admissions Code.

Currently children living within a school's designated area are given priority over children from outside that area. The tie break used if a school is oversubscribed within any criterion is that of distance (straight line) from the school.

The proposed co-ordinated schemes and admission arrangements are drafted in accordance with the requirements of the School Admissions Code which came in to force on 19 December 2014.

The admission arrangements for Voluntary Controlled and Community schools will be operated within the appropriate co-ordinated scheme for admissions within Wiltshire and are compatible with the timetables laid down by the co-ordinated schemes.

Following the period of consultation and once determined by Cabinet, the schemes and admission arrangements will be circulated to all schools in Wiltshire and to our

nine neighbouring local authorities and published on the Council website. They will be implemented from September 2021 when the process of admitting children to the intake year in 2022 begins.

## **5. Overview and Scrutiny Engagement**

Not applicable

## **7. Safeguarding Implications**

In the interest of safeguarding, the Local Authority co-ordinates all applications for all children to Wiltshire schools this ensures that the School Admissions Team can monitor which children are potentially out of the school system. If a parent is unable to secure a place at their preferred school, the School Admissions Team will ensure that a place is allocated at a reasonable alternative.

As above, we do have some schools which are opting out of in year coordination for 2022/23 academic year due to there being no legal requirement to co-ordinate in year applications. These schools are still required to inform the LA of all applications that are received as well as the outcome. Should the school not be able to offer a place and if the child is a Wiltshire resident, the LA will make an alternative offer to ensure that the child is not without a school place.

## **8. Public Health Implications**

There are no public health issues arising directly from this report.

## **9. Procurement Implications**

There are no procurement implications directly arising from this report.

## **10. Equalities Impact of the Proposal**

The Admissions Policy and Coordinated Admissions Schemes are put in place to ensure all applications for a school place are treated in fair, open and transparent way. Although not part of the proposed co-ordinated schemes or admission arrangements, it should be noted that all application forms can be produced in different languages on request.

The online system for applications to be made has developed since it was introduced in 2006. Over 95% of applications for September 2020 intakes were received electronically.

Paper copies of the application forms are also still available for parents/carers who do not have online access.

## **11. Environmental and Climate Change Considerations**

The Admission Policy of the local authority is to give local children priority when applying for their local school. This policy of 'local schools for local children' has

been maintained for many years and is a way of encouraging parents to consider the environmental impact of long journeys to school.

Should the Admissions Team not be able to offer a place at a child's designated school and the child lives further than the statutory safe walking distance for the child's age, then free transport would be provided to the next nearest school with available places. The percentage of children this currently applies to in Wiltshire is 1%.

## **12. Risks that may arise if the proposed decision and related work is not taken**

Were the Local Authority not to determine co-ordinated schemes for its maintained schools, the Secretary of State would impose a scheme on us.

The Office of the Schools Adjudicator has a monitoring role to play in regards to admission arrangements. It is the statutory responsibility of admission authorities to ensure that these are in place by 28 February 2021.

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

There is a small risk that confusion or challenge may occur over the 2022/23 proposed arrangements, however, this is mitigated as the changes in the proposed 2022/23 scheme have been kept to a minimum.

## **14. Financial Implications**

The budget to support the staffing and the co-ordination of admissions is funded from the Dedicated Schools Grant (DSG) received by the Local Authority. In line with current school funding arrangements, the funding for admission arrangements will form part of the Central Schools Services Block of the DSG from 2021-22 and is therefore determined by Schools Forum as part of the consideration of the overall central schools block. This is finalised at the January 2021 meeting of the Forum and ratified by Council at their February 2021 meeting. There are no plans currently to increase the Admissions budget.

## **15. Legal Implications**

The School Admissions Code, issued under Section 84 of the School Standards and Framework Act 1998, imposes mandatory requirements in relation to the discharge of functions relating to admissions to maintained schools. The Local Authority has a statutory duty to act in accordance with the relevant provisions of the Code. This includes a statutory duty to determine schemes for the co-ordination of admissions and admission arrangements for Voluntary Controlled and Community schools. Should the Local Authority fail to do so the Secretary of State may impose schemes. The proposed schemes and scheme changes have

been drafted to comply with the requirements of the Schools Admissions Code which came into force on the 19<sup>th</sup> December 2014.

## **16. Workforce Implications**

There are no workforce implications

## **17. Options Considered**

It is a legal requirement to have these policies in place and therefore no alternative has been considered.

The schemes and arrangements as presented have been sent out to all school for consultation and no alternative suggestions have been received to date.

## **Conclusions**

Cabinet is asked to approve the appended schemes which will become the determined Admissions Policy for Wiltshire for 2022/23.

## **Helean Hughes (Director - Education and Skills)**

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Report Author:

Debbie Clare, Admissions Co-ordinator

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## **Appendices**

- a) Appendix A - Proposed Scheme for the Co-ordination of Secondary Admissions 2022/23
- b) Appendix B - Proposed Scheme for the Co-ordination of Primary Admissions 2022/23
- c) Appendix C -Proposed Admission Arrangements for Voluntary Controlled & Community Secondary Schools 2022/23
- d) Appendix D -Proposed Admission Arrangements for Voluntary Controlled & Community Primary Schools 2022/23

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SECONDARY

**Proposed Co-ordinated Scheme for Secondary  
School Admissions for 2022/23**

Status: Proposed Co-ordinated Scheme 2022/23

## **Proposed Co-ordinated Admissions Scheme for secondary school admissions for year 2022/23**

***Central Government have recently carried out a consultation on the proposed changes to The School Admissions Code. Once the new code has been released, this policy will be updated to reflect any immediate mandatory changes that are required.***

### **Introduction**

1. This scheme for co-ordinated admissions is pursuant to section (89b) of the School Standards and Framework Act 1998, for co-ordinating the arrangements for the admission of pupils to secondary schools within the LA area. It applies to all secondary schools in Wiltshire with effect from September 2022 intakes. There will be an annual review of the scheme as per the School Admissions Code in force at the time.

### **Interpretation and Glossary**

2. In this scheme –

“the LA” means Wiltshire Council acting in their capacity as a local (education) authority;

“the LA area” means the County of Wiltshire;

The definitions of “primary education”, “primary school”, “secondary education” and “secondary school” can be found in sections 2 and 5 of the Education Act 1996.

“school” means a community, (C) voluntary controlled, (VC) foundation, (F) or voluntary aided (VA) school or academy (A) school.

“Academy” means a state funded, non-fee paying independent school set up under a Funding Agreement between the Secretary of State and the proprietor of an Academy (most commonly and hereafter referred to as an Academy Trust). Academy Funding Agreements require them to comply with the Code and the law relating to admissions, though the Secretary of State has the power to vary this requirement where there is a demonstrable need;

“admission authority” in relation to a community or voluntary controlled school means the LA and, in relation to an F or VA school or UTC (University Technical College) means the governing body of that school/college and in relation to an Academy it is the governing body / academy trust.

“the specified year” means the school year beginning September 2022;

“admission arrangements” means the determined arrangements which govern the procedures and decision making for the purposes of admitting pupils to a school;

“first round application” means any application for a place in the first year of secondary education that is received before the deadline of 31 October 2021.

“Second and third round application” means any application for a place in the first year of secondary education that is received after the deadline of 31 October 2021.

“eligible for a place” means that a child’s name has been placed on a school’s ranked list within the school’s published admission number (PAN).

**The application round for entry into YR7 – 2022 opens on 1 September 2021. The deadline date for applications to be submitted is midnight on 31 October 2021. The home address given for the child must be the address where the child is resident as of the deadline date.**

### **Raising of participation age**

Government legislation states that young people have to stay in education or training until their 18<sup>th</sup> birthday. This will usually be at secondary school until the academic year in which they are 16 (some students may transfer to Further Education or a University Technical College at 14). Students can then choose from one of the following options post-16; full-time education, such as school or college; an apprenticeship; employment or volunteering alongside part-time education or accredited training. It is compulsory that they participate in education or training until their 18<sup>th</sup> birthday. The only exception is early achievement of level 3 qualifications for example if they take A level exams in year 12.

### **General information**

3. Parents will be able to make an online application. If an online application has been submitted, a written application is not necessary. The online facility will be available from 1 September 2021 up until the deadline of 31 October 2021.
4. There will be a standard application form known as the Secondary Common Application Form (SCAF). This form must be used to apply for the admission of pupils, into the first year of secondary education in the specified year, unless an online application has been submitted.
5. The SCAF must be used as a means of expressing one or more preferences by the parent wishing to apply for a school place for their child (either within or outside the county). The child must live in Wiltshire.
6. The LA will make arrangements to ensure
  - a. the SCAF is accompanied by written guidance notes
  - b. that copies are available on request from the LA
  - c. that an electronic version of the form is available for parents to make an online application.
7. The SCAF and accompanying guidance notes will invite the parent to express up to three preferences in rank order and give reasons for their preferences. Preferred schools may be state funded schools inside or outside Wiltshire. They will also explain that the parent will receive no more than one offer of a school place and specify the closing date and the address to which the SCAF must be returned. They will also confirm that;

- a. a place will be offered at their highest ranked school at which they are eligible to be offered a place; or
  - b. if a place cannot be offered at any one of their preferred schools, and the child is living within Wiltshire, a place at an alternative school will be allocated.
8. Any school which operates criteria for selection by ability or aptitude must ensure that its arrangements for assessing ability or aptitude enable decisions to be made in accordance with the scheme's timescale as set out in the back of this policy.
  9. The governing body of an Academy (A), Foundation (F), or Voluntary Aided (VA) School, can ask parents who have expressed a preference for their school on the SCAF, to provide additional information on a supplementary form, but only if the additional information is required in order to apply their oversubscription criteria to the application.
  10. Where a school receives a supplementary form, it will not be regarded as a valid application unless the parent has also completed a SCAF which expressed a preference for that school. The SCAF or an online application must have been returned to the LA by the deadline date.
  11. The deadline date for applications is **31 October 2021**. All completed SCAFs are to be returned directly to the LA by the deadline date. Any SCAFs which are incorrectly returned to schools, must be forwarded to the LA to be submitted by the deadline. Forms returned to schools and not received by the LA by 31 October 2021 will be treated as late applications.
  12. The LA will send out an acknowledgement of receipt for each SCAF and all online applications. Applicants will be advised to contact the LA if they have not received an acknowledgement with 15 school days of posting their paper application.

### **Address**

13. The child's address provided on the application form should be that of the child's normal place of residence. Only one address can be considered for application purposes. The address provided will be used to determine the child's priority for a school place. The Local Authority reserves the right to confirm the address provided by the applicant using the council tax reference number which is provided as part of the application.

For YR 7 September 2022 entry, the address used to determine priority of school places for on time applications submitted in the main round, will be the child's normal place of residence as at deadline date of 31 October 2021. A future address from an applicant who is moving can be considered if the Local Authority receives evidence in the form of an exchange of contracts or a tenancy agreement of a minimum of six months by the 17 December 2021.

Where children spend time with parents at more than one address then the address given on the form should be the one at which they are normally and habitually resident, i.e. sleep at, for the majority of term-time school nights (Sunday night to Thursday night). If children spend time equally at different addresses, then the address which will be used for admissions purposes will be the one registered for child benefit. The Local Authority may request proof of the registered address, which must pre-date the application.

Future addresses from applicants who currently own a property that is unoccupied or rented out, for which they plan to return to, will not be used when allocating places, unless a formal notice to terminate the rental agreement has been received by the deadline date/ exceptional circumstances date. Such applications will be checked to confirm the applicants have returned to the property. If the applicant has not returned to the address, it will be considered a fraudulent application and the place will be taken away, even if the child has already started school. If no proof is provided, the current address will be used to determine the child priority of a school place.

For in year transfer applications the current address at the time of application will be used.

### **Designated Area (if applicable)**

14. A designated area is a discrete geographical zone served by a school. The address that determines a child's designated area is the place where the child is ordinarily resident with their parent(s) or legal guardian(s) for the majority of the school week. Most schools have a discrete designated area but some addresses fall within areas shared by two or more schools. Children who live outside the designated area for the school may still express a preference for the school.

For admission criterion purposes, the address used for Boaters will be the sorting office or main post office address, closest to the place of mooring, as of the deadline date. Proof in the form of a licence will be required and must be submitted at the time of application.

Applicants will only be considered from the address as of the deadline date (for applications into YR7, unless proof of future address is provided) and this will be used to determine the child's priority for a school place. For in year transfer applications the current address at the time of application will be used.

If there is a tie-break situation, then the criteria of the relevant admissions authority will be applied.

### **Shared Parental Responsibility**

15. Where two (or more) adults have parental responsibility for a child, it is preferable that they should agree which school(s) to name as their preference(s) schools before submitting an application form. In cases of dispute, or where two application forms are submitted, the LA will process the application received from the adult who has a residence order. If no such order has been made, preference will be given to the parent with whom the child is normally living with for the majority of the school week.

If both parents are in dispute as to whom the child lives with the majority of the school week, the LA will process the application received from the adult who is in receipt of the child benefit, if this is not available then the address used on the NHS card will be used.

In the event of a further dispute regarding the application, parents may wish to take independent legal advice on whether they should seek a specific issue order from the court to decide on where the child is schooled. For an in-year transfer application,

the placement will continue in the best interests of securing educational provision for the child, with a minimum of disruption, until any such order is made.

For year of entry, where possible, a place will be offered in accordance with the preferences to the parent who can provide evidence that they are in receipt of child benefit.

Where children spend time with parents at more than one address then the address given on the form should be the one at which they are normally and habitually resident, i.e. sleep at, for the majority of term-time school nights (Sunday night to Thursday night). If children spend time equally at different addresses, then the address which will be used for admissions purposes will be the one registered for child benefit. The Local Authority may request proof of the registered address, which must pre-date the application.

### **Applications for children of UK Service Personnel (UK Armed Forces)**

16. Applications for children of service personnel with a confirmed posting to the county, will be considered in advance of the family moving into the county. Where possible, an application must be included in the normal admissions round.
17. An official letter, such as a posting note or letter of support from the commanding officer should be sent to the LA as soon as possible. This should include the relocation date and unit postal address or quartering area address.
18. Until a fixed address is available, the unit postal address will be used and a school place allocated accordingly. For service personnel moving back to a property that they own and this is currently rented out, then this address can be considered providing a signed letter from the Commanding Officer or a formal notice to terminate the rental agreement is received stating the future address.
19. The LA will not refuse a child of UK service personnel a school place because the family does not currently live in the area. It is also not permitted to reserve places for these children. If a place is not secured at the preferred school and the applicant has provided proof of a Wiltshire address, then an alternative place will be allocated. This will be at the next nearest school to the unit postal address or quartering address with available places.
20. Children will be considered to be siblings if any brother or sister (including step siblings living at the same address) has been formally offered a place at the school which has been accepted. The sibling link will not apply if the child on roll is in Yr11, YR12 or YR13 for VC & C's schools. Parents should view individual admissions policies for VA, F and A schools for information about sibling priority/YR11, YR12 and YR13 pupils. Their position on any waiting list will be set accordingly.

### **Applications for a Child from overseas (Not UK Armed Forces)**

21. All applications for a child from overseas will be considered in accordance with the relevant legislation at the time of application.
22. Applications on behalf of a child currently living outside the UK will be considered, but until the child is resident in the UK, their home address outside the UK, will be

considered as being their place of residence. Exceptions to this would be instances where the child of a parent(s) returning from foreign postings, such as UK service personnel and other crown servants who have been posted abroad on a fixed term contract and who are returning to live within the UK or if an exchange of contract or signed tenancy is received to support the application. Proof of the future UK residency will be required.

Future addresses from applicants who currently own a property that is unoccupied or rented out, for which they plan to return to, will not be used when allocating places, unless a formal notice to terminate the rental agreement has been received by the deadline date/ exceptional circumstances date. Such applications will be checked to confirm the applicants have returned to the property. If the applicant has not returned to the address, it will be considered a fraudulent application and the place will be taken away, even if the child has already started school. If no proof is provided, the current address will be used to determine the child priority of a school place.

## **Selection test for Grammar Schools**

23. Where a selection test of any kind is part of the school's admission arrangements, the admission authority is required to allow the child to sit the entrance exam and inform parents of the outcome prior to preferences being made.

## **The Application Process**

### **First Round Applications for Secondary YR7 2022 Intake (applications submitted by the deadline of 31 October 2021)**

24. The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to the SCAFs. The LA will only make a decision with respect to the offer or refusal of a place in response to any preference expressed on the SCAF :-
  - a. it is acting in its separate capacity as an admission authority, or
  - b. an applicant is eligible for a place at more than one school, or
  - c. an applicant is not eligible for a place at any of the schools for which a preference was expressed.
25. The process by which the LA will allocate places is explained at paragraphs 27-37.
26. **31 October 2021 - closing date for all SCAF to be submitted to the School Admissions Team at County Hall. Applications submitted by this date will be classed as first round/on time applications.**
27. **By 16 November 2021** where parents have nominated a secondary school outside the LA area, the LA will notify the relevant LA.
28. **By 23 November 2021** the LA will notify all A, F and VA schools of every preference that has been expressed for that school.
29. **17 December 2021: Exceptional circumstances deadline.**

Only in exceptional circumstances such as those listed here will a late application be considered at the same time as applications received by the deadline of 31 October 2021.

- a. where there has been a change of family circumstances after the deadline date which has a significant effect on the preferences given on the original application. (If this is a house move, this must have been completed with an exchange of contracts before 17 December 2021).
- b. a move into Wiltshire from outside the county after the deadline date but before 17 December 2021. Confirmation of the new address (in the form of an exchange of contracts or a tenancy agreement of a minimum of six months) must be provided before 17 December 2021.
- c. service personnel moving to a Wiltshire address after the deadline date. A posting notice must be provided before 17 December 2021.

Documentary evidence should be provided with the application (or at the latest by 17 December 2021) to verify the circumstances which caused the late application to be made. If evidence cannot be provided, the application will not be treated as an exception.

### **Change of preference order for applications received by deadline date 31 October 2021**

Prior to deadline date, if a change of preference is required applicants must log back into the online system and update the order of their preference or submit a new paper application.

Following the deadline date, any applicant who has submitted an on-time application may change the order of their preferences by informing the admissions team in writing. This must be received by 14<sup>th</sup> January 2022.

The order of the preferences can only be changed. No additional preferences can be added after the deadline date.

30. **By 7 January 2022** the LA will provide a final list to all admissions authorities of every preference that has been expressed for their school(s) including those considered as exceptional as outlined in paragraph 29 and those residents in other LA areas.
31. **By 14 January 2022** all A, F and VA schools must have considered all the preferences for their school and provided the LA with a ranked list of all applicants in accordance with the oversubscription criteria.
32. The LA will then match this ranked list against all other ranked lists and:
  - Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
  - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.



- Where the child is not eligible for a place at any of the nominated schools and they live in Wiltshire, a place will be allocated at the next nearest school to the home address with available places.
  - Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
33. By **3 February 2022** the LA will inform other LAs of any places in Wiltshire schools which will be offered to their residents.
34. By **24 February 2022** the LA will inform Wiltshire schools of the pupils to be offered places at their schools.
35. On **1 March 2022 (National Offer Date)** letters will be despatched to all parents who submitted an application form by 31 October 2021 offering a place at one school.
36. These offer letters will give the following information:
- a. the name of the school at which a place is offered;
  - b. the reason why the child is not being offered a place at any of the other schools nominated on the SCAF;
  - c. information about their statutory right of appeal against any decision to refuse places at other preferred schools;
37. **15 March 2022** the deadline for parents to accept the place offered. Parents should confirm their acceptance online if they have applied online, or if they have applied by paper return the acceptance/decline slip directly to the Local Authority.

If the parent does not respond to the Local Authority to confirm if they wish to accept or decline the offer by 15 March 2022, the Local Authority will send a second letter to the parent informing them that they have seven days in which to accept or decline the place which has been offered. They will also be advised in this letter that failure to respond could result in the offer of the place being withdrawn. If there is still no response a third letter will be sent to the applicant informing them that the offer of a place has been withdrawn. It will then be the parent's responsibility to apply for an alternative school place.

### **Second Round Applications for Secondary YR 7, 2022 Intake (applications received between 1 November 2021 and 09 March 2022)**

38. Second round applications, i.e. those received between 1 November 2021 and 9 March 2022 (except those covered by paragraph 29) for the YR 7 Intake round will not be considered until after all first round on time applications have been processed. Second round applications will be considered together with any applicant previously refused a place in the first round and if necessary will be prioritised using the oversubscription policy in place at the time.

#### **Additional applications:**

**Only one offer of a school place for each child can be held at any one time. If the Local Authority receives a further application for a child who has already**

**secured a place in an earlier round, the new stated preferences will automatically supersede any earlier preferences stated.**

**During the second round of applications parents should note that the school initially allocated will be retained for their child pending the outcome of the later application and that there is no guarantee of gaining a place at the preferred school named on the new application.**

**Parents can only hold one offer. Therefore, if an offer is made to a child during the second round of allocations any offer made in the first round will automatically be withdrawn.**

The LA will contact all Foundation, Aided Schools and Academies named as a preference on the application form, to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school if possible, unless an alternative place is available within a safe statutory walking distance from their home address.

39. **21 March 2022** details of second round applications received between the 1 November 2021 and 9 March 2022 to be sent to, Academies, Foundation and Voluntary Aided Schools.
40. **31 March 2022** Academies, Foundation and Voluntary Aided Schools to provide the LA with a ranked list of second round applications.

On receipt the LA will match the returns from all schools and will make an allocation of one place for each applicant:

- Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
  - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
  - Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
  - LA to send schools a list of late applicants being offered a place on 28 April 2022.
41. **29 April 2022** the LA will send out the second round offers to schools for applications received between 1 November 2021 and 9 March 2022.
  42. **13 May 2022** is the last date for second round offers to be accepted by parents. Parents should complete the slip attached to the decision letter and return it to the Local Authority to confirm if they wish to accept or decline the place.

If the parent does not respond to the Local Authority to confirm if they wish to accept or decline the offer by the date stated in the letter, the Local Authority will send a second letter to the parent informing them that they have seven days in which to accept or decline the place which has been offered. They will also be advised in this

letter that failure to respond could result in the offer of the place being withdrawn. If there is still no response a third letter will be sent to the applicant informing them that the offer of a place has been withdrawn. It will then be the parent's responsibility to apply for an alternative school place.

### **Third Round Applications for Secondary YR 7, 2022 Intake (applications received after 9 March 2022)**

43. Third round applications, i.e. those received after 9 March 2022 for the YR7 Intake round will not be considered until after all the second round applications have been processed. Third round applications will be considered together with any applicant previously refused a place and if necessary will be prioritised using the oversubscription policy in place at the time.

**Only one offer of a school place for each child can be held at any one time. If the Local Authority receives a further application for a child who has already secured a place in an earlier round, the new stated preferences will automatically supersede any earlier preferences stated.**

**During the third round of applications parents should note that the school initially allocated will be retained for their child pending the outcome of the later application and that there is no guarantee of gaining a place at the preferred school named on the new application.**

**Parents can only hold one offer. Therefore, if an offer is made to a child during the third round of allocations any offer made in the first or second round will automatically be withdrawn.**

The LA will contact all Foundation, Aided schools and Academies named as a preference on the application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school if possible, unless an alternative place is available within the safe statutory walking distance from their home address.

44. Applications received after the 9 March 2022 will be considered in date order of receipt and will be looked at after 18 May 2022 (i.e. once the second round of applications have been processed).
45. Any applications received by the LA after 9 March 2022 will be dealt with as soon as possible with allocations to a single school being made and offer letters sent out from the LA as soon as is practicably possible.

Parents should return the acceptance slip attached to the letter to the LA to inform them if they are accepting or declining the place.

If the parent does not respond to the Local Authority to confirm if they wish to accept or decline the offer by the date stated in the letter, the Local Authority will send a second letter to the parent informing them that they have seven days in which to accept or decline the place which has been offered. They will also be advised in this letter that failure to respond could result in the offer of the place being withdrawn. If there is still no response a third letter will be sent to the applicant informing them that

the offer of a place has been withdrawn. It will then be the parent's responsibility to apply for an alternative school place.

46. Any applications received by any school should be forwarded to the LA within 5 days of receipt.

### **Applications for Secondary YR7, 2022 Intake (applications received after 22 July 2022 – end of term)**

47. Any applications received by the LA after 22 July 2022 which express a preference for an Aided, Foundation School or an Academy will be forwarded to the school/college within five school days of receipt at which time the process for in year applications will apply.

### **Right of Appeal – Main round applications**

48. Parents who are refused a place at a school for which they have applied have the right of appeal to an independent Admission Appeal panel. All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

The deadline dates for lodging appeals for VC & C Schools for the main round entry is:

#### **First round appeals**

For applications received from 1 September 2021 – 31 October 2021 and for offers made on National Offer Date, appeals must be received by the Local Authority no later than 30 March 2022.

#### **Second round appeals**

For applications received from 1 November 2021 – 9 March 2022 and for offers made on 29 April 2022, appeals will be heard as soon as possible

#### **Third round appeals**

For applications received after the 9 March 2022 and for offers made as soon as possible after 18 May 2022, appeals will be heard as soon as possible.

Own admission authority appeal timetables will be provided within the individual school's admissions policy or on the schools website.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

### **Final List of expected Secondary Yr7 pupils to schools**

49. On or before 31 August 2022 the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2022/23 school year.

## **Admitting in area children above Published Admissions Number (PAN)**

50. Wiltshire Council will always try and allocate a space at a child's designated school whenever this is possible. It must be noted we cannot reserve places at any school nor can we guarantee that a space will be available at the designated school. Having enough spaces in schools for local children is a service priority for the School Buildings and Places team.
51. The LA has the responsibility for the strategic management of school places across the county and has to ensure admissions do not compromise its ability to provide efficient and effective use of resources. It is often more economic to admit local children to their designated school because this does not incorporate any additional transport costs which would be required, were an alternative school to be allocated.
52. For some schools, the next nearest school does not provide a reasonable alternative because it is beyond the statutory walking distance or the route to it is unsafe or there may not be available transport. Any children who move into these areas might have to be admitted to the designated school despite any existing pressures upon it.
53. It may not always be possible to find a space at the designated school if this is already oversubscribed. If a school is oversubscribed, then Looked After Children will be given the highest priority on any waiting list. Following this in area children will be given priority on any waiting list over out of area children at all VC & C schools. If the designated area school is unable to accommodate any more children within the year group, then the LA will allocate an alternative school which will be the next nearest school which has places available.
54. Transport would be made available for any children who had to be allocated a school because their designated school was full and the school that has been allocated is outside of the statutory safe walking distance for the age of the child.

## **In-Year Transfer Applications for year groups other than Yr7 Secondary 2022 intake**

**All in-year transfer applications for all year groups, to Wiltshire Schools, should be submitted directly to Wiltshire Council. If a parent wishes to apply for a transfer to a school in another Local Authority, then they should apply directly to the authority in which the school is situated in. The in-year transfer application process for Wiltshire Schools is explained below.**

**All applications received by post or email will be date stamped on the date they are received by the school admissions team, unless the application is received over the weekend in these cases the form will be stamped as being received on the next working day.**

55. The LA will make available copies of the 'Finding a School Place Guide' online and hard copies on request from County Hall.
56. All applicants who wish to apply for a school place must complete an application form which should be returned to the LA. The applicant may or may not live in Wiltshire.
57. Should a parent living in Wiltshire wish to apply for a school in another authority, they must contact that authority directly for details on how to apply.

58. Should any Wiltshire school receive an in-year application form expressing a preference for that school the form should be forwarded to the LA within five school days of receipt.
59. Where the LA receives an in-year application form expressing a preference for a VC or C school the application will be forwarded to the school within five school days of receipt. The school is then required to advise the LA if a place can be offered within 10 school days or receipt.
60. Where the LA receives an in-year application form expressing a preference for an Academy, F or VA school the application will be forwarded to the school within five school days of receipt.
61. For an Academy, F or VA school, the school's governing body is responsible for deciding the outcome of the application and advising the LA accordingly within 10 school days of the date of which the information was received by the school.
62. In all cases, a decision letter will be sent out by the Local Authority within 20 school days of receiving the application form and this will provide information, if appropriate, about the statutory right of appeal.
63. If an application has been passed on to a selective school, it is recognised that such a school will not be able to make a response to the LA until after the result of an appropriate selection test has been received. The selective school will inform the LA of the outcome of the application as soon as practicable after the result of any selection test is known. A decision letter will be sent out by the LA and will provide information, if appropriate about the statutory right of appeal.
64. Waiting lists for schools must be kept and will be managed as per the admission arrangements for the particular school involved. Waiting lists will be kept in order of the relevant oversubscription criteria and not in date order of receipt.
65. The Local Authority will maintain waiting lists for all year groups for VC & C schools.
66. The school/academy will maintain waiting lists for all year groups for A, F & VA schools.

If an own admission authority school does not wish the LA to co-ordinate its in year, applications, the admission authority must formally write to the LA to confirm this. It will then be the responsibility of that admissions authority to ensure that applications are processed in line with the School Admissions Code.

The admissions authority will then have to process the application and inform the parent of the outcome and where necessary their statutory right of appeal. In all cases, it also required to forward a copy of the application, along with the decision, to the LA within ten school days of receipt.

### **Right of Appeal for In-Year Transfer Applications**

67. Parents who are refused a place at a school for which they have applied have the right of appeal to an independent Admission Appeal panel. All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

## Applications for transfer at a future date

68. Applications for transfer for VC and C schools will be considered no more than a maximum of one term in advance. All requests for admissions to VC and C Schools will be processed in line with the timetable below.

This table gives the earliest date that applications can be sent and when they are considered. Decision letters should be posted within 20 school days of either the date in the last column or, if your application is later than this, our receipt of your form.

<b>Date admission being sought</b>	<b>Earliest application should be submitted</b>	<b>Applications will be processed from</b>
January to March	1 September	31 October
April to July	1 January	15 February
September to December	1 April	31 May

69. Applications for transfer for VA and F schools and Academies will be forwarded when received directly to the schools named for consideration in accordance with the schools own admissions policy.

## Sixth Form Admissions

70. Parents or students wishing to enrol for sixth form courses should contact the school and ask for a copy of the sixth form prospectus. This will detail the courses offered at the school and any specific entry requirements for any of those courses. The school will require an application form to be completed should the parent or student wish to make a formal application to join the school's sixth form.

## Proof of address

71. The LA reserves the right to ask parents for proof of their address. If the parents' current address is different to that held on the LA's computerised system, the LA may ask parents to provide proof of the new address. Acceptable proof of address includes:
- A formal exchange of contracts, a signed solicitor's letter or email stating contracts have been exchanged and specifying a completion date.
  - A signed and dated tenancy agreement plus proof of residency (e.g. copy of a recent utility bill)

If parents fail to provide proof of a new address, the LA will use the old address for admission purposes. If parents notify the LA that they will be moving house, even if they provide the relevant proof of that address, they must move into that property by no later than the end of the first term following the notification. The LA reserves the

right to check that parents are living in the address indicated within that timescale. If parents are not living there, the applications will be investigated and the allocated place may be withdrawn. The parent will then have the statutory right of appeal.

## **In-Year Fair Access Protocol**

72. All Wiltshire Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children. Further information on the In-Year Fair Access Protocol, as well as a copy of the protocol, can be viewed at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

## **Early or Delayed Transfer**

73. a. **Early transfer**

Children may only transfer early to a secondary school if it can be shown that not to do so would be detrimental to their academic progress or social wellbeing. Each such request involves consultation with the current school, the school to which the child wishes to transfer and where appropriate, the Authority's professional adviser(s). The application will not be agreed if one or more parties consider that the transfer would be inappropriate. Agreement to such a request would be considered exceptional.

- b. **Delayed transfer**

*All requests must be submitted to the Local Authority by 31 October 2021, the year in which the child would have chronologically transferred to secondary school.*

Children may remain for a further year in a primary school if it can be shown that not to do so would be detrimental to their academic progress or social wellbeing, The presence of special educational needs or underachievement are not in themselves sufficient reasons to delay transfer.

Children for whom a delayed entry to school or year group retention has already been agreed by the relevant parties, will continue in the lower year group unless it can be shown that it is in their best interests to rejoin their chronological year group. The continuation of this arrangement will continue on transfer to secondary school unless the parent/carer, the current school, the school to which the child would otherwise wish to transfer and, where appropriate, the LA's professional adviser, consider it in the child's best interest to rejoin the chronological year group. An application for transfer to secondary school must still be made in the same way as expected of other children in the year group in which they are working (rather than their chronological age group).

If a child is currently on a roll at a school and a delayed entry is submitted and cannot be agreed, then no alternative school will be offered.



### **Applications for delayed entry to out of county schools**

Parents who wish to apply for a main round delayed entry to an out of county school should submit the request to Wiltshire Council. Wiltshire Council will pass this on to the other Local Authority for consideration. Wiltshire Council will then inform the parent of the decision of the request.

Parents who wish to apply for a delayed entry as an in-year transfer should contact the Local Authority where the preferred school is situated for details of how to apply.

### **Right of Appeal for the Admission of children outside their normal age group**

Parents who are refused a place at a school for which they have applied have the right of appeal to an independent Admission Appeal panel. They do not have a right of appeal if they have been offered a place and it is not in the year group they would like. However, if parents are dissatisfied with the outcome of the request for delayed entry, they have the right to complain against the decision through the Council's complaints procedure for decisions made by council officers. Where the school is its own admissions authority, parents can complain using the school's complaints procedure.

## Appendix: 1 (2022/23)

## Timetable for Secondary Co-ordination (Wiltshire)

<b>31 October 2021:</b>	<b>Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications received by this date will be classed as first round applications.</b>
16 November 2022:	Details of applications which include preferences for school in other LAs to be sent to those LAs.
23 November 2022:	Details of applications to be sent to F, VA schools, Academies of all first round applicants.
17 December 2022:	<b>Last date for any exceptional applications to be considered.</b>
7 January 2022:	Final list sent out from LA to all admission authorities, including all applications which have been considered as falling under the exceptional circumstances criteria.
14 January 2022:	Academies, Foundation and VA schools to provide the LA with ranked list of all first round applications.  Between 16 January and 1 February, the LA will match the ranked list of all the schools and allocate places.
3 February 2022:	The LA will inform other LAs of any offers of places at Wiltshire schools to be made to applicants resident in their areas.
24 February 2022:	By this date the LA will provide schools with details of those children to be offered places at the school.
<b>1 March 2022:</b>	<b>Notification letters for first round applicants will be despatched and sent to parents.</b>
9 March 2022:	Deadline for second round applications
15 March 2022:	Last date for first round offers to be accepted by parents. Parents should confirm their acceptance online if they have applied online, or if they have applied by paper return the acceptance/decline slip directly to the Local Authority.
21 March 2022:	Details of second round applications received after deadline and before 9 March to be sent to Academies, Foundation and VA schools.
31 March 2022:	Academies, Foundation and VA schools to provide the LA with ranked list of late applications.
28 April 2022:	LA to send all schools a list of second round applicants being offered a place.
29 April 2022:	<b>Notification letters sent out by the LA for all second round applications received between the deadline 1 November 2021 and 9 March 2022.</b>

- 13 May 2022: Last date for second round offers to be accepted by parents. Parents should confirm their acceptance or decline directly to the Local Authority.
- 18 May 2022: Applications received after the 9 March will be considered in date order of receipt and will be looked at from today. Applications will be dealt with as soon as possible with allocations to a single school being made and offers being sent out by the LA as soon as practically possible.
- 31 August 2022: On or before the 31 August the LA will send out a list to all schools showing the pupils expected to join the school at the beginning of 2022/23 school year.

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**PRIMARY**

**Proposed Co-ordinated Scheme for Primary School  
Admissions for 2022/23**

**Status:** Proposed Primary Co-ordinated Scheme 2022/23

# Proposed Co-ordinated Admissions Scheme for Primary & Junior schools within Wiltshire for year 2022/23

***Central Government have recently carried out a consultation on the proposed changes to The School Admissions Code. Once the new code has been released, this policy will be updated to reflect any immediate mandatory changes that are required.***

## Introduction

1. This scheme for co-ordinated admissions is pursuant to section 89(b) of the School Standards and Framework Act 1998, for co-ordinating the arrangements for the admission of pupils to primary schools within the LA area. It applies to all primary schools in Wiltshire with effect from September 2022 intakes. There will be an annual review of the scheme as per the School Admissions Code in force at the time.

## Interpretation and Glossary

2. In this scheme –

“the LA” means Wiltshire Council acting in their capacity as a local (education) authority;

“the LA area” means the County of Wiltshire;

The definitions of “primary education”, “Primary education”, “primary school” and “Primary school” can be found in sections 2 and 5 of the Education Act 1996.

“school” means a community, (C) voluntary controlled, (VC) foundation (F), voluntary aided (VA) or Academy (A) school.

“Academy” means a state funded, non fee paying independent school set up under a Funding Agreement between the Secretary of State and the proprietor of an Academy (most commonly, and hereafter, referred to as an Academy Trust). Academy Funding Agreements require them to comply with the Code and the law relating to admissions, though the Secretary of State has the power to vary this requirement where there is a demonstrable need.

“admission authority” in relation to a community (C) or voluntary controlled (VC) school means the LA and, in relation to an academy, foundation or voluntary aided school means the governing body / academy trust of that school;

“the specified year” means the school year beginning in September 2022.

“admission arrangements” means the determined arrangements which govern the procedures and decision making for the purposes of admitting pupils to a school;

“first round application” means any application for a place in the first year of primary or infant education or the first year of junior education that is received before the deadline of 15 January 2022.

“second or third round application” means any application for a place in the first year of primary or infant education or the first year of junior education that is received after the 15 January 2022.

“In – Year application” means any application for any other year group in the school up to and including Yr 6;

“eligible for a place” means that a child’s name has been placed on a school’s ranked list within the school’s published admission number.

**The application round for entry into Reception and Junior YR3 2022 opens on 1 September 2021. The deadline date for applications to be received is midnight on 15 January 2022. The home address given for the child must be the address where the child is resident as of the deadline date.**

## **Starting School**

3. There is a legal entitlement for all three and four year olds to have access to 15 hours free early education per week – available from registered childminders, school-based childcare, pre-schools, day nurseries, playgroups, or as part of a Children’s Centre. Working parents of children aged three and four years of age will be able to access 30 hours for Free Entitlement, certain criteria will need to be met.

A school place will be made available for children from the September following their 4<sup>th</sup> birthday. Full-time education is available to all reception pupils.

Parents have the right to ask that their child attends part-time and this will be provided by arrangement with the school governors. Part-time provision has been determined as either five mornings or five afternoons a week.

Schools will be responsible for informing parents of the induction arrangements for new entrants to the reception class(es). These may involve a short period of part-time provision or a phased entry at the beginning of Term 1, which will normally be a fortnight. Individual children(s) cases for induction should be discussed by the parents(s) with the school directly.

## **General Information**

4. Parents will be able to make an online application. If an online application has been submitted, a written application is not necessary. The online facility will be available from 1 September 2021 up until the deadline of 15 January 2022.
5. There will be a standard form for applications known as the Primary Common Application form (PCAF) used for the admission of pupils into the first year of primary education in the specified year.
6. The PCAF must be used as a means of expressing one or more preferences by a parent wishing to apply for a school place for their child (either within or outside the county). The child must live in Wiltshire.
7. The LA will make arrangements to ensure
  - a. the PCAF is accompanied by written guidance notes
  - b. that copies are available on request from the LA and from all Primary schools in the LA area, and
  - b. that an electronic version of the form is available for parents to make an online application.

8. The PCAF and accompanying guidance notes will invite the parent to express up to three preferences in rank order. Preferred schools may be state-funded schools inside or outside Wiltshire. They will also explain that the parent will receive no more than one offer of a school place and specify the closing date and the address to which the PCAF must be returned. They will also confirm that;
  - a. a place will be offered at their highest ranked school at which they are eligible to be offered a place; or
  - b. if a place cannot be offered at any one of their preferred schools, and the child is living in Wiltshire, a place at an alternative school will be allocated.
9. Split Site Schools – where a school operates from separate bases and each base provides for the full primary age range (i.e. Both Key Stage 1 and Key Stage 2), the two sites will be treated as separate schools for admissions purposes, as they have their own discrete catchment area. This means that an application must name the site preferred. An applicant can use two preferences to name both sites.
10. The governing body of a Foundation (F) or Voluntary Aided school (VA) or an Academy (A) can ask parents who have expressed a preference for their school on the PCAF, to provide additional information on a supplementary form, but only if the additional information is required in order to apply their oversubscription criteria to the application.
11. Where a school receives a supplementary form, it will not be regarded as a valid application unless the parent has also completed a PCAF which expressed a preference for that school. The application must have been returned to the LA by the deadline date.
12. The closing date for applications is **15 January 2022**. All completed PCAFs are to be returned directly to the LA. Any PCAFs which are incorrectly returned to schools must be forwarded to the LA to be received by the deadline. Forms returned to schools and not received by the LA by 15 January 2022 will be treated as late applications.
13. The LA will send out an acknowledgement of receipt for each PCAF and all online applications. Applicants will be advised to contact the LA if they have not received an acknowledgement within 15 school days of posting their applications.

#### **Address**

14. The child's address provided on the application form should be that of the child's normal place of residence. Only one address can be considered for application purposes. The address provided will be used to determine the child's priority for a school place. The Local Authority reserves the right to confirm the address provided by the applicant using the council tax reference number which is provided as part of the application.

For Yr R and Junior YR3 September 2022 entry, the address used to determine priority of school places for on time applications submitted in the main round, will be the child's normal place of residence as at deadline date of 15 January 2022. A future address from an applicant who is moving can be considered if the Local Authority



receives evidence in the form of an exchange of contracts or a tenancy agreement of a minimum of six months by the 8 February 2022.

Where children spend time with parents at more than one address then the address given on the form should be the one at which they are normally and habitually resident, i.e. sleep at, for the majority of term-time school nights (Sunday night to Thursday night). If children spend time equally at different addresses, then the address which will be used for admissions purposes will be the one registered for child benefit. The Local Authority may request proof of the registered address, which must pre-date the application.

Future addresses from applicants who currently own a property that is unoccupied or rented out, for which they plan to return to, will not be used when allocating places, unless a formal notice to terminate the rental agreement has been received by the deadline date/ exceptional circumstances date. Such applications will be checked to confirm the applicants have returned to the property. If the applicant has not returned to the address, it will be considered a fraudulent application and the place will be taken away, even if the child has already started school. If no proof is provided, the current address will be used to determine the child priority of a school place.

For in-year transfer applications the current address at the time of application will be used.

### **Designated Area (if applicable)**

15. A designated area is a discrete geographical zone served by a school. The address that determines a child's designated area is the place where the child is ordinarily resident with their parent(s) or legal guardian(s) for the majority of the school week. Most schools have a discrete designated area. Some addresses may fall within areas shared by two or more schools. Children who live outside the designated area for the school may still express a preference for the school.

For admission criterion purposes, the address used for Boaters will be the sorting office or main post office address, closest to the place of mooring, as of the deadline date. Proof in the form of a licence will be required and must be submitted at the time of application.

Applicants will only be considered from the address as of the deadline date (for applications into YR and YR3, unless proof of future address is provided) and this will be used to determine the child's priority for a school place. For in year transfer applications the current address at the time of application will be used.

If there is a tie-break situation, then the criteria of the relevant admissions authority will be applied.

### **Shared Parental Responsibility**

16. Where two (or more) adults have parental responsibility for a child it is preferable that they should agree which school(s) to name as their preference(s) before submitting an application form. In cases of dispute, or where two application forms are submitted, the LA will process the application received from the adult who has a residence order. If no such order has been made, preference will be given to the parent with whom the child is living for the majority of the school week.

If both parents are in dispute as to whom the child lives with the majority of the school week, the LA will process the application received from the adult who is in receipt of the child benefit, if this is not available then the address used on the NHS card will be used.

In the event of a further dispute regarding the application used, parents may wish to take independent legal advice on whether they should seek a specific issue order from the court to decide on where the child is schooled. For an in-year transfer application, the placement will continue in the best interest of securing educational provision for the child, with a minimum of disruption, until any such order is made.

For year of entry, where possible, a place will be offered in accordance with the preferences to the parent who can provide evidence that they are in receipt of child benefit.

Where children spend time with parents at more than one address then the address given on the form should be the one at which they are normally and habitually resident, i.e. sleep at, for the majority of term-time school nights (Sunday night to Thursday night). If children spend time equally at different addresses, then the address which will be used for admissions purposes will be the one registered for child benefit. The Local Authority may request proof of the registered address, which must pre-date the application.

## **Applications for children of UK Service Personnel**

### **(UK Armed Forces)**

17. Applications for children of service personnel with a confirmed posting to the county will be considered in advance of the family moving into the county. Where possible, an application must be included in the normal admission round.
18. An official letter, such as a posting note or letter of support from the Commanding Officer should be sent to the LA as soon as possible. This should include the relocation date and the unit postal address or quartering area address.
19. Until a fixed address is available, the unit postal address will be used and a school place allocated accordingly. For service personnel moving back to a property that they own and that is currently rented out, then this address can be considered provided a signed letter from the Commanding Officer is received or a formal notice to terminate the rental agreement stating the future address. This should be received by the deadline / exceptional circumstances deadline.
20. The LA will not refuse a child of UK service personnel a school place because the family does not currently live in the area. It is also not permitted to reserve places for these children. If a place is not secured at the preferred school and the applicant has provided proof of a Wiltshire address, then an alternative place will be allocated. This will be at the next nearest school to the unit postal address or quartering address with available places.
21. Children will be considered to be siblings if any brother or sister (including step siblings living at the same address) have been formally offered and have accepted a place at the school. The sibling link will not apply if the child on roll is in Yr 6 for VC & C's schools. Parents should view individual admissions policies for VA, F and A schools for information about YR6 pupils. Their position on any waiting list will be set accordingly.

22. All applications will be dealt with in accordance with these admission arrangements. If a reasonable alternative cannot be offered, the child may be admitted as an 'excepted pupil' under the School Admissions (Infant Class Sizes) (England) Regulations.

### **Applications for a child from overseas (Not UK Armed Forces)**

23. All applications for a child from overseas will be considered in accordance with the relevant legislation at the time of application.
24. Applications on behalf of a child currently living outside the UK will be considered, but until the child is resident in the UK, their home address outside the UK, will be considered as being their place of residence. Exceptions to this would be instances where the child of a parent(s) returning from foreign postings, such as UK service personnel and other crown servants who have been posted abroad on a fixed term contract and who are returning to live within the UK or if an exchange of contract or signed tenancy is received to support the application. Proof of the future UK residency will be required.

Future addresses from applicants who currently own a property that is unoccupied or rented out, for which they plan to return to, will not be used when allocating places, unless a formal notice to terminate the rental agreement has been received by the deadline date/ exceptional circumstances date. Such applications will be checked to confirm the applicants have returned to the property. If the applicant has not returned to the address, it will be considered a fraudulent application and the place will be taken away, even if the child has already started school. If no proof is provided, the current address will be used to determine the child priority of a school place.

### **The Application Process**

#### **First Round Applications for Reception and Junior YR3 - 2022 Intake (applications received before the deadline of 15 January 2022)**

25. The LA will act as a clearing house for the allocation of places by the relevant admissions authorities in response to the PCAFs. The LA will only make a decision with respect to the offer or refusal of a place in response to any preference expressed on the PCAF where-
- a. it is acting in its separate capacity as an admission authority, or
  - b. an applicant is eligible for a place at more than one school, or
  - c. an applicant is not eligible for a place at any of the schools for which a preference was expressed.
26. The process by which the LA will allocate places is explained at paragraphs 28- 35.
27. **15 January 2022, closing date for all common application forms to be received by the School Admissions Team at County Hall. Applications received by this date will be classed as first round applications.**

## **8 February 2022: Exceptional circumstances deadline.**

Only in exceptional circumstances such as those listed here will a late application be considered at the same time as applications received by the deadline of 15 January 2022.

- where there has been a change of family circumstances after the deadline date which has a significant effect on the preferences given on the original application. (If this is a house move, this must have been completed with an exchange of contracts before 8 February 2022).
- a move into Wiltshire from outside the county after the deadline date but before 8 February 2022. Confirmation of the new address (in the form of an exchange of contracts or a tenancy agreement of a minimum of six months) must be provided before 8 February 2022.
- service personnel moving to a Wiltshire address after the deadline date. A posting notice must be provided before 8 February 2022.

Documentary evidence should be provided with the application (or at the latest by 8 February 2022) to verify the circumstances which caused the late application to be made. If evidence cannot be provided, the application will not be treated as an exception.

## **Change of preference order for applications received by deadline date 15 January 2022.**

Prior to deadline date, if a change of preference is required applicants must log back into the online system and update the order of their preference or submit a new paper application.

Following deadline date, any applicant who has submitted an on-time application may change the order of their preferences by informing the admissions team in writing. This must be received by 1 March 2022.

The order of the preferences can only be changed. No additional preferences can be added after the deadline date.

28. **By 08 February 2022** where parents have nominated a primary school outside the LA area, the LA will notify the relevant LA.
29. **By 10 February 2022** the LA will notify all F and VA schools and Academies of every preference that has been expressed for that school.
30. **By 8 March 2022** all F and VA schools and Academies must have considered all of the preferences for their school and provide the LA with a ranked list of all applicants in accordance with the oversubscription criteria.
31. The LA will then match this ranked list against all other ranked lists and:
  - Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.

- Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
  - Where the child is not eligible for a place at any of the nominated schools and they live in Wiltshire, a place will be allocated at the next nearest school to the home address with available places.
  - Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
32. Where the child is not eligible for a place at any of the nominated schools and the child lives in Wiltshire, they will be allocated a place at a school. This will be their designated school if places are available or at another school (to which there would be an entitlement to free school transport if it were outside the statutory safe walking distance from the home). Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
33. By **23 March 2022** the LA will inform other LAs of any places in Wiltshire schools which will be offered to their residents.
34. By **12 April 2022** the LA will inform Wiltshire schools of the pupils to be offered places at their schools.
35. On **19 April 2022 (National Offer Date)** letters will be despatched to all parents who submitted an application by 15 January 2022 offering a place at one school.
36. These offer letters will give the following information:
- a. the name of the school at which a place is offered;
  - b. the reason why the child is not being offered a place at any of the other schools nominated on the PCAF;
  - c. information about their statutory right of appeal against any decisions to refuse places at other preferred schools;
37. **3 May 2022** is the deadline for parents to accept the place offered. Parents should confirm their acceptance online if they have applied online, or if they have applied by paper return the acceptance/decline slip directly to the Local Authority.

If the parent does not respond to the Local Authority to confirm if they wish to accept or decline the offer by 3 May 2022, the Local Authority will send a second letter to the parent informing them that they have seven days in which to accept or decline the place which has been offered. They will also be advised in this letter that failure to respond could result in the offer of the place being withdrawn. If there is still no response a third letter will be sent to the applicant informing them that the offer of a place has been withdrawn. It will then be the parent's responsibility to apply for an alternative school place.

**Second Round Applications for Reception and Junior YR 3 2022 Intake (applications received between 16 January 2022 and 26 April 2022)**

38. Second round applications, i.e. those received between 16 January 2022 and 26 April 2022 for the Reception Intake round will not be considered until after all first round on time applications have been processed. Second round applications will be considered together with any applicant previously refused a place in the first round and if necessary, will be prioritised using the oversubscription policy in place at the time.

**Additional applications:**

**Only one offer of a school place for each child can be held at any one time. If the Local Authority receives a further application for a child who has already secured a place in an earlier round, the new stated preferences will automatically supersede any earlier preferences stated.**

**During the second round of applications parents should note that the school initially allocated will be retained for their child pending the outcome of that application and that there is no guarantee of gaining a place at the preferred school named on the new application.**

**Parents can only hold one offer. Therefore, if an offer is made to a child during the second round of allocations any offer made in the first round will automatically be withdrawn.**

Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school if possible, unless an alternative place is available within a safe statutory walking distance from their home address.

The LA will contact all Foundation, Aided schools and Academies named as a preference on the application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place.

39. By **5 May 2022** details of second round applications received between the 16 January 2022 and 26 April 2022 to be sent to Academies, Foundation and Voluntary Aided Schools.
40. By **13 May 2022** Academies, Foundation and Voluntary Aided Schools should provide the LA with a ranked list of second round applications.

On receipt, the LA will match the returns from all schools and will make an allocation of one place for each applicant:

- Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
- Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.

41. **By 27 May 2022** the LA will send out the second round offers for applications received between 16 January 2022 and 26 April 2022.

42. **10 June 2022** is the last date for second round offers to be accepted by parents. Parents should return their acceptance/decline slips back to the LA.

If the parent does not respond to the Local Authority to confirm if they wish to accept or decline the offer by the date stated in the letter, the Local Authority will send a second letter to the parent informing them that they have seven days in which to accept or decline the place which has been offered. They will also be advised in this letter that failure to respond could result in the offer of the place being withdrawn. If there is still no response a third letter will be sent to the applicant informing them that the offer of a place has been withdrawn. It will then be the parent's responsibility to apply for an alternative school place.

### **Third Round Applications for Reception 2022 Intake (applications received after 26 April 2022)**

43. Third round applications, i.e. those received after 26 April 2022 for the Reception Intake round will not be considered until after all the second round applications have been processed. Third round applications will be considered together with any applicant previously refused a place and if necessary, will be prioritised using the oversubscription policy in place at the time.

**Only one offer of a school place for each child can be held at any one time. If the Local Authority receives a further application for a child who has already secured a place in an earlier round, the new stated preferences will automatically supersede any earlier preferences stated.**

**During the third round of applications parents should note that the school initially allocated will be retained for their child pending the outcome of that application and that there is no guarantee of gaining a place at the preferred school named on the new application.**

**Parents can only hold one offer. Therefore, if an offer is made to a child during the third round of allocations any offer made in the first or second round will automatically be withdrawn.**

The LA will contact all Foundation, Aided schools and Academies named as a preference on the application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school if a place is available, unless an alternative place is available within the safe statutory walking distance from their home address.

44. Applications received after the 26 April 2022 will be considered in date order of receipt and will be looked at after 29 June 2022 (i.e. once the second round of applications have been processed).
45. If the parent does not respond to the Local Authority to confirm if they wish to accept or decline the offer by the date stated in the letter, the Local Authority will send a second letter to the parent informing them that they have seven days in which to accept or decline the place which has been offered. They will also be advised in this letter that failure to respond could result in the offer of the place being withdrawn. If there is still no response a third letter will be sent to the applicant informing them that the offer of a

place has been withdrawn. It will then be the parent's responsibility to apply for an alternative school place.

### **Applications for Reception 2022 Intake (applications received after 22 July 2022 – end of term)**

46. Any applications received by the LA after 22 July 2022 which expresses a preference for an Aided, Foundation School or an Academy will be forwarded to the school within five school days of receipt at which time the process for in-year applications will apply.

### **Right of Appeal – main round applications**

47. Parents who are refused a place at a school for which they have applied have the right of appeal to an independent Admission Appeal panel.

The deadline dates for lodging appeals for VC & C Schools for the main round entry is:

#### **First round appeals**

For applications received from 1 September 2021 – 15 January 2022 and for offers made on National Offer Date appeals must be received by the Local Authority no later than 17 May 2022.

#### **Second round appeals**

For applications received from 16 January 2022 – 26 April 2022 and for offers made on 27 May 2022 appeals will be heard as soon as possible.

#### **Third round appeals**

For applications received after the 26 April 2022 and for offers made after 29 June 2022, appeals will be heard as soon as possible.

Own admission authority appeal timetables will be provided within the individual school's admissions policy or on the school's website.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

If a child is offered a place at appeal for a VC or C school, it must be taken up within 28 working days of the required admissions date stated on the original application form unless the child is not of statutory school age.

### **Final List of expected reception pupils to schools**

48. On or before 31 August 2022 the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2022/23 school year.

### **Admitting in - area children above Published Admissions Number (PAN)**

49. Wiltshire Council will always try and allocate a space at a child's designated school whenever this is possible. We cannot reserve places at any school, nor can we



guarantee that a space will be available at the designated school. Having enough spaces in schools for local children is a service priority for the School Buildings and Places team.

50. The LA has responsibility for the strategic management of school places across the county and has to ensure admissions do not compromise its ability to provide efficient and effective use of resources. It is often more economic to admit children to their designated school because this does not incorporate an additional transport cost which would be required were an alternative school be allocated.
51. For some schools, the next nearest school does not provide a reasonable alternative because it is beyond the statutory walking distance or the route is unsafe or there is no available transport. Any children who move into these areas might have to be admitted to the designated school despite any existing pressures upon it.
52. It may not always be possible to find a space at the designated school if this is already oversubscribed. If a school is over-subscribed, then Looked After Children will be given the highest priority on any waiting list. Following this in area children will be given priority on any waiting list over out of area children at all VC & C schools. If the designated area school is unable to accommodate any more children within the year group, then the LA will allocate an alternative school which will be the next nearest school which has places available.
53. Transport would be made available for any children who had to be allocated a school because their designated school was full and the school that has been allocated is outside of the statutory safe walking distance for the age of the child. All other entitlements will be dealt with by the Passenger Transport Team.

### **The In-year Transfer Application Process**

In-year Transfer Applications for year groups other than Reception 2022 Intake.

All In-year transfer applications for all year groups, to Wiltshire Schools, should be submitted directly to Wiltshire Council. If a parent wishes to apply for a transfer to a school in another Local Authority, then they should apply directly to the authority in which the school is situated in. The In-year transfer application process for Wiltshire Schools is explained below.

All applications received by post or email will be date stamped on the date they are received by the school admissions team, unless the application is received over the weekend in these cases the form will be stamped as being received on the next working day.

54. The LA will make available copies of the Admissions Guide and PCAF through all primary and secondary schools and on request from County Hall.
55. All applicants who wish to apply for a school place must complete an application form which should be returned to the LA, once completed by the current school. The applicant may or may not live in Wiltshire.
56. Should a parent living in Wiltshire wish to apply for a school in another authority; they must contact that authority directly for details on how to apply.
57. Should any Wiltshire school receive an in-year application form expressing a preference for that school the form should be forwarded to the LA within five school days of receipt.

58. Where the LA receives an in-year application form expressing a preference for a VC or C school the application will be forwarded to the school within five school days of receipt. The school is then required to advise the LA if a place can be offered within 10 school days of receipt.
59. Where the LA receives an in-year application form expressing a preference for an Academy, F or VA school the application will be forwarded to the school within five school days of receipt.
60. For an Academy, F or VA school, the school's governing body is responsible for deciding the outcome of the application and should advise the LA accordingly within 10 school days of the date of which the information was received by the school.
61. In all cases, Wiltshire Council will aim to send a decision letter out within 20 school days of receiving the application form and this will provide information, if appropriate, about the statutory right of appeal.
62. Waiting lists for schools must be kept and will be managed as per the admission arrangements for the particular school involved. Waiting lists will be kept in order of the relevant oversubscription criteria and not in date order of receipt.
63. The Local Authority will maintain waiting lists for all year groups for VC & C schools.
64. The school/academy will maintain waiting lists for all year groups for A, F & VA schools.
65. If an own admission authority school does not wish the LA to co-ordinate its in year applications, the admission authority must formally write to the LA to confirm this. It will then be the responsibility of that admissions authority to ensure that applications are processed in line with the School Admissions Code.

The admissions authority will then have to process the application and inform the parent of the outcome and where necessary their statutory right of appeal. In all cases, it also required to forward a copy of the application along with the decision to the LA within ten school days of receipt.

#### **Applications for transfer at a future date**

66. Applications for transfer for VC and C schools will be considered no more than a maximum of one term in advance. All requests for admissions to VC and C Schools will be processed in line with the timetable below.

This table gives the earliest date that applications can be sent and when they are considered. Decision letters should be posted within 20 school days of either the date in the last column or, if your application is later than this, our receipt of your form.

<b>Date admission being sought</b>	<b>Earliest application should be submitted</b>	<b>Applications will be processed from</b>
January to March	1 September	31 October
April to July	1 January	15 February
September to December	1 April	31 May

67. Applications for transfer for VA and F schools and Academies will be forwarded when received directly to the schools named for consideration in accordance with the school's own admissions policy.

### **Right of Appeal – In Year Transfer Applications**

68. Parents who are refused a place at a school for which they have applied have the right of appeal to an independent Admission Appeal panel.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

If a child is offered a place at appeal for a VC or C school, it must be taken up within 28 working days of the required admissions date stated on the original application form.

### **Proof of address**

69. The LA reserves the right to ask parents for proof of their address. If the parents' current address is different to that held on the LA's computerised system, the LA may ask parents to provide proof of the new address if one is indicated. Acceptable proof of address includes:

- A solicitor's letter stating contracts have been exchanged and specifying a completion date
- A signed and dated tenancy agreement plus proof of residency (e.g. copy of a recent utility bill)

If parents fail to provide proof of a new address, the LA will use the old address for admission purposes. If parents notify the LA that they will be moving to a new house, even if they provide the relevant proof of that address, they must move into that property by no later than the end of the first term following the notification. The LA reserves the right to check that parents are living in the address indicated within that timescale. If parents are not living there, the applications will be investigated, and the allocated place may be withdrawn. The application will then have the statutory right of appeal.

### **In year Fair Access Protocol**

70. All Wiltshire Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children. Further information on the In Year Fair Access Protocol, as well as a copy of the protocol, can be viewed at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

### **Early, deferred or delayed admission**

71. a. **Early admission**

Admissions to school earlier than the term following the child's 4<sup>th</sup> birthday may be agreed in exceptional circumstances, such as medical or social factors that have an adverse effect on the child. The request must have the approval of the LA's professional adviser and there must be no suitable alternative pre-school

provision available. Early admission will be agreed for a maximum of one traditional term before the next available normal entry date.

**b. Deferred admission until later in the academic year**

Parents do not have to ensure their child receives full time education until the start of the term following their fifth birthday. However, parents have the right to start their child in school in the September of the academic year following their fourth birthday. In such circumstances, parents also have the option to start their child on a part-time basis or defer their child's entry until later in that academic year.

If a parent decides to defer their child's entry to the school that they have been offered until later in the academic year, that place will be held for the child and will not be offered to another child. However, please note that entry cannot be deferred beyond the point at which their child reaches compulsory school age (for the avoidance of doubt the law states that a child reaches compulsory school age on the prescribed day following his or her fifth birthday [or on his or her fifth birthday if it falls on a prescribed day]. The prescribed days are 31 December, 31 March and 31 August). For children born between 1 April and 31 August, parents cannot defer entry beyond the beginning of the April term of the school year for which the offer was made.

Please note also that children who attend part-time until later in the school year cannot do so beyond the point at which they reach compulsory school age.

If the parent decides that they no longer wish to take up their child's place, they should inform the school and the Local Authority that the place is no longer required. The place will then be withdrawn and reallocated to the child who is top of the waiting list at that time. The parent must then submit a fresh application for a place in year one for the following academic year. The application can be submitted from April 2022 but will not be considered until June 2022.

Any request to defer or attend part-time should be made to the school as soon as an offer is received.

**c. Delayed Admission**

*All applications will be dealt with in accordance with the School Admissions Code 2.17, 2.17a, 2.17b, which came into force on 19 December 2014:*

*Parents may seek a place for their child outside of their normal age group, for example, if the child has experienced problems such as ill health. In addition, the parents of a summer born child (born from 1 April to 31 August) may choose not to send that child to school until the September following their fifth birthday and may request that they are admitted out of their normal age group – to reception rather than year 1.*

All requests should be made from the September following the child's third birthday, in order to give sufficient time for the case to be considered by the admissions authority prior to the deadline for applications of 15 January 2022.

*All requests must be submitted to the Local Authority by 15 January 2022 for entry in to 2023.*

Parents of a summer born child may choose not to send their child to a school until the September following their fifth birthday and they may request that they are admitted outside their normal age group – to reception rather than year 1. All admission authorities are required to make clear in their admission arrangements the process for requesting admission outside of the normal age group.

The decisions on requests for applications outside the child's normal age group are made by the admission authority, which in the case of voluntary controlled and community schools is the LA. For voluntary aided, foundation schools or academies the admissions authority is the governing body of the school concerned. The decision to admit outside of their normal age group is made on the basis of the circumstances of each case. All parents who wish to apply for delayed entry into reception for any Wiltshire school must first submit a formal application to the LA.

If parents are applying for a voluntary controlled or community school, they will also need to make a written request at the time of application to the local authority's admissions co-ordinator, providing reasons for the request along with any supporting documentation they wish to include.

If parents are applying for a delayed entry at a voluntary aided, foundation school or an academy, as well as submitting a formal application to the local authority they should also contact their preferred school directly to discuss the request.

All admission authorities must make decisions on the basis of the circumstances of each case and in the best interests of the child concerned.

In the case of voluntary controlled and community schools, the Local Authority will look at the following factors when an application for admission outside the normal ages group:

- the parent's views
- information about the child's academic, social and emotional development;
- where relevant, their medical history and the views of a medical professional;
- whether they have previously been educated out of their normal age group;
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely
- the views of the head teacher of the school

The Local Authority will make decisions on the basis of the circumstances of each case and in the best interests of the child concerned.

If the parental request for delayed admission into reception is agreed, a separate application for a place in the next cohort would have to be made in

the following September. This application would be considered along with all the other applicants for admission in that year at the preferred school. There would be no guarantee that a place would be able to be offered in the preferred school. If the preferred school is over-subscribed and a place is not offered, the local authority will make an alternative offer. However, please note that delayed admission in to reception in the alternative school may not be possible.

If the parental request for delayed admission into reception is refused, the formal application which has already been submitted will be processed, unless the Local Authority receives a request from the parent to withdraw the application. If no request to withdraw the application is received, after the offer of a school place had been made the parent can then inform the Local Authority and the school that they want to defer entry until later in the academic year as outlined above.

When informing a parent of their decision on the year group the child should be admitted to, the admission authority **must** set out clearly the reasons for their decision.

If a child is currently on a roll at a school and a delayed entry is submitted and cannot be agreed, then no alternative school will be offered.

### **Applications for delayed entry to out of county schools**

Parents who wish to apply for a main round delayed entry to an out of county school should submit the request to Wiltshire Council. Wiltshire Council will pass this on to the other Local Authority for consideration. Wiltshire Council will then inform the parent of the decision of the request.

Parents who wish to apply for a delayed entry as an in-year transfer should contact the Local Authority where the preferred school is situated for details of how to apply.

### **Right of Appeal for admission of children outside their normal age group**

Parents who are refused a place at a school for which they have applied have the statutory right of appeal to an independent Admission Appeal panel. They do not have a right of appeal if they have been offered a place and it is not in the year group they would like. However, if parents are dissatisfied with the outcome of the request for delayed entry into reception, they have the right to complain against the decision through the Council's complaints procedure for decisions made by council officers or under the school's complaints procedure where the school is the admissions authority.

## **Appendix: 2022/23 Timetable for Primary Co-ordination (Wiltshire)**

- 15 January 2022:** **Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications received by this date will be classed as first round applications.**
- 8 February 2022: Details of applications which include preferences for schools in other LAs to be sent to those LAs.
- 10 February 2022: Details of applications to be sent to F, VA schools and Academies of all first round applicants.
- 8 March 2022: F, VA schools and Academies to provide the LA with ranked lists of all first round applicants.
- Between 8 March and 23 March, the LA will match the ranked list from all schools and allocate places.
- 23 March 2022: The LA will inform other LAs of any offers of places at Wiltshire schools to be made to applicants resident in their areas.
- 12 April 2022: By this date the LA will provide schools with details of those children to be offered places at the school.
- 19 April 2022:** **Notification letters despatched and sent to parents for all first round applicants. Online applicants also able to view the outcome online.**
- 26 April 2022: Deadline for second round applications.
- 3 May 2022: Deadline for parents to accept the place offered.
- 5 May 2022: Details of second round applications to be sent to F, VA schools and Academies of all second round applicants.
- 13 May 2022: F, VA schools and Academies to provide the LA with ranked lists of all second round applicants.
- 27 May 2022: **Notification letters despatched and sent to parents for all second round applicants.**
- 10 June 2022: Last date for second round offers to be accepted by parents. Parents should return their acceptance/decline slips back to the LA.
- 29 June 2022: Applications received after the 26 April will be considered in date order of receipt and will be looked at from today. Applications will be dealt with as soon as possible with allocations to a single school being made and offers being sent out by the LA as soon as practically possible.
- 31 August 2022: On or before the 31 August the LA will send out a list to all schools showing the pupils expected to join the school at the beginning of the 2022/23 school year.

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**Proposed Admission Arrangements for Community and Voluntary  
Controlled Secondary Schools for 2022/23**

**Status:** Proposed Admissions Arrangements 2022/23

# PROPOSED SECONDARY ADMISSION ARRANGEMENTS

*Central Government have recently carried out a consultation on the proposed changes to The School Admissions Code. Once the new code has been released, this policy will be updated to reflect any immediate mandatory changes that are required.*

## **Wiltshire Council's proposed admission arrangements for admission to Voluntary Controlled and Community (VC and C) Secondary Schools for the 2022/23 academic year**

### **1. General Information**

This policy applies solely to applications for places at Voluntary Controlled (VC) and Community (C) Secondary Schools in Wiltshire. Foundation (F) Voluntary Aided (VA) Schools and Academies (A) are their own admission authorities and the governing bodies are responsible for determining their own procedures and policies.

**Proposed arrangements for the co-ordination of secondary admissions are made within the co-ordinated admissions scheme 2022/23.**

**The application round for entry into Year 7 - 2022 opens on 1 September 2021. The deadline date for applications to be received is midnight on 31 October 2021. The home address given for the child must be the address where the child is resident as of the deadline date.**

#### **a. Designated Area**

A designated area is a discrete geographical zone served by a school. The address that determines a child's designated area is the place where he or she is ordinarily resident with his or her parent(s) or legal guardian(s) for the majority of the school week. Most schools have a discrete designated area but some addresses fall within areas shared by two or more schools. Children who live outside the designated area for the school may still express a preference for the school.

For admission criterion purposes, the address used for Boaters, will be the sorting office or main post office address, closest to the place of mooring as of the deadline date. Proof in the form of a licence will be required and must be submitted at the time of application.

#### **b. Preferences**

Parents will be invited to state up to three ranked preferences. Each preference will be considered equally. This means that Wiltshire Council will consider all applications against the published admissions criteria without reference to how the school applied for has been ranked on the application form. As far as possible applicants will be offered a place at a school to which they have expressed a preference. Where the applicant has made more than one preference, the Local Authority (LA) will make an offer for the highest ranked preferred school possible with available places in accordance with the standard admission criteria. Where it is not possible to offer a place at a preferred school, and the applicant lives in Wiltshire, the LA will allocate a place. Allocations will be made after all expressed preferences have been considered. An alternative school may be allocated in cases where the designated school is full and the alternative school is within the safe statutory 3 mile walking distance and has places available or it is a school to which free home to school transport would be provided.

In the case where there are more children living within an area, than there are places available and the parent has not named the designated school(s) as one of their preferences, the remaining places will be randomly allocated.

c. **Children with an education, health and care plan or a statement of special education need**

All children whose education, health and care plan or statement of special educational needs that names a school, must be admitted.

d. **Published Admission Number**

A Published Admission Number (PAN) is agreed for each school annually and defines the number of places available for the year of entry. All applications must be agreed until the PAN has been reached and this figure will not be exceeded other than in exceptional circumstances. For example, a child living within a school's designated area and for whom no reasonable alternative school place is available, may be allocated a place at the designated school even if this exceeds the PAN. In this circumstance, reasonable is defined as a school within the statutory three mile safe walking distance from the child's home address or a school to which free home to school transport would be provided.

A list of PAN's for Voluntary Controlled and Community Schools can be found at the back of this policy document.

e. **Address**

The child's address provided on the application form should be that of the child's normal place of residence. Only one address can be considered for application purposes. The address provided will be used to determine the child's priority for a school place. The Local Authority reserves the right to confirm the address provided by the applicant using the council tax reference number which is provided as part of the application.

For YR 7 September entry, the address used to determine priority of school for on time applications submitted in the main round, will be the child's normal place of residence as at deadline date of 31 October 2021. A future address from an applicant who is moving can be considered if the Local Authority receives evidence in the form of an exchange of contracts or a tenancy agreement of a minimum of six months by the 17 December 2021.

Where children spend time with parents at more than one address then the address given on the form should be the one at which they are normally and habitually resident, i.e. sleep at, for the majority of term-time school nights (Sunday night to Thursday night). If children spend time equally at different addresses, then the address which will be used for admissions purposes will be the one registered for child benefit. The Local Authority may request proof of the registered address, which must pre-date the application.

Future addresses from applicants who currently own a property that is unoccupied or rented out, for which they plan to return to, will not be used when allocating places, unless a formal notice to terminate the rental agreement has been received by the deadline date or exceptional circumstances date. Such applications will be checked to confirm the applicants have returned to the property. If the applicant has not returned to the address, it will be considered a fraudulent application and the place will be taken away, even if the child has already started school. If no proof is provided, the current address will be used to determine the child's priority of a school place.

For in year transfer applications the current address at the time of application will be used.

f. **Shared Parental Responsibility**

Where two (or more) adults have parental responsibility for a child it is preferable that they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or where two application forms are submitted, the LA will process the application received from the adult who has a residence order. If no such order has been made, preference will be given to the parent with whom the child is living for the majority of the school week.

If both parents are in dispute as to whom the child lives with the majority of the school week, the LA will process the application received from the adult who is in receipt of the child benefit, if this is not available then the address used on the NHS card will be used.

In the event of a further dispute regarding the address used, parents may wish to take independent legal advice on whether they should seek a specific issue order from the court to decide on where the child is schooled. For an in-year transfer application, the placement will continue in the best interest of securing educational provision for the child, with a minimum of disruption until any such order is made.

For year of entry, a place will be offered in accordance with the preferences to the parent who can provide evidence that they are in receipt of child benefit.

g. **Multiple Births**

The LA will endeavour to place siblings (e.g. twins, triplets etc) in the same school. If necessary schools will be required to admit over PAN to accommodate such children.

h. **Children of UK Service Personnel (UK Armed Forces)**

Applications for children of UK service personnel with a confirmed posting to the county will be considered in advance of the family moving into the county. Where possible, an application must be included in the normal admission round.

An official letter, such as a posting note or letter of support from the commanding officer should be sent to the LA as soon as possible. This should include the relocation date and unit postal address or quartering area address.

Until a fixed address is available, the unit postal address will be used and a school place allocated accordingly. For service personnel moving back to a property that they own and this is currently rented out, then this address can be considered providing a signed letter from the Commanding Officer or a formal notice to terminate the rental agreement is received stating the future address.

If there is a tie-break situation then the criteria of the relevant admissions authority will be applied.

The LA will not refuse a child of UK service personnel a place because the family does not currently live in the area. It is also not permitted to reserve places for these children. If a place is not secured at the preferred school and the applicant has provided proof of a Wiltshire address then an alternative place will be allocated. This will be at the next nearest school to the unit postal address or quartering address with available places.

Children will be considered to be siblings if any brother or sister (including step siblings living at the same address) has been formally offered a place at the school which has been accepted. The sibling link will not apply if the child on roll is in Yr11, YR12 or YR13 for VC & C's schools.

## **2. Early or Delayed Transfer**

### **a. Early transfer**

Children may only transfer early to a secondary school if it can be shown that not to do so would be detrimental to their academic progress or social wellbeing. Each such request involves consultation with the current school, the school to which the child wishes to transfer and where appropriate, the Authority's professional adviser(s). The application will not be agreed if one or more parties consider that the transfer would be inappropriate. Agreement to such a request would be considered exceptional.

### **b. Delayed transfer**

All requests must be submitted to the Local Authority by 31 October 2021, the year in which the child would have chronologically transferred to secondary school.

Children may remain for a further year in a primary school if it can be shown that not to do so would be detrimental to their academic progress or social wellbeing. The presence of special educational needs or underachievement are not in themselves sufficient reasons to delay transfer.

Children for whom a delayed entry to school or year group retention has already been agreed by the relevant parties will continue in the lower year group unless it can be shown that it is in their best interests to rejoin their chronological year group, to enable the child to transfer back to their chronological year group then, a place must be available in the relevant year group. The continuation of this arrangement will continue on transfer to secondary school unless the parent/carer, current school, the school to which the child would otherwise wish to transfer and, where appropriate, the LA's professional adviser consider it in the child's best interest to re-join the chronological year group. An application for delayed transfer to secondary school must still be made in the same way as expected of other children in the year group in which they are working (rather than their chronological age group).

## **3. Deadline – applications received by the deadline date of 31 October 2021 will be considered as first round applications**

The closing date for main round applications (i.e. applications for entry into Secondary Yr7 2022) is 31 October 2021.

All applications received after the deadline of 31 October 2021, including those directed incorrectly to schools and not forwarded to the LA before the deadline, will be treated as late applications and considered only after those applications received before the deadline have been determined. Applications may be considered as being received on time if they meet the exceptional circumstances criteria as detailed in the Co-ordinated Admissions Scheme 2022/23.

#### 4. **Oversubscription Criteria for Voluntary Controlled and Community Schools**

Where a secondary school is over-subscribed, places are allocated to children in order of the ranked criteria listed below:

a. **Looked After Children/Previously Looked After Children**

The definition of Looked After Children - a 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, child arrangements, or special guardianship order. A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in section 22 (1) of the Children Act 1989).

b. **Vulnerable Children**

Children from families registered with the National Asylum Support Service; children or families with a serious medical, physical or psychological condition where written evidence is provided at the time of application from a senior clinical medical officer, general practitioner or specialist showing that it would be detrimental to the child or family not to admit to the preferred school.

For the purpose of the above criteria the word 'families' is determined as living at the same address at the time of application and also living at the same address on a permanent basis. Proof will be required and must be submitted by the deadline date.

c. **Designated Area Siblings and Shared Area Siblings**

A child is considered under this criterion if a sibling is attending the school as at the deadline date and where the child lives within the designated area or shared area at the same address as the sibling. The sibling must not be in year 11, 12 or 13 of the school at the deadline date. Step, half and foster siblings are included in this category;

d. **Other Children from the Designated Area or Shared Area**

Children resident within the designated area or shared area who do not qualify under one of the criteria above.

e. **Other Siblings**

A child is considered under this criterion if a sibling is attending the school as at the deadline date and where the child lives at the same address as the sibling. The sibling must not be in years 11, 12 or 13 at the school as of the deadline date. Step, half and foster siblings are also included in this category;

f. **Children of staff at the school**

A child is considered under this criterion:

- i) where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or

- ii) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.

If applicants wish to be considered under this criterion then a letter or email from the Headteacher confirming the paragraph i) or ii) applies to the applicant must be provided at the time of application.

**h. Other children**

Children to whom none of the above criteria apply.

If the school is oversubscribed within any of the above categories, the straight-line distance from the child's home address to the school will be used as the determining factor. Distances will be measured according to the Ordnance Survey eastings and northings for the child's home address and the school. Those living closer to the school will be given priority.

**Tie Break**

If two or more children with the same priority for admission live an indistinguishable distance from the preferred school, but cannot all be admitted, then the available places will be decided by means of casting lots.

The random allocation will be conducted independently by Democratic Services, Wiltshire Council.

## **5. Waiting Lists for Year 7 - 2022 entry**

Waiting lists for VC & C Schools will be maintained for all intake year groups in schools. Children will automatically be added to these lists if a preference higher than the school place offered has been refused. All applicants have the right of appeal against any refusal of a place. The existence of a waiting list does not remove this right from any unsuccessful applicant.

The position on the waiting list will be determined by applying the published over-subscription criteria and not by date order of receipt. This will mean a position will change if a later application is received from someone with higher priority according to the over-subscription criteria.

Waiting lists for the all year groups will close on the last day of the summer term in July 2023.

Parents may submit a fresh application for the next academic year group which will be considered from 31 May 2023 onwards.

Places that become available will not be offered to pupils who are not on the waiting list.

If a child is offered a place from the waiting list for any VC or C school, then the place must be accepted or declined within 10 working days of the date of offer. The child must start at the school within date specified in the letter.

Notes:

- Names will only be removed from a waiting list, if a written request is received or if the offer of a place that becomes available is declined.
- Registration of interest on a school's pre-admission list will not be considered as an application for a school place.

- Parents must contact any VA, F school or the Academy concerned to obtain information on of a waiting list and or maintenance of a waiting list.
  - Except for Service Families, children will be considered to be living within the designated area for a school on receipt of an exchange of contracts or a signed tenancy agreement of a minimum of six months.
  - Except for Service Families, children will not be considered to be a sibling unless their brother or sister is attending the school and is expected to still be in attendance at the chosen start date.

## 6. Applications for Secondary Yr7 Intake – applications received after 31 October 2021

Applications received between the 1 November 2021 and 9 March 2022 will be treated as second round applications.

Applications received after the 9 March 2022 will be treated as third round applications.

## 7. Appeal Process – Main round applications

Parents have a right of appeal to an independent panel against any decision made by or on behalf of the Authority.

The deadline dates for lodging appeals for the main round entry is:

### First round appeals

For applications received from 1 September 2021 – 31 October 2021 and for offers made on National Offer Date, appeals must be received by the Local Authority no later than 30 March 2022.

### Second round appeals

For applications received from 1 November 2021 – 9 March 2022 and for offers made on 29 April 2022, appeals will be heard as soon as possible.

### Third round appeals

For applications received after the 9 March 2022 and for offers made after 18 May 2022, appeals will be heard as soon as possible.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

Parents who have appealed unsuccessfully can reapply for a place at the same school in a later academic year and have a right of appeal if unsuccessful.

Where there have been material changes in circumstances in the same academic year and a repeat application is considered and again refused, the parents will have the right to a fresh appeal.

If a child is offered a place at appeal for a VC or C school, it must be taken up within 28 working days of the required admissions date stated on the original application form.



## 8. In Year Transfer Applications for year groups other than Secondary Yr7 2022 Intake

Applications received after the 22 July 2022 for the year of entry and any applications received for other year groups are classed as transfer applications.

All applications will be considered together with any applications that have already been refused and the child's name will be placed on the waiting list accordingly.

Applications for transfer for VC and C schools will be considered no more than a maximum of one term in advance. All requests for admissions to VC and C Schools will be processed in line with the timetable below. All applications will be considered together and are ranked using the oversubscription criteria listed in this policy.

Where the LA receives an in-year application form expressing a preference for a VC or C school the application will be forwarded to the school within five school days of receipt. The school is then required to advise the LA if a place can be offered within 10 school days or receipt.

The following table gives the earliest date that applications can be sent and when they are considered. Decision letters should be posted within 20 school days of either the date in the last column or, if your application is later than this, our receipt of your form.

<b>Date admission being sought</b>	<b>Earliest application should be submitted</b>	<b>Applications will be processed from</b>
January to March	1 September	31 October
April to July	1 January	15 February
September to December	1 April	31 May

Applications received requesting more immediate admission are considered in the order that the School Admissions Team receives them. If more than one additional application for a particular school is received on the same date, places are allocated to children in order of the oversubscription criteria as listed in this policy.

In all cases parent(s)/guardian(s) will be invited to state up to a maximum of three secondary ranked preferences. An offer will be made at the school listed as highest preference possible which has an available place.

If a child is offered a place at any VC or C school, then the place must be accepted or declined within 10 working days of the date of offer.

If a child is offered a place at any VC or C school and the parent(s)/guardian(s) accept the place, it must be taken up within 28 working days of the required admissions date stated on the original application form. Should the place not be taken up within the 28 working days the LA will then write to the parents informing them that the place has been withdrawn.

Requests for places in year groups other than the one relating to the child's chronological age will only be agreed if supported by the LA's relevant professional adviser(s) and the school.

## **9. Appeals Procedure – In Year Transfer Applications**

Parents have a right of appeal to an independent panel against any decision made by or on behalf of the Admissions Authority as to the school which education is to be provided for their child.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

Information about the appeal procedure will be provided where a place at one or more of the preferred schools has been refused. Parents should visit [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk) or contact the Customer Services Team (01225 713010) to obtain an appeals form which should be returned to the Democratic and Members Service team (D&M) at County Hall, Trowbridge. The clerk to the appeals panel will be provided by the D&M Service team.

Parents who have appealed unsuccessfully can reapply for a place at the same school in a later academic year and have a right of appeal if unsuccessful.

Where there have been material changes in circumstances in the same academic year and a repeat application is considered and again refused, the parents will have the right to a fresh appeal.

If a child is offered a place at appeal for a VC or C school, it must be taken up within 28 working days of the required admissions date stated on the original application form.

Please note appeals are only heard in term time.

## **10. Proof of address**

The LA reserves the right to ask parents for proof of their address. If the parents' current address is different to that held on the LA's computerised system, the LA may ask parents to provide proof of the new address if one is indicated. Acceptable proof of address includes:

A formal exchange of contracts or a signed solicitor's letter email stating contracts have been exchanged and specifying a completion date or a signed and dated tenancy agreement of a minimum of 6 months.

If parents fail to provide proof of a new address, the LA will use the old address for admission purposes. The LA reserves the right to check that parents are living in the address indicated on the applications form. If parents are not living there, the applications will be investigated and the allocated place may be withdrawn.

## **11. Fair Access Protocol**

All Wiltshire Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children.

If the governing body of any school refuse admission to a child with challenging behaviour, when there are places available, (outside the normal intake round) the case must be referred to the LA for consideration under the In-Year Fair Access Protocol.

This protocol does not apply to a Child in Care (Looked after Child, a previously looked after child) or a child with a Statement of Special Educational Needs or Education Health and Care Plan, as these children must be admitted.

Further information on the In Year Fair Access Protocol including further criteria for referral, and a copy of the protocol, can be viewed at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

## 12. Sixth Form Admissions

Parents or students wishing to enrol for sixth form courses at Voluntary Controlled or Community Secondary Schools should contact the school and ask for a copy of the sixth form prospectus. This will detail the courses offered at the school and any specific entry requirements for any of those courses. The school will require an application form to be completed should the parent or student wish to make a formal application to join the school's sixth form.

### Published Admission Numbers (PAN's) for VC & C Schools

<b>DfES</b>	<b>School</b>	<b>2022 PAN</b>
<b>4000</b>	<b>Abbeyfield School, Chippenham</b>	<b>180</b>
<b>4070</b>	<b>The Stonehenge School, Amesbury</b>	<b>224</b>

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**PRIMARY**

**Proposed Admission Arrangements for Community and Voluntary  
Controlled Primary Schools for 2022/23**

**Status:** Proposed Admissions Arrangements 2022/23

## Proposed Primary Admission Arrangements

*Central Government have recently carried out a consultation on the proposed changes to The School Admissions Code. Once the new code has been released, this policy will be updated to reflect any immediate mandatory changes that are required.*

### **Wiltshire Council Determined Admission Arrangements for Admissions to Voluntary Controlled (VC) and Community (C) Primary, Infant and Junior Schools for the 2022/23 Academic Year**

#### **1. General Information**

This policy applies solely to applications for places at Voluntary Controlled (VC) and Community (C) Primary, Infant and Junior Schools. Foundation (F), Voluntary Aided schools (VA) and Academies (A) are their own admissions authorities and the governing bodies are responsible for determining their own procedures and policies.

**Proposed arrangements for the co-ordination of primary admissions are drafted with the determined co-ordinated admissions scheme 2022/23.**

**The application round for entry into Reception and Junior Year 3 2022, opens on 1 September 2021. The deadline date for applications to be received is midnight on 15 January 2022. The home address given for the child must be the address where the child is resident as of the deadline date.**

##### **a. Designated Area**

A designated area is a discrete geographical zone served by a school. The address that determines a child's designated area is the place where he or she is ordinarily resident with his or her parent(s) or legal guardian(s) for the majority of the school week. Most schools have a discrete designated area, but some addresses fall within areas shared by two or more schools. Children living outside the county boundary are treated as if the children live within Wiltshire but outside the designated area for the school(s) in question.

For admission criterion purposes, the address used for Boaters, will be the sorting office or main post office address, closest to the place of mooring as of the deadline date. Proof in the form of a licence will be required and must be submitted at the time of application.

##### **b. Preferences**

Parents will be invited to state up to three ranked preferences. Each preference will be considered equally. This means that Wiltshire Council will consider all applications against the published admissions criteria without reference to how the school applied for has been ranked on the application form. As far as possible applicants will be offered a place at a school to which they have expressed a preference. Where the applicant has made more than one preference the LA will make an offer for the highest ranked preference school possible with available places in accordance with the standard admission criteria. Where it is not possible to offer a place at a preferred school, and the applicant lives in Wiltshire, the LA will allocate a place at an alternative school. Allocations will be made after all expressed preferences have been

considered. An applicant will normally be offered a place at the designated school for their home address. An alternative school may be allocated in cases where the designated school is full and the alternative school is within the safe statutory walking distance and has places available or it is a school to which free home to school transport would be provided.

In the case where there are more children living within an area, than there are places available and the parent has not named the designated school(s) as one of their preferences, the remaining places will be randomly allocated.

**c. Children with an education, health and care plans**

All children whose education, health and care plan names a school must be admitted.

**d. Published Admission Number**

A Published Admission Number (PAN) is agreed for each school annually and defines the number of places available for the year of entry. All applications must be agreed until the PAN has been reached and this figure will not be exceeded other than in exceptional circumstances, for example, a child living in the designated area for who there is no reasonable alternative place available. In this circumstance, reasonable is defined as a school within the statutory safe walking distance from the applicant's home address of two miles for children aged under eight and three miles for children aged eight or over, or it is a school to which free home to school transport would be provided.

A list of PAN's for Voluntary Controlled and Community Schools can be found at the back of this policy document.

**e. Address**

The child's address provided on the application form should be that of the child's normal place of residence. Only one address can be considered for application purposes. The address provided will be used to determine the child's priority for a school place. The Local Authority reserves the right to confirm the address provided by the applicant using the council tax reference number which is provided as part of the application.

For Yr R and Junior Yr 3 September 2022 entry, the address used to determine priority of school places for on time applications submitted in the main round, will be the child's normal place of residence as at deadline date of 15 January 2022. A future address from an applicant who is moving can be considered if the Local Authority receives evidence in the form of an exchange of contracts or a tenancy agreement of a minimum of six months by the 8 February 2022.

Where children spend time with parents at more than one address then the address given on the form should be the one at which they are normally and habitually resident, i.e. sleep at, for the majority of term-time school nights (Sunday night to Thursday night). If children spend time equally at different addresses, then the address which will be used for admissions purposes will be the one registered for child benefit. The Local Authority may request proof of the registered address, which must pre-date the application.

Future addresses from applicants who currently own a property that is unoccupied or rented out, for which they plan to return to, will not be used when allocating places, unless a formal notice to terminate the rental agreement has been received by the

deadline date/ exceptional circumstances date. Such applications will be checked to confirm the applicants have returned to the property. If the applicant has not returned to the address, it will be considered a fraudulent application and the place will be taken away, even if the child has already started school. If no proof is provided, the current address will be used to determine the child priority of a school place.

For in year transfer applications the current address at the time of application will be used.

f. **Shared Parental Responsibility**

Where two (or more) adults have parental responsibility for a child it is preferable that they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or where two application forms are submitted, the LA will process the application received from the adult who has a residence order. If no such order has been made, preference will be given to the parent with whom the child is living for the majority of the school week.

If both parents are in dispute as to whom the child lives with the majority of the school week, the LA will process the application received from the adult who is in receipt of the child benefit, if this is not available then the address used on the NHS card will be used.

In the event of a further dispute regarding the application used, parents may wish to take independent legal advice on whether they should seek a specific issue order from the court to decide on where the child is schooled. For in year transfer applications, until any such order is made, the placement will continue in the best interests of securing educational provision for the child with a minimum of disruption.

For year of entry, where possible, a place will be offered in accordance with the preferences to the parent who can provide evidence that they are in receipt of child benefit.

g. **Multiple Births**

The LA will endeavour to place siblings born at the same time (eg. twins, triplets etc) in the same school. If necessary, schools will be required to admit over PAN to accommodate such children. In accordance with paragraph 2.15 of the School Admissions Code 2014, twins and multiple births will be classed as permitted exceptions to the Infant Class Size Regulations. This will only be the case when one of the siblings is the 30<sup>th</sup> or the 60<sup>th</sup> child admitted.

h. **Children of UK Service Personnel (UK Armed Forces)**

Applications for children of UK service personnel with a confirmed posting to the county will be considered in advance of the family moving into the county if necessary. Where possible, an application must be included in the normal admission round.

An official letter, such as a posting note or letter of support from the Commanding Officer should be sent to the LA as soon as possible. This should include the relocation date and unit postal address or quartering area address.

Until a fixed address is available, the unit postal address will be used and a school place allocated accordingly. For service personnel moving back to a property that they own and that is currently rented out, then this address can be considered



provided a signed letter from the Commanding Officer is received stating the future address or a formal notice to terminate the rental agreement. This should be received by the deadline / exceptional circumstances deadline.

If there is a tie-break situation then the criteria of the relevant admissions authority will be applied.

The LA will not refuse a child of UK service personnel a place because the family does not currently live in the area. It is also not permitted to reserve places for these children. If a place is not secured at the preferred school and the applicant has provided proof of a Wiltshire address, then an alternative place will be allocated. This will be at the next nearest school to the unit postal address or quartering address with available places.

Children will be considered to be siblings if any brother or sister (including step siblings living at the same address) have been formally offered and have accepted a place at the school. The sibling link will not apply if the child on roll is in Yr 6 for VC & C's schools. Their position on any waiting list will be set accordingly.

All applications will be dealt with in accordance with these admission arrangements. If a reasonable alternative cannot be offered, the child may be admitted as an 'excepted pupil' under the School Admissions (Infant Class Sizes) (England) Regulations.

## **2. Starting School**

There is a legal entitlement for all three and four year olds to have access to 15 hours free early education per week – available from registered childminders, school-based childcare, pre-schools, day nurseries, playgroups, or as part of a Children's Centre. Working parents of children aged three and four years of age will be able to access 30 hours for Free Entitlement, certain criteria will need to be met.

A school place will be made available for children from the September following their 4<sup>th</sup> birthday. Full-time education is available to all reception pupils.

Parents have the right to ask that their child attends part-time and this will be provided by arrangement with the school governors. Part-time provision has been determined as either five mornings or five afternoons a week.

Schools will be responsible for informing parents of the induction arrangements for new entrants to the reception class(es). These may involve a short period of part-time provision or a phased entry at the beginning of Term 1, which will normally be a fortnight. Individual children(s) cases for induction should be discussed by the parents(s) with the school directly.

## **3. Joint admission arrangements with pre-schools**

A small number of schools enter into a formal joint arrangement with a pre-school or nursery to provide education jointly to children before they reach statutory school age. Such an arrangement usually involves each child attending school for some sessions each week, however, attending the pre-school or nursery school does not give priority for admission to the partner school.

The date on which a child can be admitted to a joint arrangement must be no earlier than the start of the term following his or her 4<sup>th</sup> birthday but can be later than this.

Registration at any nursery or pre-school unit will not be considered as an application for a school place. Attending a nursery / pre-school does not guarantee any child a place at a school. Applications can only be considered in line with the school's individual over-subscription criteria.

#### **4. Early, deferred or delayed admission**

a. **Early admission**

Admissions earlier than the term following the child's 4<sup>th</sup> birthday may only be agreed in exceptional circumstances, such as medical or social factors that have an adverse effect on the child. The request must have the approval of the LA's professional adviser and there must be no suitable alternative pre-school provision available. Early admission will be agreed for a maximum of one traditional term before the next available normal entry date.

b. **Deferred admission until later in the academic year**

Parents do not have to ensure their child receives full time education until the start of the term following their fifth birthday. However, parents have the right to start their child in school in the September of the academic year following their fourth birthday. In such circumstances, parents also have the option to start their child on a part-time basis or defer their child's entry until later in that academic year.

If a parent decides to defer their child's entry to the school that they have been offered until later in the academic year, that place will be held for the child and will not be offered to another child. However, please note that entry cannot be deferred beyond the point at which their child reaches compulsory school age (for the avoidance of doubt the law states that a child reaches compulsory school age on the prescribed day following his or her fifth birthday [or on his or her fifth birthday if it falls on a prescribed day]. The prescribed days are 31 December, 31 March and 31 August). For children born between 1 April and 31 August, parents cannot defer entry beyond the beginning of the April term of the school year for which the offer was made.

Please note also that children who attend part-time until later in the school year cannot do so beyond the point at which they reach compulsory school age.

If the parent decides that they no longer wish to take up their child's place, they should inform the school and the Local Authority that the place is no longer required. The offer of a place will then be withdrawn and reallocated to the child who is top of the waiting list at that time. The parent must then submit a fresh application for a place in year one for the following academic year. The application can be submitted from April 2022 but will not be considered until at least June 2022.

Any request to defer or attend part-time should be made to the school as soon as an offer is received.

c. **Delayed Admission**

*All applications will be dealt with in accordance with the School Admissions Code 2.17, 2.17a, 2.17b, which came into force on 19 December 2014:*

*Parents may seek a place for their child outside of their normal age group, for example, if a child has experienced problems such as ill health. In addition, the parents of a summer born child (born from 1 April to 31 August) may choose not to send that child to school until the September following their fifth birthday and may request that they are admitted out of their normal age group – to reception rather than year 1.*

*All requests must be submitted to the Local Authority by 15 January 2022 for entry in to September 2022..*

Requests should be made from the September following the child's third birthday, in order to give sufficient time for the case to be considered by the admissions authority prior to the deadline for applications of 15 January 2022.

Parents of a summer born child may choose not to send their child to a school until the September following their fifth birthday and they may request that they are admitted outside their normal age group – to reception rather than year 1. All admission authorities are required to make clear in their admission arrangements the process for requesting admission outside of the normal age group.

The decisions on requests for applications outside the child's normal age group are made by the admission authority for each particular school, which in the case of voluntary controlled and community schools is the LA. For voluntary aided, foundation schools or academies the admissions authority is the governing body of the school concerned. The decision to admit outside of their normal age group is made on the basis of the circumstances of each case. All parents who wish to apply for delayed entry into reception for any Wiltshire school, must first submit a formal application to the LA.

If parents are applying for a voluntary controlled or community school, they will also need to make a written request at the time of application to the local authority's admissions co-ordinator, providing reasons for the request along with any supporting documentation they wish to include.

If parents are applying for a delayed entry at a voluntary aided, foundation school or an academy, as well as submitting a formal application to the local authority they should also contact their preferred school directly to discuss the request.

In the case of voluntary controlled and community schools, the Local Authority will look at the following factors when an application for admission outside the normal ages group:

- the parent's views
- information about the child's academic, social and emotional development;
- where relevant, their medical history and the views of a medical professional;

- whether they have previously been educated out of their normal age group;
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely
- the views of the head teacher of the school

The Local Authority will make decisions on the basis of the circumstances of each case and in the best interests of the child concerned.

If the parental request for delayed admission into reception is agreed, a separate application for a place in the next cohort would have to be made in the following September. This application would be considered along with all the other applicants for admission in that year at the preferred school. There would be no guarantee that a place would be able to be offered in the preferred school. If the preferred school is over-subscribed and a place is not offered, the local authority will make an alternative offer. However, please note that delayed admission in to reception in the alternative school may not be possible.

If the parental request for delayed admission into reception is refused, the formal application which has already been submitted will be processed, unless the Local Authority receives a request from the parent to withdraw the application. If no request to withdraw the application is received, after the offer of a school place had been made the parent can then inform the Local Authority and the school that they want to defer entry until later in the academic year as outlined above.

When informing a parent of their decision on the year group the child should be admitted to, the admission authority **must** set out clearly the reasons for their decision.

### **Applications for delayed entry to out of county schools**

Parents who wish to apply for a main round delayed entry to an out of county school should submit the request to Wiltshire Council. Wiltshire Council will pass this on to the other Local Authority for consideration. Wiltshire Council will then inform the parent of the decision of the request.

Parents who wish to apply for a delayed entry as an in-year transfer should contact the Local Authority where the preferred school is situated for details of how to apply.

### **Right of Appeal for admission of children outside their normal age group**

Parents who are refused a place at a school for which they have applied have the statutory right of appeal to an independent Admission Appeal panel. They do not have a right of appeal if they have been offered a place and it is not in the year group they would like. However, if parents are dissatisfied with the outcome of the request for delayed entry into reception they have the right to complain against the decision through the Council's complaints procedure for decisions made by council officers or under the school's complaints procedure where the school is the admissions authority.

## **5. Deadline – applications received by the deadline date of midnight 15 January 2022 will be considered as first round applications**

The closing date for main round applications (i.e. applications for entry into Reception and year 3 - 2022) is 15 January 2022.

All applications received after the deadline of 15 January 2022, including those directed incorrectly to schools and not forwarded to the LA before the deadline, will be treated as late applications and considered only after those applications received before the deadline have been determined.

## **6. Oversubscription criteria for Voluntary Controlled and Community Schools**

Where a school is oversubscribed, places are allocated to children in order of the ranked criteria listed below:

### **a. Looked After Children/Previously Looked After Children**

The definition of Looked After Children - a 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, child arrangements, or special guardianship order. A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in section 22 (1) of the Children Act 1989.)

### **b. Vulnerable Children**

Children from families registered with the National Asylum Support Service; Children or families with a serious medical, physical or psychological condition where written evidence is provided at the time of application from a senior clinical medical officer, general practitioner or specialist showing that it would be detrimental to the child or family not to be admitted to the preferred school.

For the purpose of the above criteria the word 'family' is determined as living at the same address at the time of the application and also living at the same address on a permanent basis. Proof will be required and must be submitted by the deadline date.

### **c. Linked Infants School (this criterion applies to infant-to-junior YR2 applications only)**

Children who are pupils attending year 2 at the linked infant school as at the deadline date, irrespective of the status of the school, i.e. F, A, C or VC.

### **d. Designated area siblings and shared area siblings**

A child is considered under this criterion if a sibling is attending the school (or the linked junior school in the case of applications to an infant school) as at the deadline date and will continue to attend the school at the time of entry, and where the child lives within the designated area or shared area at the same address as the sibling. Step, half and foster siblings are included in this category.

e. **Other children from the designated area or shared area**

Children resident within the designated area or shared area who do not qualify under one of the criteria above.

f. **Other Siblings**

A child is considered under this criterion if a sibling is attending the school (or the linked junior school in the case of applications to an infant's school) at the deadline date and will continue to attend the school at the time of entry, and where the child lives at the same address as the sibling. Step, half and foster siblings are included in this category.

g. **Children of staff at the school**

A child is considered to fall under this criterion

- i. where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
- ii. the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.

If applicants wish to be considered under this criterion then a letter or email from the Headteacher confirming the above applies to the applicant must be provided at the time of application.

i. **Other Children**

Children to whom none of the above criteria apply.

If the school is oversubscribed within any of the listed categories, the straight-line distance from the child's home address to the school will be used as the determining factor. Distances will be measured according to the Ordnance Survey eastings and northings for the child's home address and the school. Those living closer to the school will be given priority.

## **Tie Break**

If two or more children with the same priority for admission live an indistinguishable distance from the preferred school but cannot all be admitted, then the available places will be decided by means of casting lots.

The random allocation will be conducted independently by Democratic Services, Wiltshire Council.

## 7. Waiting lists

Waiting lists will be maintained for all intake year groups. Children will automatically be added to these lists if a preference higher than the school place offered has been refused. All applicants have the right of appeal against any refusal of a place. The existence of a waiting list does not remove this right from any unsuccessful applicant.

The position on a waiting list will be determined by applying the published oversubscription criteria and not by date order of receipt. This will mean a position will change if a later application is received from someone with higher priority according to the oversubscription criteria.

Waiting lists for all year groups will close on the last day of the summer term 2023.

A fresh application can be made for a place for the next academic year group but this will not be considered before 31 May 2023.

Places that become available will not be offered to pupils who are not on the waiting list.

If a child is offered a place from the waiting list for any VC or C school, then the place must be accepted or declined within 10 working days of the date of offer. The child must start at the school within the date specified in the letter.

### Notes:

- Names will only be removed from a waiting list, if a written request is received or if the offer of a place that becomes available is declined.
- Registration of interest on a school's pre-admission list will not be considered as an application for a school place.
- Parents must contact any VA, F school or the Academy concerned to obtain information on of a waiting list and or maintenance of a waiting list.
- Except for service families, children will not be considered to be living within the designated area for a school until the LA receives an exchange of contracts or a signed tenancy agreement of a minimum of six months.
- Except for service families, children will not be considered to be a sibling unless their brother or sister is attending the school and is expected to still be in attendance at the chosen start date.

## 8. Applications for Reception and YR 3 Junior 2022 Intake – applications received after 15 January 2022

Applications received between the 16 January 2022 and 26 April 2022 will be treated as second round applications.

Applications received after the 26 April 2022 will be treated as third round applications.

## **9. Appeals Procedure – Main Round Applications**

Parents have a right of appeal to an independent panel against any decision made by or on behalf of the Admissions Authority as to the school which education is to be provided for their child.

### **First round appeals**

For applications received from 1 September 2021 – 15 January 2022 and for offers made on National Offer Date, appeals must be received by the Local Authority no later than 17 May 2022.

### **Second round appeals**

For applications received from 16 January 2022 – 26 April 2022 and for offers made on 27 May 2022, appeals will be heard as soon as possible.

### **Third round appeals**

For applications received after the 26 April 2022 and for offers made after 29 June 2022, appeals will be heard as soon as possible.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

Parents who have appealed unsuccessfully can reapply for a place at the same school in a later academic year and have a right of appeal if unsuccessful.

Where there have been material changes in circumstances in the same academic year and a repeat application is considered and again refused, the parents will have the right to a fresh appeal.

If a child is offered a place at appeal for a VC or C school, it must be taken up within 28 working days of the required admissions date stated on the original application form unless the child is not of statutory school age.

Please note appeals are only heard in term time.

## **10. In Year Transfer Applications for year groups other than Reception and YR 3 Junior 2022 Intake**

Applications received after the 22 July 2022 for the year of entry and any applications received for other year groups are classed as in-year transfer applications.

All applications will be considered together with any applications that have already been refused and the child's name will be placed on the waiting list accordingly.

Applications for transfer for VC and C schools will be considered no more than a maximum of one term in advance. All requests for admissions to VC and C Schools will be processed in line with the timetable below. Applications will be considered together and are ranked using the oversubscription criteria listed in this policy.

Where the LA receives an in-year application form expressing a preference for a VC or C school the application will be forwarded to the school within five school days of



receipt. The school is then required to advise the LA if a place can be offered within 10 school days or receipt.

The following table gives the earliest date that applications can be sent and when they are considered. Decision letters should be posted within 20 school days of either the date in the last column or, if your application is later than this, our receipt of your form.

<b>Date admission being sought</b>	<b>Earliest application should be submitted</b>	<b>Applications will be processed from</b>
January to March	1 September	31 October
April to July	1 January	15 February
September to December	1 April	31 May

Applications received requesting more immediate admission are considered in the order that the School Admissions Team receives them. If more than one application for a particular school is received on the same date, places are allocated to children in order of the oversubscription criteria as listed in this policy.

In all cases parent(s)/guardian(s) will be invited to state up to a maximum of three preferences. An offer will be made at the school listed as highest preference possible which has an available place.

If a child is offered a place at any VC or C school, then the place must be accepted or declined within 10 working days of the date of offer.

If a child is offered a place at any VC or C school and the parent(s)/guardian(s) accept the place, it must be taken up within 28 working days of the required admissions date stated on the original application form. Should the place not be taken up within the 28 working days, the LA will then write to the parents informing them that the place has been withdrawn.

Requests for places in-year groups other than the one relating to the child's chronological age will only be agreed if supported by the LA's relevant professional adviser(s) and the school.

## **11. Appeals Procedure – In-Year Transfer Applications**

Parents have a right of appeal to an independent panel against any decision made by or on behalf of the Admissions Authority as to the school which education is to be provided for their child.

All appeals will be heard in accordance with the timescales which have been determined and are explained in the School Admissions Appeals Code.

Information about the appeal procedure will be provided where a place at one or more of the preferred schools has been refused. Parents should visit [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk) or contact the Customer Services Team (01225 713010) to obtain an appeals form which should be returned to the Democratic and Members Service team (D&M) at County Hall, Trowbridge. The clerk to the appeals panel will be provided by the D&M Service team.

Parents who have appealed unsuccessfully can reapply for a place at the same school in a later academic year and have a right of appeal if unsuccessful.

Where there have been material changes in circumstances in the same academic year and a repeat application is considered and again refused, the parents will have the right to a fresh appeal.

Please note appeals are only heard in term time.

## **12. Proof of address**

The LA reserves the right to ask parents for proof of their address. If the parents' current address is different to that held on the Local Authority's Council Tax system, the LA may ask parents to provide proof of the new address if one is indicated. Acceptable proof of address includes;

A formal exchange of contracts or a signed solicitor's letter or email stating contracts have been exchanged and specifying a completion date or a signed and dated tenancy agreement of a minimum of six months.

If parents fail to provide proof of a new address, the LA will use the old address for admission purposes. The LA reserves the right to check that parents are living in the address indicated on the application form. If parents are not living there, the application will be investigated and the allocated place may be withdrawn.

## **13. Fair Access Protocol**

All Wiltshire Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children.

If the governing body of any school refuse admission to a child with challenging behaviour where there are places available (outside the normal intake round) the case must be referred to the LA for consideration under the In-Year Fair Access Protocol.

This protocol does not apply to a Child in Care (Looked after Child, a Previously Looked After Child) or a child with Education Health and Care Plan (EHCP) or a Statement of Special Educational Needs as these children must be admitted.

Further information on the In Year Fair Access Protocol including further can be viewed at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

## Published Admission Numbers (PANs)

The Local Authority is consulting on publishing a PAN lower than the net capacity of the school, for the following schools.

School Name	Agreed 2022 PAN
<b>Newtown Community Primary School</b>	<b>30</b>
<b>Oaksey CE Primary School</b>	<b>13</b>

## Published Admission Numbers (PANs) for VC & C Schools

Voluntary Controlled Schools	2022 PAN
<b>Amesbury CEVC Primary School</b>	<b>60</b>
<b>Ashton Keynes CE Primary School</b>	<b>30</b>
<b>Bellefield Primary &amp; Nursery School, Trowbridge</b>	<b>45</b>
<b>Box CE Primary School</b>	<b>25</b>
<b>Brinkworth Earl Danby's CE Primary School</b>	<b>30</b>
<b>Broad Hinton CE Primary School</b>	<b>17</b>
<b>Broad Town CE Primary School</b>	<b>12</b>
<b>Christ Church CE Controlled Primary School</b>	<b>60</b>
<b>Churchfields, The Village School</b>	<b>25</b>
<b>Colerne CE Primary School</b>	<b>38</b>
<b>Collingbourne CE Primary School</b>	<b>17</b>
<b>Crudwell CE Primary School</b>	<b>18</b>
<b>Dinton CEVC Primary School</b>	<b>19</b>
<b>Durrington CE Cont. Junior School</b>	<b>58</b>
<b>Five Lanes Primary</b>	<b>12</b>
<b>Harnham CE Cont. Junior School, Salisbury</b>	<b>90</b>
<b>Hilperton CEVC Primary School</b>	<b>25</b>
<b>Holt VC Primary School</b>	<b>25</b>
<b>Hullavington CE School</b>	<b>21</b>
<b>Kington St. Michael CE Primary School</b>	<b>21</b>
<b>Lacock CE Primary School</b>	<b>12</b>
<b>Langley Fitzurse CE Primary School</b>	<b>16</b>

<b>Lea &amp; Garsdon CE Primary School</b>	<b>21</b>
<b>Longford CE (VC) Primary School</b>	<b>15</b>
<b>Marlborough St. Mary's CEVC Primary School</b>	<b>60</b>
<b>Minety CE Primary School</b>	<b>21</b>
<b>Newton Tony CEVC Primary School</b>	<b>12</b>
<b>North Bradley CE Primary School</b>	<b>29</b>
<b>Oaksey CE Primary School</b>	<b>13</b>
<b>Preshute CE Primary School</b>	<b>30</b>
<b>Shalbourne CE Primary School</b>	<b>8</b>
<b>Sherston CE Primary School</b>	<b>30</b>
<b>Southwick CE Primary School</b>	<b>30</b>
<b>St. Barnabas CE School, Market Lavington</b>	<b>20</b>
<b>St. John's CE Primary School, Tisbury</b>	<b>20</b>
<b>St. Mary's CE Primary School, Purton</b>	<b>60</b>
<b>St. Nicholas CEVC Primary School, Bromham</b>	<b>12</b>
<b>St. Sampson's CE Primary School</b>	<b>60</b>
<b>Staverton CEVC Primary School</b>	<b>45</b>
<b>Stratford sub Castle CEVC Primary School</b>	<b>21</b>
<b>Sutton Veny CEVC School</b>	<b>27</b>
<b>The Minster CE Primary School</b>	<b>30</b>
<b>Urchfont CE Primary School</b>	<b>16</b>
<b>Warminster Sambourne CEVC Primary School</b>	<b>21</b>
<b>Westbury CE Junior School</b>	<b>90</b>
<b>Westbury Leigh CE Primary School</b>	<b>60</b>
<b>Winterbourne Earls CE Primary School</b>	<b>30</b>
<b>Amesbury CEVC Primary School</b>	<b>60</b>
<b>Ashton Keynes CE Primary School</b>	<b>30</b>
<b>Bellefield Primary &amp; Nursery School, Trowbridge</b>	<b>45</b>
<b>Box CE Primary School</b>	<b>25</b>

<b>Community Schools</b>	<b>2022 PAN</b>
<b>Amesbury Archer Primary School</b>	<b>60</b>
<b>Bitham Brook Primary School</b>	<b>51</b>
<b>Bratton Primary School</b>	<b>30</b>
<b>Charter Primary School</b>	<b>47</b>
<b>Fitzmaurice Primary School</b>	<b>45</b>
<b>Fynamore Primary School</b>	<b>60</b>
<b>Gomeldon Primary School</b>	<b>21</b>
<b>Greentrees Primary School</b>	<b>60</b>

<b>Grove Primary School</b>	<b>60</b>
<b>Harnham Infants School</b>	<b>90</b>
<b>Hilmarton Primary School</b>	<b>16</b>
<b>Holbrook Primary School</b>	<b>45</b>
<b>Horningsham Primary School</b>	<b>12</b>
<b>Kings Lodge School</b>	<b>60</b>
<b>Kiwi School</b>	<b>60</b>
<b>Luckington Community School</b>	<b>8</b>
<b>Manor Fields Primary School</b>	<b>30</b>
<b>Mere School</b>	<b>30</b>
<b>Monkton Park Primary School</b>	<b>38</b>
<b>Neston Primary School</b>	<b>30</b>
<b>Newtown Community Primary School</b>	<b>30</b>
<b>Nursted Community Primary School</b>	<b>30</b>
<b>Old Sarum Primary School</b>	<b>60</b>
<b>Priestley Primary School</b>	<b>45</b>
<b>Princecroft Primary School</b>	<b>30</b>
<b>Ramsbury Primary School</b>	<b>30</b>
<b>Redland Primary School</b>	<b>45</b>
<b>Royal Wootton Bassett Infants School</b>	<b>60</b>
<b>St. Paul's Primary School, Chippenham</b>	<b>41</b>
<b>Stanton St. Quintin Primary School</b>	<b>18</b>
<b>Walwayne Court School</b>	<b>42</b>
<b>Westbury Infants School</b>	<b>90</b>
<b>Westwood-with-lford School</b>	<b>17</b>
<b>Woodlands Primary School</b>	<b>30</b>

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**Wiltshire Council**

**Cabinet**

**02 February 2021**

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**Subject: Update on Council's Response to the Climate Emergency**

**Cabinet Member: Councillor Richard Clewer - Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing, Communities**

**Key Decision: Non Key**

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## **Executive Summary**

At its meeting held on 26 February 2019 Full Council resolved to acknowledge that 'there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030'.

A commitment was made to provide six-monthly progress updates on actions the council is taking to reduce carbon generation in Wiltshire. This is the third progress report to Cabinet following updates in October 2019 and July 2020.

The update is once more structured against the following business plan priorities. The plan was updated by Full Council in July to include a Climate Emergency Addendum.

- Growing the economy
- Strong communities
- Protecting the vulnerable
- Working with our partners as an innovative and effective council.

Appended to this report is a discussion document. This sets out the proposed approach to developing a draft Climate Strategy and its outline content, navigating engagement and consultation through to final adoption. It also introduces the provisional delivery themes, which will shape the organisation's approach to realising its climate ambitions:

- Transport and travel
- Built environment
- Energy generation, storage and distribution
- Green and circular economy
- Natural environment, land use and farming
- Carbon neutral council

The discussion document includes a projection of the council's corporate emissions trajectory to 2030. Positively, clarification has been received that

the decision to switch to a green energy tariff since April 2020 (as reported in update 2), means electricity used through this contract can now be classed as carbon neutral. This change has resulted in significant immediate progress towards reducing council emissions. Overall, council emissions for 2020/21 are projected to reduce by 79% on 2014/15 figures and 68% on 2018/19.

### **Proposal**

1. That Cabinet notes the actions taken in response to the climate emergency following the last update in July 2020.
2. That Cabinet gives delegated authority to the Director of Economic Development and Planning, in consultation with the Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities, to proceed to:
  - develop and implement a Climate Engagement Plan based on the appended discussion document; and,
  - authorise a subsequent consultation on such draft proposals as may emerge from the engagement process; and,
  - return to Cabinet with a final draft Climate Strategy, seeking approval to submit to Council for adoption.

### **Reason for Proposals**

1. To provide Cabinet with an update on actions taken in response to the climate emergency.
2. To ensure Wiltshire has in place a strategy to structure its response towards its 2030 climate ambitions.

**Terence Herbert**  
**Chief Executive**



## **Wiltshire Council**

### **Cabinet**

**02 February 2021**

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**Subject: Update on Council's Response to the Climate Emergency**

**Cabinet Member: Councillor Richard Clewer - Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing, Communities**

**Key Decision: Non Key**

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### **Purpose of Report**

1. To ask Cabinet to give delegated authority to the Director of Economic Development and Planning, in consultation with the Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing and Communities, to develop and implement stakeholder/consultation plans on the draft Climate Strategy; and to provide the third progress update on actions taken in response to the climate emergency.

### **Relevance to the Council's Business Plan**

2. The programme of work to seek to make the county of Wiltshire carbon neutral by 2030 will contribute to all four business plan priorities of:
  - i. Growing the economy
  - ii. Strong communities
  - iii. Protecting the vulnerable
  - iv. Working with our partners as an innovative and effective council

The update on the actions taken in response to the climate emergency is contained in paragraphs 10-42 and structured against these headings.

### **Background**

3. At its meeting held on 26 February 2019 council debated the following notices of motion:

- 12b) Acknowledging a Climate Emergency and Proposing the Way Forward;
- 12c) Environment and Global Warming.

The council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030.

The minutes of the meeting are available online (see pages 21 to 24). Cabinet has also pledged to make Wiltshire Council carbon neutral by 2030.

4. As part of this motion, the council resolved that Cabinet should report to Full Council on a six-monthly basis regarding the actions the council is taking and will take to address the climate emergency. The second report was presented to Cabinet in July 2020.
5. A Global Warming and Climate Emergency Task Group has been established by Environment Select Committee, chaired by Councillor Graham Wright and made up of nine councillors. The task group is developing recommendations to seek to achieve the target of making the county of Wiltshire carbon neutral by 2030. Updates on the task group's work are reported to Environment Select Committee (and O&S Management Committee due to the special arrangements put in place due to the pandemic). The most recent updates were presented on [29 September 2020](#) and [13 January 2021](#).

### **Main Considerations for the Council**

6. Since the last update in July 2020, the council has finalised its 'Climate' governance structure. A Climate Programme Group has been created, chaired by the Corporate Director for Place and Environment; as has a Councillor Climate Working Group, chaired by the deputy leader and including the chair of the O&S Management Committee. These two groups are providing the steer for strategy development and delivery (see **Appendix 1, Annex A** for governance structure).
7. The council's Climate Team is now in place, reporting to the Head of Carbon Reduction. The immediate focus has been to produce a Climate Strategy discussion paper to underpin the forthcoming Climate Engagement Plan. To develop this document the team has met with a significant number of stakeholders, with the key learning summarised within **Appendix 1**. This document will enable extensive engagement during the coming months. The feedback from this will inform a draft Climate Strategy, for consultation during summer/autumn 2021.
8. Corporately, the decision to switch to a green energy tariff, combined with the other reported measures has resulted in predicted 2021/22 council emissions reducing by 79% on 2014/15 figures and 68% on 2018/19, when the council declared a climate emergency. The council has recently further demonstrated its commitment to climate by including the 'Green Agenda' within its key principles for organisational recovery. The focus will be on promotion of a green workplace and environmentally friendly behaviours, as illustrated by the recent introduction of an Eco Champion category in the staff recognition scheme, EPIC.

### **Growing the Economy: Highly Skilled Jobs (Employment)**

9. Through the auspice of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Wiltshire Council officers have been working in

partnership with Severn Wye Energy Agency on the EU funded '[Target 2030](#) - Countdown to a low carbon economy'. As part of the European Structural and Investment Funds programme, between October 2020 and June 2023, the project will work with 90 Small or Medium Sized Enterprises (SMEs) across Swindon and Wiltshire - with a target requiring 75% of supported firms to be rural. Target 2030 will offer the SMEs an energy survey and bills analysis, providing them with a report and funding 30% of any subsequent improvements. The programme plans to save 600 tonnes of carbon dioxide emissions across Wiltshire and Swindon.

10. The council has been raising awareness with training providers and employers in order to positively address the potential skills shortage within the green economy sector. Actioned through the SWLEP Skills and Talent subgroup, the focus has been to address, through influence and partnership engagement, the imbalance of supply and demand in skills. Already the council's provider of the Skills Support for Redundancy (ESF) contract has requested further information to ensure that the provision of courses aligns to the county's needs within this area. According to the Local Government Association, Wiltshire is [projected](#) to require 6856 'green jobs' by 2030.

### **Growing the Economy: Housing and Environment**

11. The July update highlighted that the council's Housing Board was considering investing in existing council housing stock to increase its energy efficiency. In November 2020, Cabinet [approved](#) an investment of £50 million to raise council homes to an energy performance B rating, as a minimum, over the next 10 years. Improvements will include:

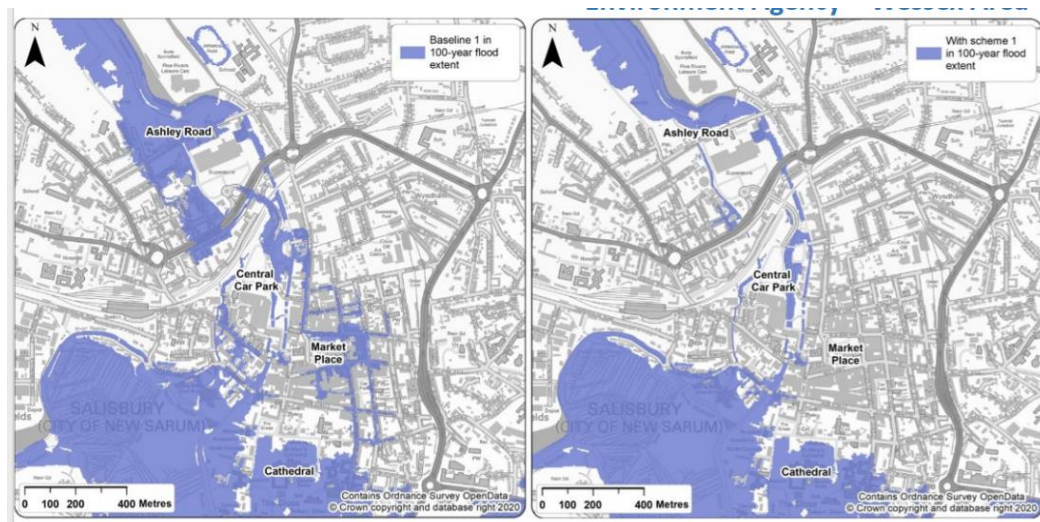
- the fitting of A++ windows
- efficient light bulbs fitted as standard
- non-fossil fuel heating and hot water solutions e.g. Air Source Heat Pumps or high heat retention Night Storage Heaters (combined with the installation of efficient unvented hot water cylinders)

It is forecast that the total programme could deliver a reduction in carbon emissions of between 15,000 and 20,000 tonnes per annum. Residents could also benefit from savings on energy bills up to £ 500-600 per annum

12. The council has also made an application to the Government's 'Green Homes Grant' Local Authority Delivery Scheme - Phase 1b. The grant, if successful, will provide £0.55m to target improvements to 100 homes with the poorest levels of insulation by September 2021. The focus will be on a 'fabric first' approach which will see the properties receiving the best thermal insulation with appropriate ventilation as necessary. This will increase the EPC rating, give better thermal comfort, reduce heating and hot water bills and in turn carbon emissions. The council will train existing staff / create the new role of Retrofit Coordinator, mandatory under PAS 2035. This is required if the council is to become accredited for the best possible and fully auditable results. The role of Retrofit Coordinator as well as Retrofit Designer can be partially funded from this grant.

13. The council has promoted the Green Homes Grant [Scheme](#) for owner occupiers and landlords via its internal and external communication channels. Staff, public and businesses have been made aware of the scheme, which means homeowners can obtain up to two thirds of the cost of energy savings measures, up to £5000. Lower income households, however, could be entitled to claim £10,000.
14. Cabinet, in November 2020, approved the first phase of the Salisbury River Park [Scheme](#), which will improve resilience to climate change. This will commence an £18 million package of investment provided by the Environment Agency and SWLEP. This flood prevention scheme will reduce the risk of flooding for existing residents and businesses in Salisbury City Centre. It includes additional flood defences, improvements for leisure and recreational uses, plus ecology and biodiversity enhancements. It will also enable the delivery of the council's wider regeneration goals for the Maltings and Central Car Park site and protect future development in the city centre.

### **'1 in 100' Year Flooding Impacts without/with River Park Scheme**



15. The council recognises the benefits to biodiversity of different management regimes and this year has been carrying out wildflower trials, both on highway verges and on amenity land. This work will be extended if successful. In these trials, there has been a reduction in the number of cuts from 9 to 2, avoiding the main flowering period from mid-May through to the end of August. Over time this will help develop a short flower-rich turf with clovers, trefoils, self-heal and other small species. These areas can provide a long continuity of flowers that are valuable for bees and other insects. Collection of clippings will be undertaken after each cut to reduce the build-up of organic material (a thatch of cut grass), keep nutrient levels low, and ensure plenty of bare ground for plants to regenerate from seed.
16. The July update recognised the importance of reviewing the policies within the Wiltshire Core Strategy, to make a positive contribution to managing greenhouse gas emissions and help shape communities that are resilient to the predicted impacts of climate change such as higher temperatures and increased flood risk. Consultation has now commenced on the [Local Plan](#)

[Review](#) and includes the consultation paper '[Addressing climate change and biodiversity net gain through the Local Plan - raising the ambition](#)' as well as the [emerging spatial strategy](#). A sustainable pattern of development that promotes self-containment and reduces the need to travel will be a central part of the plan and views are sought on the distribution of growth in the period to 2036.

17. Alongside the emerging spatial strategy, the aim of the consultation is to test the council's thinking and further develop evidence to inform policies in the draft plan. Five linked key policy themes, in addition to the Spatial Strategy, will help support the plan's objective in respect of adapting to and mitigating climate change:

- tackling flood risk and water management;
- enhancing green/blue infrastructure and biodiversity;
- delivering sustainable design and construction;
- encouraging sustainable, renewable energy generation and management; and
- promoting sustainable transport, active travel and improving air quality.

18. The consultation document builds on these themes and asks people to help us develop what we already know about the social, economic and environmental challenges facing Wiltshire in terms of a changing climate - e.g. understanding the viability of carbon neutral new development; delivering a decarbonised and sustainable energy strategy; tackling retrofitting of existing building stock; creating and sustaining a 'green economy'; reversing biodiversity loss.

19. Alongside the Local Plan Review, the council is preparing a Green and Blue Infrastructure Strategy. The strategy will both inform and support the implementation of policies within the Local Plan. It also plays an important role, as a corporate document, alongside the Climate Strategy that will be focused on delivering improvements to the natural environment and has shared objectives. An outline of the emerging strategy is attached at **Appendix 2**. It sets out a vision and is based on three goals: adaptation and resilience to climate change; halting the loss of and improving biodiversity; and contributing to health and well-being. These goals will help deliver strong and well-connected green and blue infrastructure across Wiltshire and across to adjoining local authorities. Such an approach is valued by communities and supports sustainable development. This has been developed following input from a workshop attended by a range of stakeholders including Natural England, the Environment Agency, neighbouring authorities, wildlife organisations and water utility companies. The strategy will continue to be developed through stakeholder engagement, which where possible will be joined up with the planned engagement to develop the draft Climate Strategy.

20. In 2019 the council approved 5 applications for solar farms and battery storage units across the county. The table below shows that these developments will contribute over 200 megawatts of electricity to support the county's energy demands.

Type	Number	Installed capacity (MWelec)
Solar	2	56
Battery Storage	3	149

21. Eunomia's [Local Authority Recycling Carbon Index](#) provides councils with an alternative measure of the environmental performance of their waste and recycling services to a purely weight-based measure, which is how "recycling rates" are typically calculated. The Index shows which local authorities' recycling activities are delivering the greatest carbon benefits based on an assessment tool created by Zero Waste Scotland. Eunomia calculates the total carbon savings generated from all the recycling reported by each authority via the statutory WasteDataFlow reporting framework, and encompasses their kerbside collections, household waste recycling centres and other recycling initiatives such as bring sites. Dividing this figure by the population served yields a carbon saving per capita, thereby allowing an effective comparison between authorities. The higher the value, the higher the theoretical carbon savings. Rating authorities in this way demonstrates that a high recycling rate does not necessarily result in the greatest carbon savings. Wiltshire for this year has been classed as a Good Performer and is outperforming the national average. England's Carbon Index performance remained close to last year (2019) at 69 kg CO<sub>2</sub>eq saved per capita. Wiltshire's Carbon Index (2019) performance was 82 kg CO<sub>2</sub>eq saved per capita. Categories are defined as follows:

- High Flyers – the top 10%
- Good Performers – the next 30%,
- Mid Performers – the next 30%, and
- Low Performers – the bottom 30%

22. Wiltshire has subsequently improved its recycling collection service, thus making it easier for residents to recycle a wide range of materials at the kerbside. It has also reduced the overall size of the collection vehicle fleet under new service contracts, and collection rounds are being further optimised to ensure vehicles are deployed as efficiently as possible. The new collection vehicles also utilise more efficient engines. In 2019/20, 94% of the waste collected by Wiltshire Council for recycling, composting or reuse was managed within the UK and was not exported abroad. All these measures would be expected to further improve the carbon impact of the waste service beyond that reported for 2018/19. Wiltshire Council's household waste recycling rate for 2018/19 was 42.69%, which increased to 43.45% by 2019/20. In 2018/19, 84.34% of the municipal waste managed by Wiltshire Council was diverted from landfill.

### **Growing the Economy: Transport and Infrastructure**

23. The council is currently rolling out a £12m programme to convert streetlights across Wiltshire to LEDs, with approximately 20,000 units replaced so far out of a total of 42,000. Since 2013/14 energy consumption has been reduced by 39% thanks to part-night lighting, dimming and the use of LEDs for new and replacement units. During this period carbon emissions have more than

halved despite a growth in the number of streetlights as new developments are built. The 42,000 new LED units are projected to reduce energy consumption by 67% and carbon emissions by 83% by 2022/23 compared with the 2013/14 baseline.

24. The council has been proactively engaging with the Energy Saving Trust to review its fleet/grey fleet in order to understand where emissions and costs can be reduced. Consideration has been given to opportunities where Ultra Low Emission Vehicles (ULEVs) can replace diesel. Funded by government, the Energy Saving Trust analysed the council's fleet data over 12 months from April 2019 to March 2020. This research has been instrumental in helping to shape the council's forthcoming Fleet Strategy. The council has also enabled Wiltshire College and Dorset and Wiltshire Fire and Rescue to engage with the EST.
25. The council has been awarded £0.68m from the second tranche of the Department for Transport's (DfT) Active Travel Fund, to progress cycling schemes in the county. The funding is intended to make it easier and safer for pedestrians and cyclists to access shops, businesses and places of work without driving or using public transport, and also help people to maintain social distancing. The original bid was for £0.9m, and so to establish which schemes to take forward, the council is holding a consultation on the proposed options. It is also consulting on the first tranche of temporary schemes, which are already in place.
26. The council and SWLEP are planning transport improvements in the vicinity of New Road and Station Hill, Chippenham in early 2021. The improvements are part of the £1.98 million approved SWLEP Chippenham Station Hub redevelopment project. The aim of the improvements is to enhance junction capacity and provide better facilities for both cyclists and pedestrians.
27. Work is currently being undertaken with the Devizes Development Partnership to develop the Strategic Outline Business Case for the Devizes Gateway station (for completion by end of February 2021). Council officers are also liaising with a Wilton stakeholder/working group to develop a bid application for Wilton Junction station (submission date to be confirmed by the Department for Transport). The council has learnt that it was unsuccessful in its bid through the 'Restoring Your Railway' (RYR) fund to restore secondary train services on the Great Western Mainline. On the other unsuccessful bids in round 1 RYR (Westbury - reinstating the 4th platform; and improving capacity on the Swindon-Westbury route), the council is considering next steps with the rail industry (i.e., Network Rail, GWR and South Western Railway).
28. As part of the government's pledge to reduce carbon, it is committed to enhancing the public transport offer nationally. In doing so, it has allocated £5bn, which will largely be accessed through the National Bus Strategy to be launched in the late spring 2021. As a prelude the government made

available three grant pots for which local authorities can bid in early 2020. Wiltshire qualified for two of these grants:

- a. £0.67m was received last year to improve/enhance or reinstate bus services. A consultation was conducted through members and town and parish councils to ascertain community bus priorities. Due to the pandemic, the consultation exercise will be repeated in the summer of 2021 to reaffirm priorities in advance of rollout.
- b. The council has also been successful in moving to phase 2 of its £1.2m Demand Responsive Transport (DRT) bid to modernise and enhance the existing DRT scheme in the Pewsey Vale. Phase 2 is a justification of the original business case, rather than a competitive process. Confirmation will be provided by the DfT before the end of the current financial year 2020/21.

### **Strong Communities: Community Wellbeing**

29. The construction of Melksham Community Campus is due to commence early 2021. The scheme will incorporate sustainable construction methods and technologies. The fabric of the building has been designed with energy efficiency in mind; the U-values of the building are on average 20% less than current building regulations. Natural ventilation is the primary ventilation mechanism. The air-handling units will also be fitted with a heat recovery system. The building has an intelligent control system that will ensure heating and cooling technology is only utilised when needed to ensure optimum efficiency. High efficiency LED lighting will also be installed throughout. The previously proposed Combined Heat and Power (CHP) boiler will be replaced with Air-Source Heat Pumps. The roof design has also been upgraded so that photovoltaics can be installed. Officers are currently looking at funding options for the installation of photovoltaics; if secured, planning permission will be sought for their installation.

### **Strong Communities Protecting the Vulnerable: Early Intervention**

30. [Warm and Safe Wiltshire](#) is an energy advice service provided by Wiltshire Council and Swindon Borough Council in partnership with Dorset & Wiltshire Fire and Rescue Service and managed by the Centre for Sustainable Energy. The service provides residents across the county with information and support to help them live in warmer, safer and more comfortable homes. Between July - Sept 2020 Warm and Safe Wiltshire advised 578 households (4,383 since April 2018) on a wide variety of topics including: insulation and heating improvements, switching energy suppliers, claiming the Warm Home Discount, securing additional benefits and local grants like the Surviving Winter Fund. The demand for the service this quarter has increased significantly, in part due to prepayment meter vouchers and other funding that the Centre for Sustainable Energy has received. Also, the financial effects of the pandemic are now starting to be felt with residents contacting the service due to a change in their circumstances.

### **Working with Partners as an Innovative and Effective Council: Community Involvement**



31. Wiltshire's Conservation and Museums Advisory Service (CMAS), based at the Wiltshire and Swindon History Centre, undertakes laboratory-based conservation services for external clients mainly from the heritage community. In a commitment to improve carbon emissions, a sustainability action plan has been developed. The plan focuses on the four main areas of; chemical usage, waste management, smart use of resources and energy usage. By implementing small changes in these areas and working towards a larger goal, the aim is to operate a sustainable laboratory and set a standard that others can follow. The intention is to communicate this plan through the council's website and collaborate with the wider heritage conservation community.
32. The council has been considering opportunities for reducing emissions within its libraries. An audit of recycling methods was undertaken, leading to good practice being rolled out across the estate. An ideas portal was developed with suggestions to emerge including making libraries a known place where water bottles can be refilled, reducing laminating to a minimum and moving to scannable digital cards (libraries have already stopped issuing new plastic cards every 3 years when membership is renewed). There is also an ambition for a poster campaign to promote sustainability tips to library customers.

### **Working with Partners as an Innovative and Effective Council: Performance**

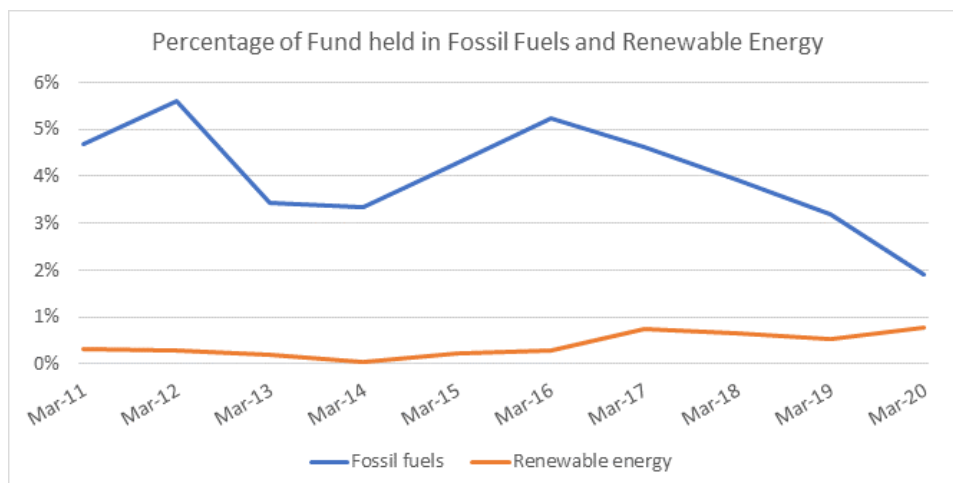
33. The council has commenced its Property Carbon Reduction Programme, focused on buildings where it is responsible for the energy related emissions from utility usage (the operational estate such as offices, leisure centres, libraries etc). The £5m programme aims to reduce carbon emissions from that portfolio by 25% over a 3-year timescale. The programme will concentrate on improving the energy efficiency of lighting and heating systems and, wherever possible, installing renewable energy systems. By reducing energy use within the buildings or generating renewable electricity on-site the council will be lowering the emissions associated with those buildings. As of December 2020, ten individual projects were underway, of which six were complete. They include LED lighting upgrades, building control systems upgrades and an Air Source Heat Pump installation. The cumulative carbon saving from those 10 projects is estimated at 120 tonnes. A further 12 projects are being assessed for cost and carbon saving and, if viable, will be completed within the first year of the programme.
34. Additionally, the council has been successful in a test bid submitted to the Public Sector Decarbonisation Scheme (PSDS). In a grant letter received in October the council was awarded £0.2m to be directed for improvements at Warminster library. The council has now put in its main bid for £4.5m with the works split into 4 technology areas:
- Replacing existing gas heating with Air Source Heat Pumps at 4 large leisure centres = £2.6m
  - Upgrading Air Handling units at 3 leisure centres = £0.4m

- Upgrading the motors/ fans at 7 large buildings = £0.1m
- Installing PV at 19 buildings = £1.1m
- There are also potentially some enabling works to increase electrical loads for the heat pump sites = £0.2m

If the bid is successful, improvements will be completed by September 2021.

35. The council's Programme 99 to improve its ICT infrastructure has achieved a reduction of 35% in data centre power and cooling consumption. Additionally, phase 2 of Programme 99 will seek to make further carbon footprint reductions.

36. In support of the council's climate aspirations the Wiltshire Pension Fund has transitioned funds into a low carbon passive equity portfolio. These assets represent approximately 20% of the fund's £2.7 billion total. The transition has taken place following a review of the pension fund's strategic asset allocation, led by Wiltshire's Pension Committee. The committee recognised that as long-term investors, it needed to take all risks into account, which included managing climate change risk alongside good governance.



37. The graph above demonstrates that the Fund's exposure to fossil fuels has decreased steadily over several years. For example, the Fund has committed £40m which will be invested exclusively in renewable infrastructure and has committed a further £100m to a fund which will invest in long-term renewable projects. One example of the type of investment made in this fund is two low carbon greenhouses in East England, heated by a new technology which takes warm, clean water from sewage treatment works, and uses a heat pump to heat the greenhouses. This has a knock-on positive impact in that the warm water is usually pumped straight into nearby rivers, so cooler water is better for the river ecosystem. Additionally, the greenhouses will be growing produce like tomatoes and peppers which will be sold in British supermarkets, and thus will have a lower carbon footprint compared to imports.

**Working with Partners as an Innovative and Effective Council: Commercialism**

38. The council is exploring the direct and indirect carbon impacts caused by the county's bus network. A carbon baseline is being established based on bus and coach mileage procured against supplier's vehicle types. Initial estimates show that a good number of buses and coaches are fitted with Euro VI engines, which are the highest emission standard engine available on the market. However, although these emissions will promote an improvement in air quality, they do not reduce the carbon footprint. Discussions with bus and coach operators are key and will take place in early 2021 to determine their understanding of how decarbonisation will affect their business and for Wiltshire Council to better understand how it can meet its carbon targets. The operation of three electric park and ride buses in Salisbury will allow bus operator 'Go South Coast' to understand long-term and whole life costs.

### **Working with Partners as an Innovative and Effective Council: Delivering Together**

39. Key external meetings were held in the last quarter of 2020 with both Wiltshire Public Service Board partners (NHS, Police, College, Fire and Rescue) and town and parish councils to ascertain how we can work together on our carbon neutral ambitions and the green recovery. The council also met with community energy groups and took part in two Wiltshire Climate Alliance workshops: one with adults in August 2020 and one with young people in November 2020 to hear their suggestions for a green recovery.

40. In addition to the [Countryside Climate Network](#) which promotes the voice of the countryside in climate change discussions, the council has signed up to:

- the new UK100 [pledge](#).
- the ADEPT [blueprint](#) for a green recovery.
- the Race to Zero global [network](#) of local authorities.

The council is also a member of the Local Government Association's Climate Action Group, the Collective for Climate Action public sector forum, Ashden's regional climate action learning hub and ADEPT's Environment Board. These networks promote the exchange of good practice with other councils and make the case for central government to transfer to councils more powers for tackling climate change. The council is also promoting the Let's Go Zero [campaign](#) to Wiltshire schools.

41. The council is committed to reducing carbon emissions in its schools through innovation and utilising the new greener technologies available on the market. These have been achieved through the installation of LED lighting, energy saving heating solutions, applications of warm roofs for replacement of flat roofing to increase the thermal values of each roof and moving closer to the installation of PV. Additionally, initial surveys are taking place with a view to replacement of gas / oil appliances with air source heat pumps. King's Gate Primary School and Wellington Eagles Primary School are new schools, built in the last two years. Both achieved Very Good BREEAM ratings (BREEAM is a third-party certification of an asset's environmental, social and economic sustainability performance). These schools have been designed to comply with the latest regulations on energy use and thermal modelling.

## **Overview and Scrutiny Engagement**

42. As part of the governance supporting the development and delivery of the Climate Strategy, the Chairman of the Overview and Scrutiny Management Committee now sits on the Councillor Climate Working Group. The executive continues to work closely with the O&S task group supporting this area and the recently published second set of recommendations were considered by the [Environment Select Committee](#) on 13 January 2021. The Global Warming & Climate Emergency task group will discuss the Climate Strategy discussion document in **Appendix 1** on 28 January 2021.

## **Safeguarding Implications**

43. There are no safeguarding implications arising from this report.

## **Public Health Implications**

44. There are no direct public health implications arising from the report itself. Some of the actions we are taking (for example travel) will, however, have the potential to have a positive impact on the health of the population.

## **Procurement Implications**

45. There are no procurement implications arising from this report.

## **Equalities Impact of the Proposal**

46. One of the key principles set out in **Appendix 1** is for the Climate Strategy to be equitable, ensuring the transition to low carbon, climate resilient future is fair (section 4.1).

47. The consultation and engagement approach for the Climate Strategy will be planned so that it is inclusive.

## **Environmental and Climate Change Considerations**

48. This report sets out the council's response to environmental and climate change considerations following the acknowledgement of a climate emergency and agreement by Full Council to seek to make the county of Wiltshire carbon neutral by 2030.

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

49. As Full Council recognised on 26 February 2019, the risks from climate change are such that Wiltshire Council cannot wait for national government to act where it can take action itself. If the council does not have an agreed strategy, there is a risk that the council will not be adequately prepared.

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

50. Without delegated authority to consult on the strategy, the council will face delays in finalising a structured response to fulfil its 2030 climate ambitions.

### **Financial Implications**

51. The council has committed £0.35m per annum to revenue fund its Climate Team. To date, the council has invested extensively in its carbon reduction programme, recently committing £50 million towards retrofitting its housing stock as well as £12 million funding to convert to LED street lighting and £5m to reduce emissions from its corporate estate. The council has also successfully secured £0.68m of government funding to support active travel and is awaiting news on a bid of £4.5m to the Public Sector Decarbonisation Scheme (PSDS), following a successful pilot bid of £0.2m to improve Warminster library. It is recognised that further funding will be required to continue this progression at both an organisational and at a county level. The council is committed to working with government and private sector partners to explore all opportunities to access the funds to facilitate this work.

52. As part of the Climate Strategy development, the council will begin to quantify how much the pathway to a carbon neutral council will cost.

### **Legal Implications**

53. There are no legal implications arising from this report.

### **Workforce Implications**

54. There are no workforce implications arising from this report.

### **Options Considered**

55. **A shorter timeline for developing the strategy, resulting in limited consultation and engagement** - Developing a strategy without thorough stakeholder engagement would accelerate the process for adoption but would not speed up delivery, given that buy-in is vital. The council can only enable and facilitate change with support from stakeholders. Good engagement and consultation over the strategy will ensure agreement on priorities and support for delivery are much more likely.

### **Conclusions**

56. Since Full Council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030, a number of areas of work have been progressed. This report provides an update and through the appended discussion document proposes a structured pathway to adoption of a Climate Strategy, developed in partnership with the community.

**Sam Fox, Interim Corporate Director for Place and Environment**  
**(Interim Corporate Director - Place and Environment)**

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January 21<sup>st</sup>, 2021

## **Appendices**

**Appendix 1:** Climate Strategy Discussion Document

**Appendix 2:** Towards a Blue and Green Infrastructure Strategy for Wiltshire -  
Outline of emerging strategy (January 2021)

## **Background Papers**

None.

## Appendix 1

# Wiltshire Climate Strategy Discussion Document

## Executive summary

This document is a precursor to a new Wiltshire Climate Strategy. It is not a strategy in itself but provides an overview of the scale of the challenge and the opportunities ahead, as a basis for discussion.

The council has declared a climate emergency, committed to becoming carbon neutral as an organisation by 2030, and to seeking to make the whole of Wiltshire carbon neutral too. This will enable the county to seize the opportunities of a green economic recovery, generating thousands of new jobs (Figure 7.14) and bringing significant health and financial co-benefits to residents.

Globally the planet is one degree warmer than before the industrial revolution and this is already causing significant climate impacts. While we try to reduce the effects and impacts of climate change, Wiltshire Council also needs to adapt to a changed climate.

Government has pledged to reduce national emissions by 68% by 2030 and for the UK to become carbon neutral by 2050.

Government data (Figure 5.1) shows that the key sources of CO<sub>2</sub> emissions in Wiltshire are: transport (45%); industry, commercial and agriculture (29%); and homes (26%). Electricity has been a key focus for decarbonisation nationally, with continued decarbonisation needed. However, electricity accounts for only 19% of energy use (Figure 5.4), and more than a quarter of Wiltshire's energy consumption is for heating using natural gas, with heating oil also widely used in rural areas. Decarbonisation of heat and transport is therefore key.

Wiltshire's existing renewable energy installations, of which 85% are solar photovoltaics (PV), have the capacity to supply around one third of the county's electricity requirements. Wiltshire Council directly accounts for only 0.5% of the county's emissions but it can use different levers of influence (Figure 4.1) to effect change across a much larger proportion of the county's emissions, e.g. through supply chains, planning, employee travel, council housing and working with schools and residents.

Section 5 sets out Wiltshire's carbon budget and trajectories (Figure 5.5) and Section 6 explains how we have listened to your views to date and commits to further engagement and consultation on this agenda.

Section 7 sets out the challenges and opportunities in relation to carbon reduction and climate resilience ahead against six delivery themes:

- Transport and travel
- Built environment
- Energy generation, storage and distribution
- Green and circular economy
- Natural environment, land use and farming
- Carbon neutral council

For each theme, we have listed the types of action the council could take using its levers of influence, as a starting point for discussion. Figure 7.19 shows that by last year the council's emissions had more than halved, from 23,758 t CO<sub>2</sub>e in 2014/15 to 11,641 t CO<sub>2</sub>e in 2019/20. Projected emissions in 2020/21 are 79% lower than 2014/15.

Finally, we set out the council's governance arrangements, risks to the climate programme and next steps, calling for you to send us your feedback on this document.

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## 1. Aims of this document

1. This document is a precursor to a new Wiltshire Climate Strategy. It is not a strategy in itself, but provides an overview of the scale of the challenge and the opportunities ahead, as a basis for discussion. It will be published on the council's website, and feedback on this document will shape the draft strategy before it is formally consulted on later this year.
2. The document is based on initial findings from the available evidence base and articulates what **carbon neutral** and **climate resilience** looks like for Wiltshire.
3. Since Wiltshire Council has made a firm commitment to becoming a carbon neutral council by 2030, there is a focus on reducing carbon emissions from its operations and property. However, the council also has an ambition for the county of Wiltshire to become carbon neutral. This will require coordinated action by the public sector, businesses, voluntary sector and residents working together towards a shared goal.
4. This discussion paper therefore aims to stimulate conversations with all stakeholders about the priorities and resources required to achieve a carbon neutral Wiltshire as well as the role the council should play.

## 2. Climate impacts and adapting to climate change

5. Climate change due to human influences is acknowledged as a threat to life. Globally the planet is one degree warmer than before the industrial revolution and this is already causing significant climate impacts. UK Climate Projections (UKCP) from the Met Office suggest that without any action we are heading for a 4°C rise in global mean surface temperature. This high emissions scenario (following current levels of emissions growth) is projected to cause disruptive changes to our weather patterns and sea levels in the UK (Figure 2.1), with more serious consequences internationally.

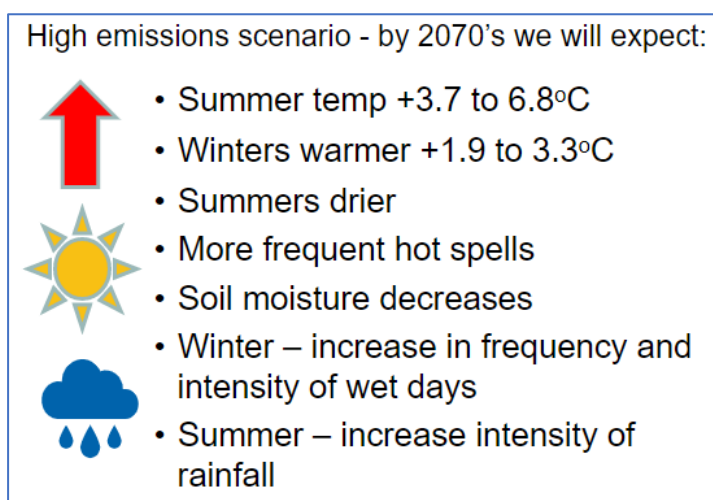


Figure 2.1. Predicted changes in the UK. Data source: [UKCP Global – Low Emissions Scenario \(RCP2.6\)](#) and [UKCP Headline Findings \(2019\)](#)

6. The United Nations Paris Agreement commits signatories to limiting global average temperature increase to 2°C goal, whilst striving to achieve a 1.5°C limit. A 2°C increase is acknowledged as the level which we must not overshoot. The latest Intergovernmental Panel on Climate Change [special report](#) on the impacts of global warming show that even the effects of a 2°C rise are significantly worse than a 1.5°C rise.

7. The UK Government legal target (incorporated in the Climate Change Act 2008) to become carbon neutral by 2050 is designed to keep us below 2°C, and ideally we would reduce our carbon emissions sooner, so that we can keep below a 1.5°C rise (for more information, refer to the Met Office).
8. While we try to reduce the effects and impacts of climate change, Wiltshire Council also needs to adapt to a changed climate. Our new Climate Strategy and an updated Climate Change Adaptation Plan will include objectives to help us cope with a scenario based on a 2°C temperature rise.
9. The existing Climate Change Adaptation Plan assessed the implications of climate change in Wiltshire and put in place measures to protect residents and businesses from its impacts. Many of the actions are ongoing and involve a range of partners. The plan is due to be reviewed and engagement on the Climate Strategy will help to guide and inform the review.

### 3. Towards carbon neutral: Our overall challenge

10. In February 2019, the council declared a climate emergency and committed to seek to make the county of Wiltshire carbon neutral by 2030. To this end, in July 2019, Wiltshire Council [pledged](#) to become carbon neutral by 2030. The pledge relates to the council's carbon emissions (or 'carbon footprint') that are within its direct control, i.e. those from its operations and buildings. In order to fulfil this commitment, the council's carbon footprint will be drastically reduced compared with its current footprint and any residual emissions will be offset.

#### 3.1 Defining carbon neutral and net zero

11. 'Net zero carbon emissions' or 'net zero carbon' is conceptually the same as **carbon neutral**, though there are some different technical specifications in use. Carbon neutral means to result in no net release of carbon dioxide (CO<sub>2</sub>) into the atmosphere and should take into account schemes which offset carbon production.
12. When we talk about 'carbon' emissions this means the full range of [greenhouse gases](#) unless stated, and these emissions are measured as carbon dioxide equivalents (CO<sub>2</sub>e).

#### 3.2 National policy

13. According to the most recent report from the UK Committee on Climate Change (CCC [Sixth Carbon Budget Report](#), December 2020) we still have the opportunity to turn the situation around and it is achievable, and affordable.
14. This report and other studies show that many of the solutions we need are already developed. We therefore need to base our immediate action on existing technology and solutions, while innovating for the longer-term solutions. The UK Government's Ten Point Plan for a Green Industrial Revolution sets out intentions for the economic recovery post Covid-19, and puts supporting green jobs and the net zero carbon goal at its centre.
15. Many of these measures will deliver 'co-benefits', for example the reduction in fossil fuel use will decrease air pollution as well as carbon emissions. While trees are absorbing carbon dioxide from the air, the woodlands created will also boost wildlife and provide accessible green spaces which is of proven benefit to health and wellbeing.
16. National policy is changing rapidly in the run up to the [COP26](#) to be held in Glasgow in 2021, when the commitments from all countries who have signed up to the Paris Agreement will be reviewed. As the host nation, the UK is seeking to provide ambitious leadership.
17. Many of these measures will deliver 'co-benefits', for example the reduction in fossil fuel use will decrease air pollution as well as carbon emissions. While trees are absorbing carbon

dioxide from the air, the woodlands created will also boost wildlife and provide accessible green spaces which is of proven benefit to health and wellbeing.

### **National direction of travel**

The 10 Point Plan and the Sixth Carbon Budget report indicate that the national route towards carbon neutral is likely to include:

- Vehicles will be electric, though mileage is not predicted to fall significantly, with potential savings of £8bn / year to consumers by 2035
- Journeys by public transport, walking and cycling will need to increase.
- Growth in air travel and related infrastructure is curbed by 6%, but could increase again as low-carbon planes become viable
- Emissions from flights will be offset by tree-planting – funded by airlines, making flights more expensive
- Energy will be renewable, with a significant amount from offshore wind. Hydrogen and nuclear will also be part of the mix nationally.
- Electricity use will increase as transport and heat are electrified, and grid infrastructure will be updated to enable decentralised and smart energy generation and storage technologies
- Homes will be more energy efficient, costs being offset by energy savings. Gas boilers will be phased out and new homes will be required to have low-carbon heating such as heat pumps
- Low carbon industries, such as those building renewable energy installation or retrofitting homes with new technology, will create thousands of jobs throughout the UK
- Supply chains will help to decrease the carbon produced directly and indirectly by what we buy and consume
- Research and innovation will focus on developing clean solutions to shipping and aviation, and carbon capture, usage and storage technology
- Consumption of meat and dairy will need to decrease by about 20% by 2030 rather than a complete move to meatless diets, as long as reduction in emissions in other areas is achieved
- The UK will have a 40% increase in woodland areas. Some will be accessible, some will be commercial forest, some will be protected for nature
- Food production will need to be increased and more efficient, while farms will be supported to help fight climate change and increase biodiversity
- Nature recovery initiatives and the Environmental Land Management scheme help to sequester carbon, reduce flood risk and provide green places for people and wildlife

## **4. Climate Strategy - Our approach**

18. Since Wiltshire Council acknowledged the climate emergency in February 2019, a Councillor Task Group was set up and provided recommendations on ways to reduce carbon emissions, while individual council services started looking at their role. A new Climate team was formed in 2020.
19. Our new strategy will be a basis for county-wide efforts towards achieving carbon neutrality. It will provide a steer and help to prioritise the big wins for carbon emissions reduction and climate resilience. It will not be a delivery plan but will inform further detailed plans and projects.

20. While preparing the strategy, Wiltshire Council will also be working to reduce its emissions as an organisation. In addition, we will be seizing opportunities to implement wider initiatives in areas that we already know will be significant for our pathway towards carbon neutral. These are ‘no regrets’ initiatives, that can be started as soon as resources allow. Even though we still need to refine our understanding of emissions, impacts and possible solutions, we will not wait to start work on delivery.
21. Information on what the council is already doing to combat carbon emissions and become resilient to climate change can be found in our twice-yearly updates to Wiltshire Council’s Cabinet and Full Council.
22. The council will reduce emissions within its direct control and will also use a range of ‘levers of influence’ – from regulatory powers, to influencing and working in partnership - to have a much wider impact, as Figure 4.1 shows.

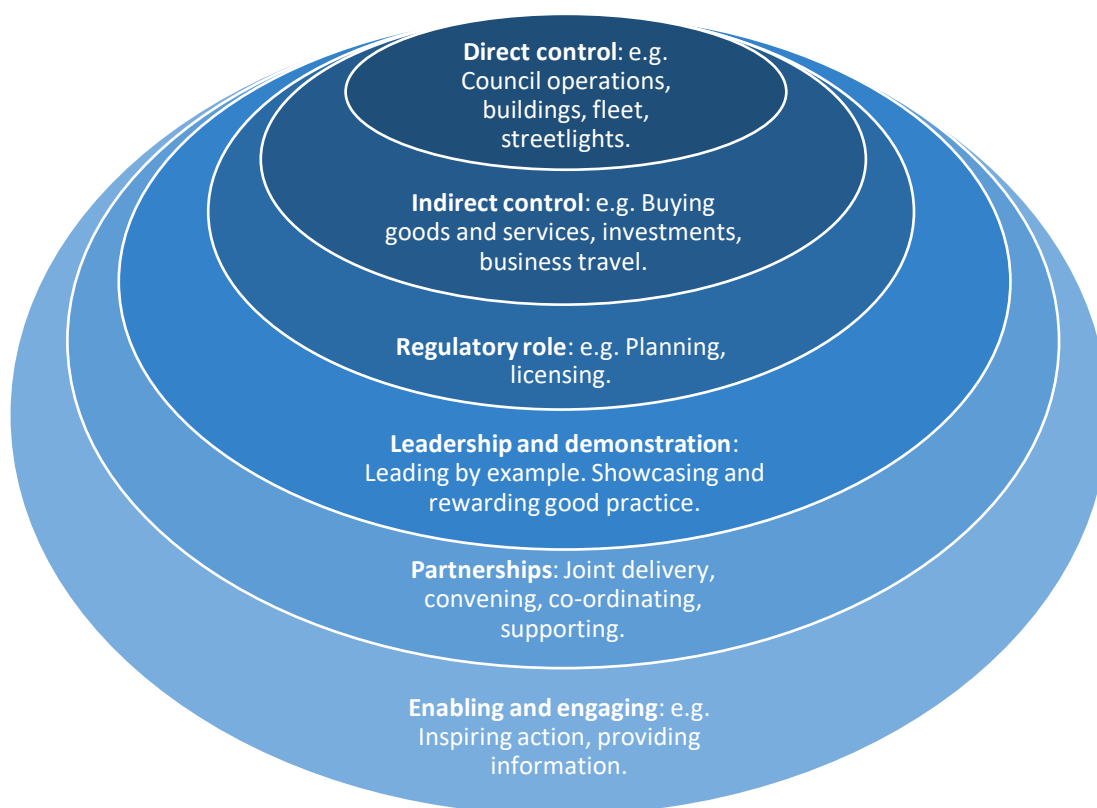


Figure 4.1 Local authority levers of influence

## 4.1 Principles

23. Wiltshire Council’s Climate Strategy will:
  - Be evidence based – using the best available science and analysis, while working to increase knowledge in areas where there are gaps
  - Follow the Greenhouse Gas Hierarchy, using offsetting as a last resort – see Figure 4.2
  - Be equitable – ensuring the transition to low carbon, climate resilient future is fair
  - Embed climate considerations in decision-making
  - Deliver co-benefits – valuing and making the most of the win-wins
24. A central part of the strategy will be to set out the baseline of carbon emissions and articulate the scale of the challenges and opportunities.

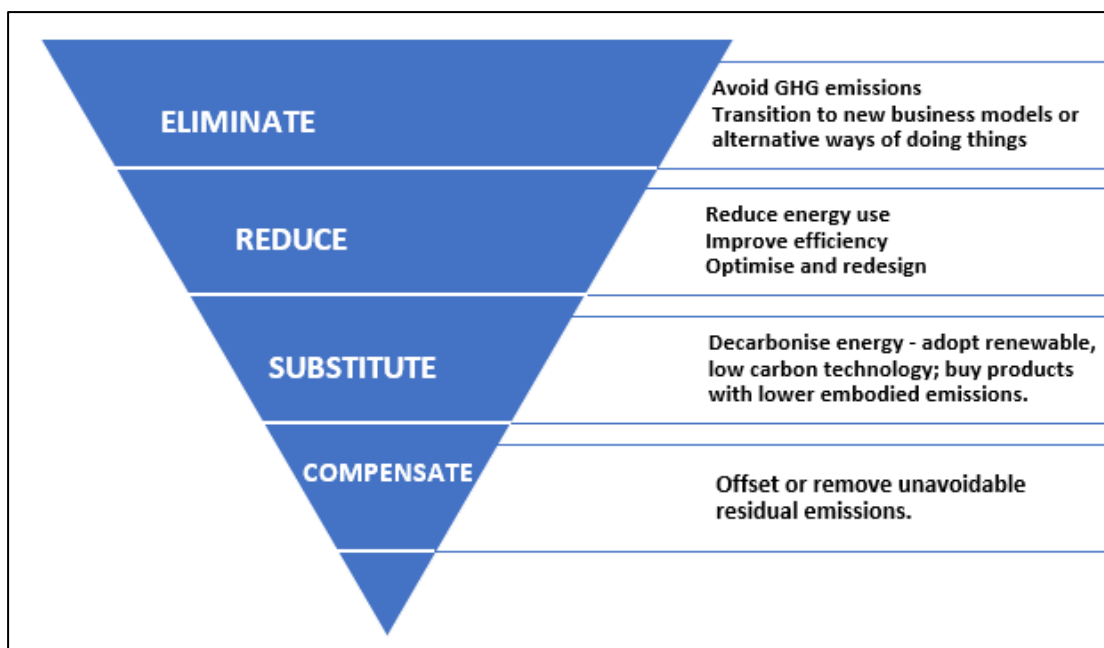


Figure 4.2 The Greenhouse Gas (GHG) Hierarchy

## 5. Understanding Wiltshire’s emissions

### 5.1 Where we are now?

25. To reduce emissions and work towards making Wiltshire carbon neutral, we first need to understand where those emissions come from and their extent.
26. Figure 5.1 provides an overview of the main sources of emissions, with transport taking up the largest share at 45%. Industry and homes make up the remainder. Wiltshire’s total carbon emissions in 2018 totalled 2,694 ktCO<sub>2</sub>. Wiltshire Council’s emissions in 2019 amounted to 13 ktCO<sub>2</sub> – equivalent to approximately 0.5% of the county’s 2018 emissions.

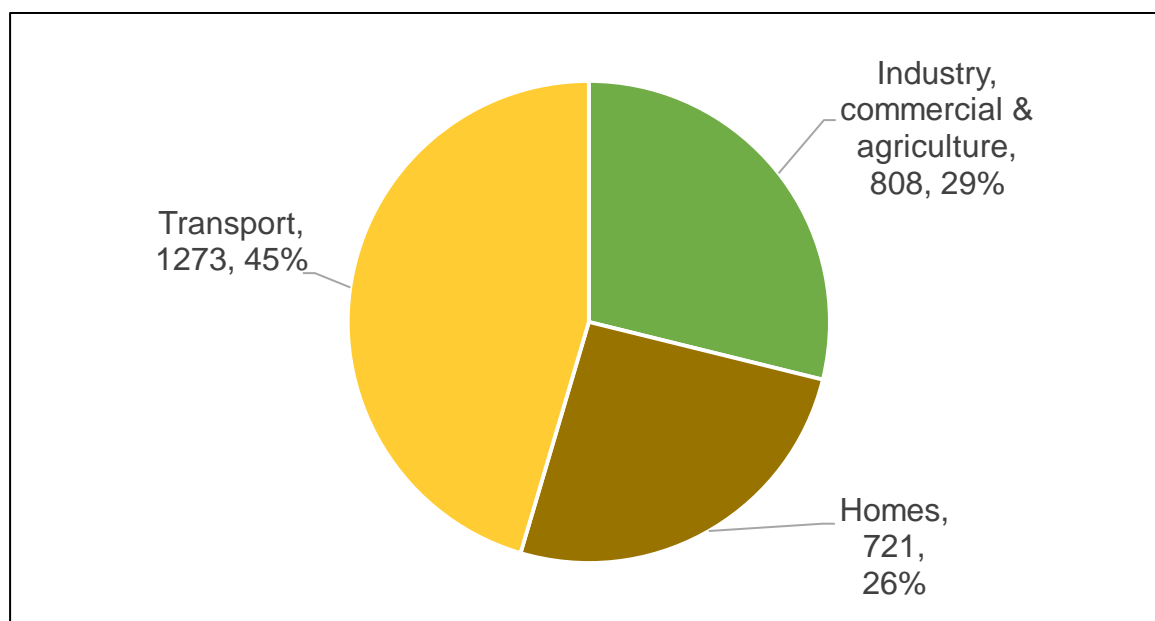


Figure 5.1 Wiltshire emissions by source (ktCO<sub>2</sub>, BEIS LA data)

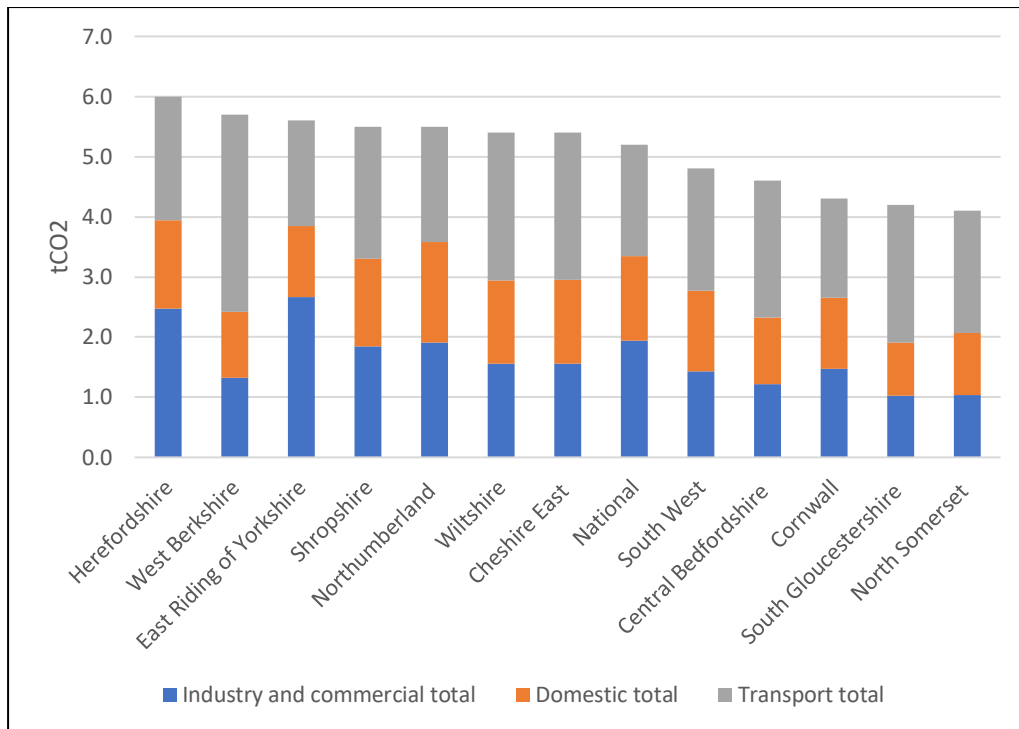


Figure 5.2 Per capita emissions split by sector (BEIS, LA data 2018)

27. Figure 5.2 shows Wiltshire’s emissions per person per year for 2018 and gives an idea of our position compared with the regional/national averages and with similar local authorities (CIPFA statistical neighbours), and Figure 5.3 shows the changes in emissions per person per year in Wiltshire compared to the South West and nationally.

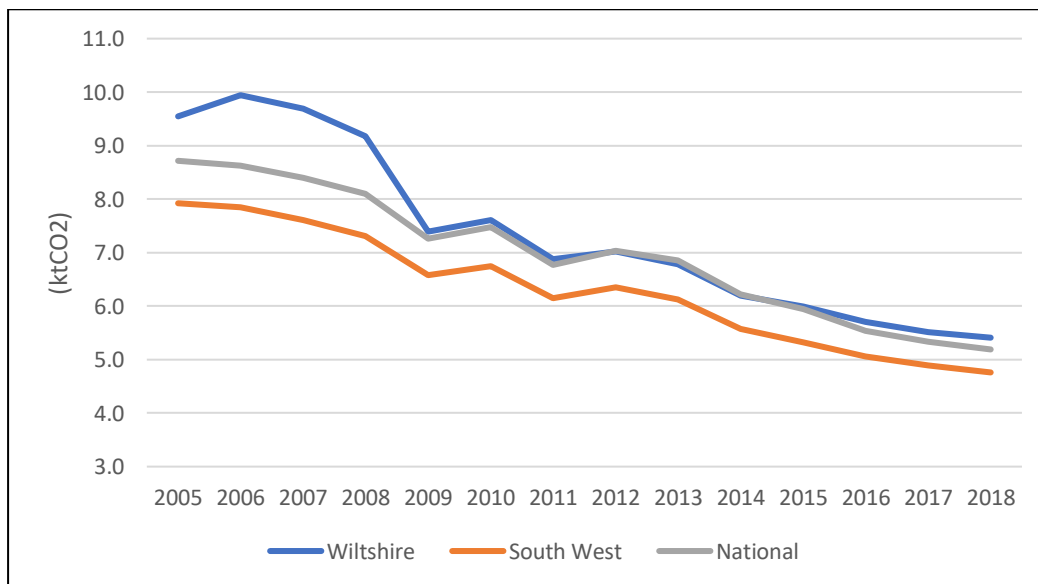


Figure 5.3 Wiltshire, South West and National emissions per capita

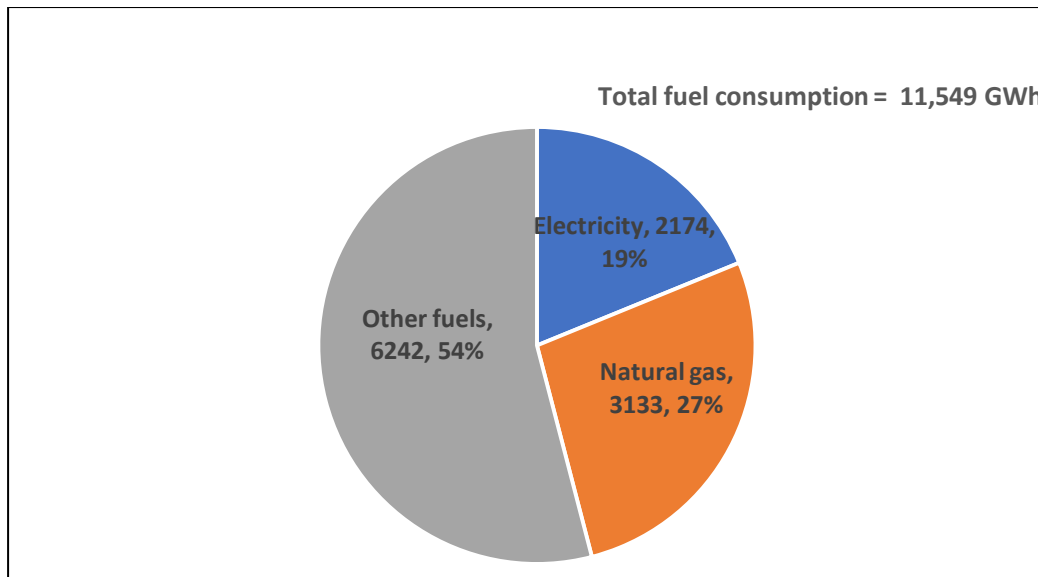


Figure 5.4 Wiltshire energy consumption in GWh (2018) Source: [Total final energy consumption at regional and local authority level: 2005 to 2018 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/total-final-energy-consumption-at-regional-and-local-authority-level-2005-to-2018)

28. Figure 5.4 shows Wiltshire’s energy consumption in 2018. Over half of energy consumption is for “other”, encompassing coal, biomass, manufactured and liquid fuels - of which transport accounts for the largest proportion. 27% is natural gas, mainly used for heat. While electricity has been a key focus for decarbonisation, it currently accounts for only 19% of energy use. This proportion is expected to grow as transport and heat are electrified.
29. Figure 5.5 shows that in 2019, Wiltshire’s renewable electricity generation accounted for 680 GWh, supplying just under one third of the county’s electricity demand (2172 GWh). This is equivalent to approximately 6% of our total energy [demand](#)<sup>1</sup>.

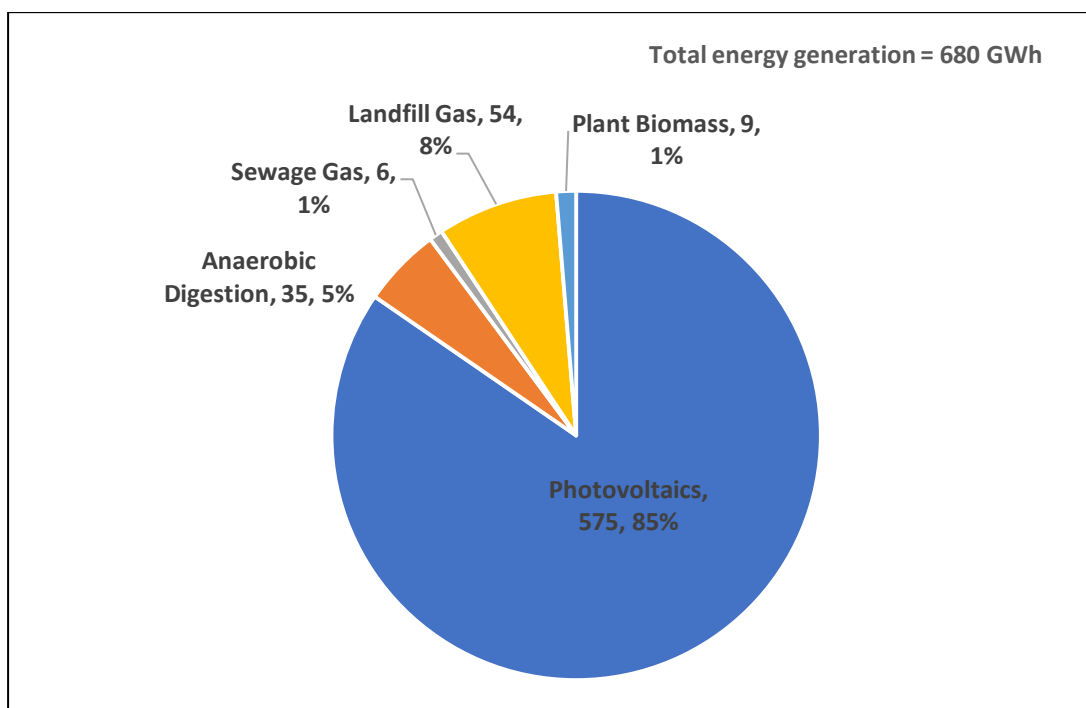


Figure 5.5 Wiltshire renewable energy generation in GWh (2019) [Regional Renewable Statistics – GOV.UK](https://www.gov.uk/government/statistics/regional-renewable-statistics)

<sup>1</sup> Based on 2018 consumption as 2019 data is only available for electricity

## 5.2 Our baseline, carbon budget and trajectory

30. Wiltshire's emissions will be measured against a 2005 baseline, as this was the first reporting year by the Government's Department for Business, Energy and Industrial Strategy (BEIS). The orange line in Figure 5.6 shows that significant reductions have been achieved since 2005, in line with the national trend. Key factors driving these reductions have been improvements in energy efficiency and steady decarbonisation of the electricity grid, as renewables account for an ever-increasing proportion of all generation.
31. The [Tyndall Centre](#) trajectory in grey relates to reductions based on a science-based target and carbon budget - with the aim to limit global temperature increase to well below 2°C above pre-industrial levels. There is only a finite amount of carbon dioxide that can be emitted if we are to avoid irreversible and very damaging climate change, and we must use that allowance in the best way possible. The key issue is to minimise the total amount of carbon dioxide and other greenhouse gases released into the atmosphere (represented by the area under the graph on Figure 5.6), so a steeper reduction in emissions (the grey or yellow line) results in fewer total emissions than a slower reduction (light blue line).

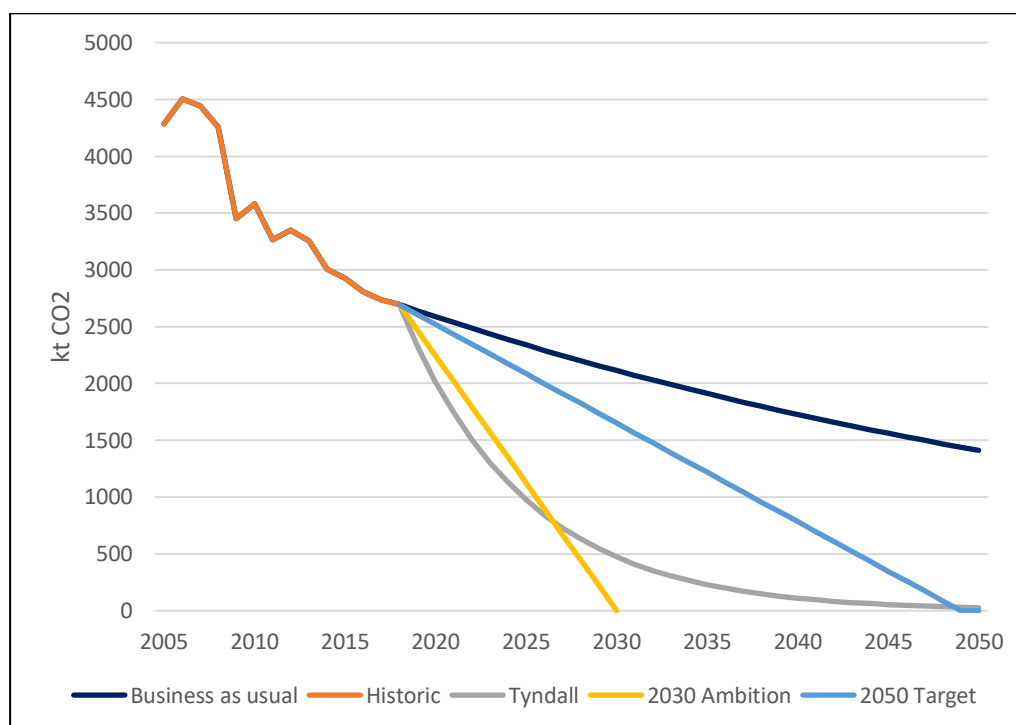


Figure 5.6 Carbon reduction pathways for Wiltshire county, 2005-2050

32. On the 4<sup>th</sup> December 2020 a new plan was announced by the government setting the UK on the path to net zero by 2050. The plan aims for at least a 68% reduction in greenhouse gas emissions by 2030, compared to 1990 levels. The Wiltshire trajectory indicated in Figure 5.6 would align with this.
33. As the graphs show, and as we are constantly reminded through the media, there is a need for significant and radical cuts in carbon emissions to be sure we can reach the target. This will take considerable efforts by Wiltshire Council, residents and all businesses and organisations operating in the county, as well as central government. We have already started to have conversations with organisations and the next section sets out what we are hearing so far.



## 6. Listening to your views

34. It is crucial for the council to engage widely in order to be able to deliver on the climate agenda. Some engagement has already taken place:
- The council's Global Warming and Climate Emergency Scrutiny Task Group has gathered the views of a wide range of stakeholders since June 2019.
  - The Climate team has held initial engagement meetings with stakeholders August - December 2020: environmental groups; public sector partners including town and parish councils; Swindon and Wiltshire Local Enterprise Partnership; Covid recovery partnership groups.
  - A survey of more than 6000 residents was carried out in autumn 2019 and showed that environmental priorities featured high for their area as did antisocial behaviour and highway maintenance – see Figure 6.1

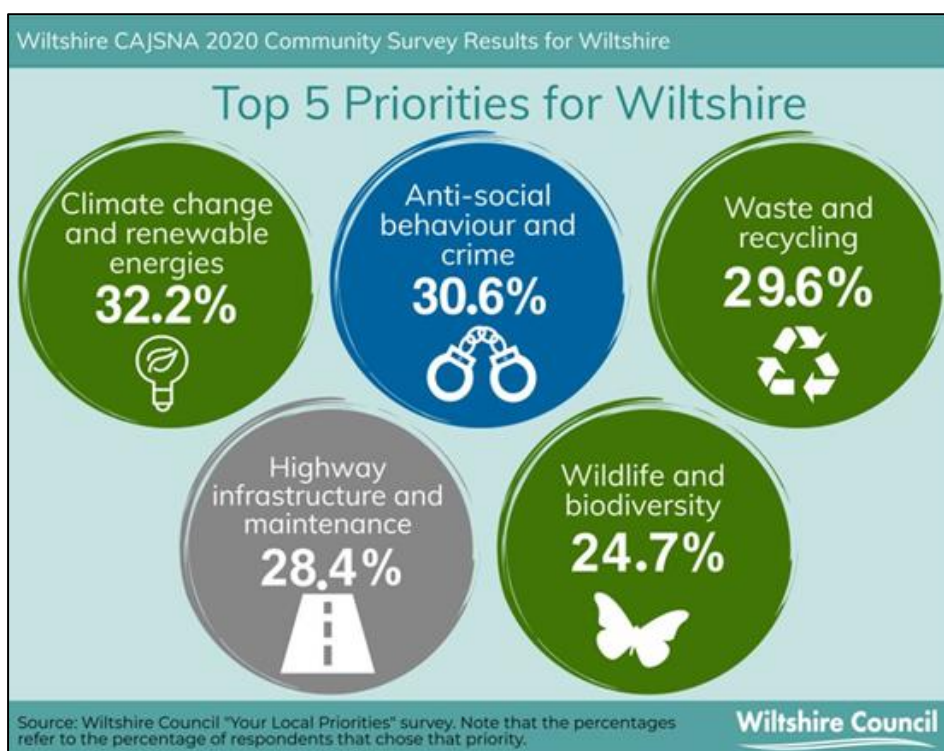


Figure 6.1 Wiltshire Community Area Joint Strategic Assessment 2020

35. The council can also draw on the recent report from the national Climate Assembly. Their [report](#), *The Path to Net Zero*, shows how a representative sample of the population believe the UK should meet its net zero emissions commitment. There are many detailed recommendations across ten areas including: how we travel; what we eat and how we use the land; what we buy; heat and energy use in the home; how we generate our electricity; and greenhouse gas removals.
36. The report conveys assembly members' agreement on themes that recurred throughout their discussions, on the need for:
- improved information and education for all on climate change;
  - fairness, including across sectors, geographies, incomes and health;
  - freedom and choice for individuals and local areas;
  - support for protecting and restoring nature;
  - realising the value of 'co-benefits' to tackling climate change
37. Figure 6.2 shows a snapshot of some of the detailed recommendations.

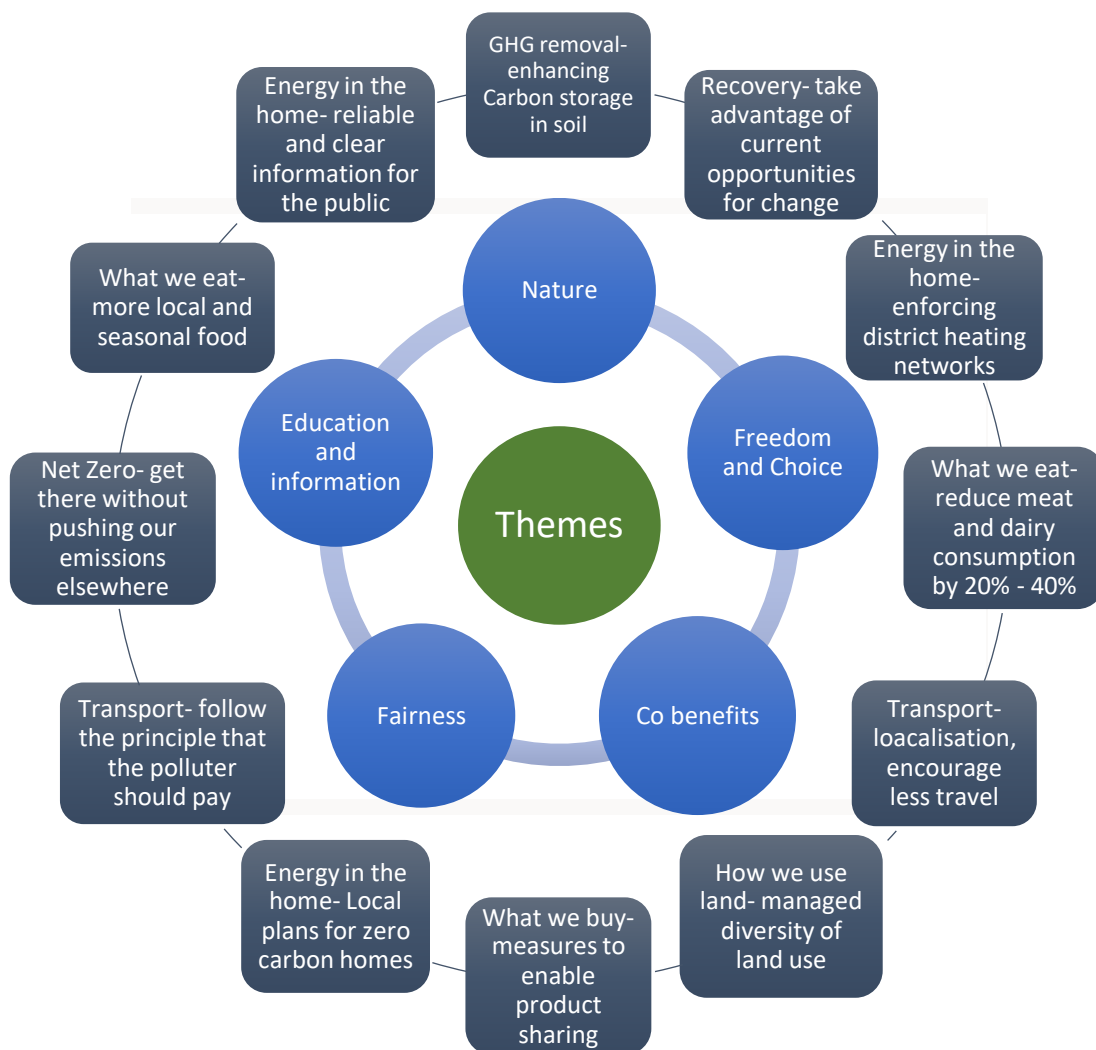


Figure 6.2 Summary of recommendations from the national Climate Assembly

38. Further engagement and consultation with stakeholders throughout Wiltshire is planned June-October 2021 to develop the climate strategy, and a new 'Climate and Environment Forum' will enable continuous engagement and sharing of knowledge and experience in the journey towards net zero in Wiltshire (see Section 8).

## 7. Delivery Themes

39. The following sections set out our thinking so far in relation to the 'Delivery Themes', which are:
1. Transport and travel
  2. Built Environment
  3. Energy generation, storage and distribution
  4. Green and circular economy
  5. Natural environment, land use<sup>2</sup> and farming
  6. Carbon neutral council

<sup>2</sup> Refers to activity, vegetation or habitats on the land surface, rather than development use classes

## 7.1 Transport and Travel

### Where we are now?

40. According to the government’s Department for Transport (DfT), in 2016 transport [became](#) the largest emitting sector of greenhouse gases in the UK. This also applies to Wiltshire where 45% of GHG emissions are transport related (Figure 5.1).
41. DfT’s analysis shows that road traffic is the biggest source of emissions within domestic UK transport, providing 91% of the total transport emissions. Wiltshire is a rural county, so car use is even more prevalent for most residents. 87% of personal trips in rural areas are made by car or van; 78% in urban areas ([DfT](#)). The county has over one third of a million vehicles (290,000 cars and 50,000 vans) for a population of half a million (DfT data 2020). However, balanced against this the 2011 [Census](#) evidenced that 15% of Wiltshire households did not have access to a car or van.
42. Almost 4 billion miles [were driven](#) on Wiltshire roads in 2019 (Figure 7.1), contributing to this national figure.

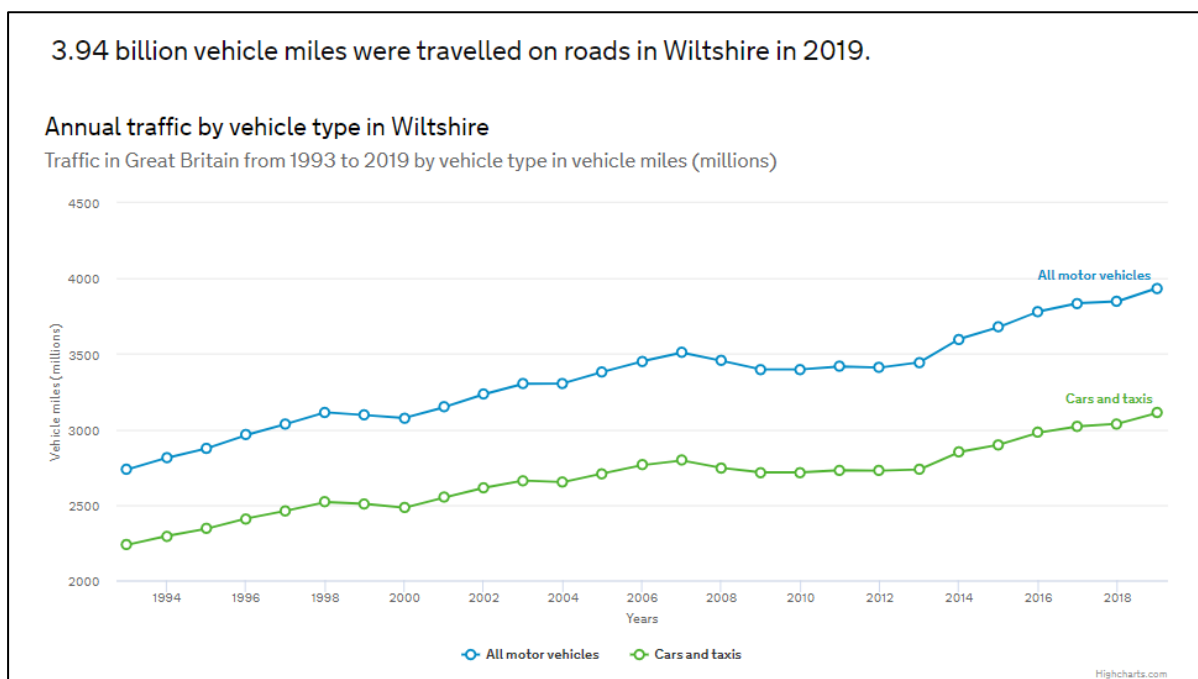


Figure 7.1 Annual traffic by vehicle type in Wiltshire, 2019 (Source: DfT road traffic data)

43. Figure 7.2 shows that each person in England on average completed [602 car trips](#) per year in 2018, and Figure 7.3 shows that cars are by far the most common mode of transport regardless of journey purpose, accounting for 61% of trips. Walking contributes just over a quarter of total trips. Buses and rail equate to 7% of trips (50% of national bus trips take place in London).

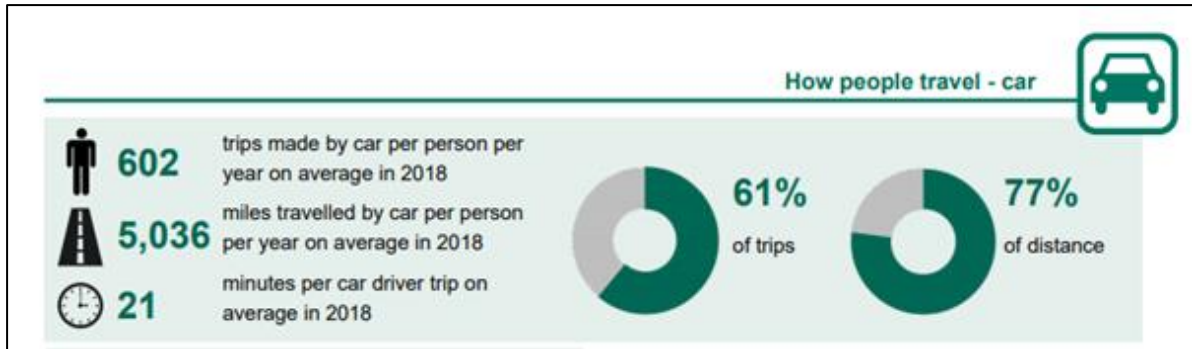


Figure 7.2 Average number of car trips, per person England, 2018 (Source: [National Travel Survey 2018](#) )

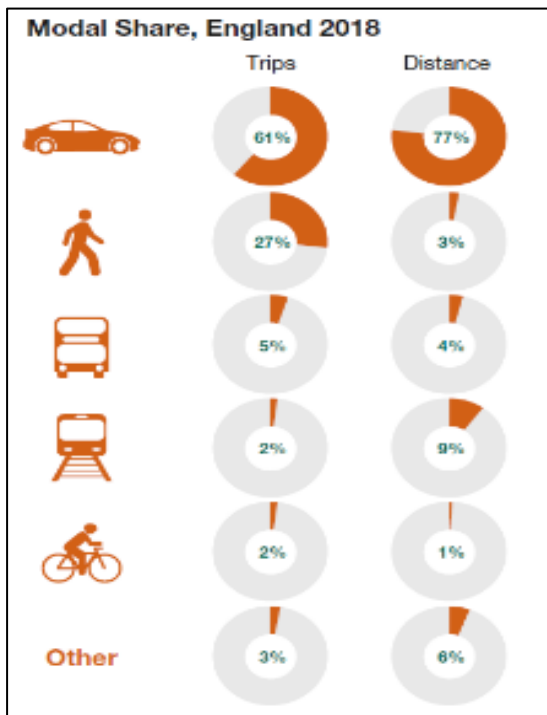


Figure 7.3 How we travelled, 2018 (Source: [National Travel Survey 2018](#))

44. Figure 7.4 breaks down car trips further and shows that approximately 50% of journeys made by car in England were for leisure or shopping purposes.

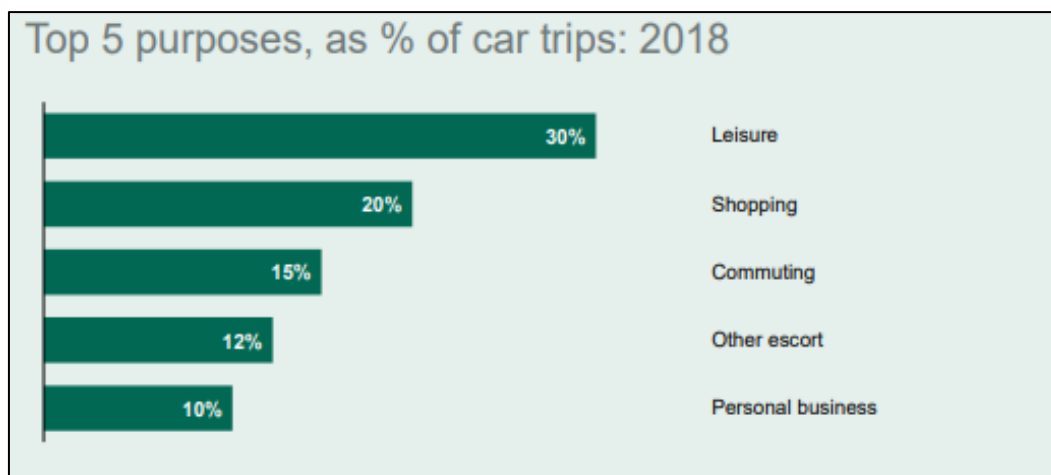


Figure 7.4 Top 5 purposes, as % of car trips: 2018 (Source [National Travel Survey 2018](#))

45. Figure 7.5 shows the distance travelled and total number of trips using all modes for households with and without access to a car in England. 94% of car journeys are under 25 miles, with 58% under five miles in 2018.



Figure 7.5 National Travel Survey 2018

46. Cars today have lower emissions, with the average car in 2018 emitting just over 20% less CO<sub>2</sub> for the same mileage than the average car in 1990. However, average CO<sub>2</sub> emissions per mile for new cars have risen since 2016. This is mainly due to the increasing weight of vehicles.
47. Government recently brought forward the deadline for ending the sale of new petrol and diesel cars/vans to 2030. The current age of cars at scrappage in the UK is 14.5 years, and vans 12 years. Based on these figures the Wiltshire car and van fleet would not be entirely zero emission until 2045.

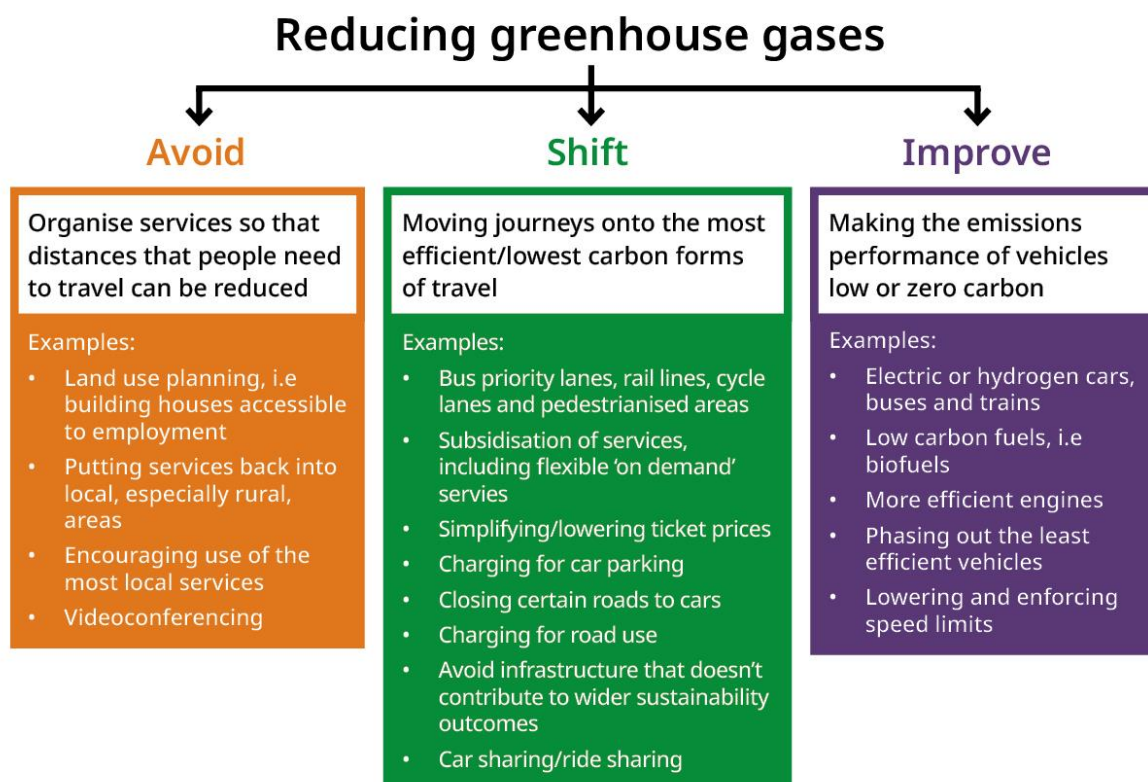
48. How goods are moved in, out and around Wiltshire is changing. Van traffic nationally has increased by 104% since 1990, with van emissions increasing since 1990 by 67%. Much of this change is attributed to service vehicles and 'last mile' internet delivery services. In 2018, Heavy goods vehicles (HGVs) accounted for 17% of domestic UK Transport emissions, with HGV traffic increasing by 10% between 2012 and 2018.
49. Air quality in Wiltshire is generally very good. [Wiltshire](#) does, however, have eight Air Quality Management Areas (AQMA's) where air quality is failing to meet national standards: Bradford on Avon, Calne, Devizes, Marlborough, Westbury and three in Salisbury. Pollutants of most concern are Nitrogen Dioxide (NO<sub>2</sub>) and Particulate Matter. Decarbonising the transport system will improve air quality and health: in the UK approximately 40,000 deaths per year are linked to air pollution.

#### **What does a climate resilient and carbon neutral Wiltshire look like?**

- Transport in Wiltshire has become fossil fuel free.
- Active travel is the mode of choice for short journeys, for example by 2030, 50% of journeys in towns to be by bicycle or walking, in line with DfT [Walking and Cycling Plan](#).
- Cycling infrastructure further developed to support increased utility cycling (cycling to work/school/shops etc rather than for leisure).
- Vehicle weight reduces significantly to circa 1000kg (currently average car weighs 1,400kg).
- Wiltshire has no air quality management areas.
- Community car clubs, car sharing and demand responsive transport help to reduce emissions and social/economic exclusion.
- Wiltshire embraces new forms of transport such as [automated vehicles](#), drone deliveries and cargo bikes.
- Broadband infrastructure enables high connection speeds, reducing the need to travel.

#### **What will make this happen?**

50. National policy will be critical in determining a roadmap for how the nation moves to carbon neutrality and also the responsibilities of local authorities in supporting this goal. The forthcoming DfT decarbonisation plan (complementing the existing [Cycling and Walking Plan for England](#)), anticipated to be published in spring 2021, will support the council in understanding its role in supporting the DfT's vision for the UK, particularly within our context as a rural county.
51. Identified national funding will be required to support the development of a carbon neutral network. The provision of a charging network for EV's will need significant investment as will conversion to low emission buses/trains and enhancing our cycling/walking infrastructure. The DfT's Active Travel Fund is enabling the council to make short-term improvements to cycling infrastructure but much more funding is needed.
52. As the county's vehicle fleet moves to electric, new skills will be required to support in the vehicular maintenance field and to help the roll out of a network of charging points.
53. National policy decisions relating to planning will also impact on our EV charging network. Policy will determine whether new housing developments will be required to provide the necessary infrastructure to support an EV charging point.
54. Structuring our response to reducing transport related GHG using a whole system approach will be more fruitful than focusing on active travel or migration to EV on their own. Figure 7.6 below proposes the adoption of an Avoid, Shift and Improve model to realise this opportunity. The examples included are measures that are often considered in this context.



Adapted from LGA Decarbonisation workshop February 2020

Figure 7.6 Reducing greenhouse gases, avoid, shift, improve

### What Wiltshire Council can do

- Lead by example and migrate to a low carbon fleet through its Fleet Strategy
- Work with commercial transport operators to help them migrate to low emission solutions, such as Salisbury electric buses
- Working with partners, for example to assist in the creation of new jobs, skills and supply chains to support migration to an EV network
- Look to strengthen policy, key ones being the review of the Local Transport Plan and the Local Plan which will set the vision at a county level for a sustainable transport system
- Ensure that new developments are located and designed to reduce the need to travel, and enable sustainable travel options
- Highlight examples of best practice, such as community energy projects being used to power EV infrastructure
- Lobby government - for example in relation to national policy barriers and funding for e.g. active travel infrastructure improvements and electrification of Wiltshire rail
- Work with government to provide active travel infrastructure to encourage modal shift to cycling and walking

## 7.2 Built Environment

### Where we are now? Existing buildings

55. More than two thirds of domestic emissions come from the burning of fossil fuels in the form of gas, heating oil and other fuels (Figure 7.7) and this will need to be changed in a net zero carbon future.

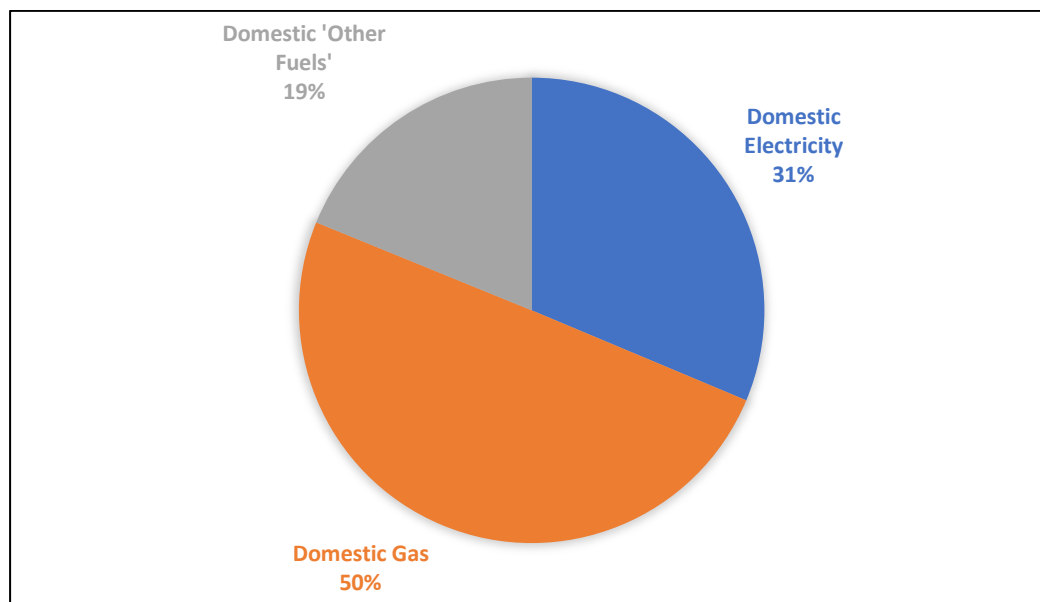


Figure 7.7 Wiltshire domestic emissions by source (BEIS data)<sup>3</sup>

56. Energy Performance Certificates (EPC) show how energy efficient a domestic property is, and almost all of Wiltshire's 201,991 dwellings have ratings B-F (Figure 7.8). Energy inefficient housing can lead to fuel poverty (where households are unable to keep their homes warm for a reasonable cost) and this is a major problem for many households and can result in poor health. [Warm and Safe Wiltshire](#) provides home energy efficiency advice and grants to full-poor households.
57. The data for non-domestic buildings also shows low levels of energy efficiency (see Figure 7.8) and high levels of greenhouse gas emissions from the use of fossil fuels. Within the emissions for non-domestic buildings, in particular for industry, there will be significant emissions from processes, product use and machinery rather than solely from the buildings.
58. New national funding streams for retrofitting buildings were launched in 2020: the [Green Homes Grant](#) aims to stimulate energy efficiency and the demand for technologies such as air source heat pumps in homes, and the [Public Sector Decarbonisation Scheme](#) is focused on decarbonising heat in public buildings.

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<sup>3</sup> Domestic 'Other Fuels' is a range of fuels that includes heating oil and coal



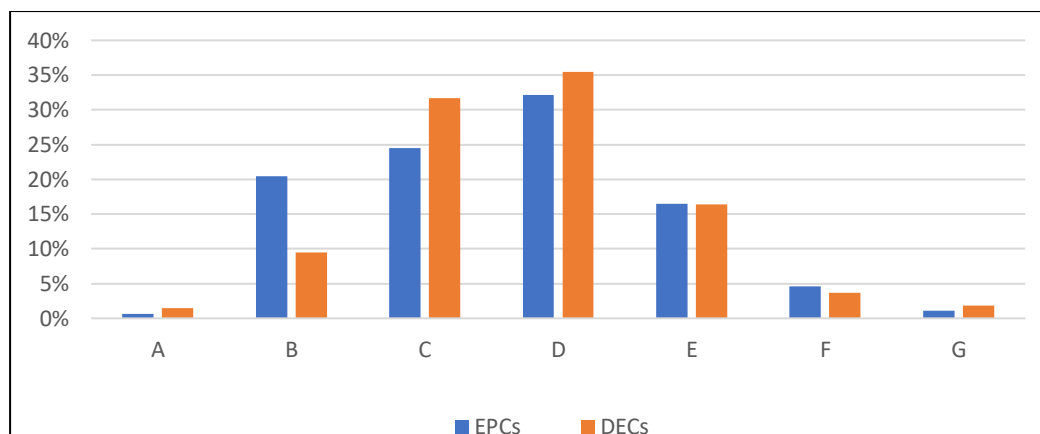


Figure 7.8 Wiltshire registered EPCs and DECS 2016-2020<sup>4</sup>. (BEIS data)

### Where we are now? New buildings

59. New dwellings and buildings are being built to higher standards due to more stringent requirements within building regulations, but currently new buildings within Wiltshire are not required to be zero carbon or to include renewable energy generation or storage technologies. Higher standard individual developments (incorporating for example high levels of energy efficiency, renewable energy technologies and layouts that take advantage of natural solar gain and shading) do sometimes come forward.
60. Housing forecasts undertaken for the emerging Local Plan predict Wiltshire will need between 40,840 and 45,630 additional dwellings over the period of 2016 to 2036. Even when taking the higher figure, 60% of this number have already been granted permission or allocated in the existing local plan and as such offer limited opportunity for zero carbon standards and future retrofitting will be required. New allocations in the emerging Local Plan, which can be required built in accordance to the emerging Local Plan policies, will offer the greatest opportunity to implement higher standards

### What does a climate resilient and carbon neutral Wiltshire look like?

61. In order for Wiltshire to achieve our 2030 ambition, all existing and new buildings would need to be net zero carbon. This would mean retrofitting approximately 400 homes per week for the next 10 years. Some housing types are likely to be more challenging and expensive than others to retrofit, such as listed buildings or older properties that have solid walls.
62. There are national aims to decarbonise electricity coming from the grid. However as shown above, a bigger part of the challenge is how to decarbonise heating as this is essential for net zero carbon. Alternative forms of space heating will be preferred, replacing gas - whether this is technologies such as individual heat pumps or electric heating, wider area schemes such as district heating networks, or new technologies such as hydrogen. To help store energy generated at the property and to help with demand management (see the energy section) buildings and domestic properties may also require heat and electricity storage, such as using batteries from electric vehicles.

<sup>4</sup> The Registers do not hold data for every domestic and non-domestic building or every building occupied by public authorities in England and Wales. Buildings only require an EPC when, sold, let or constructed. DEC are only required where a building is frequently visited and over 250 square metres. Not all public buildings would meet those criteria. These statistics should, therefore, not be interpreted as a true representation of the whole of the building stock in England and Wales, but viewed as part of a wider package of Government's provision of information on the energy efficiency of buildings.

63. To ensure maximum energy reduction, the users of all buildings will need to understand how to use them efficiently and policy will need to be in place to ensure fuel poverty is being tackled.
64. Existing properties are only one part of the residential mix; new buildings will need to be built to a zero carbon standard (or if this is not possible within the current regulatory framework, they will also need to be retrofitted relatively soon after construction).
65. Furthermore, both existing and new buildings and places will need to incorporate a range of measures to ensure they are resilient and adaptable to climate change - see Figure 7.9.

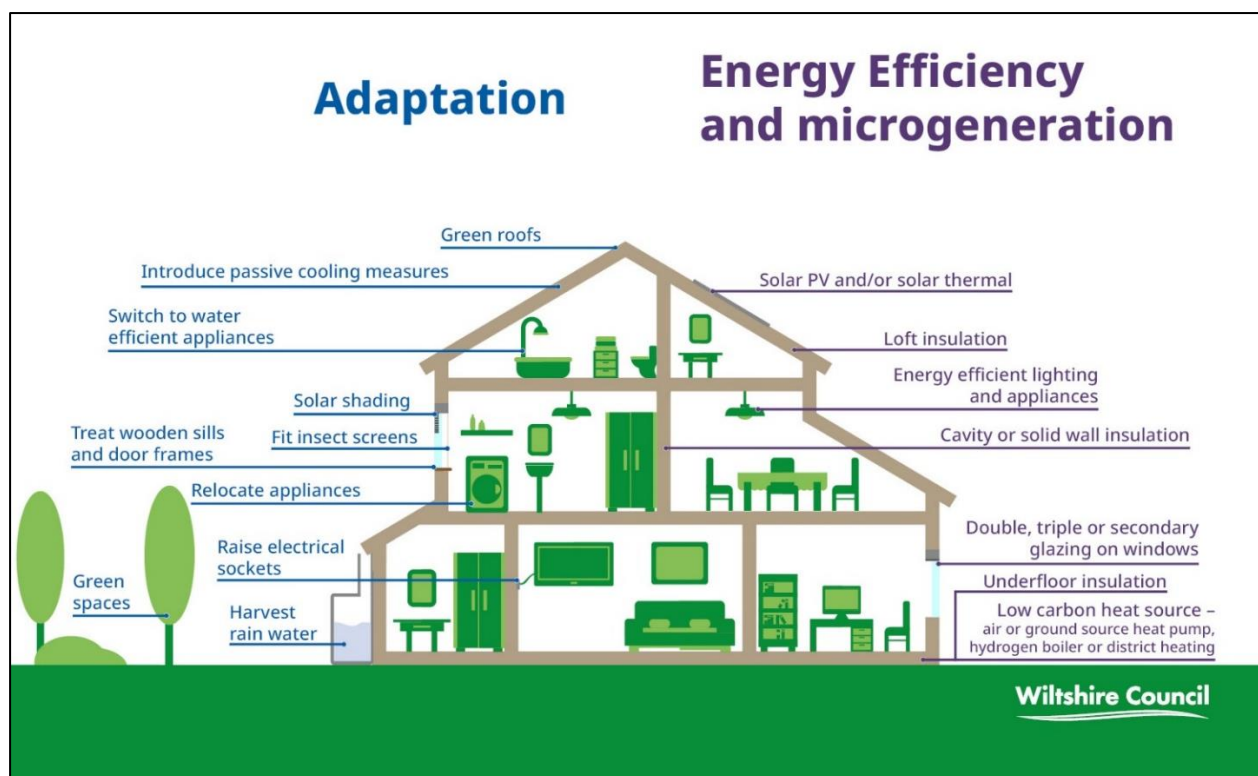


Figure 7.9 Domestic dwelling showing adaptation and energy efficiency and microgeneration.

### What will make this happen?

66. A skilled workforce and strong supply chains will be needed to deliver the scale of retrofitting needed (see Green Economy theme). Alongside that householders and businesses will need to implement measures at a significant pace. Funding will be important, in particular to stimulate the uptake of new technologies, and to ensure those in, or at risk, of fuel poverty or on low incomes can access the measures.
67. National policy and funding will have an important role in driving change (via for example the [Green Homes Grants](#) mentioned previously or new standards such as the [minimum energy efficiency standards \(MEES\)](#) in domestic rented property). National policy needs to avoid being a barrier to the implementation of higher local standards, for example, limits on the measures that can be put forward via planning policy. Significant funding will need to be allocated for retrofitting schemes, building on the Green Homes Grant and Public Sector Decarbonisation Scheme.

68. The Government's [Energy White Paper](#) (December 2020) aims to:
- increase voluntary installation of heat pumps from 30,000 a year to 600,000 a year by 2028 – with a planned Clean Heat Grant to support installations from 2022.
  - phase out installations of gas boilers by mid-2030s – with all newly installed heating systems from this date being low-carbon or able to be converted to use clean fuel.
  - ensure new homes built from 2025 onwards are zero-carbon ready – including consulting on whether it's feasible and appropriate to end the connection of new-build homes to the gas grid.
69. The Committee on Climate Change has also recommended phasing out sales of oil boilers by 2028 and making new gas boilers hydrogen-ready by 2025.
70. Further to the steer to phase out gas boilers, national government will need to provide leadership on which technology is pursued – hydrogen or electric - and until we have this decision efforts will need to focus on solutions that are compatible with each scenario.

#### **What Wiltshire Council can do**

- The council can drive forward and build upon its own initiatives such as new zero carbon council homes, retrofitting council homes, Warm and Safe Wiltshire, and access as many funding streams as possible, for example [Salix](#) 0% loans
- Partnership working and engagement with organisations within Wiltshire will be key to raise awareness of the scale of the challenge and how everyone can take action
- Work with partners, for example to assist in the creation of new jobs, skills and supply chains
- Look to strengthen policy, a key one being within the review of the Local Plan
- Highlight examples of best practice
- Lobby government - for example in relation to national policy barriers and funding for retrofitting hard to treat properties

### **7.3 Energy generation, storage and distribution**

#### **Where we are now?**

71. Electricity is largely provided through a central grid with the majority of participants as passive users. Grid electricity has been significantly decarbonised with almost half of electricity coming from renewable sources and further measures are ongoing. The burning of fossil fuels for heat (both domestic and industrial) and transport make up 80% of current energy use in Wiltshire and therefore this energy use will need to be decarbonised.

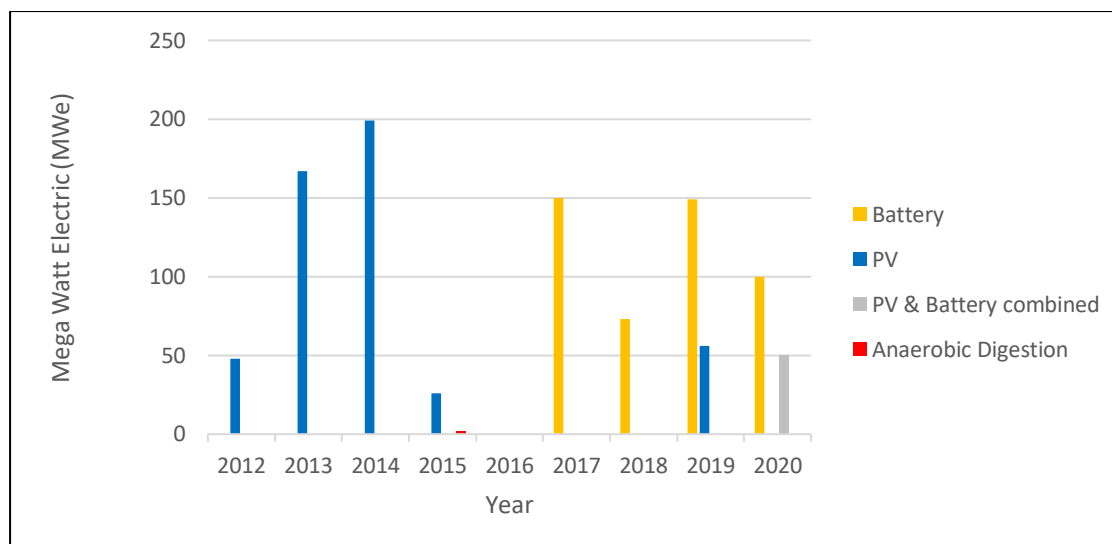


Figure 7.10 Planning applications submitted (and subsequently approved) larger than 1 MWe ([BEIS Renewable Energy Planning Database](#))

72. Wiltshire currently generates only a small proportion of its total energy use from renewable sources (6%) and this is predominantly from solar photovoltaic installations (Figure 5.5). Additional renewable generation will be impacted by grid capacity which has existing constraints. Technology is beginning to change, for example planning applications within Wiltshire show battery storage starting to come forward at scale (Figure 7.10).

#### What does a climate resilient and carbon neutral Wiltshire look like?

73. The energy we require has been reduced as far as possible through energy efficiency measures. The energy we then use for heat and power has been decarbonised (see section below). The current grid system has been transformed so that all buildings (including homes) interact with the grid. Demand is better managed as buildings can generate, export and store electricity, including from electric vehicles (Figure 7.11). There is access and participation for all. Grid resilience measures (for example in relation to extreme weather and its effects, such as flooding) continue to be implemented.

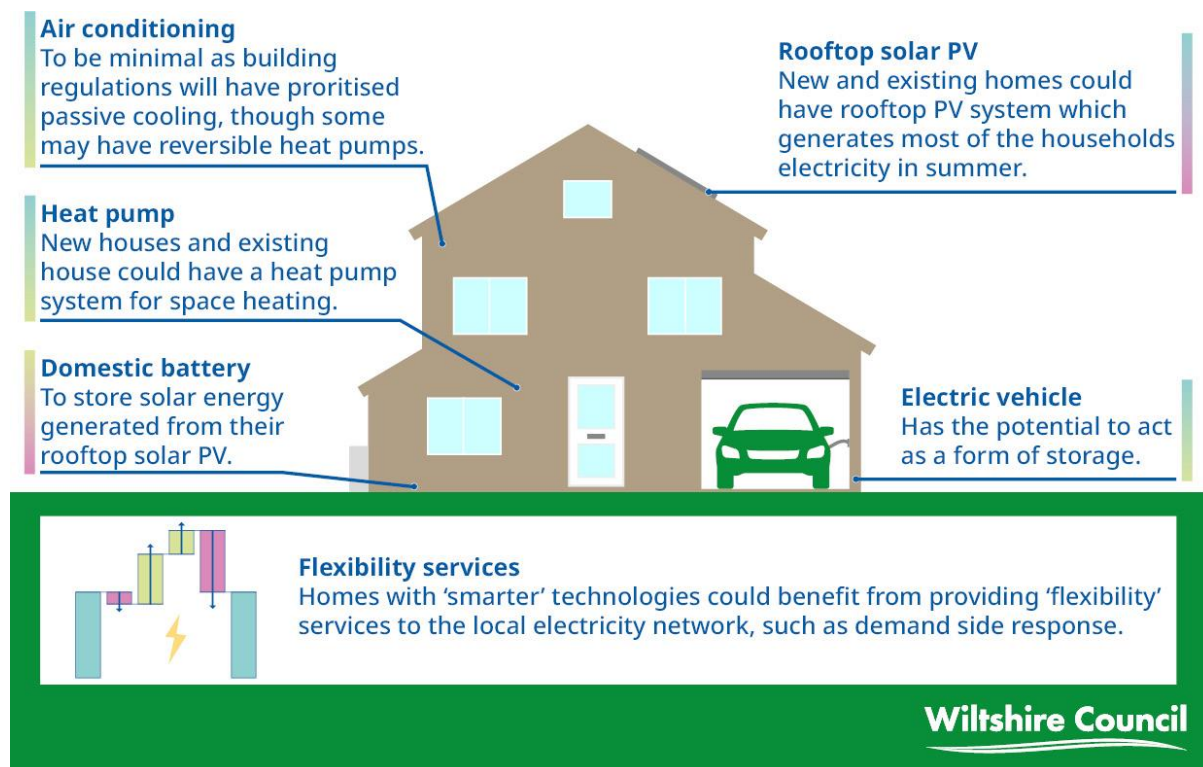


Figure 7.11 Domestic property with smart functionality

### What will make this happen?

74. As outlined above the grid will need to transform to a smarter more interactive system whilst ensuring fair access to smart technologies as well as the grid itself. There are various ways to get to net zero carbon and these are modelled by the National Grid under [Future Energy Scenarios](#). The scenarios set out overall national assumptions, including how energy generation is to be decarbonised at a larger scale, including for industry. For example, hydrogen is stated as an important energy generation technology for replacing fossil fuels such as natural gas in various sectors as well as for its role as a storage technology. Bioenergy<sup>5</sup> is seen as necessary however its provision raises considerations in terms of supply and land use. Whilst it is not known what the exact future mix of technologies will be to reach zero carbon, the scenarios show different pathways to get to the same goal. It is therefore important to focus on what can be done now.
75. Energy efficiency and energy reduction measures will be an important starting point to manage demand and to enable decarbonisation of all sectors including commercial and industry.
76. A considerable increase in renewables and storage will be needed. Grid capacity will be an important consideration for large-scale renewables, major development sites, and potentially for smaller scale generation where there are already [grid constraints](#) (particularly until a smarter system is in place). The change to electric vehicles and the decarbonisation of heat are also likely to have significant impacts on electricity requirements and therefore also the grid.

The grid is managed by the local District Network Operator (DNO), soon to be renamed a District Systems Operator (DSO) to reflect the smarter grid we are moving to. In Wiltshire our DNO is [Scottish and Southern Electricity Networks](#) and they are a key organisation to

<sup>5</sup> Bioenergy is produced when organic feedstocks like energy crops, forestry and agricultural waste and biological materials are used to produce energy

facilitate the required changes to the grid along with other national organisations such as OFGEM and central government. There are Smart-Grid trials running through the country such as [Project Leo](#). For those buildings not connected to the grid, alternative net zero carbon solutions for heating may need to be investigated.

77. Not all renewable energy or low carbon generation will be undertaken within Wiltshire, so national policy is key for setting out the way forward for future technologies. For example, the government has committed to increasing offshore wind capacity to 40GW by 2030, which would be enough to power every home in the country based on current electricity usage. The UK currently has the largest installed capacity of offshore wind in the world, with around 10GW in operation.
78. Many organisations and businesses within Wiltshire, including community energy groups, have been taking forward renewable energy and other innovative schemes and these can be built upon.

#### **What Wiltshire Council can do**

- Use the council's own green electricity tariff to raise awareness of the benefits of these for zero carbon
- Invest in renewable energy generation in suitable locations through the council capital programme and Stone Circle Energy Company
- Continue to deliver Warm and Safe Wiltshire to ensure fairness for all
- Use the Local Plan review to increase renewable energy capacity, to consider the role of off-grid solutions (such as district heating) and other opportunities to use energy most efficiently. The council will commission research to assess projected energy demands and opportunities for energy generation in the county to inform the Local Plan
- Engage with organisations such as Scottish and Southern Electricity Networks to investigate Smart-grid, battery storage and grid capacity (including and linking to Electric Vehicles) and the opportunities and barriers within Wiltshire
- Work with partners to encourage local innovation using new technologies and develop a skilled local workforce
- Explore the role of community energy in increasing renewable energy generation and supporting uptake of micro-generation, car clubs and other local initiatives

## **7.4 Green and circular economy**

### **Where we are now?**

79. Our economy in Wiltshire is noted for its innovation and entrepreneurialism and its good quality of life is a draw to businesses and employees. Wiltshire's rich historic environment and landscapes, including three areas of outstanding natural beauty, mean that tourism will be an ongoing part of the economy. The farming industry in Wiltshire is a significant contributor to food production in the South West and nationally and forms the working environment and landscape that we are familiar with.
80. This context represents opportunities and challenges in relation to carbon reduction and climate resilience.

81. In 2020 there were 22,200 Wiltshire businesses, of which 90% were micro businesses (with 9 employees or fewer) and only 75 were large (250+ employees). In 2019 Wiltshire had a total of 207,000 jobs. Figure 7.12 shows that the dominant employment sectors that year were retail, health and social care, professional services and public administration. In 2018, 1800 jobs in Wiltshire could be classified as green jobs. The current economic downturn is likely to impact more on some sectors than others, so the proportions in Figure 7.12 are likely to change.

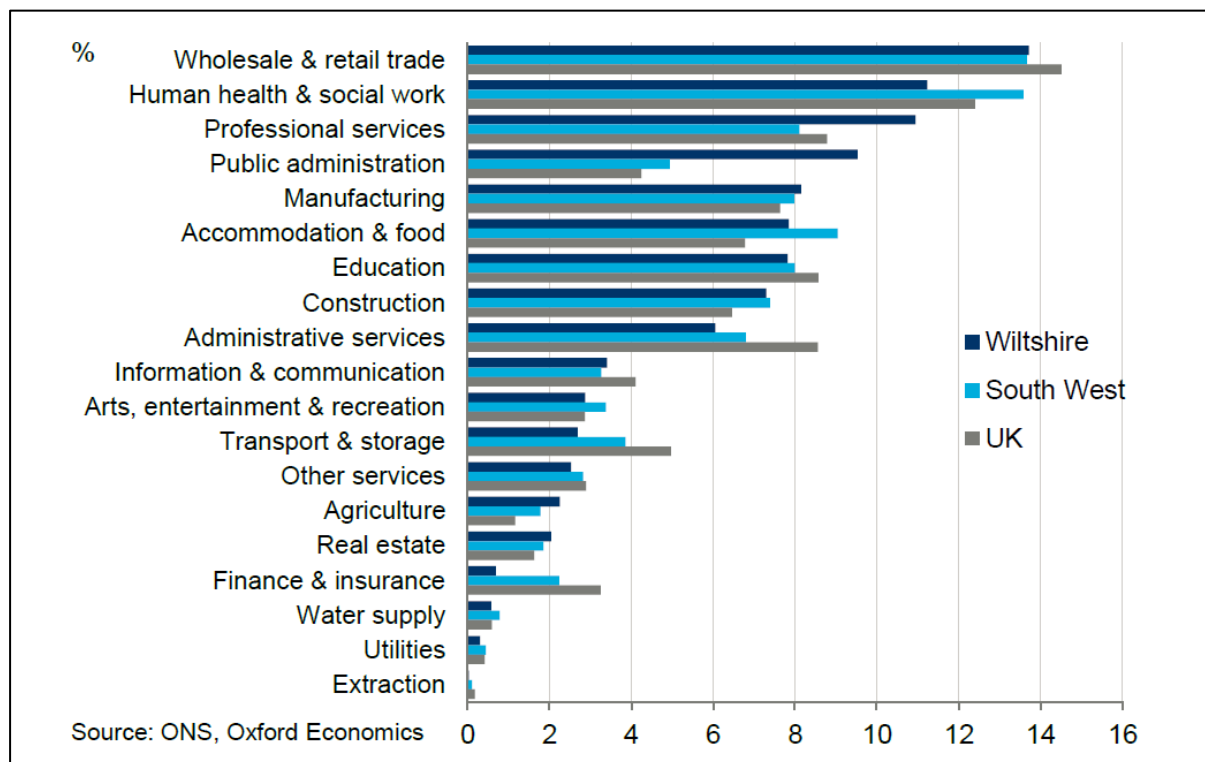


Figure 7.12 Wiltshire share of jobs by sector. Office for National Statistics, 2019

82. The Government’s “10-point Plan for a Green Industrial Revolution” indicates the importance placed on supporting the green economy, for its capability to support the carbon neutral ambition, as well as the opportunity to provide employment and skills to support economic recovery. As set out in the built environment theme, financial grants are already being offered to support decarbonisation of public sector buildings, and to help individuals make energy efficiency improvements to their homes.

83. The Swindon and Wiltshire Local Enterprise Partnership produced a [Local Energy Strategy](#) in 2018 which focuses on four key priorities for the area:

- Smart grids and mitigating constraints
- Hydrogen technology innovation and deployment
- The transition to new energy vehicles
- Low carbon growth

84. The [Target 2030](#) programme provides advice and funding to SMEs to save on their energy bills.

**What does a climate resilient and carbon neutral Wiltshire look like?**

85. Our market towns are effective service, employment and retail hubs which reduce the need to travel for work, shopping, etc.

86. Wiltshire businesses are carbon neutral and climate resilient, and Wiltshire has a strong, green economy. To be 'green' our economic activity must avoid environmental degradation, be efficient, resilient and fair. It includes investing in sectors that can support a transition to carbon neutrality alongside economic recovery.
87. This means strengthening sectors such as renewable energy, sustainable construction, water management and sustainable transport.
88. For Wiltshire businesses this means putting in place systems and measures to monitor and reduce emissions. Businesses will also need to assess and be prepared for the risks associated with climate change, for example the need to plan for overheating which can affect buildings, infrastructure and operations, as well as having implications for staff productivity and the need to adjust working patterns or protective measures. The challenge for small and medium sized enterprises (SMEs) to implement the necessary measures with limited resources and expertise is recognised.
89. At the heart of a resilient, carbon neutral economy is the concept of **circular economy**. This means that resources are used as efficiently as possible and changes what was traditionally a linear process – using things and then throwing them away - to a circular process where value is retained and recovered within the system, as shown in Figure 7.13.

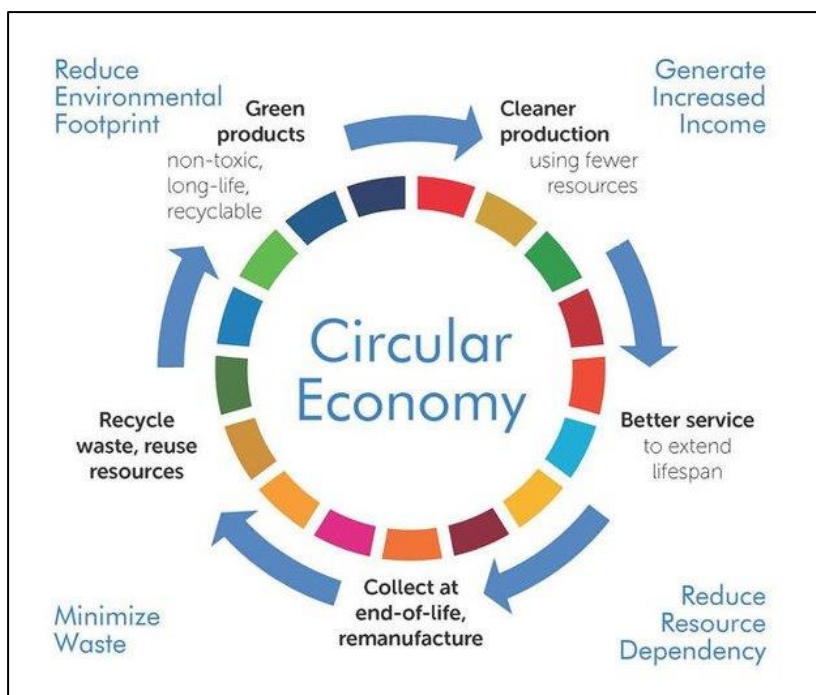


Figure 7.13 Illustration of a circular economy

### What will make this happen?

90. The Local Plan provides a framework to support the sustainable development of our market towns.
91. We will need to seize all available opportunities to create jobs that support the transition to a carbon neutral Wiltshire as these will also support economic recovery following the pandemic. Estimates by the Local Government Association show Wiltshire's [potential](#) for jobs in the low-carbon and renewable energy sector as illustrated in Figure 7.14. This shows that 6,856 green jobs will be required by 2030, and 13,040 (6% of the current total) are projected to be green jobs by 2050. Given Wiltshire's current position of 1800 green jobs, this gives a compound annual growth rate of approximately 12% to 2030 and 3% to 2050.



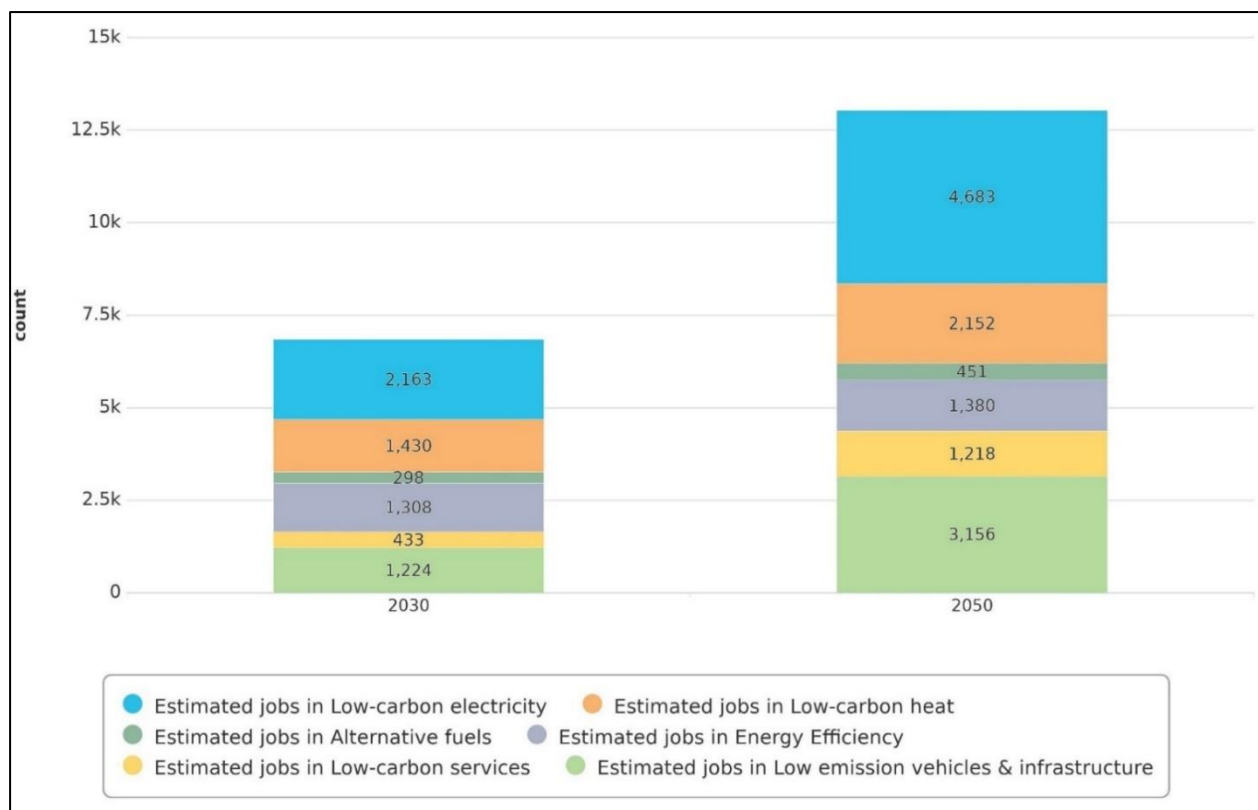


Figure 7.14 Estimated number of direct jobs by sector in Wiltshire (LG Inform)

- 92. Wiltshire and Swindon’s Local Industrial Strategy recognises that we are at the brink of change and aims to help shape Wiltshire as a prosperous, productive and inclusive community.
- 93. Government funded projects to decarbonise public sector buildings and to retrofit council homes can incorporate opportunities to develop skills in the county, showcase new technologies, and provide employment. Funding will need to be ongoing to encourage employers and training providers to invest in skills development.
- 94. Innovation will be a key part of the transition to a circular economy. Wiltshire’s industries will need to explore how to reduce emissions and increase resource efficiency throughout supply chains. There is an opportunity to capitalise on the Great West Way touring route and showcase positive projects, including carbon neutral catering and tourist venues.
- 95. Consumers will increasingly need to take into account the impacts of their choices – more information, e.g. labelling, will help us to be aware of carbon emissions, recyclability and ethical impacts of products, services and technology that we use.
- 96. A shift to more local production and distribution is a key opportunity, requiring significant investment in local town centres and a change in shopping habits.
- 97. The required changes for a green, resilient and circular economy cannot be achieved by any one organisation or community alone. All levels of government, as well as campaign groups, community groups and individuals will need to embrace the transition in order to make the necessarily changes.

98. Jobs will be created in some sectors and lost in others. To date 'green' products have often been a luxury that not all can afford. It is crucial that everyone can benefit from the transition to a low carbon future and there is support and information for businesses, organisations and individuals who need it.

#### **What Wiltshire Council can do**

- Stimulate the green and circular economy and local supply chains by championing best practice in key sectors such as waste management and recovery, housing retrofit, electric vehicles and investment in renewables
- Work in partnership with Wiltshire's larger companies on resource efficiency and best practice
- Work with its suppliers to require, encourage and support them to measure and decrease their carbon emissions
- Work with local networks to support small organisations, from SMEs to local charities, to become resilient and sustainable
- Continue to promote 'shop local' campaigns
- Support the growth of businesses focused on sustainability and attract new ones to invest in the county
- Work with training providers and employers to increase training for green skills
- Input to government policy and funding programmes, to make sure they are appropriate for Wiltshire residents and businesses

## **7.5 Natural environment, land use and farming**

### **Where we are now? Natural environment and resilience**

99. The natural environment is an intricate, finely-tuned system that supports our physical and mental wellbeing, provides resources for all life and economic activity and also incorporates complex climatic processes. The term 'ecosystem services' is used to describe the functions that the natural environment provides.
100. In nature, the carbon cycle emits and absorbs carbon dioxide all the time, for example through photosynthesis absorbing CO<sub>2</sub>, soil and oceans storing CO<sub>2</sub> and volcanic activity, decomposition, and respiration emitting CO<sub>2</sub>. Additional greenhouse gases are important, such as methane (CH<sub>4</sub>). Human influences on emissions are not only due to fossil-fuel burning, but also due to the way land is used and managed.
101. Trees and vegetation are natural stores of carbon and tree planting can play a role in offsetting our carbon emissions. UK average woodland coverage in the early 1900s was only 5%. 100 years later we have now increased to 13% nationally. The national target is to increase tree cover to 19% by 2055. In this context, our current tree cover in Wiltshire is 9% and we will need to define an appropriate target that takes into account our landscape and archaeology, as well as competing land uses.
102. We often look to trees when we think of carbon offsetting. However, soils simultaneously produce food, store carbon and purify water, so they are a crucial part of the earth's ecosystem services. The threat to soil is as important as the climate and biodiversity crises. Soil is being lost all the time, and it takes thousands of years for soil to be produced. The type of land use, e.g. cropland, grassland, wetlands, forest, settlements, and land

management practices determine how much carbon the land holds or emits. The health of the soil and associated habitats are also vital in terms of resilience to climate change effects such as biodiversity loss and flood risk.

### Where are we now? Food and farming

103. The South West region is home to nearly a quarter of the nation's agricultural holdings, contributing twice as much to the economy and generating twice as many jobs as the average English region. Within the South West, Wiltshire is the most farmed county, with more than three quarters of its land being farmed commercially (273,555 ha of Wiltshire's total 348,500 ha). Figure 7.15 shows some of the changes in farming over time.

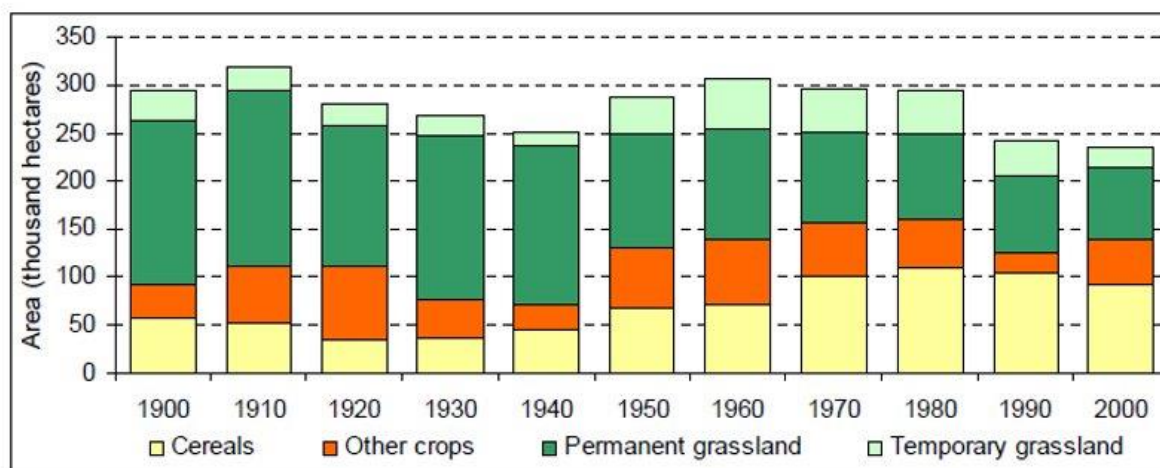


Figure 7.15 Wiltshire farming types - historic changes over time. (Wiltshire Council Landscape Character Assessment 2005)

104. GHG emissions from agriculture, forestry and other land uses ('AFOLU') come from

- Methane from livestock
- fertiliser production and application
- soil disturbance and compaction
- use of energy in farm buildings, machinery and waste

105. Our SCATTER<sup>6</sup> analysis completed in 2019 indicated that 4% of Wiltshire's emissions comes from agriculture (112.9 ktCO<sub>2</sub>e). However, this is likely to be a significant underestimate and more research is needed to fully understand the emissions in this sector.

106. Land use, land use change and forestry (LULUCF) is a complex area, and in terms of carbon monitoring and accounting is one of the most difficult. For that reason, the Tyndall Centre (see section 5.2) suggests putting in place measures to reduce emissions, but monitor and track LULUCF separately from other sources and exclude it from Wiltshire's carbon budget.

107. In addition to emissions generated within Wiltshire through food production, our food also has an environmental (and social) impact elsewhere, both in its production and its transportation. Consumers are already becoming aware of the benefits of buying local, however there is currently a lot of confusion around the pros and cons of choices, for example in relation to eating less meat, or choosing organic.

<sup>6</sup> SCATTER – 'Setting City Area Targets and Trajectories for Emissions Reduction' is a tool for local authorities to understand and analyse carbon emissions for their area.

### **What does a climate resilient and carbon neutral Wiltshire look like?**

108. We need to look for ways to reduce carbon emissions from agriculture and other land uses. This includes working towards sustainable, low-carbon food and farming systems, where food production, whether within our county or elsewhere, minimises its environmental impact.
109. At the same time, the role of the natural environment in relation to climate is crucially around its ability to absorb greenhouse gases, and its potential for helping us to adapt and be resilient to climate change.
110. In this context, the ultimate goal is to achieve a stable environment, that is able to provide ecosystem services to support social, economic and environmental wellbeing. All ecosystem services are interlinked, but for carbon neutrality and climate resilience we need to focus on:
- Sequestration of carbon, by vegetation and well-managed soils
  - A strong network of green and blue infrastructure of different habitats – providing biodiversity resilience
  - Natural water management – reducing flood risk and summer droughts, and providing cooling corridors
  - Green networks to provide opportunities for sustainable, active travel, cooling and shade
  - An optimal balance between food production and other land uses such as woodland creation, renewable energy generation, housing.

### **What will make this happen?**

111. We need to work with and support and protect the natural environment to reduce emissions (including offsetting measures) and become more resilient to climate changes
112. [Nature-based solutions](#) are actions to protect, sustainably manage or restore our ecosystems that address identified socio-economic and environmental issues, so we will need to look for options that offer benefits for biodiversity and human well-being, alongside carbon emissions reduction.
113. In Wiltshire this means:
- Reducing our carbon emissions to almost zero and using nature-based solutions (e.g. tree planting, better management of soils) to offset the remaining unavoidable emissions
  - using nature-based solutions alongside technical measures to help us adapt and be resilient to a changed climate.
  - decisions and operations undertaken by Wiltshire organisations and businesses should place value on ecosystem services and fully consider impacts on the natural environment.
114. Wiltshire, as a rural county, has perhaps more potential than some other local authorities to use land to sequester carbon emissions. However, this raises the question of how our countryside should be used. We will need an open discussion to develop a vision and solutions that ensure a balance between land uses for food, carbon storage, renewable energy generation and development, while supporting health and wellbeing of people and nature. For example, solar installations may remove the ability to produce food on that land but can also bring benefits in relation to improvement of soil and biodiversity.

115. It follows that our future landscapes may look different to what we are currently used to. In order to be carbon neutral and resilient it will be important to be pragmatic and open to necessary change, as well as valuing the historic, cultural and working environment that makes Wiltshire special and gives us a sense of place and identity.
116. To date, farming subsidies have not necessarily supported widespread uptake of sustainable land management practices. The government's post-EU agricultural policy, including the [Environmental Land Management Scheme](#) (ELMS), alongside the [Environment Bill](#) represent opportunities for a low carbon farming future.

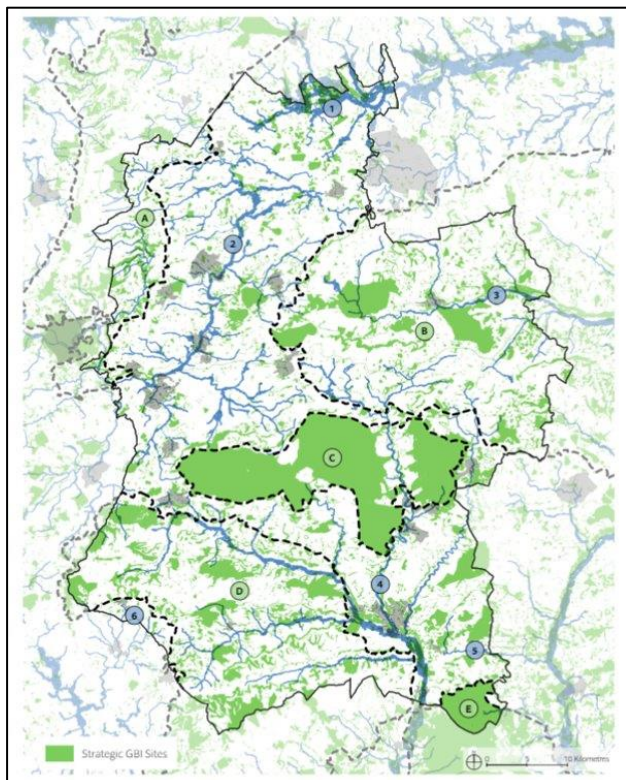


Figure 7.16 Wiltshire's Green and Blue Infrastructure Network. (Wiltshire GBI Strategy)

117. Wiltshire's network of water bodies, river catchments, green open spaces, parks, woodlands all link and function together as a **green and blue infrastructure network** (shown in Figure 7.16). This resource needs to be bolstered, so that it can help offset emissions, offer shading and cooling, opportunities for active travel, recreation and wellbeing, flood risk management and support biodiversity. The emerging Wiltshire Green and Blue Infrastructure Strategy has 'adaptation and resilience to climate change' as the first of its three goals. The strategy will provide a framework for Wiltshire-wide improvements and protection of the network. It needs to be delivered in partnership with stakeholders, including developing delivery plans for nature recovery, tree and woodland planting and integrated water catchment management.
118. The Environment Bill provides the basis to support this work, for example developing a national [Nature Recovery Network](#) to address biodiversity loss, climate change and wellbeing, and includes increasing woodland cover, with associated funding, including the '[Nature for Climate Fund](#)'.
119. While trees are part of the solution to reduce carbon dioxide in the atmosphere, tree planting alone is nowhere near enough to deal with all our carbon emissions:
- Offsetting 10% of our current emissions as a county would take 104,500 ha - or one third of Wiltshire's area.

- If we were to achieve 19% tree cover by 2055 in line with national targets, in Wiltshire we would need to more than double our tree cover in the next 35 years.
- Other sensitives such as archaeology and special habitats may not be compatible with tree planting. 40% of our area is protected landscape designations.
- Other land uses such as food production, renewable energy production and development may compete.

120. Maximum carbon sequestering benefits happen after about 40 years, so we need to develop a long-term strategy for trees and woodlands in Wiltshire, focusing on planting the right trees in the right places, to ensure maximum benefits. As a county we can also harness the benefits of other land uses than help to sequester carbon, such as permaculture and agroforestry.

#### **What Wiltshire Council can do**

- Support biodiversity, and nature-based solutions through the Wiltshire Green and Blue Infrastructure Strategy
- Work with partners to develop a shared vision for sustainable, carbon neutral and resilient agriculture, forestry and land use in Wiltshire. Exploring optimal balance between food production and other land uses –e.g. renewable energy vs sequestration through woodland
- Review the council decision-making and planning framework so that it values and fully considers impacts on the natural environment
- Research carbon emissions and potential for emissions reductions from the agriculture, forestry and other land use sector
- Work with partners (including County Farms, and existing networks) to measure and understand GHG from Wiltshire farms and forestry, to support sustainable management practices, develop carbon reduction plans, and climate resilience
- Plant trees on its own land where appropriate, and support community groups to plant the right trees in the right places, in alignment with the emerging England Tree Strategy and Wiltshire Tree and Woodland Strategy
- Work with Wiltshire stakeholders and community on ways to reduce GHG emissions from food and farming
- Work with partners to continue to implement the Wiltshire Council Climate Change Adaptation Plan and update the actions

## **7.6 Carbon neutral council**

121. Wiltshire Council has been working to reduce its carbon emissions for over a decade. Since 2010 the council has been monitoring and reporting its carbon emissions, in line with UK government requirements. A suite of documents was produced to help steer the council in its efforts (as shown in Figure 7.17), with some of the following results:

- By 2015, energy consumption from corporate estate had been reduced by 35%
- The council's Carbon Management Plan target – to reduce emissions by 20% by 2017 - was achieved

- Since 2013/14, energy consumption from streetlights has been reduced by 36% thanks to part-night lighting, dimming and the use of LEDs for new and replacement units. During this period carbon emissions have more than halved despite a growth in the number of streetlights as new developments are built.
- Thanks to sustained investment in renewables over time, in 2019/20 the council generated 4747 MWh from renewable sources; 7% from solar PV and 93% from biomass.

122. The new Climate Strategy will build on previous work but also acknowledges the wealth of recent science and knowledge about impacts and solutions.

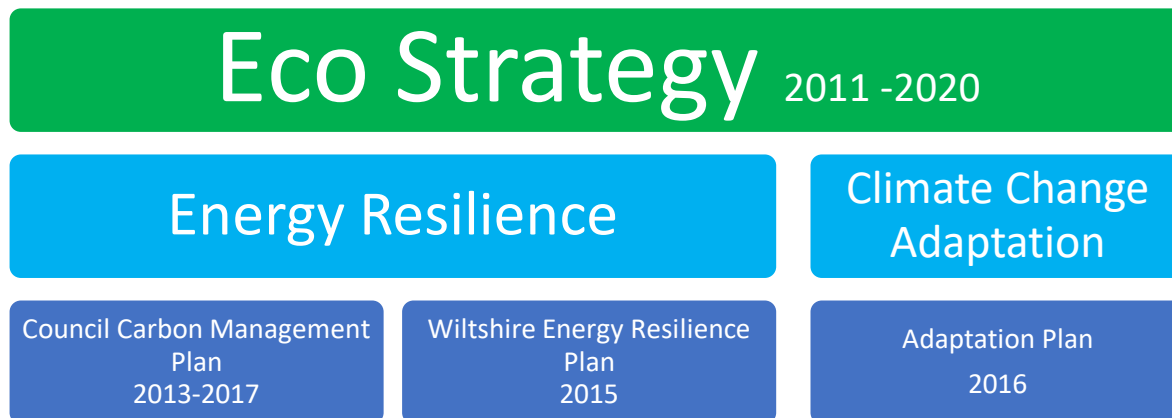


Figure 7.17 Wiltshire Council's existing climate programme documents

### Where we are now?

123. In accordance with the international [Greenhouse Gas Protocol](#), emissions are categorised into 'scopes' depending on how much control an organisation has over them. Table 7.1 sets out a simplified explanation of the scopes.

Table 7.1 Scopes and influence of carbon emissions

Scope	Lever of influence	Definition	Examples
1	Direct control	Carbon emissions from council sources that directly burn fossil fuels, such as gas boilers and combustion engines	Heating of council owned and managed assets, e.g., offices and leisure centres Mileage by council fleet
2	Direct control	Carbon emissions from the council's electricity usage	Power for council owned assets, e.g. offices, leisure centres and streetlights
3	Indirect control	Carbon emissions from sources that the council does not directly control, but over which it has some responsibility and influence	Business mileage by staff Council housing stock and third party occupied buildings Supply chains Community and VC schools Waste management Staff commuter journeys

Scope	Lever of influence	Definition	Examples
Wider county emissions	Regulatory role.  Enabling, engaging, partnership working, leadership and demonstration.	Carbon emissions that are outside of the council's control. Some may be influenced through council regulatory role, e.g. taxi licensing or planning policy.	Emissions from new development.  Emissions from residents  Emissions from businesses  Emissions from other institutions including VA schools and academies

124. Analysis of Wiltshire Council's scope 1 and 2 emissions in Figure 7.18 shows corporate estate and leisure centres together accounting for 64% of emissions in 2019/20, streetlights 30% and council fleet 6%. There is currently a £12m programme to convert streetlights across Wiltshire to LEDs. The 42,000 new units are projected to reduce energy consumption by 67% by 2022/23 compared with the 2013/14 baseline.

125. More than half of the council's energy consumption in 2019/20 was for electricity use in buildings and streetlights. These emissions will be recorded as zero from 2020/21 as the electricity is now purchased through a green tariff and comes from 100% renewable sources.

126. While the ultimate concern is reduction of carbon emissions (which a green tariff allows us to achieve, as shown in Figure 7.19) we also need to look at accounting for energy savings, alongside emissions reductions and cost savings. This would reflect the carbon hierarchy (Figure 4.2) and ensure that we are 'eliminating' and 'reducing' emissions before 'substituting' (with renewables).

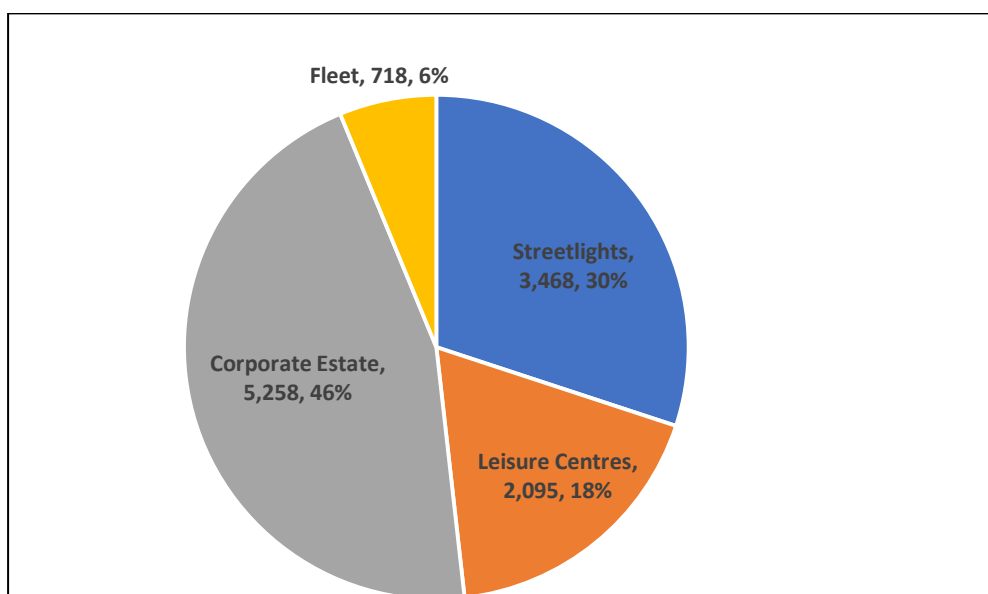


Figure 7.18 Wiltshire Council emissions 2019/20 (scopes 1 & 2, tCO2)



127. The baseline for measuring progress will be the first year Wiltshire Council was created, i.e. financial year 2009/10. However, consistent and comparable data is currently available from 2014/15 which was the point when schools were no longer included in the council's carbon footprint.



Figure 7.19 Wiltshire Council carbon emissions pathway 2010-2030, scopes 1 & 2

128. As Figure 7.19 shows, significant progress has been made towards becoming carbon neutral by 2030:

- In the financial year 2019/20, Wiltshire Council's carbon footprint was 11,641 tCO<sub>2</sub>, which is half the emissions of 2014/15.
- Projected emissions for 2020/21 are approx. 4,800 tCO<sub>2</sub>e;
- This means that since Wiltshire Council declared a climate emergency, emissions will have reduced from 14,864 t in 2018/19 to 4,800t in 2020/21 – a 68% decrease.

129. This is due to a range of measures, such as the green tariff which counts as zero carbon electricity for corporate estate and streetlights, and on-going investment in energy efficiency. Our £5.2m corporate carbon reduction programme will focus on a range of measures, including decarbonising heat in buildings, installing PV and heat pumps.

**What does a climate resilient and carbon neutral council look like?**

130. In July 2019 Wiltshire Council committed to becoming a carbon neutral council by 2030. This means that all emissions within our direct control (Scopes 1 and 2) will come down to net zero. The goal by 2030 is for the council to have all its fleet running on alternatives to fossil fuels, all corporate estate to have decarbonised heating systems and use only renewable power for all its electricity needs. If there are any residual carbon emissions, these will be offset.

131. Emissions from our outsourced operations or supply chains (Scope 3) are more complex. More understanding of these emissions is needed, and the council will need to develop a target that is evidence-based and aligns with Wiltshire’s carbon budgets.

132. Wiltshire Council has an up to date Climate Change Adaptation Plan and measures have been put in place to ensure that the council is resilient to changes in the climate, for example all service areas understand how climate change could affect them and have plans in place to adapt to or be prepared for extremes in weather, flood risk, and overheating.

**What will make this happen?**

133. As Figure 7.20 shows, we already have data that will help us to focus on the key areas for carbon reductions.

134. Even though our Scope 2 emissions are decarbonised through a green energy tariff, we will still need to work to improve energy efficiency across the board in alignment with the carbon hierarchy. This will be done through our ongoing programme to address energy use from streetlighting and an updated Carbon Management Plan will be developed for all areas and will help to prioritise actions and identify where further investment is required.

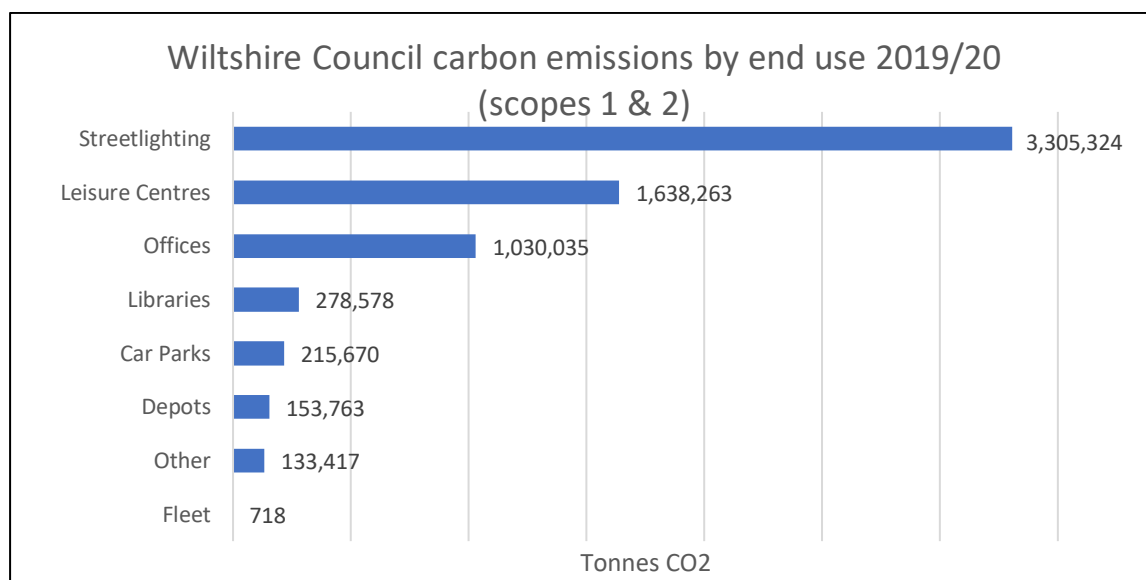


Figure 7.20 Wiltshire Council carbon emissions by end use 2019/20 (Scopes 1 & 2). (GHG Emissions Report 2020)

135. We will need to use systems to help us monitor carbon reductions towards our goal, and link this into a cyclical review process.

136. Governance within the council will need to integrate carbon reduction and climate resilience into everything it does. Decision-making and strategic plans and processes need to include climate considerations at all stages.

137. This is something we would also expect to see at other levels of government, so that our work is supported and not hampered by tensions between different policy areas. National government policy must support the role of local authorities in their climate work and fund decarbonisation projects.

#### **What Wiltshire Council can do**

- Review decision-making to embed climate considerations
- Develop Local Plan policies & planning advice
- Develop a new Carbon Management Plan which will include our roadmap to net zero by 2030 for scopes 1 and 2 and our approach for scope 3:
  - Property / Assets: continue to decarbonise heating, improve energy efficiency and switch to renewable electricity generation
  - Fleet: currently under review; move in the main to electric vehicles and identify alternative solutions for larger vehicles
  - Maximise opportunities to install renewable energy to meet council demand
  - Scope 3 emissions:
    - develop a sustainable procurement approach / policy: contractors to measure and report carbon emissions and include reduction targets
    - schools: not currently included in measurements for Wiltshire Council. If resources are available, the council could work with its community and Voluntary Controlled schools to monitor and reduce carbon emissions and become climate resilient, involving pupils and showcasing this work to encourage academies to do similar
    - deliver a council housing retrofit programme and zero carbon new build
- Engagement and training of staff as climate ambassadors
- Lead by example in the way we manage property, operations and make decisions
- Work with Wiltshire Pension Fund so that it supports the council's climate aspirations
- Lobby government for increased funding and powers through groups such as UK100/Countryside Climate Network, ADEPT and the County Councils Network
- Ensure council property and infrastructure is resilient to the impacts of climate change.

## **8. Next Steps**

### **8.1 Developing a shared vision and delivery plans**

138. Wiltshire Council invites your ideas and feedback on this document which will enable us to prepare a consultation draft of our Climate Strategy. Choices will need to be made about priorities and your feedback will help to inform this.
139. A range of delivery plans will be required in addition to the Climate Strategy. An updated Wiltshire Council Carbon Management Plan will support our carbon neutral commitment as an organisation, and Wiltshire Council's Climate Change Adaptation Plan will also be updated.
140. While the strategy is being developed and finalised it is crucial that we continue to implement immediate carbon reduction measures and strengthen our resilience efforts. Progress will continue to be reported to Wiltshire Council Cabinet and Full Council twice a year.

## 8.2 Governance and risks

141. The council has set up the governance structure set out in Annex A to oversee its climate programme.
142. A new Climate and Environment Forum will be set up in 2021 to involve stakeholders and enable regular two-way communication, as well as a new youth forum.
143. The following risks and mitigation have been identified in relation to the programme.

Key risk	Mitigation
Lack of engagement by Wiltshire residents and resistance to change	Prioritise engagement in developing the strategy and in delivery
National policy does not facilitate delivery locally/keeps changing	Lobby national government; keep strategy and action plans flexible; review regularly; prioritise 'no regrets' measures which will yield benefits in a range of scenarios
Lack of political support	Ensure cross-party support; take part in new councillor induction; regular briefings/updates
Reputational risk from delays to timeline due to elections or other unforeseen circumstances	Develop engagement plan ready for new council; communication team plan to regularly update on progress
Difficulties embedding climate objectives in all council decisions	Develop new decision-making tools and processes
Market lacks capacity to deliver large scale programmes	Work with employers and training providers to develop capacity and skills; fund programmes to stimulate the market
Lack of resources to deliver programme	Identify adequate officer resources and support; access training / best practice networks; access grants and 0% loans; leverage private sector investment; work with Stone Circle Energy Co; develop capital invest to save bids.

## 8.3 Your role

144. Please give us your feedback on this document and what you would like us to include in our Climate Strategy by emailing [climate@wiltshire.gov.uk](mailto:climate@wiltshire.gov.uk) Comments will be open throughout the engagement period and will inform the consultation draft of our Climate Strategy which will be made available later in 2021.
145. Updates on the development of the strategy and how you can be involved will be available on our [website](#).

## 9. List of Abbreviations and units of measurement

BEIS – Department for Business, Energy and Industrial Strategy

CCC – Climate Change Committee

CIPFA - Chartered Institute of Public Finance and Accountancy

CO<sub>2</sub> – carbon dioxide

CO<sub>2</sub>e – carbon dioxide equivalent

DEC – Display Energy Certificate

DfT – Department for Transport

DNO - District Network Operator

DSO - District Systems Operator

EPC – Energy Performance Certificate

GBI – green and blue infrastructure

GHG – greenhouse gas

GWh – Gigawatt hours

IPCC - Intergovernmental Panel on Climate Change (set up in 1988 by the UN)

kt – kilotonnes

LULUCF - Land use, land use change and forestry

OFGEM - Office of Gas and Electricity Markets

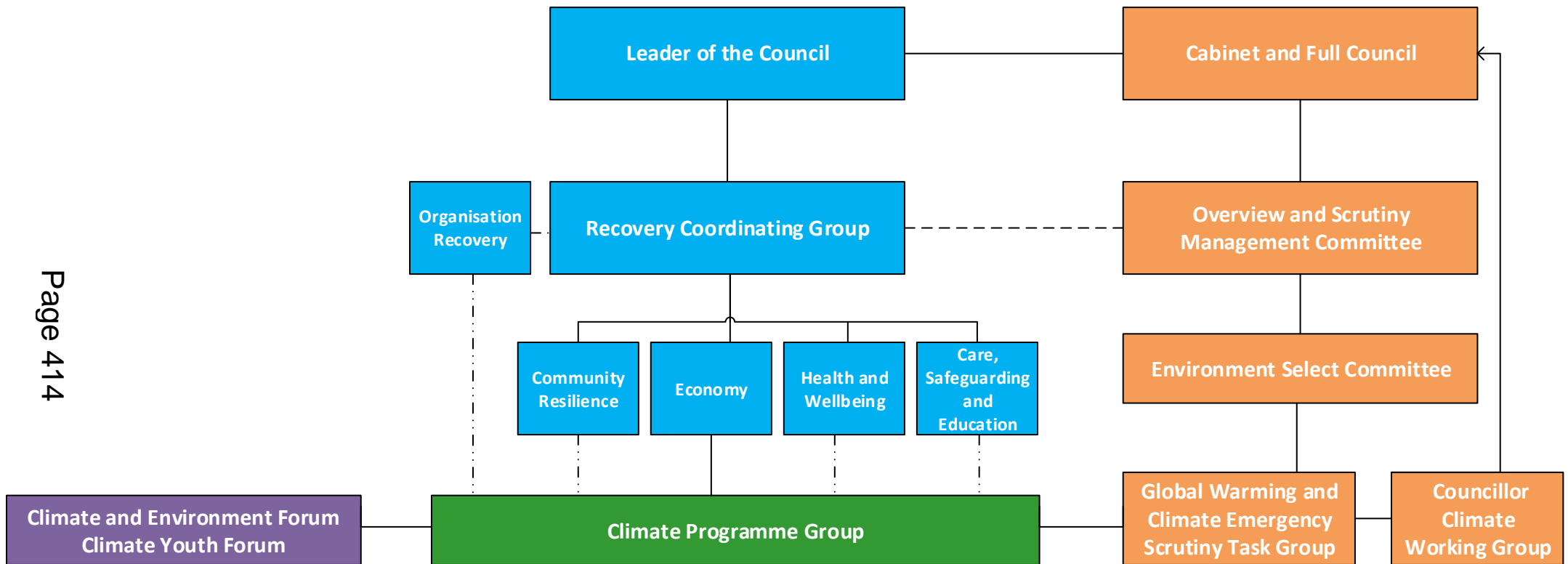
ONS – Office for National Statistics

PV – solar photovoltaics

[SCATTER](#) – Setting City Area Targets and Trajectories for Emissions Reduction

t - tonnes

### Annex A: Wiltshire Council Climate Programme - Governance Structure



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# Towards a Green & Blue Infrastructure Strategy for Wiltshire

supporting the resilience of our  
communities, businesses & wildlife  
in a changing world

## Overview of Emerging Strategy

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# Key messages



Our rich and varied natural and historic environment makes Wiltshire an attractive place: it enhances our quality of life, improves physical and mental health, and underpins our economy.



Wiltshire's natural environment is undergoing substantial changes driven by factors including population growth, development and climate change.



A multi-functional network of connected and high-quality green and blue infrastructure assets underpin Wiltshire's natural capital, providing a range of ecosystem services that are of economic, social and environmental benefit for communities, businesses and visitors.

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The Strategy sets out a high-level vision and framework for improvement of the network by a range of partners and stakeholders, working together at a variety of scales.



It identifies strategic priorities and opportunities for delivering green and blue infrastructure improvements in Wiltshire, including local opportunities to support sustainable development in and around settlements where growth is planned while adapting to climate change.



The Green & Blue Infrastructure Strategy provides a framework for informing and supporting the delivery of a range of the Council's strategies and plans, including the Wiltshire Local Plan.

## The Vision for Wiltshire's Green & Blue Infrastructure



*Wiltshire's multi-functional network of high quality, biodiverse and accessible green and blue infrastructure is widely valued by our communities, businesses and visitors.*

*Managed sustainably through strong leadership and partnerships, the green and blue infrastructure network provides a range of well-being benefits for people, places and nature across Wiltshire.*

*As a result of working with natural processes to support delivery of multi-functional ecosystem services, Wiltshire is better able to adapt to a changing climate and support the resilience of our regional biodiversity.*

*Networks of green and blue spaces and corridors in the countryside and our towns support access to nature and healthy lifestyles and provide high quality landscapes and beautiful places for people to live, work and visit.*





# What is green & blue infrastructure?

**Green infrastructure** can embrace a range of spaces and assets that provide environmental and wider benefits. It can, for example, include parks, playing fields, other areas of open space, woodland, allotments, private gardens, sustainable drainage features, green roofs and walls, street trees and **'blue infrastructure'** such as streams, ponds, canals and other water bodies.

Green infrastructure is a natural capital asset that provides multiple benefits, at a range of scales. For communities, these benefits can include enhanced wellbeing, outdoor recreation and access, enhanced biodiversity and landscapes, food and energy production, urban cooling, and the management of flood risk. These benefits are also known as **ecosystem services**.

Planning Practice Guidance on the Natural Environment (paras 004/005)

Strengthening networks of multi-functional green and blue infrastructure has an important role to play in nature recovery, building resilience to climate change and promoting healthy, resilient and safe communities.

In the context of the global climate emergency, biodiversity loss and the COVID-19 coronavirus pandemic, investment in the provision of high quality, biodiverse and accessible green and blue infrastructure has never been more vital.

## Ecosystem services





# Shaping the strategy

The draft Green & Blue Infrastructure Strategy was shaped in consultation with local nature, health and enterprise partnerships and neighbouring authorities.

The Strategy is supported by an evidence base and has links to planning guidance on green and blue infrastructure and settlement frameworks.

The Strategy was also shaped by, and reflects, the government's approach to delivering environmental protection and sustainable development in the context of UN goals.

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# Supporting local policy

The Green & Blue Infrastructure Strategy has a key role to play in supporting delivery of the Council's Business Plan, Climate Strategy and Local Plan - in addition to a range of other partnership-based plans.



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# Defining green & blue infrastructure

The Strategy considers Green & Blue Infrastructure assets, needs and opportunities at two scales.

At the Wiltshire-wide level, three main elements form the backbone of the Strategic Network.

## Strategic Green & Blue Infrastructure Sites

- Biodiversity Sites
- Priority Habitats
- Woodland
- Historic Environment Designations

## Strategic Green & Blue Infrastructure Corridors

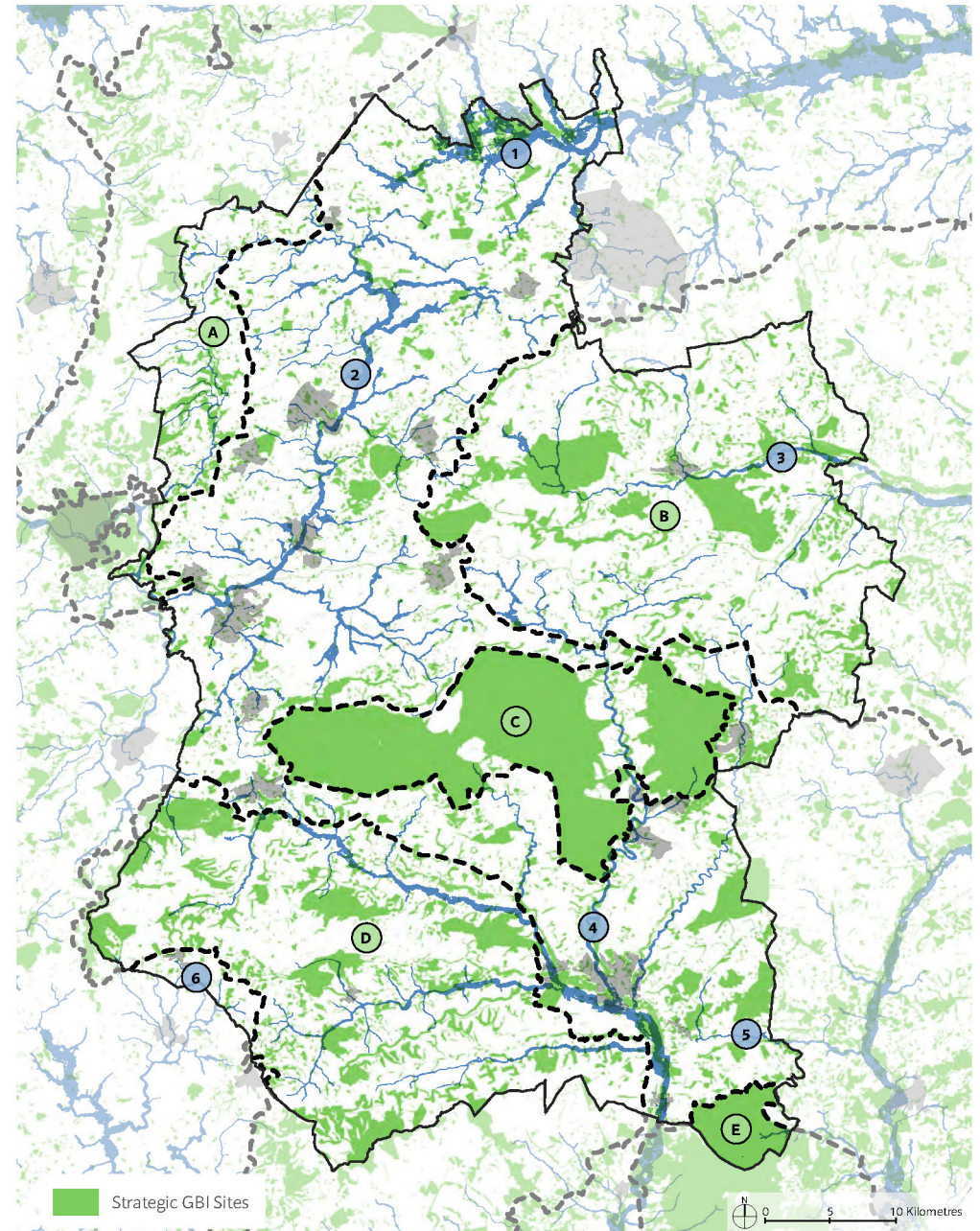
1. Thames Corridor
2. Bristol Avon Corridor
3. Kennet Corridor
4. Hampshire Avon Corridor
5. West & Itchen Corridor
6. Stour Corridor

## Sub-Regional Strategic Green & Blue Infrastructure

- A. Cotswolds
- B. North Wessex Downs
- C. Salisbury Plain
- D. Cranborne Chase & West Wiltshire Downs
- E. New Forest

This Network provides a framework for prioritising strategic action and investment by partners working together at a landscape-scale across Wiltshire and beyond.

## Wiltshire's Strategic Green & Blue Infrastructure Network



# Defining green & blue infrastructure

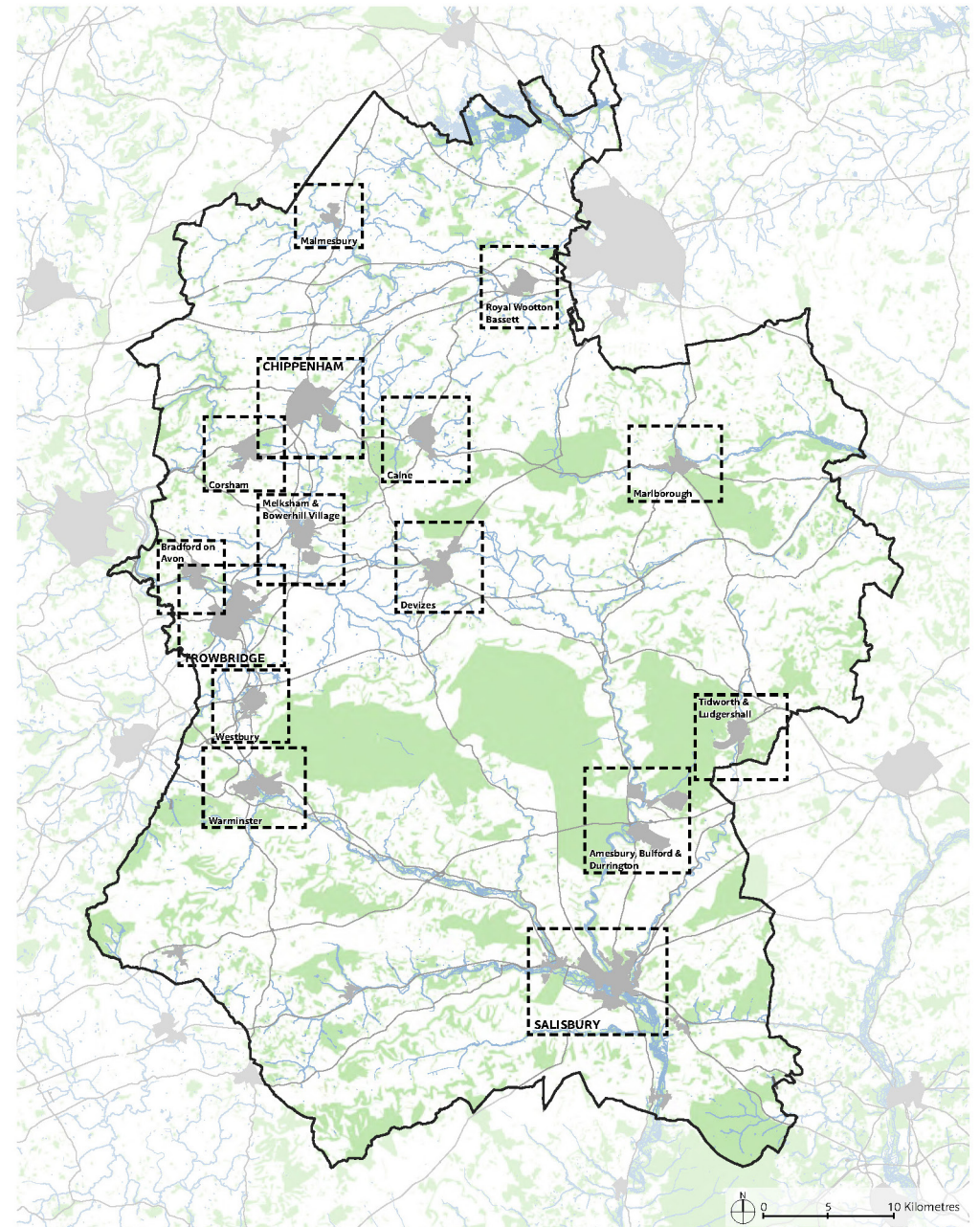
In addition to looking at landscape-scale opportunities, the Strategy also focusses on areas identified for growth in the Local Plan to 2036.

The Settlement Frameworks & Planning Guidelines highlight key needs, opportunities and good practice principles for improving **Local Green & Blue Infrastructure Networks** in and around towns to support sustainable growth.

As well as supporting the Local Plan's place-making approach in growth areas, the Frameworks also provide a tool to help inform prioritisation of local Green & Blue Infrastructure projects by town and parish councils.



## Local Settlement Frameworks



# Our shared vision and goals

## The Green & Blue Infrastructure vision in a nutshell

- **More & bigger GBI** – creating new GBI assets to protect, enhance and expand what we already have.
- **Better, higher quality GBI** – improved and well-managed, resilient and multifunctional GBI Networks
- **Joined up & better connected GBI** – networks that link people and wildlife throughout our towns and countryside.



## Goal 1 Adaptation & resilience to climate change

**By 2036, we will have increased our ability to mitigate and adapt to climate change through adoption of nature-based solutions...**

Working in partnership, we will do this by:

- Contributing to national targets for cutting greenhouse gas emissions (including from land use, land use change, the agriculture and waste sectors).
- Implementing climate change adaptation, resilience and management strategies.
- Reducing risks of harm from natural hazards through adoption of natural flood and water management approaches alongside traditional grey infrastructure.
- Improving air quality in locations that fail to meet national standards, thereby contributing to national targets to reduce effects of air pollution on people and wildlife.
- Contributing to national targets for reducing over-abstraction of water, and meeting water quality objectives for biodiversity and drinking water.



## Goal 2 Halting loss of & improving biodiversity

### By 2036, we will have gained a more biodiverse and resilient ecological network in Wiltshire...

Working in partnership, we will do this by:

- Helping to restore our terrestrial and freshwater protected sites to favourable condition, securing their wildlife value for the long term.
- Creating or restoring wildlife-rich habitat outside the protected site network, focusing on priority habitats as part of a wider set of land management changes providing extensive benefits.
- Taking action to recover threatened, iconic or economically important species of animals, plants and fungi, and where possible to prevent human induced extinction or loss of known threatened species.

Increasing carbon storage capacity of woodlands in England in line with the Government's 25-year Environment Plan aspiration of 12% woodland cover by 2060 in England involving planting 180,000 hectares by end of 2042.



## Goal 3 Contributing to health & well-being

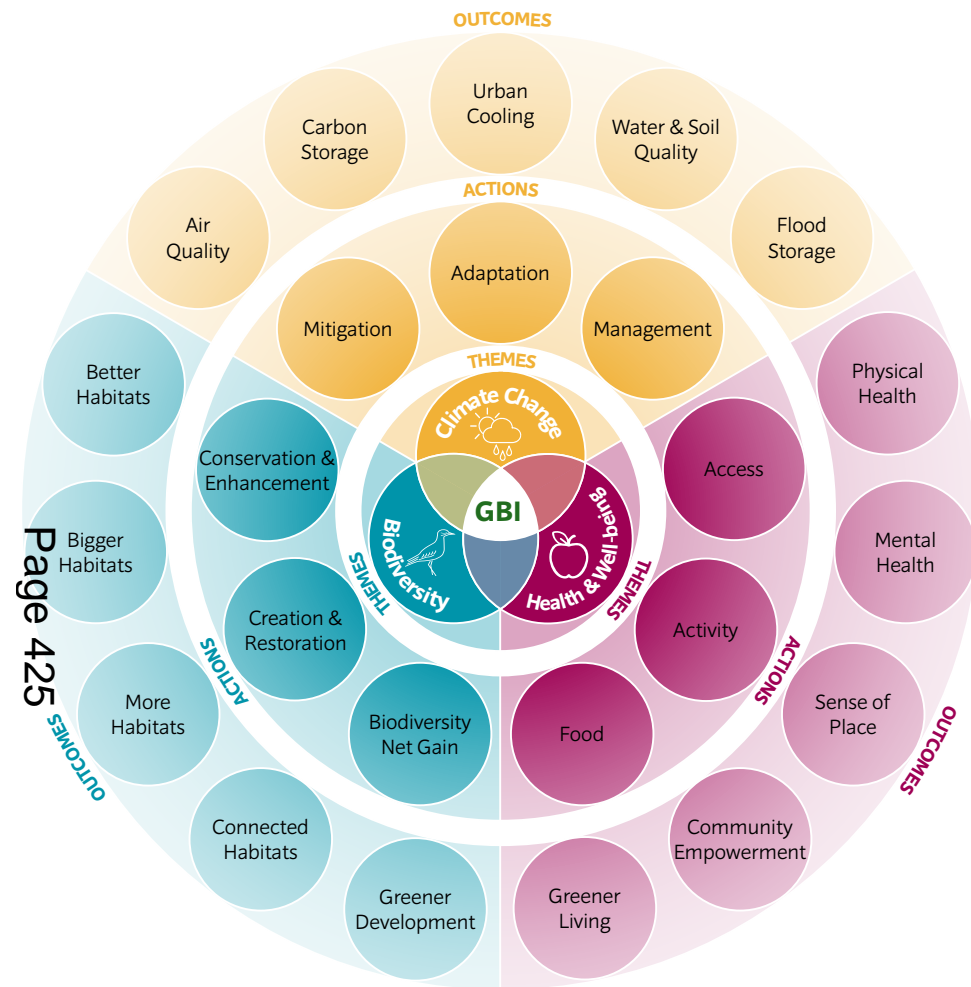
### By 2036, we will have increased the health and well-being benefits of access to nature, and improved the sustainable use and health of our natural resources...

Working in partnership, we will do this by:

- Safeguarding and enhancing the outstanding natural beauty and character of our landscapes to enhance a sense of place and support the local economy.
- Help make sure that there are high quality, accessible green spaces close to where people live and work, particularly to help adapt to climate change in urban areas.
- Encouraging more people to be active outdoors, participate in active travel opportunities and get involved with community food growing.
- Empowering communities to get more involved in the management and protection of local GBI, taking ownership of local GBI assets and managing them for the benefit of the whole community where necessary.
- Improving our approach to sustainable soil, food and forestry management.
- Enhancing biosecurity measures to protect our wildlife and livestock, boost the resilience of plants and trees to pests and diseases and tackle invasive non-native species.







## Our key priorities for action

The Strategy will need to be flexible and evolve as things change. However, we have identified some immediate priorities.

- 1. Creating more and better green spaces in our towns** to help prevent flooding and attract people to live, work and invest in the area.
- 2. Planting the right trees in the right places** to provide vital shade during heatwaves, encourage wildlife and improve air quality.
- 3. Supporting walking and cycling** to reduce congestion, improve our health and wellbeing, and connect us to nature.
- 4. Encouraging environmentally sensitive farming** in ways that enhance soil quality and encourage wildlife, produce food and provide employment.
- 5. Supporting energy-efficient and resilient developments** to save people money, provide warm dry homes and reduce carbon emissions, and to provide an environment that encourages healthy living.
- 6. Supporting a green economic recovery** from the COVID-19 coronavirus pandemic
- 7. Supporting nature recovery** and landscape management



# Delivering the vision

The Strategy is the start of a new way of partnership working to achieve the shared vision and goals for Green & Blue Infrastructure.



It is envisaged that action will be focussed around 7 delivery themes.

## Delivery themes

-  Flooding & Water Management
-  Sustainable Farming & Land Management
-  Nature Recovery & Landscape Management
-  Woodland & Trees
-  Healthy Living
-  Sustainable Development
-  Economic Recovery & Valuing Natural Capital

To help guide future initiatives and decision-making, a set of delivery principles are provided.

## Delivery principles

-  Partnership Working
-  An Integrated Approach
-  Goal Oriented and Mainstreamed
-  Evidence-led
-  Nature-based Solutions
-  Planning Principles

## The way forward

Through the Strategy, we will:

- Work collaboratively in partnership with land managers, owners and service providers, and Community Area Boards, towards the shared vision for Green & Blue Infrastructure
- Commit to following the common set of principles, priorities and opportunities for strengthening the resilience and connectivity of Wiltshire's Green & Blue Infrastructure networks
- Pool resources to support a planned approach to project delivery and investment
- Identify opportunities to manage our Green & Blue Infrastructure assets more sustainably for the long-term

## Governance, funding and monitoring delivery

- Wiltshire Council will play a key leadership role
- A new forum will be established to co-ordinate delivery of this Green & Blue Infrastructure Strategy alongside the Climate Strategy
- We will empower communities to take ownership and responsibility for managing local Green & Blue Infrastructure assets
- We will explore opportunities to access a wide range of potential sources of funding to support delivery of our priorities for action
- We will monitor delivery of the Strategy and respond flexibly to changing priorities and opportunities as necessary



*Working towards a vision for more, higher quality and better connected multi-functional green and blue infrastructure in Wiltshire...*

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**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject: Procurement of Joint Venture partner**

**Cabinet Member: Cllr Philip Whitehead – Leader of the Council and Cabinet Member for Economic Development, MCI and Communications**

**Key Decision: Key**

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## **Executive Summary**

This report seeks cabinet consideration to procure a master development partner to form a joint venture (JV) with the Council to develop the Council's land holdings as part of the Future Chippenham programme and possibly other Council owned sites.

The Council has expert advice on the model of a joint venture that would be attractive to the market. The advice tested the viability of the JV model based on the existing development model for Future Chippenham and this shows the Council would maximise its return from the JV model compared to the conventional approach of disposing of its land on the open market.

This advice is provided to members as an appendix to the Part II report which should be read in conjunction with this and is restricted because it contains information which refers to the financial and business affairs of the parties concerned (including Wiltshire Council) which is exempt information under schedule 12A of the Local Government Act 1972 as amended.

The procurement of a JV partner in these circumstances is a new approach for Wiltshire Council although it has been implemented by a number of other Local Authorities.

The report seeks authority to procure expert procurement advice, legal and property advice so as to enable the successful procurement of the JV partner.

## **Proposal(s)**

Cabinet is asked to,

1. Agree to seek a joint venture partner to form a master developer for the Council owned land included in the Future Chippenham programme.
2. Agree to procure specialist commercial advice to inform the JV procurement process
3. Agree to procure specialist legal advice to inform the JV procurement

4. Agree to procure specialist property advice to inform the JV procurement.

**Reason for Proposal(s)**

The council owns a significant amount of the land which is included as part of the Future Chippenham programme. The council should seek to maximise the value from these important public assets and ensure that it achieves the objectives of the Future Chippenham programme while delivering the best possible return for the Wiltshire Council and its residents. The expert advice received by the council strongly indicates that the optimum model for achieving these objectives is to seek a joint venture partner to form a master developer for the council-owned land included in the programme. Therefore, cabinet's approval is requested to endorse both this approach and to agree that the council team proceed with the procurement of specialist commercial, legal and property advice to deliver a successful and compliant procurement process to secure a joint venture partner.

**Terence Herbert**  
**Chief Executive**

## **Wiltshire Council**

### **Cabinet**

**2 February 2021**

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**Subject: Procurement of Joint Venture partner**

**Cabinet Member: Cllr Philip Whitehead – Leader of the Council and Cabinet Member for Economic Development, MCI and Communications**

**Key Decision: Key**

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### **Purpose of Report**

1. The purpose of this report is to seek cabinet's approval to procure a partner to form a joint venture ("JV") master developer with the Council to develop the Council's land holdings as part of the Future Chippenham programme.

### **Relevance to the Council's Business Plan**

2. The proposals will directly contribute to two priorities in the Business Plan
  - a. growing the economy
  - b. creating strong communities.

### **Background**

3. On 13 October 2020 cabinet agreed that the council enter into a Grant Determination Agreement ("GDA") with Homes England for £75 million towards deliver of the Future Chippenham programme, based on a robust financial model and HIF recovery strategy. The Wiltshire HIF recovery strategy has been approved by Homes England and the terms of the GDA finalised by the Chief Executive in consultation with the Leader of the Council, Interim Corporate Director of Resources (s. 151 officer) and Director of Legal and Governance. The GDA was sealed on 18<sup>th</sup> December 2021
4. As part of ongoing project delivery proposals were invited from professional experts in the field to support the council in developing a delivery approach for the potential housing programme which forms part of the project deliverables. Specifically, advice was sought on the potential to attract a Joint Venture (JV) partner to support it, building on the work it has undertaken in respect of its HIF bid and working in partnership as appropriate with its current broader professional team in delivering key infrastructure.
5. 31ten Consulting were appointed and their final report ("JV report") is presented to cabinet as Appendix A to the Part II report. The reason it is restricted is because it contains information which refers to the financial and business affairs of the parties concerned (including Wiltshire Council) which is

exempt information under schedule 12A of the Local Government Act 1972 as amended.

## **Main Considerations for the Council**

### Advantages of Procuring a JV master developer partner

6. The JV report identifies a number of advantages to the council in procuring a JV master developer partner to work with it and deliver the Future Chippenham housing programme. These include the following;
  - a. A JV master developer partnership will provide specialist commercial and development expertise to the programme. The council does not have this type of expertise in-house and it will be essential to drive the programme forward, meet Homes England HIF associated targets for housing and maximise the financial return to the council taxpayer (profit share the council will receive - as detailed in the exempt JV report).
  - b. The JV partner will bring access to both finance and expertise essential to the delivery of a large-scale development of this type; they will also bring specialist expertise in housing and commercial property development. They will bring experience to drive the planning application process and conduct negotiations with the Local Planning Authority (LPA) and other relevant statutory bodies and stakeholders necessary to secure positive and timely planning outcomes.
  - c. The JV Master Developer will take full project responsibility from conception of the scheme and will be a distinct single commercial entity operating at arm's length from the council with clear and unambiguous separation from the council's wider functions. In addition, the establishment of a JV partner will support the compulsory purchase order strategy for the Future Chippenham programme by underwriting the land acquisition required for the road and /or housing.

### Disadvantages of Procuring a JV Partner

7. The JV Master Developer approach limits the council in terms of its ability to control the form of development. The Council representation on the JV board will equate to the equity investment made. In addition, there will be an element of up-front cost in establishing the partnership which should be considered in the light of potential return.
8. If established the JV will have a high degree of autonomy to determine the form and phasing of development, although it will align with Homes England targets as agreed in the housing delivery strategy.
9. Development proposals that emerge will of course be subject to the planning process in the usual way, so the council's control over the form of



development will be the same as for any other privately promoted scheme, via the implementation of its planning policy.

10. The procurement of a JV developer partner has cost and time implications that are considered within the exempt report.
11. Homes England will need to approve any Joint Venture contract to ensure it aligns with the principles of the HIF GDA.

#### Council owned sites that are proposed for inclusion within the JV

12. The following council owned sites could be made available to JV ;
  - a. Land lying to the south of Cocklebury lane, Chippenham
  - b. Land at Hither Farm, Stanley Lane, Stanley, Chippenham
  - c. Land on the Eastern side of the River Avon and lying to the South of Lower Lodge Farm, Chippenham
  - d. Hither Farm, Stanley Lane, Chippenham
  - e. Hardens Farm, Chippenham (SN15 3RB)
  - f. Land at Forest Gate Farm, Chippenham
  - g. Middle Lodge Farm, Pewsham
13. The above list is not exhaustive and could be supplemented by other landholdings within the Future Chippenham area subject to on-going negotiations.
14. To make best use of the JV procurement, consideration will also be given to the inclusion of other council-owned sites elsewhere in the County as part of this procurement process, and this will be subject to further reporting to Cabinet if this avenue is pursued.

#### Procurement Advice Required

15. The council will require further strategic advice from specialist consultants to support the procurement process to appoint a JV Master Developer Partner.
16. The Council's consultants have outlined the approach to the advice they consider that the council will require which is set out at **Appendix A** to the exempt report. In brief terms, the recommended approach is to proceed via a staged UK subsidy control regime compliant (Competitive Dialogue) process. This would be preceded by further work managed by the council's appointed strategic advisers to both test and refine the procurement process and undertake preliminary soft market testing in advance of commencing the procurement process itself.
17. Alongside the strategic procurement advice, the council will also require independent legal and property / financial advice which will include specialist taxation advice.
18. The legal advice will include scoping the form of legal arrangement that the JV Master Developer partnership will comprise of, and; prepare a detailed and robust set of procurement documents in that context. Alongside this, technical

legal support to ensure governance and monitoring arrangements will be set up in an appropriate and robust way to ensure the council's interests are fully protected.

19. In addition to legal and strategic procurement advisers, the council will also need to appoint property / financial specialists to advise on issues such as land valuation methodology, tax and state aid implications as well as design and quality expectations to inform the procurement documentation.
20. The advisory team will support the council in refining the procurement process prior to engaging with the market, undertaking soft market testing and the subsequent staged competitive dialogue process, and; in negotiating the terms of the JV Master Developer partnership with the preferred partner towards the conclusion of that process.

### Legal Framework

21. It is expected that the JV company will be established via a shareholder agreement which will establish the level of control that each party to that agreement will have. The council will place its land into the company (most probably in a phased way - to be governed by the terms of the agreement). This will be matched by corresponding financial contributions from the council's JV partner to fund the delivery of the development. Mechanisms will be put in place to allow the Council to receive its profit share in relation to equity investment as dividend once agreed trigger points are reached. The detail of this will be negotiated as part of the competitive dialogue process. Cabinet shall be invited to consider and approve the terms proposed prior to any proposed agreement being entered into by the council.
22. The independent property advice referred to above will include advice on the terms of the agreement in relation to the value of the council's land assets proposed to be included within the JV. It will specifically consider the terms of the agreement in relation to whether the council is receiving best consideration for its land and that the terms of the agreement meet appropriate tests in relation to the most economically advantageous use of the council's assets.

### **Overview and Scrutiny Engagement**

23. An opportunity to brief the Chairman and Vice chairman of the Environment Select Cttee and financial planning task groups is being sought. Subject to the briefing comments will be reported at cabinet.

### **Safeguarding Implications**

24. There are no safeguarding implications relating to this report's proposals as they concern solely the proposed procurement of a JV master developer partner.

### **Public Health Implications**

25. There are no direct Public Health implications relating to this report's proposals as they concern solely the proposed procurement of a JV master

developer partner. The proposals will enable the council to deliver positive environmental and economic outcomes which will have a positive impact on Public Health.

### **Procurement Implications**

26. As set out above, the expert advice the council has received recommends proceeding by way of a staged UK subsidy compliant (Competitive Dialogue) process.
27. Detailed procurement implications are dependent on the structuring of the project which concerns the financial and business affairs of the parties concerned (including Wiltshire Council), which is exempt information under schedule 12A of the Local Government Act 1972 as amended. These options are therefore considered in the Part II confidential report accompanying this report.

### **Equalities Impact of the Proposal**

28. There is no Equalities Impact relating to this report's proposals as they concern solely the proposed procurement of a JV master developer partner.

### **Environmental and Climate Change Considerations**

29. There are no direct Environmental / Climate Change considerations relating to this report's proposals as they concern solely the proposed procurement of a JV master developer partner.

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

30. The council has received advice from recognised industry experts which indicates that the optimum model for securing best value from the council's assets and achieving the objectives of the Future Chippenham programme is to secure a JV master developer partnership.
31. A key reason for this recommendation is that it mitigates risk associated with delivering Future Chippenham by way of resourcing and transfer. On the one hand, by bringing its expertise and experience in planning development, and access to both finance and financial acumen, the proposal will reduce the overall risk profile of delivering Future Chippenham. It will also transfer risk because the JV Master Developer will take full responsibility from conception of the scheme and will be a distinct single commercial entity operating at arm's length from the council.
32. This approach will also establish a clear and unambiguous separation from the council's wider functions including its role as the Local Planning Authority, thereby reducing the risk of perceived or actual conflict of interest. If the proposed decision is not taken, then these risks may remain unmitigated as the programme to deliver Future Chippenham progresses.
33. The related work as set out in the Proposals of this report is essential in ensuring a legally compliant and commercially effective procurement process to secure a JV master developer partnership. If this related work were not

undertaken, then there would be significant risk of legal challenge and failure to secure best value for money from the procurement.

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

34. Time constraints: in order to meet the council's commitments under the HIF GDA using the proposed approach, procurement of a JV master developer partnership will need to follow a relatively strict timetable. This risk will be managed through ensuring adequate resourcing is available to the council and professional teams working on the project and that the procurement criteria for the specialist external advisors are explicit about the milestones that need to be achieved.
35. Cost: As noted above under main considerations, a disadvantage to the proposed approach is that it will incur some upfront cost in procuring specialist advice and managing the procurement process. This is mitigated by its affordability within the approved budget to deliver the Future Chippenham scheme, and the significant return which is projected by the council's expert advisors the JV partnership will accrue to the council compared with any other approach. There is, as with any procurement process, a risk that it may not be successful in securing a viable JV partnership, and therefore the costs associated with running the process would effectively be lost. This risk will be mitigated by ensuring that the council and professional teams are adequately resourced and qualified to manage the process effectively and ensure a positive result for the council and this project.
36. Quality of development: As noted above under main considerations, by entering into a JV partnership the council will give up some of its control over assets currently in its sole ownership to enable the partnership to progress the development of those sites. The planning system itself mitigates for this risk since development proposals that emerge will be subject to full consultation in line with the Statement of Community Involvement and planning approval. However, the council will not under a JV partnership have full autonomy over proposals that the partnership develops. The risk of entering into a JV partnership which does not achieve the objectives of the Future Chippenham programme or the design and quality expectations of the council will be mitigated through the Competitive Dialogue process by evaluating bids (amongst other evaluation criteria) on the proposals put forward to the council at that stage.

### **Financial Implications**

37. The Council commissioned expert advice on the best Joint Venture model for the Future Chippenham programme to maximise returns and deliver the project, this advice is attached in the part two report. The estimated cost of procuring a Joint Venture Partner is forecast to be circa £0.600m and the set-up cost of a Joint Venture Partner circa £0.100m. It is proposed that this is funded from the existing approved Capital Programme Budget for Housing Infrastructure Fund.

38. Highways England will need to agree to the Joint Venture Partner arrangement in accordance with the terms and conditions of the HIF grant.

### **Legal Implications**

39. The Legal Department will oversee/manage the various legal input that will be required for the procurement of a joint venture partner for the development of the Council's land holdings within the Chippenham Future expansion project. There will be extensive legal work at various stages of the project, including but not limited to the drawing up of a suite of legal documentation between the Council and its JV partner, and the undertaking of the legal processes for the compulsory acquisition of land needed for the road infrastructure, etc. Whilst some of the legal work will be directly undertaken in-house, a significant amount will also require input from law firms with specialisms in the fields of procurement and development law. The Director of Legal and Governance will ensure that the procurement process is in compliance with the Public Contracts Regulations 2015 (as amended/or any future replacement, and that any agreements entered into with a joint venture partner are entered into in the best interest of the Council; are in compliance with the Council's obligations under the GDA; are in line with the Council's Best Consideration obligations under section 123 of the Local Government Act 1972; and that where applicable, any subsidy given is not in breach of the UK's international obligations.

### **Workforce Implications**

40. There are no workforce implications relating to the proposed decision.

### **Options Considered**

41. Proceed with the Future Chippenham programme in the absence of any form of public – private sector partnership: While this may in the short term eliminate some of the risks described above of proceeding with the proposals, it would be contrary to the recognised industry expert's independent and professional opinion as to the optimum model for delivering the Future Chippenham scheme and fail to secure its advantages as set out under the Main Considerations section of this report. For these reasons this is not the recommended option.
42. The council could follow a different procurement process and / or set different partnership objectives. Examples include an 'Enabling Only' partnership or hybrid. The expert advice received by the council has considered these options and the pros and cons of each. It is the JV Report's conclusion that the preferred approach to achieving the council's objectives should be to procure for a JV Master Developer. The procurement process that should be followed for such a partnership is determined by law and best practice and follows from this conclusion.

Therefore, it is not recommended at this stage that the council choose a model or approach contrary to the advice it has received. The council's approach is determined by its objectives and these will continue to be refined following market testing and agreement with relevant internal and external stakeholders. These will then form part of any subsequent procurement process.

43. Proceed with the procurement of a JV Master Development partnership and undertake the proposed work associated with this: This is the recommended option on balance of the advantages and risk assessment set out in this report.

## **Conclusions**

44. The Future Chippenham programme is very important in achieving the council's business plan objectives, delivering the council's commitments under the HIF Grant Determination Agreement with Homes England, and delivering the vision for Chippenham as an attractive and sustainable place for people to live, work and enjoy. It is therefore essential that the council take the optimum approach to delivering its objectives and for this reason it has sought independent expert professional advice to inform its decision making. The project team has reviewed and scrutinised this advice, and on the basis of the advantages and risk assessment set out in this report, recommends that cabinet approve the proposal to procure a JV Master Development partnership and the necessary proposed work to ensure a compliant and successful process is undertaken to achieve this.

## **Simon Hendey (Director - Housing and Commercial)**

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18<sup>th</sup> January 2021

## **Appendices**

Appendix 1 is included in exempt agenda

## **Background Papers**

**None**

**Wiltshire Council**

**Cabinet**

**2 February 2021**

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**Subject: Stone Circle Company Business Plans**

**Cabinet Member: Cllr Pauline Church, Cabinet member for Finance, Procurement and Commercial Investment**

**Key Decision: Key**

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## **Executive Summary**

This report seeks Cabinet consideration of the 2021/22 business plans proposed by the Stone Circle companies as required under the shareholder agreement.

Cabinet is also asked to agree that a review of governance is undertaken to support the growth of the companies and protect the Council's interests as shareholder.

## **Proposal(s)**

Cabinet is asked to:

1. Agree the Stone Circle housing company business plan 2021/22 but serve notice on the company that the increased budget for individual acquisitions is not agreed and will be subject to a governance review and new business plan.
2. Agree the Stone Circle development company business plan 2021/22
3. Agree the Stone Circle holding company business plan 2021/22.
4. Subject to agreeing the business plans to allocate the £34.40m loan finance required for the Stone Circle housing company business plan and £2.657m for the Stone Circle development company business plan in the 2021/22 capital programme.
5. Delegate authority to agree the project plan for each development proposed by Stone Circle Development Company Limited to the Interim Corporate Director Resources (S.151 Officer) in consultation with the Cabinet Member for Finance, Procurement and Commercial Investment.
6. Note the Stone Circle companies intention to serve notice on the Council to end the accountancy service provided via the resourcing contract.

7. Note that Hazlewoods remain the auditors of the companies as the first audit is yet to take place.
8. Agree that a review of the governance arrangements for the Stone Circle Companies is undertaken by the Interim Corporate Director of Resources (S.151 Officer) and the Director of Legal and Governance / Monitoring Officer and that a report is brought back to cabinet for consideration within six months.
9. Delegate authority to the Interim Corporate Director of Resources (S.151 Officer) to conclude detailed contract arrangements and serving of required notices under the shareholder agreement with and on the Stone Circle Companies including changes to the resourcing contract.

**Reason for Proposal(s)**

The shareholder agreement between the Council and the companies requires the companies to present their proposed business plans to the Council at least three months before the start of the financial year in question.

This report is the outcome of that proposal and the consideration of the Cabinet for the forthcoming financial year, which includes that a review of the governance of the Stone Circle Companies is necessary to ensure that they support the growth of the companies and protect the interests of the Council as shareholder

**Terence Herbert**  
**Chief Executive**



## Wiltshire Council

### Cabinet

2 February 2021

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**Subject:** Stone Circle Company Business Plans

**Cabinet Member:** Cllr Pauline Church, Cabinet member for Finance, Procurement and Commercial Investment

**Key Decision:** Key

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#### Purpose of Report

1. The purpose of the report is to seek consideration of the business plans proposed by the Stone Circle Companies as required under the reserved matter 26 of the shareholder agreement as well as to agree that a review of governance is undertaken to support the growth of the companies and protect the Council's interests as shareholder

#### Relevance to the Council's Business Plan

2. The proposals in the report directly support the Council's business plan to Grow the economy by facilitating the provision of affordable homes and developing new housing on public land.

#### Background

3. The Cabinet agreed to establish the companies back at its meeting on 23 July 2019. Each January Cabinet should consider the business plans proposed by the Stone Circle companies as required by reserved matter 26 of the shareholder agreement.
4. During 2019/20 Stone circle housing company has progressed acquisition of properties in line with the business plan. At the time of writing the company has acquired 2 properties and had offers accepted on a further 20. Purchase prices and accepted offers plus stamp duty land tax have averaged 3.7% below budget across the whole 22 properties (one property in Salisbury has received an offer 24% above budget due to the quality, location and that fact it provided homeless prevention). It is proving difficult to acquire properties in Salisbury within available budget as well as larger sized properties in Chippenham.
5. Stone Circle housing company has entered into an agreement with Alabare to provide properties on a leased basis. Alabare are in contract with the Council to provide accommodation for young people and the Stone Circle acquisitions meet their requirements and are economic in terms of the lease cost. Alabare have commissioned a two bedroom and two four bedroom properties in Trowbridge. Alabare will take occupation of the two bedroom property in January 2021.

6. An independent Director, Nicholas Samuels was recruited to Stone Circle housing company following the resignation of the previous independent Director.
7. Stone Circle development company has progressed project plans for the sites identified in the 2019/20 business plan. New Zealand Avenue, Salisbury and the depot at Royal Wootton Bassett have not progressed to project plan stage following due diligence. The Priestly Grove site has progressed to project plan which has been submitted to the Cabinet member Finance, Procurement and Commercial Investment in line with the previously agreed delegation.
8. The companies have also commissioned a website which is due to go live imminently.

### **Main Considerations for the Council**

9. The Cabinet received the business plan proposals from the three Stone Circle companies following their board meetings in December 2020.
10. As shareholder the Council should consider the merits of the business plan proposals in line with the strategic plans and priorities the companies were originally set up to achieve. In addition, any specific risk and/or financial considerations, as well as governance issues, that are specific to the Council in its role as shareholder should also be considered for the year ahead.
11. The Business Plans received continue to grow and build upon the original rationale for the establishment of Stone Circle companies. As the companies grow and establish themselves it is right that the governance arrangements that were put in place are reviewed to ensure they continue to be effective in providing the shareholder oversight.
12. The following sections pick up the specific proposals in the business plan proposals and any changes from the last business plan approved.

### **Business Plan Proposals received from Stone Circle Housing company**

13. Stone Circle Housing company board met on the 10<sup>th</sup> December. The company agreed an acquisition strategy that is based on wider catchment areas than just Salisbury, Trowbridge and Chippenham so as to capture opportunities outside those main areas whilst still ensuring acquisitions took place where there was demand.
14. The base business plan for stone circle housing company was to acquire 50 properties a year for five years. In 2020/21 the revised acquisition target was 22 properties thus the revised target would be to acquire 78 properties in 2021/22 to make up the shortfall from year one. Given market conditions and the additional demand that the company wishes to meet in 2021/22 they have requested a business plan that would accommodate acquisition of 125 properties in 2021/22. In effect this is drawing forward 47 acquisitions from future years. This has a positive impact on the overall business plan

delivering a better outstanding debt balance at year 50 than the previous model if based on existing acquisitions budget.

15. In addition, the Stone Circle Housing company board is requesting an increase in the budget to allow acquisitions up to 25% higher than the previous budget. There are two reasons for the request; it has proven difficult to acquire the mix of properties in the business plan based on existing budget for example in Salisbury and larger properties in Chippenham and it has not been possible to acquire new build properties as the costs lie outside the existing budget. The nature of the market in 2021/22 may offer opportunities above the previous budget for individual property acquisitions. The impact on the business plan is that although there is significant outstanding debt at year 50 if all properties are purchased at the higher 25% increase in budget that debt is cleared by year 57.
16. It is unlikely that all acquisitions will be at the higher 25% increased budget level and experience to date has shown that the company has achieved acquisitions within budget in the main. The business plan also includes an additional provision of £600 per property gross of tax to enable the company to acquire services via the resourcing contract to reflect the increased acquisition activity. That sum reduces to £150 per property gross after 2021/22. The business plan shows a break even position at year 14 whereas the previous plan broke even at year 6. The break even position could be brought forward depending on the eventual acquisition prices achieved within the available budget.
17. At year 50 the business plan is predicting fixed assets of £149m, current liabilities of £18m and long term liabilities of £5m giving a net retained earnings profit and loss of £116m. A summary of the business plan is included in the exempt part of the agenda.

### **Stone Circle Development company**

18. There are two new development sites included in the proposed Stone Circle development company business plan 2020/21; Tisbury sports centre and Stoneover Lane Royal Wootton Bassett. Together with the existing development projects at Marlborough resource centre, Ashton Street and Priestly Grove the business plan proposes development of 116 units subject to planning permission. The proposed development subject to agreed project plans are; Marlborough resource centre total 18 units 11 market and 7 affordable, Ashton Street total 45 units 31 market and 14 affordable, Priestly Grove 9 units in total, Tisbury sports centre 10 units in total 5 market and 5 affordable and Stoneover Lane 34 units in total 21 market and 13 affordable. In total the business plan will deliver 39 units of affordable housing subject to planning permission.
19. As due diligence and design has taken place on schemes included in the previous business plan this has allowed estimated costs to be refined. The estimated costs have increased, and this has had a direct impact on profitability and possible dividend that could be payed back to the Council. The estimated dividend net of corporation tax is now £ 1.073m. A summary of the business plan is included in the exempt part of the agenda.

## **Stone Circle Holding company**

20. The summary business plan for the holding company is included in the exempt part of the agenda. Stone Circle energy company remains dormant until a business plan is approved.

## **Resourcing contract**

21. The Council currently provides accountancy services to the companies via the resourcing contract. The companies have undertaken soft market testing to establish the costs of the services if procured in the open market and the result of that exercise has been included in the respective business plans. The companies have signalled that they wish to serve notice on that aspect of the business plan and seek the accountancy service externally. The resourcing contract requires a 12 month notice period, but it comes to an end in March 2021 and it is recommended that the Council allows the companies to procure that service externally.
22. Subject to the decisions on the business plans there will be a need to revise the resourcing contract to reflect the services to be provided by the Council. As mentioned above provision has been included in the business plans to allow the procurement of additional services from the Council or externally. It is recommended that the detail of the decisions on the resourcing contract is delegated.

## **Company Auditors**

23. Reserved matter 21 of the Shareholder agreement requires the Council to appoint the auditors for the Stone Circle companies. Last year the Council appointed Hazlewoods. The companies have filed dormant accounts for the previous financial year and as such an audit has not taken place. Therefore, the decision to appoint Hazlewoods stands until the first audit has taken place.

## **Governance arrangements**

24. As the business of the companies grows a review of governance will be undertaken and reported to the July cabinet meeting. This will follow best practice and learning from other Councils and include:
  - the company governance in relation to the shareholder requirements as set out in the shareholder agreement;
  - a clear process for decisions, performance and risk reporting from the companies through to CLT and Cabinet;
  - the role of the Council as shareholder in holding the company to account on its business plan objectives;
  - shareholder representation on the Boards;

- clear separation of roles between the council as shareholder and the companies and minimising the scope for conflicts of interest;
- role of the Audit and Governance Committee in overseeing the effectiveness of the governance arrangements;
- role of Overview and Scrutiny.

25. The request for an increase in the acquisition budget made by Stone Circle housing company will be reconsidered in the light of the revised Stone Circle housing company business plan that may be required subject to the governance review reported to the July Cabinet meeting.

26. The Council as shareholder although agreeing the business plan of Stone Circle housing company is making a recommendation to the Company under clause 4.2.3 of the shareholder agreement that it will provide notice that the company cannot employ the higher acquisition budget in the business plan until the governance review is complete and considered by the Council's cabinet at its July meeting.

### **27. Overview and Scrutiny Engagement**

This report will be discussed with the financial planning task group and verbal comments provided to the cabinet meeting.

### **Safeguarding Implications**

28. There are no safeguarding implications stemming from this report.

### **Public Health Implications**

29. There are no public health implications as a direct result of this report.

### **Procurement Implications**

30. The procurement of Accountancy Services subject to value, should be considered under Public Contract Regulations.

### **Equalities Impact of the Proposal**

31. There are no equality impact implications stemming from this report.

### **Environmental and Climate Change Considerations**

32. Stone Circle housing company has committed to improve the EPC rating of the properties it purchases where economic to do so. Stone Circle development company has submitted the first project plan that includes an all electric development installing air source heat pumps. The company aims to build homes for life which minimise the carbon footprint within the overall economics of development.

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

33. If the decisions are not taken the companies will not deliver the property acquisition and development proposed. Stone Circle housing company will therefore not be able to meet housing need identified and Stone Circle development company will not be able to deliver the anticipated financial return to the Council.

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

34. The potential risks generated from the proposals are mainly financial. The Council has a number of mechanisms to control and or mitigate the risks if it agrees the proposed business plans. Firstly, the shareholder agreement provides on going oversight of the operations of the companies. Secondly, the Council provides the loan finance for the companies. Lastly, in relation to Stone Circle development company the Council has reserved the right to agree the project plan for each development before it proceeds within the shareholder agreement.
35. There may be financial and reputational risks to the council if the governance of the Stone Circle Companies is not kept under review.

**Financial Implications**

36. The business plans for the Local Housing Company and Development Company have been updated. A business plan has also been created for the holding company. Extracts from the plans are included in the appendices to this report.
37. For the Local Housing Company, operational costs have been reviewed and updated and the base budget has been uplifted by 25% but the utilisation of that increase is not agreed until the governance review has been undertaken and reported back to Cabinet. Property acquisitions have been reprogrammed to 125 units in 2021/22, an increase of 47 units drawn from future years, 50 units for years 2022/23 to 2023/24 and 3 units in 2024/25.
38. Additional resourcing has been built in to cover the cost of the additional units in 2021/22 to ensure that there is adequate resourcing and capacity to cover the work of procuring and managing them. Therefore, an additional £600 per property in 2021/22 has been built into the LHC business plan and in future years the procurement provision has been increased by an additional £150 per property.
39. Taking the above changes into account, the revised plan models the value of the loans issued by Wiltshire Council at £60.2m, an increase of £3.6m from the approved base. For 2021/22 the company is seeking a loan of £34.4m.
40. The total interest premium payable to Wiltshire Council over 50 years per the revised plan is now modelled at £86.9m, an increase of £11.3m on the approved base.

41. The total interest premium forecast to be earned by the Council in 2021/22 is £0.684m. For years three to five (2022/23 to 2024/25) £5.672m. This is a revenue income stream that can be built into the Medium Term Financial Strategy (MTFS) and re-invested in Council services. **Appendix 1** has a Graph that presents the Loan premium per year to Wiltshire Council over the 50-year plan period.
42. The revised model shows that the LHC will be earning enough income to cover its operating costs, including loan interest, by year 14. This represents no change on what has been previously been reported.
43. The income and expenditure account show an average annual deficit for the first 5 years of £0.111m. By year 50 an annual surplus of £5.5m is forecast, an increase of £1.8m previously reported.
44. The modelled debt position suggests that borrowing will be repaid by year 57 and that a loan balance of £14.7m will be outstanding by the end of year 50. **Appendix 1** shows a graph which presents the Local Housing Company Loan balances over the 50-year plan period.
45. To deliver to plan the Local Housing Company will need to ensure properties are purchased for the right price and condition, that operating costs are maintained within the assumed levels and that stock is managed efficiently to keep voids and bad debt low. The Local Housing Company Directors have signed up to this plan and its assumptions as part of the Shareholders agreement and should ensure evaluation processes are in place to deliver in line with Business Plan.
46. The exposure of Wiltshire Council will be minimised by not advancing resources in the form of equity. There will therefore also be no requirement for Minimum Revenue Repayment on the Loans and the Council's policy reflect this.
47. Officers have scrutinised and evaluated this plan and have assessed it to be reliable and robust. Ultimately the benefit that it offers to the Council is the interest premium on the loan and the increase in the provision of housing in Wiltshire.
48. The updated Development Company business plan is for the development of 116 units and includes the development of two additional sites (Tisbury Sports Centre and Stone Over Lane). Once developed the properties will be disposed of either to the HRA, the Local Housing Company or by sale on the open market. Operating costs have been reviewed and increased as necessary. Key figures for each of the five sites are shown on the last page of **appendix 4**.
49. The total land value for the 5 sites has been estimated at £3.7m.

50. The sites are already owned by Wiltshire Council, the plan is for the Land to be sold to the company at which point Wiltshire Council will receive a capital receipt forecast at £3.7m at the point of transfer which can then be used to finance the Council's capital programme.
51. The company will draw-down on a revolver loan facility and will reinvest capital receipts generated over the programme to keep borrowing to a minimum, providing security is still maintained over any outstanding Loan balance.
52. **Appendix 2** shows the cashflows for the 5 developments. The plan forecasts that the Local Development Company will require Loan finance of £21.459m over the six years to Develop the 5 sites. For year 20/21 the company is seeking a loan of £0.269m. The maximum level of debt will then peak at year 23/24. The plan models that the loan will be fully repaid by year 25/26.
53. Interest will be charged at an independently assessed commercial rate, the Business Plan assumes 7% for secured loans. Based on the modelled rates the total interest premium forecast to be earned at the end of the 6 years by the Council would be £2.679m.
54. The income and expenditure shown in **appendix 2** shows a loss in years 1 to 5 which then moves to profit in year 6 and 7 when all the developments are sold. The direct costs of the revised plan have increased as a result of the amendments that have been made (mainly the increase in the number of units). This has resulted in a reduction in the forecast dividend that the Council is due to receive. The total profit made by the Local Development Company is forecast to be £1.073m after Corporation Tax of £0.252m. The £1.073m profit will be paid from the Local Development Company to Wiltshire Council as a Dividend.
55. The main risk for Wiltshire Council will be if the Development programmes slip, have cost overrun or the market changes resulting in the Developments taking longer to sell as the Local Development Company would then require longer loan finance cashflow which would ultimately result in lower Dividend return.
56. Officers have scrutinised and evaluated this plan and have assessed it to be reliable and robust. Ultimately the benefit that it offers to the Council is the dividend and the increase in the provision of housing in Wiltshire.
57. A business plan has created for the Holding company. An extract from the plan is shown in **appendix 3**. The costs of the holding company, which are included in the plan, include the cost of independent director remunerations, general ledger, insurance and accountancy support. These costs are recharged back to the Local Housing Company and the Development Company so that the cost of operating the holding company is nil. A breakdown of these costs has been included in **appendix 4**.



## **Legal Implications**

58. The Stone Circle housing company and development company business plans must be approved by cabinet on behalf of the Council as ultimate shareholder in accordance with the Shareholder's Agreements. For the avoidance of any doubt, the holding company business plan must also be approved by cabinet on behalf of Council as the ultimate shareholder in accordance with the shareholders agreements, however the holding company business plan is set out within the housing company and development company business plans.
59. The financing arrangements have been structured in accordance with state aid law. The Council will need to continue to monitor interest rates to ensure state aid law requirements continue to be met. These arrangements were put in place prior to exiting the EU – so state aid will apply.
60. The Council needs to ensure that as the companies develop the governance arrangements for the companies are robust, transparent and fit for purpose.

## **Workforce Implications**

61. There are no direct workforce implications stemming from this report.

## **Options Considered**

62. The council could decide not to support the proposed business plans and rely on the previous business plan models agreed in 2019/20. However, this would not allow the companies to address the new economic circumstances that have presented themselves in 2021/22 or the potential for Stone Circle development company to generate additional returns for the shareholder and it is for those reasons that option is not recommended.

## **Conclusions**

63. This report proposes business plans for the Stone Circle Companies as required under reserved matter 26 of the shareholder agreement. The revised plans will allow the companies to respond to the changed economic circumstances in Wiltshire in the residential property market.

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Report Author:

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Date of report 25<sup>th</sup> January 2021

## **Appendices**

Appendix 1 to 4 – Exempt information – Summary business plans for Stone Circle housing company, Stone Circle development company and Stone Circle holding company.

**Background Papers**

Business plan and Stone Circle Company board minutes.

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