

AGENDA

Meeting: Cabinet

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

Date: Tuesday 12 December 2023

Time: 10.00 am

Please direct any enquiries on this Agenda to Stuart Figini of Democratic Services, County Hall, Trowbridge, direct line 01225 718221 or email committee@wiltshire.gov.uk

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Membership:

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

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

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Part I

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

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

1 **Apologies**

To receive any apologies for absence.

2 **Minutes of the Previous Meeting** (Pages 5 - 18)

To confirm as a true and correct record and sign the minutes of the Cabinet meeting held on 14 November 2023.

3 **Declarations of Interest**

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

4 **Leader's Announcements**

To receive any announcements from the Leader of the Council.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Questions or notice of a wish to make a statement at the meeting should be submitted to Democratic Services at committee@wiltshire.gov.uk 12.00 noon on Wednesday 6 December 2023.

6 **Fleet Strategy 2023 - 30** (Pages 19 - 72)

 To consider a report from the Chief Executive.

7 **Home Upgrade Grant Scheme 2 (HUG2) Procurement** (Pages 73 - 94)

 To consider a report from the Chief Executive.

8 **Setting of the Council Tax Base for 2024/25** (Pages 95 - 108)

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

9 **Provision of Education Learner with Social, Emotional and Mental Health Needs** (Pages 109 - 120)

 To consider a report from the Chief Executive.

10 **Disposals Programme Update** (Pages 121 - 132)

To consider a report from the Chief Executive.

11 Urgent Items

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

12 Exclusion of the Press and Public

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 13 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

Part II

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

13 Safety Valve Agreement (Pages 133 - 234)

- To consider a report from the Corporate Director, People, and Director of Children's Services.

Cabinet

MINUTES OF THE CABINET MEETING HELD ON 14 NOVEMBER 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Richard Clewer (Chairman), Cllr Laura Mayes (Vice-Chairman), Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Nick Botterill, Cllr Nick Holder, Cllr Ashley O'Neill and Cllr Caroline Thomas

Also Present:

Cllr Richard Budden, Cllr Clare Cape, Cllr Gavin Grant, Cllr Gordon King, Cllr Jerry Kunkler, Cllr Dr Brian Mathew, Cllr Dominic Muns, Cllr Bill Parks, Cllr Nic Puntis, Cllr Pip Ridout, Cllr Mike Sankey, Cllr Ian Thorn, Cllr Derek Walters and Cllr Graham Wright

90 **Apologies**

Apologies were received from Councillor Jane Davies.

91 **Minutes of the Previous Meeting**

The minutes of the meeting held on 10 October 2023 were presented for consideration, and it was,

Resolved:

To approve and sign the minutes as a true and correct record.

92 **Declarations of Interest**

There were no declarations of interest.

93 **Leader's Announcements**

The Leader provided details of announcements on the Cost of Living and the ongoing Council Tax consultation as detailed in Agenda Supplement 1.

The Leader also welcomed Cllr Ian Thorn, Leader of the Liberal Democrat Group, back to the meeting following a period of illness.

Cllr Thorn sought additional details on the cost of living crisis response, in particular on reaching groups who were harder to engage with electronically.

94 **Public Participation**

Agenda Supplement 1 included details of questions submitted for the meeting, together with responses.

Colin Gale on behalf of Pewsey Community Land Trust made a statement regarding the responses to the questions submitted, being disappointed in what was called a holding response and asking for a timeline for a substantive response so that the Trust could progress the project for a Community Right to Build Order.

Cllr Nick Botterill, as the relevant Cabinet Member, stated officers would be in contact within the next 24 hours. The Leader emphasised that no outcome could be guaranteed at this stage.

95 **Financial Year 2023/24 - Quarter Two Revenue Budget Monitoring**

Cllr Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning, presented a report which provided details of the revenue budget monitoring forecast for the second quarter of the financial year 2023/24, based on the position at the end of September 2023. It also provided an update on the Medium-Term Financial Strategy (MTFS) and budget gap for the financial year 2024/25 and beyond.

It was stated that there was a current projection of an underspend of around £0.402m, and that whilst there remained risks and challenges including around achieving savings, the council was currently in a positive financial position at the midpoint of the year.

However, it was also noted that there were increases in the cost of individual care packages adding financial pressure, and that whilst core inflation nationally was decreasing it was anticipated that these and similar areas would continue to see high inflationary rates. The continuing high deficit in relation to the Dedicated Schools Grant (DSG) was discussed, with the potential to join the Safety Valve programme which would eliminate the current deficit, but noting measures were needed to prevent recurrence.

The Leader commended the approach taken to deliver the sound financial position the council was in, and that Cabinet would not be complacent noting inflation still exceeded the ability to raise income and other pressures, and emphasised the importance of preventative measures within the Business Plan to both reduce costs and positively impact people and services.

Cllr Pip Ridout, Chairman of the Financial Planning Task Group, stated it was quite rare to have a net underspend for the second quarter and the general position was good, though with some major risks which could impact that position quite rapidly. Councillor Graham Wright confirmed the Overview and Scrutiny Management Committee would be discussing the report at its next meeting.

Councillor Gordon King welcomed the report and its encouraging position but the importance of monitoring ongoing risks, such as the level of reserves.

Councillor Ian Thorn asked if it was projected that the pressures within People services would increase in later quarters and sought more details on the Dedicated Schools Grant.

In response it was stated that small numbers of care packages could have big impacts on the finances, and the council was taking a cautious approach on projections. In relation to the DSG further details were provided on the Safety Valve programme intended to address the current deficit, with a Cabinet decision required to enter into the programme. Discussions were ongoing, and it was noted that costs had increased significantly due to requirements and events beyond the council's control, with central government accounting counting it against council budgets nonetheless, and preventing a recurrence of deficit would be very challenging.

At the conclusion of discussion, it was then,

Resolved:

Cabinet approved

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

Cabinet Noted

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

Reasons for Decision

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

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

96 **Financial Year 2023/24 - Quarter Two Capital Budget Monitoring**

Cllr Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning, presented a report which provided details of the capital

budget monitoring forecast for the second quarter of the financial year 2023/24, based on the position at the end of September 2023.

It was stated that the forecast of capital spending for the year had increased to approximately £195m. Whilst that level might not be reached due to the complexity of capital forecasting, it was noted the accuracy of the forecasting had significantly improved and it was anticipated the level would be increased from 2022/23. It was also added that 33% of the budgeted capital had been spent at the end of the quarter versus 25% in the previous year.

Cllr Botterill also clarified that much of the capital programme was grant funded with no direct impact on revenue, and that the programme was focused on updating and modernising services such that delays would increase revenue costs.

The Leader welcomed the improvements in more realistic capital forecasting in recent years. He also noted that many other councils of all political persuasions had made risky decisions on what to spend borrowed capital on, or at unsustainable levels, which was not the case in Wiltshire. He noted the importance of training on capital budgeting and how programmes were needed to be scheduled to achieve targets.

Cllr Pip Ridout, Chairman of the Financial Planning Task Group, provided details of questions the Task Group had asked of officers, including on implications of any underspend on borrowing. Further information was being sought in relation to the Stone Circle companies.

Cllr Gordon King and Cllr Ian Thorn acknowledged the improvement in the capital updates.

Cllr Gavin Grant commented that it was likely the current £195m forecast would not be achieved, and drew attention to shortages in supply chains increasing risks for capital projects. He stated he had requested the Director of Finance and Procurement consider elements of a further scrutiny process about projects relating to government grants and those relating to council borrowing.

At the conclusion of discussion, it was then,

Resolved:

Cabinet noted

- a) **the additional budgets added to the programme of £1.544m under Chief Finance Officer delegated powers;**
- b) **the movement of £8.848m of budgets into future years under Chief Finance Officer delegated powers;**
- c) **the budgets brought forward from future years into the 2023/24 programme totalling £7.489m under Chief Finance Officer delegated powers;**

- d) budget movements between schemes;
- e) the revised 2023/24 Capital Programme forecast as at quarter two of £194.961m; and,
- f) the capital spend as at 30 September of £66.180m

Cabinet Approved

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

Reasons for Decision

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

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

97 **Mid Year Treasury Management Review 2023/24**

Cllr Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning, presented the half year report on the Treasury Management Strategy 2023/24, as adopted by Full Council on 21 February 2023.

It was stated the council had a healthy balance sheet, managed in accordance with accepted practices and proper oversight of processes. Details were supplied on loans provided by the Public Works Loan Board and others, the average cost of borrowing at 3.43%, and the investment portfolio yield of 4.87% against a benchmark of 4.44%. Information was also provided on investments in the CCLA property fund.

Cllr Botterill also noted there had been a breach of the council's counterparty limit with HSBC. This had been the result of a technical error and was resolved within 24 hours at no cost to the council. An investigation had taken place to ensure all reasonable efforts that the error would not happen again.

Cllr Pip Ridout, Chairman of the Financial Planning Task Group, emphasised the importance of proper treasury management and the need to address the level of understanding of Members in order to appreciate the proper approaches that should be taken. She stated the council's approach was prudent with no plans to borrow further at high interest rates, but the Task Group looked at the situation each month.

Councillor Gordon King noted the explanation of the counterparty limit breach and sought assurances that lessons had been learned.

Councillor Gavin Grant noted the historic actions in relation to securing loans, and that the Task Group, of which he was a member, had received a detailed

account of the counterparty breach and the intended training to prevent recurrence.

The Leader stated he took reassurance that a cross party Task Group monitored these activities to provide an open and transparent assessment of council finances.

At the conclusion of discussion, it was then,

Resolved:

Cabinet noted

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

Reasons for Decision

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

98 **Corporate Performance and Risk Monitoring Report: Q2 2023/24**

Cllr Richard Clewer, Leader of the Council, introduced a report on measures of performance using data available at the end of the second quarter of the year up through September 2023, in order to assess progress against the goals of the council's Business Plan.

It was also noted some risks related to national financial issues which the council had little ability to address. It was also stated during the meeting that some of the data was regional or national and provided on an annual basis, so not all the performance data related to the same data periods, and other information was based on surveys or equivalent methods.

Councillor Ian Thorn welcomed the report, and sought additional details on educational gap data. Councillor Laura Mayes, Deputy Leader and Cabinet Member for Children, Education, and Skills, stated work was undertaken to help bring schools together to improve outcomes, facilitating cross-academy cooperation and task groups on specific themes, but it was a challenge to engage with all schools.

Cllr Gordon King drew attention to an increase in admission of working aged adults in residential care and increasing demand for social and affordable housing. The Leader noted programmes in place relating to residential care, and a slowdown in the housing market leading to less delivery, but the council able to control its own building programme.

Councillor Richard Budden sought clarification regarding carbon emissions relating to energy from waste facilities. Councillor Nick Holder, Cabinet Member for Environment and Climate Change, stated the climate team undertook work to assess overall emissions on waste services procured by the council, with further detail to be provided under the Waste Services Delivery Plan item.

At the conclusion of discussion, it was then,

Resolved:

Cabinet noted and agreed

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

Reasons for Decision

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

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

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

99 **Strategic Operational Depot Strategy**

Cllr Caroline Thomas, Cabinet Member for Transport, Street Scene, and Flooding, presented a report seeking Cabinet approval to recommend to Full Council a capital budget for delivery of a new central area strategic depot at Melksham and other related matters including co-development of business cases for new strategic depots in the north and south of the council area.

Cllr Thomas provided background on previous depot reviews and consolidation of sites where possible, challenges in dealing with forecasted growth, and that many current sites had poor access, were too small, or lacked required infrastructure. She emphasised the work undertaken across council services, led by Highways but taking account of strategic needs such as those relating to Waste management.

Cllr Nick Holder, Cabinet Member for Environment and Climate Change, noted multiple waste contracts which would soon be up for renewal, and the need for depot sites to fit for purpose to any waste strategy. Cllr Ian Blair-Pilling, Cabinet Member for Public Health, Leisure, Libraries, FM, and Operational Assets noted the significant spending required for the strategy, and the importance of appropriate governance moving forward. The Leader stated the strategy would

enable the council to have greater flexibility on managing long term costs through provision of appropriate infrastructure.

Cllr Jerry Kunkler, Chairman of the Environment Select Committee, stated he had received a briefing on the strategy, looking at the benefits, challenges, and viability of the proposals. He stated he endorsed the report and his committee would welcome further updates as it developed.

Cllr Ian Thorn sought details on assessment of financial and environmental efficacy, and the approach taken on commercial issues associated with the strategy. Cllr Thomas stated approving the strategy would benefit the council in preparing to negotiate future contracts, though the central depot might open after new contracts were agreed, with phased implementation for sites in the north and south to bring forward appropriate benefits identified. She also stated carbon consequences of any depot construction had and would be carefully examined.

Councillor Gordon King stated the Cabinet Member had put forward a strong case for the proposal, but noted the high cost and sought reassurance on behalf of residents that it was at a justified level. Cllr Thomas stated the investment to ensure depots were fit for purpose was fundamental to the council's ability to delivery statutory services in an effective way, noting there had been lost revenue as a result of a vendor not being able to utilise a current venue.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet

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

Reasons for Decision

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

100 **Integrated Care Board Community Health Contract**

Cllr Richard Clewer, Leader of the Council, presented a report regarding the Integrated Care Board's intended retender for a single, system wide community

healthcare services contract from April 2025, and its impact on Wiltshire Council social care services and Better Care Fund administration.

The Leader noted his role as Chair of the Integrated Care Partnership (ICP), distinct from the role of the Integrated Care Board (ICB). He noted the proposed contract would apply for Wiltshire, Swindon, and Bath and North East Somerset council areas. He stated funds needed to deliver value for money, and that he would emphasise the importance of performance metrics, and that within any contract money from Wiltshire would need to have a positive impact for Wiltshire residents.

Cllr Johnny Kidney, Chairman of the Health Select Committee, stated the committee had received an informal briefing on the proposals and then a presentation at their most recent meeting, and had focused upon the engagement with residents on services. They had requested details of a roadmap for delivery of any contract at a future meeting.

Cllr Ian Thorn raised concerns around ICB decisions relating to Calne. The Leader suggested this could be raised through his role on the ICP. Cllr Thorn also sought details of how Wiltshire would be involved moving forward. The Leader noted the role of the ICP overseeing strategy, as well as other bodies such as the Health and Wellbeing Board. The proposal included that a final decision to award a contract would require a further Cabinet decision.

Cllr Gordon King welcomed the proposed approach in the report. Cllr Pip Ridout stated the Health Select Committee would look further at the financial scrutiny of the proposals.

Cllr Clare Cape stated an inquiry day was held in the summer about healthcare and community care, and she hoped the outcomes from that day had been considered. The Leader noted the contract was led by the ICB, who could be asked if that was the case.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet

- 1) Noted the past and ongoing work between the ICB and Wiltshire Council regarding the tender of a BSW-wide Community Health Services contract.**
- 2) Gave 'in principle' agreement to commit Better Care Funding to the ICB Community Health Contract from 2025 to 2032 (with potential for a further 2 years to 2034). Formal commitment is dependent on a revised and agreed S.75 Agreement (Health and Social Care Act 2012) that covers the period of the contract, along with a signed Collaborative Commissioning agreement. Formal agreement will be sought in early 2024 before the contract is awarded.**

- 3) **Identify any material issues that prevent a decision to proceed as a funding partner with the procurement process, noting the requirement to further develop key elements of the contractual agreement through the negotiated process with providers.**
- 4) **Approved the revised S.75 agreement that will cover the period of the Community Health Services contract.**
- 5) **Approved delegated authority to the Corporate Director People (DCS) to authorise activities related to the procurement up and until award (when the award decision will return to Cabinet).**

Reasons for Decision

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

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

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

The proposals in this report aim to highlight the impacts, so far as they are known and request an 'in principle' commitment of £11,526,211 of BCF funding, subject to appropriate S.75 and Collaborative Commissioning agreements.

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

101 **A350 Chippenham Bypass (Phases 4 & 5) Contract Award**

Cllr Caroline Thomas, Cabinet Member for Transport, Street Scene, and Flooding, presented a report seeking approval to award a contract for construction of the A350 bypass, phased four and five.

Details were provided of the extent of the next phases as set out in the report, with some funds provided through the Community Infrastructure Levy but most coming from the Department for Transport. It was explained the five top bidders had been invited to submit tenders for the contract, with three doing so. The main construction work was expected to begin in April 2024 and take about a year, subject to weather, with advance works to clear vegetation starting early next year.

Cllr Jerry Kunkler, Chairman of the Environment Select Committee stated he had received a briefing regarding the proposal and considered continuing the bypass as positive for Chippenham.

Cllr Ian Thorn sought assurance that the positive impacts of the construction were worth the cost and impact. Cllr Thomas noted benefits beyond reducing delays, with increased capacity and safety also considerations. She noted that the only viable approach on the wider A350 project was to undertake a phased approach.

Councillor Gordon King drew attention to highways problems in Westbury including large numbers of Heavy Goods Vehicles (HGV). There was discussion of historic plans for a Westbury bypass which were not able to be progressed in the early 2000s, and the impact of recent decisions of Bath and North East Somerset Council causing more HGVs to move through Wiltshire.

Cllr Derek Walters raised concerns regarding transition from the expanded roads into the single lane area at Lackham.

Cllr Dr Brian Mathew welcomed the report and sought further details on the advanced clearing work prior to construction.

Cllr Ian Thorn sought detail on the assessment of added social value potential contractors had been marked on during the tendering process.

Cllr Nic Puntis noted comments in a consultation relating to speeds on the bypass.

Cllr Clare Cape noted the improved capacity at this section of the A350, but that there were still capacity issues along other sections of the road, and it might have been better to address problems around Westbury and further south.

There would be further consideration of the item under Part II of the meeting, where a decision would be made.

102 **Urgent Items**

There were no urgent items.

103 **Exclusion of the Press and Public**

It was,

Resolved:

To agree in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute Numbers 104-105 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 .

104 **A350 Chippenham Bypass (Phase 4 & 5) Contract Award**

Following consideration under Part I of the meeting at Minute 101, Cllr Caroline Thomas, Cabinet Member for Transport, Street Scene, and Flooding, provided further exempt details of the tender assessment process and ranking of the three bidding contractors, and the quality and price factors considered.

Information was also provided on the assessment of social value requirements as part of the contract and identity of the bidding contractors.

At the conclusion of discussion, it was then,

Resolved:

Cabinet Approved

- 1) **That the A350 Chippenham Phase 4 and 5 contract should be awarded to MJ Church Ltd, subject to approval of the Full Business Case and confirmation of funding by the Department for Transport.**
- 2) **Authorising the Corporate Director, Place, in consultation with the Cabinet Member for Transport, Street Scene & Flooding, and the Corporate Director Resources and Deputy Chief Executive, to proceed with the award of this contract as soon as Department for Transport approval is obtained.**
- 3) **That approval should be given to proceed with the advance works which were procured through the Council's existing framework contract, with a view to minimising the risk of any delay to the start of the main contract.**

Reasons for Decision

There is a need for a specialist contract to be awarded to deliver this important improvement scheme, which will reduce delays and improve safety on the A350 at Chippenham and at Bumpers Farm Roundabout.

Following a procurement exercise in accordance with the 'Restricted Procedure', tenders were obtained and have been assessed in terms of price and quality.

The most advantageous tenders for the Council, taking into account quality and price, should be accepted in accordance with the procurement procedures.

There are robust processes in place to monitor the performance of the successful tenderer and supervise the construction of the scheme.

The implementation of an advance works package would reduce the risk of

delays to the scheme because of potential environmental constraints.

105 **Waste Services Delivery Plan**

Cllr Nick Holder, Cabinet Member for Environment and Climate presented an exempt report on options for the delivery of waste services beyond 2026 when current contracts expired.

Details were provided on the current mix and extent of contracts including garden compacting, kerbside collection of waste and recycling, landfill disposal and others. Cllr Holder explained the proposed approach regarding renegotiation for the contracts.

Cllr Jerry Kunkler, Chairman of the Environment Select Committee, stated he had received a briefing on the proposals and was taken through the procurement options, and had sought details around flexibility of services.

Cllr Ian Thorn sought reassurance regarding details of the procurement process. Cllr Pip Ridout asked about financial scrutiny of contracts.

Cllr Richard Budden received details of his submitted question as detailed in Agenda Supplement 1, and along with Cllr Dr Brian Mathew provided comment on different contracts that were up for renewal and potential options.

At the conclusion of debate, it was,

Resolved:

That Cabinet

Approve the Waste Services Delivery Plan set out in Appendix A and, where the plan determines the following actions as appropriate for specific services:

Approve the approach suggested in the Waste Services Delivery Plan, to achieve best value outcomes for future services.

Authorise the Director, Environment, in consultation with the Cabinet Member for Environment and Climate Change, to take all necessary steps to deliver the Waste Services Delivery Plan.

Reasons for Decision

The Waste Services Delivery Plan (Appendix A) identifies the various service delivery methods which could be implemented by the Council upon contract expiry. Research has been undertaken to review the performance of current contracts, assess prevailing market conditions, and to consider the implications of emerging policy and legislation.

Detailed cost / benefit analyses have been carried out to examine the relative merits and risks of each service delivery option for every waste service function in scope.

A key driver for the proposals is the significant uncertainty in national policy and legislation, leading to an enhanced need for flexibility and transparency to enable the council to adapt to change once full details are published.

(Duration of meeting: 10.00 am - 1.50 pm)

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

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

These minutes were published on 21 November 2023 and will come into effect on 29 November 2023.

Wiltshire Council

Cabinet

12 December 2023

Subject: Fleet Strategy 2023 - 2030

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

Key Decision: Key

Executive Summary

A sustainable, efficient, and effective fleet provision maximises resources to best deliver the Council's key priorities.

The Fleet Strategy gives a clear road map from 2023 to 2030 for capital investment, vehicle replacement, revenue funding and climate outcomes.

Engine and fuel types have been identified to ensure climate impacts are minimised, whilst delivering business continuity resilience.

New technology is planned to allow monitoring of the Council's Fleet assets to permit data led decisions.

Formal processes will be introduced to ensure services justify their vehicle provision, with replacements being based on lifetime costs to deliver the most effective provision.

The Fleet Strategy capital requirement for 2023/ 24 to 2025/ 26 has already been approved and the identified vehicles are in the process of being ordered.

The Strategy and its Plans have rolling review periods to consider new data and improvements in technology to deliver continued best value. The next major review will be completed in 2024/ 25.

The Waste Service is currently undertaking a review of their waste vehicle requirements with a capital bid being undertaken on its completion.

Whilst the Fleet Strategy details how the Council manages its owned fleet, it also considers other associated Council travel, such as contractor and Grey Fleet (personal vehicles) travel.

The Fleet Strategy is linked to the emerging Depot Plan. The Depot Plan contains the future infrastructure requirements to allow long term planning for the Council's travel from remote workplaces.

Proposal

That Cabinet:

- 1) Approves the Wiltshire Fleet Strategy 2023 – 2030.
- 2) Notes the Fleet capital and revenue vehicle replacement funding for 2023 – 2025 has already been approved and is being implemented in line with the Strategy.
- 3) Notes the vehicle review being undertaken by the Waste Service and that a capital bid will be made on its completion.
- 4) Recommends that Full Council approves the Fleet capital and revenue vehicle replacement requirement for 2026 – 2030 as detailed in the Strategy and adds the phase two - £7,145,955 and phase three - £4,057,430 requirements to the Capital Programme.

Reason for Proposal

To support the Council to evolve its travel to deliver the Climate Pledge, to meet the Financial Plan, to have a vehicle replacement programme that meets the needs of its services, to ensure data led decisions and to detail a capital replacement programme.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

12 December 2023

Subject: Fleet Strategy 2023 - 2030

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

Key Decision: Key

Purpose of Report

1. That Cabinet:
 - (i) Approves the Wiltshire Fleet Strategy 2023 – 2030.
 - (ii) Notes the Fleet capital and revenue vehicle replacement funding for 2023 – 2025 has already been approved and is being implemented in line with the Strategy.
 - (iii) Notes the vehicle review being undertaken by the Waste Service and that a capital bid will be made on its completion.
 - (iv) Approves the Fleet capital and revenue vehicle replacement requirement for 2026 – 2030 as detailed in the Strategy.

Relevance to the Council's Business Plan

2. The Fleet Strategy details how we will use, run, manage, and optimise our fleet that is owned or leased by the Council.
3. It defines how the Council will manage the day-to-day operations of its fleet resources to support services in delivering the Council's Business Plan, including the compliance of any Grey Fleet (staff's private vehicles used for Council journeys). A sustainable, efficient, and effective fleet provision maximises resources to best deliver the Council's key priorities.

Background

4. The current Fleet strategy was written in 2014 and is no longer fit for purpose.
5. The new Fleet Strategy will cover the period 2023 to 2030. It details how the management of the fleet will ensure we are a high performing organisation. It recognises effort by monitoring outcomes with rewards for achievement. It focusses operations on making a difference by maximising the use of resources to deliver the best outcomes for our communities and the environment.
6. The Strategy underpins the move to sustainable business travel by ensuring the fleet provides the best environmental, cost and compliance outcomes. Wiltshire Council is committed to working towards zero carbon emissions by 2030 and its fleet will play a

major role in achieving this by being innovative and introducing new technologies where required.

7. A review by the Energy Saving Trust (EST) was undertaken in 2020/21 of Wiltshire Council's Fleet operations to establish a baseline and outcomes for a new strategy. EST is an independent organisation specialising in various operations, including fleet transport. They help councils to make links between multiple policies and develop effective, informed strategies.
8. Following the review an officer group was established, with a 12-month timetable, to detail the strategy and the action plan to deliver the outcomes identified by the EST.
9. In 2022/ 23 the capital funding was approved to deliver the Strategy's 2023/ 24 to 2025/ 26 vehicle replacement programme.

Main Considerations for the Council

10. The new strategy priorities are:
 - For Council owned and operated fleet operations to be carbon neutral by 2030.
 - To meet the requirements of the Council's Medium-Term Financial Strategy.
 - To provide fleet vehicles that are fit for purpose, safe to operate and meet our statutory commitment.
 - To meet the Service objectives of the Council and the requirements for best value; and
 - To maximise the Council's performance and the opportunity for innovative ways of working.
11. Improving driving standards will be achieved with in cab alerts (audible alarms linked to vehicle usage) with the support of modern technology (sat navs etc.) to improve driver behaviour (efficient driving), reduce miles travelled and emissions.
12. Sustainable electric will be the preferred form of fuel, but other sustainable fuels will be used for business continuity reasons and where electric technology is not yet mature enough. This may require off-setting to achieve our carbon neutral pledge.
13. A reduction in the baseline fleet vehicle number, weight and size will be delivered by using data led (telematics) decision making.
14. We will use fleet data (workshop systems etc.) to maximise the use of limited resources by giving managers vehicle service performance data, thereby enabling them to better plan their Council travel by considering other opportunities such as pool vehicles.
15. By scheduling maintenance to avoid service interruptions, and with the replacement of vehicles before they become unreliable, we will minimise down time and maximise vehicle availability to deliver vital Council services.
16. Best fleet support will be achieved by a skilled workforce delivering high quality repairs so the Fleet Service will aim for the Driver and Vehicle Standards Agency Earned Recognition status.

17. A service challenge process for the replacement of vehicles will be introduced, requiring a business case to support the requirements and consider whether alternative provisions might offer better service support.
18. When vehicles are due for replacement, telematic information, whole life cycle costs and vehicle trials will be used to inform what the replacement provision will be.
19. Due to some lengthy delivery times, a vehicle delivery programme was developed at the time of the 2023-2025 capital bid, to ensure the planned replacement of vehicles is achieved on a timely basis to meet service needs and that the cost of replacement is reported in the appropriate financial year.
20. Scheduled reviews to consider best value financing and procurement options. This will consider capital costs to revenue leasing, inhouse maintenance provision or contracted to the commercial sector and how the vehicles should be purchased (direct award framework, framework with mini competition or a full competitive tendering exercise etc.).
21. A Capital and Revenue Replacement Plan has been produced (**Appendix B**) to support delivery of the Strategy with long term financial planning. The funding for 2023 – 2025 has already been approved. The Plan details the capital funding and revenue requirements for 2023 -2030 and is detailed below:

Capital Vehicle Replacement

(Does not include service fleet growth vehicles as unknown)

	Phase 1 – Approved			Phase 2			Phase 3
Capital Investment	2023	2024	2025	2026	2027	2028	2029
Vehicle Replacement	£2,362,835	£1,879,403	£2,221,500	£1,599,360	£2,426,775	£3,119,820	£4,057,430
Cost Avoidance	2023	2024	2025	2026	2027	2028	2029
Operating Costs	£15,000	£10,000	£54,000	£10,000	£17,500	£10,000	
Reduce Vehicle size	£24,000	£15,000	£60,000	£30,000	£30,000	£15,000	
Total	£39,000	£25,000	£114,000	£40,000	£47,500	£25,000	£0

Capital Investment Vehicle Numbers	2023	2024	2025	2026	2027	2028	2029
Vehicle Replacement Numbers	49	32	37	28	42	45	38

Revenue Vehicle Leasing

Revenue Costs built in to existing budgets	2023	2024	2025	2026	2027	2028	2029
17 - Lease Vans	£114,861	£114,861	£114,861	£114,861	£126,347	£126,347	£126,347
24 - Hirer Gritters Costs contract figures confirmed 5 years from 2024/25 subject to retendering in 2029/ 30	£704,600	£774,477	£774,477	£774,477	£774,477	£774,477	£952,723
Total	£819,461	£889,338	£889,338	£889,338	£900,824	£900,824	£1,079,070
Cost Avoidance	2023	2024	2025	2026	2027	2028	2029
Operating Costs					£11,486		£90,000
Total	£0	£0	£0	£0	£11,486	£0	£90,000

22. Where services anticipate an increase in fleet requirements between 2023 and 2030, a separate growth bid by the service will be considered, with the assumed replacement being post 2030. The engine types specified are expected to use sustainable alternative fuel or be electric to meet the Council's carbon commitment.
23. The Waste Service is currently undertaking a review of replacement and new waste vehicles for 2023 – 2030. This review will directly impact the Fleet Strategy, with the Waste Service making separate capital bids following the outcome of their review.
24. Ensuring Grey Fleet compliance with the Council's statutory obligations will be required and supported with advice on best practice operations to deliver safer travel.
25. The replacement of contractor vehicles will be undertaken where this offers best value.
26. The Fleet Service will be in a position to embrace advances in technology by operating a three-year rolling plan for incorporating replacement vehicles into the Council's fleet. The plan will enable consideration of alternative emerging fuels and engine design along with the requirement for new infrastructure, software and hardware IT to facilitate data led decision making for greater performance.
27. To ensure the Strategy outcomes can be measured, an Action Plan (**Appendix C**) has been developed with Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) targets.
28. It needs to be noted that the Fleet Strategy is linked to the emerging Depot Plan that details the future infrastructure requirements for the Council's remote workplaces. Investment in the Depot infrastructure is required to support the ongoing move to electric vehicles. If the necessary sustainable infrastructure is not available, alternative fuels such as HVO will be used, which carry associated increased revenue costs.

Overview and Scrutiny Engagement

29. The Environment Select Committee received a briefing on the report on 7 November 2023.

Safeguarding Implications

30. The provision of Fleet supports the Safeguarding provision and their effectiveness.

Public Health Implications

31. With the move to lower emission vehicles this delivers better air quality outcomes.

Procurement Implications

32. Strategic Procurement has been, and will continue to be, involved in the procurement of all vehicles and equipment to ensure it is done within legislation.

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

33. None.

Environmental and Climate Change Considerations

34. The Strategy has a number of required environmental outcomes including year on year carbon reductions to achieve carbon neutrality by 2030. The carbon outcomes will be delivered by the move to an electric fleet and use of alternative fuels such as sustainable Hydrotreated Vegetable Oil (HVO).

35. The performance against these targets is part of the Key Performance Indicator assessment reported to the Place Outcome Group and Board.

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

36. The risks of extended down time, non-compliance with the Council's climate pledge, high vehicle maintenance costs, extended time vehicles are off the road and the need to hire in extra vehicles, will drive increased costs and reputational damage should the Council not be able to provide services to its residents to current standards.

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

37. Vehicle technology and supporting industries may be unable to meet the Council's requirement for the full range of electric vehicles. The Fleet Strategy and Action Plans have built in contingencies for the use of alternative fuels and use of offsetting to deliver expected climate outcomes.

Financial Implications

38. Phase 1 of the capital budget requirement for the fleet strategy is currently built into the capital programme until 2025/26 totalling £6.467m, the new capital budget requirement for phase 2 of the programme is £7.146m covering the period from 2026/27 to 2028/29 and £4.057m for phase 3 in 2029/30.

39. The capital budget requirement for phase 2 and 3 includes 2% inflation uplift each year.
40. The revenue cost of borrowing covers minimum revenue provision and interest payable. Minimum revenue provision has been allowed for the immediate term capital requirements in the year after investment.
41. Asset life has been based on 5 years as per the Council's accounting policy. Interest has been allowed for at 100% of borrowing, which has been assumed at the end of each financial year. Interest rates are based 3.8% per year. The actual costs will differ as this is a treasury management decision and depends on the actual borrowing undertaken. The revenue cost of borrowing is unfunded so would be a pressure that would need to be addressed through the budget setting process, either by identifying savings, reducing current service spend or reviewing the existing capital programme and removing and reallocating £9.2m of borrowing funded schemes. The tables below summarise the capital investment and Revenue cost of borrowing.

Capital Vehicle Investment:

	Cost	2026/27	2027/28	2028/29	2029/30
TOTAL Capital Costs	11,203,385	1,599,360	2,426,775	3,119,820	4,057,430
Already Approved in Capital Programme	2,000,000	500,000	500,000	500,000	500,000
Total Additional Borrowing	9,203,385	1,099,360	1,926,775	2,619,820	3,557,430

Revenue Cost of Additional Borrowing:

	Cost	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Future years
MRP (5 years)	9,203,385		219,872	605,227	1,129,191	1,840,677	1,840,677	1,620,805	1,946,936
Interest	1,748,643	0	41,776	114,993	214,546	349,729	349,729	307,953	369,918
<i>Interest Rate</i>		3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Total Revenue Cost of Borrowing	10,952,028	0	261,648	720,220	1,343,737	2,190,406	2,190,406	1,928,758	2,316,854

42. A high level review of operating costs has been undertaken and ignoring normal inflation increases is showing a reduction in operating expenditure. More detailed modelling is required in this area to allow it to be built into future budget setting.

Reduction in Revenue Operating costs Table:

Estimated Reduction in costs	2026	2027	2028	2029
Operating Costs	£10,000	£17,500	£10,000	
Reduce Vehicle size	£30,000	£30,000	£15,000	

Total	£40,000	£47,500	£25,000	£0
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43. As with all capital projects there is a risk that inflation will be higher than forecast, which could lead to increased costs.
44. Revenue lease arrangements have also been reviewed with a new gritter hire contract agreed for 5 years from 2024/25. These costs are included in current revenue budgets.

Revenue Vehicle Leasing Table:

Revenue Costs built into current budgets	2023	2024	2025	2026	2027	2028	2029
17 - Lease Vans	£114,861	£114,861	£114,861	£114,861	£126,347	£126,347	£126,347
24 - Hirer Gritters	£704,600	£774,477	£774,477	£774,477	£774,477	£774,477	£952,723
Total	£819,461	£889,338	£889,338	£889,338	£900,824	£900,824	£1,079,070
Cost Avoidance	2023	2024	2025	2026	2027	2028	2029
Operating Costs					£11,486		£90,000
Total	£0	£0	£0	£0	£11,486	£0	£90,000

45. The costs provided in this report are based on current assumptions and forecasts. There is a risk that interest rates could be higher in the future which would increase borrowing costs and actual operating costs could be higher.
46. The Fleet Strategy is linked to the emerging Depot Plan that details the future infrastructure requirements for the Council's remote workplaces. Investment in the Depot infrastructure is required to support the ongoing move to electric vehicles. If the necessary sustainable infrastructure is not available, alternative fuels such as HVO will be used, which carry associated increased revenue costs.
47. The capital and revenue implications for the Council's owned and maintained fleet replacement has been identified until 2030. However, the replacement requirements for Waste vehicles, maintained and operated by the contractor, remains to be identified, due to the specialist nature of the vehicles and the infrastructure required to support the service. The replacement requirements will not be known until the Waste Service Review has been completed and is tendered. The capital replacement for waste vehicles will sit outside of the current capital costings and a separate capital replacement bid will be made when the service requirements have been identified.
48. The capital and revenue programme is based on the replacement of the Council's current fleet. Any additional vehicles will need a capital/ revenue bid to be made at the time and the replacement costing built into the financial plan if required.

Workforce Implications

49. With the Fleet Strategy's move to electric vehicles, vehicles will need to be left overnight and at weekends at approved charging locations.

50. Charging points will be installed at the Council's workplaces to facilitate charging. This will ensure a consistent approach to staff whether assigned a Council vehicle or not, as all staff will commute in their personal vehicles to a workplace, before commencing work.
51. The Fleet Strategy recognises that a small number of drivers may require home storage when on 'standby' to offer an immediate onsite response. For these drivers, HVO fuelled vehicles, or another alternative fuel, may be provided.
52. Electric vehicle maintenance requires specialist knowledge and the Council's Fleet Service will be upskilled to meet this requirement.

Legal Implications

53. Legal Services have been engaged and will continue to provide advice and support.

Options Considered

54. To retain the existing vehicle fleet and continue to extend it beyond its useful life. This option is not recommended as it would lead to further increases in disruption to key services, maintenance costs, downtime and hire vehicles due to more complex repairs becoming necessary. This would also prevent the Council from utilising newer technology and lower/zero emission vehicles.
55. To make annual capital bids for vehicle replacement. This option is not recommended as without a clear Fleet Strategy for the replacement of vehicles meeting the Council's climate and service plans is unlikely to be achieved as much of the investment and consideration can only be delivered over a number of years, not in any one given twelve-month period.

Conclusions

56. The Fleet Strategy gives a clear road map from 2023 to 2030 for capital investment, vehicle replacement, revenue funding and climate outcomes.
57. The Strategy requires timely reviews of the capital and revenue budgets to ensure they consider emerging technologies and infrastructure improvements, with an Action Plan that will ensure the Strategy is delivered.
58. The Strategy and its Plans have contingencies built into their delivery to mitigate the risks in their provision.
59. Engine and fuel types have been identified to ensure the climate impacts are minimised, whilst delivering business continuity resilience to mitigate the loss of any one fuel provision.
60. The types of vehicles are identified to meet the service needs of the Council and maximise the benefit of the fleet resources, with formal processes introduced to deliver best value. Replacement vehicles will be based on lifetime costs to deliver the most effective provision.

61. New technology is planned to allow monitoring of the Council's Fleet assets to support data led decisions.
62. The Fleet capital requirements have been approved for the next three years (2023/ 24 – 2025/ 26). The Fleet Strategy details the capital requirement for 2026 to 2030 for approval.
63. The Waste Service is currently undertaking a review of replacement and new waste vehicles (2023 – 2030). This review will directly impact the Fleet Strategy, so the Waste Service will make separate capital bids following the outcome of their review.
64. Whilst the Fleet Strategy details how the Council manages its owned fleet, it also considers other associated Council travel, such as contractor and Grey Fleet (personal vehicles) travel. It seeks to support other forms of travel, to ensure staff are safe when travelling on Council business and everyone has options to minimise climate impacts, for example using electric pool cars or including the fleet outcomes in any contracts.
65. The Fleet Strategy is linked to the emerging Depot Plan. The Depot Plan details the future vehicle infrastructure requirements to allow long term planning for the Council's remote workplaces.

Samantha Howell
Director - Highways and Transport

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1 December 2023

Background Papers

None

Appendices

- Appendix A - Fleet Strategy 2023 -2030
- Appendix B - Fleet Capital Programme 2023 – 30
- Appendix C - Fleet Action Plan and Measures 2023 - 30

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**WILTSHIRE COUNCIL
FLEET STRATEGY
2023 – 2030**

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Introduction

The Fleet Strategy details how we will use, run, manage, and optimise fleet that is owned or leased by the council. It defines how the council will manage the day-to-day operations of its fleet resources to support services in delivering the council's Business Plan. A sustainable, efficient, and effective fleet provision maximises resources to best deliver the council's key priorities.

The Strategy details how the management of the fleet will be evidence based to identify opportunities to ensure we are a high performing organisation.

Importantly, the Strategy underpins the move to sustainable business travel by ensuring the fleet provides the best environmental, cost and compliance outcomes. Wiltshire Council is committed to working towards zero carbon emissions by 2030 and its fleet will play a major role in achieving this, by being innovative and introducing new technologies when available.

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Background

A review of Wiltshire Council's Fleet operations was undertaken by the Energy Saving Trust (EST) to establish a baseline and the outcomes for a new strategy.

EST is an independent organisation, specialising in various operations, including fleet transport. Their fleet support is available to all Local Authorities across England and helps councils to make links between multiple policies and develop effective, informed strategies.

Following the review, an officer group was established with a 12-month timetable to detail the strategy and the plan to deliver the outcomes identified. This was completed in 2021/22.

The Fleet Strategy covers all vehicles provided and maintained by the council, and the compliance of the Grey Fleet with relevant legislation.

There are four types of fleet provision:

- Type 1 - Purchased or leased vehicles the council maintains via the Fleet Service (Council Operated Fleet).
- Type 2 - Council's staff vehicles (Grey Fleet) - whilst the Fleet Strategy does not cover Grey Fleet provision itself, it does cover compliance. For example, the requirement for the council to meet its Health and Safety at Work Act statutory obligations with travel (Grey Fleet).
- Type 3 - Vehicles owned by the Council that are provided to contractors, who manage their maintenance while the Client Service controls their deployment. For example, the gritter fleet and waste vehicles (Council Provided and Managed Contractor Fleet).
- Type 4 - Vehicles owned by the Council that are provided to contractors, who manage their maintenance and their deployment to meet the contract specification. For example, Community Transport vehicles (Council Provided Contractor Controlled Vehicles).

See Appendix A for the list of number of vehicles against type.

Key Issues to be addressed

The Council operates and directly maintains 247 Type 1 vehicles, of which 92% are over five years old with inefficient and high carbon emission engines. Most of our current fleet are fossil fuelled with a handful being electric (Pool Cars).

The Council undertakes compliance checks on 3,278 drivers under its Grey Fleet (Type 2) provision. Travel in Grey Fleet is regarded as a workplace environment, with a requirement for the Council to ensure the safety of anyone involved in the use of the vehicle. Whilst insurance, MOT and Driver Licence checks are completed, The Council

does not keep records of or stipulate additional protections such as complying with Euro NCAP (The European New Car Assessment Programme) standards.

71% of the Council's fleet provided to our contractors, (Type 3) is under five years old. This fleet is predominately larger vehicles with investment in lowering emissions.

The Council's Passenger Transport Unit (PTU) operate a number of minibuses (Type 4), which are provided by the Council, using Service budgets for their day to day running.

Most of the Council's existing workshop facilities are old and outdated. There is one modern workshop at Kennet House, Devizes and one outmoded workshop in Salisbury, after the closure of workshops in Chippenham and Trowbridge

There are no facilities for the repair and maintenance of the electric components of vehicles and no Electric Vehicle Charging Points (EVCPs) in the Council's depots or salt stores (this is being addressed via an Electric Vehicle Charging Infrastructure Plan for proposed provision). There are EVCPs at the Council's main hubs – County Hall, Monkton Park and Bourne Hill.

Many of the Council's back-office ICT systems have not been updated for many years and information capture is small, with most processes requiring considerable manual input. An up-grade of the Tranman system (parts and maintenance recording programme) is currently being undertaken, and several trials started.

The culture of Council services with regards to fleet travel has historically been centred on the convenience of travel to meet service delivery priorities. As a consequence, there has been little challenge as to how employees travel to minimise carbon emissions and cost. Examples include a significant number of council vehicles taken home (with insurance and taxable benefit complications) or grey fleet travel being a preference to council provided transport.

Scope of this Strategy

Our aim is to support the Council in meeting its business plan priorities and operational commitments through the provision of an efficient and effective fleet service that drives best value and minimises carbon emissions.

To achieve this, the Fleet Strategy describes how we will use, run, manage, and optimise the fleet that is owned or leased by the council and ensure compliance across the council's Grey Fleet.

The scope has been broken down to five sections (FS1 to 5), Strategic Priorities (SP1 – 5) and Strategic Approaches (SO1 – 5), supported by an action plan to deliver the intended outcomes.

FS1 – Fleet Travel

Substituting travel with technology and looking at how we reduce the impact of travel.

FS2 – Fleet Emissions and Carbon

The move to low emission travel and carbon neutrality.

FS3 – Fleet Efficiencies

Maximising the efficiencies of travel, increasing the productivity of vehicles, and improving safety.

FS4 – Intelligent Fleet Management

Moving to a data led service and optimising service user outcomes.

EV5 – Fleet Resilience

Ensuring resilience in fleet services.

Strategic Priorities

- SP1 Ensure council owned and operated fleet operations are *carbon neutral by 2030.
- SP2 Meet the requirements of the Council's Medium-Term Financial Strategy.
- SP3 Provide fleet vehicles that are fit for purpose, safe to operate and meet our statutory commitments.
- SP4 Meet the Service objectives of the Council and the requirements for best value; and
- SP5 Maximise the Council's performance and the opportunity for innovative ways of working.

Strategic Approaches

- SO1 A data led transport provision using technology to monitor fleet performance with the priority of travel being shared vehicles using alternative fuels.
- SO2 Holding managers and individuals accountable for their choices of their travel, with a flexible fleet provision to ensure services maximise the Council's fleet usage.
- SO3 Putting processes in place to provide safe, efficient, and reliable transport systems for Wiltshire Council whilst optimising fleet availability.
- SO4 Demonstrating best value in every activity we undertake and reducing whole life costs of our vehicle provision; and
- SO5 Using fact based provision criteria for the vehicle replacement programme, with an annual review considering the individual asset's whole life performance assessment and emerging technologies.

FS1 – Fleet Travel

Intent

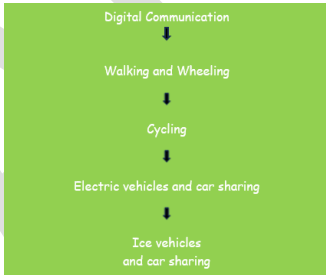

To minimise council related travel.

To minimise the size of vehicles used.

To minimise the volumes and weights carried.

To minimise the number of vehicles in the fleet.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u><i>To minimise council related travel.</i></u>
<p>SP 1 SP 2</p>	<p>SO1 SO2 SO4</p>	<p>Adopt a travel hierarchy across every aspect of the Council’s transport provision.</p>  <p>By ensuring only essential travel is undertaken to maximise the effectiveness of its vehicle provision. Council managers and drivers will be supported with the cultural change through a communication and education programme.</p> <p>Travel outcomes:</p>  <p><i>Source Council’s Lightfoot System of Fleet Asset Performance</i></p> <p>Performance is measured with an education and awareness programme or other action taken where required.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u>To minimise the size of vehicles used.</u>
SP 1 SP 2	SO1 SO2 SO4	<p>Use data to ensure the smallest appropriate vehicle is used.</p> <p>Where requirements for the movement of large volumes and weights are ad-hoc we will meet the need with a flexible fleet provision (pool large van allocation). A self-service booking system to match journeys to the required vehicle will be introduced.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u>To minimise the volumes and weights carried.</u>
SP 1 SP 2 SP 3	SO1 SO2 SO4 SO5	<p>Carrying items and loads 'just in case' will be eliminated wherever practical.</p> <p>Every vehicle replacement will be assessed against business case criteria to ensure type, weight and size provision is appropriate.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u>To minimise the number of vehicles in the fleet.</u>
SP 1 SP 2 SP 4	SO 2 SO 3 SO 4	<p>Focus the procurement and modification of high-quality vehicles on reducing the total number of vehicles and achieving best value, by moving to standardised vehicles.</p> <p>All spare vehicles will be managed by Fleet Services allowing a reduction in numbers by centralising their provision, their non-working time will be reduced with all Council services having access to spare vehicles.</p> <p>The Fleet Services Team will be restructured to provide a "fully managed" service to all council clients as normally experienced from fleet hire providers. Where any vehicle require inspection or maintenance they will be substituted with an equivalent vehicle to ensure front line services are not interrupted. This is a fundamental change to current working</p>

	<p>practices and will be far more transparent than the existing process.</p> <p>Where a vehicle is provided to an allocated driver, their manager will be required to ensure when the vehicle is not in operation (driver on leave, absent etc.) it will be made available for pool use. The Council's vehicle pool self-service booking will be updated to include these vehicles.</p> <p>To encourage use of the appropriate council vehicles, travel commencement points will be from an identified workplace, unless a home start can be justified.</p> <p>Managers will be expected to ensure their staff organise their travel arrangements by planning their day to maximise vehicle availability.</p>
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FS2 – Fleet Emissions and Carbon

Intent

To minimise travel emissions.

To have carbon neutral travel.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To minimise travel emissions.</i>
SP 1 SP 3 SP 4 SP 5	SO 4 SO 5	<p>From the baseline vehicles (Appendix A) we will operate sixty-two (25%) electric/ hybrid vehicles by the 31st March 2024. This will match the government’s Department of Transport commitment in their Decarbonisation Transport Plan with a pledge that 25% of our cars/ vans will be ultra-low emissions.</p> <p>Alternative fuel plans will be developed working with Climate, Property, Finance and service providers. This includes an Electric Vehicle Charging Infrastructure Plan which seeks to update and modernise the council’s current Electric Vehicle Charging Infrastructure (EVCI).</p> <p>We will identify further requirements for the transition to alternative fuels in the emerging Strategic Depot Plan.</p> <p>We will monitor the development of new fuel technologies (e.g. biofuels, green hydrogen, methane) and the vehicle types using them. The intent is for all future vehicle procurement exercises to specify electric or alternative fuel wherever possible as the preferred fuel source.</p> <p>Wherever possible all new buildings, depots and areas will meet the move to more sustainable fuel provision and will be designed to facilitate fleet provision using non-fossil fuel transport. They will also consider the requirement to meet the council’s travel and statutory obligations in times of emergency. Designs will mitigate disruption from fuel supplies and build in measures to minimise risks.</p> <p>To facilitate the move to electric vehicles, the current electric capacity to provide charging at the council’s workplaces will be identified, with the electric allocated to the charging of electric vehicles. Innovative charging methods to maximise the current</p>

		<p>capacity will be considered, such as smart charging, battery storage and other cost-effective quick wins.</p> <p>Council vehicles will be predominately stored at the council's workplaces to minimise non-work mileage and allow charging of electric vehicles. Home storage will only be allowed within certain criteria.</p>
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<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To have carbon neutral travel.</i>
SP 1 SP 3 SP 4 SP 5	SO 4 SO 5	<p>Put in place a framework to achieve a carbon neutral fleet by 2030, meeting the Council's climate emergency commitment.</p> <p>The framework will detail the programme of vehicle replacements to ensure that, where technology currently exists for new carbon neutral vehicles, purchasing these will be given priority over fossil fuel vehicles.</p> <p>The target is to have 100% of council owned/ operated fleet (Type 1) being carbon neutral by 2030, by running sustainable electric vehicles or using biofuel or other sustainable alternative fuel.</p>

FS3 – Fleet Efficiencies

Intent

To maximise fleet efficiency.

To improve Fleet Safety

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To maximise fleet efficiency.</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Introduce a standard business case assessment form at the time of replacement consideration.</p> <p>Structure the replacement programme to create a staggered programme to maximise front line availability and to simplify the inspection regime and annual MOT test programme.</p> <p>Assess vehicles via demonstrators or with other fleet operators, to ensure technical specification compliance. Across the range of vehicles required for delivering core Council services, continual developments of bespoke and specialist solutions, will be undertaken.</p> <p>Lease, hire, outright purchase, and methods of maintenance will be assessed annually to ensure best provision. Asset performance consideration will include purchase costs, whole life running costs, spare parts and warranty provision, environmental credentials, and the best match, achieved through operational evaluation, to meet the client department's specification and to ensure vehicles are fit for purpose.</p> <p>Apply commercial rates for services provided to external partners. Costs will include the material costs, but also all the associated costs of that provision. For example: fuel will be charged at the cost of fuel purchase plus the provision and maintenance of the equipment in its management.</p> <p>Put in place a Continued Profession Development programme for each member of staff to ensure vehicles are maintained and repaired ensuring best value.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To improve safety.</i>
SP 2 SP 3 SP 4	SO 1 SO 3 SO 4	<p>Ensure Fleet Staff are competent evidenced by a recognised fleet qualification to run and operate a large fleet.</p> <p>Monitor staff training to ensure the Council has at least three Fleet Staff members trained to a Certificate of Professional Competence in UK Road Haulage, two for a Level 3 Award in Test Centre Management and our Vehicle Technicians will have an NVQ 3 in motor vehicle mechanics.</p> <p>Achieve DVSA’s Earned Recognition accreditation¹ for Driver and Vehicles.</p> <p>For Council owned and operated fleet (Type 1) the procurement standard will comply with the Royal Society for the Prevention of Accidents guidance on the European New Car Assessment Programme.</p> <p>Establish maintenance schedules to undertake regular inspections on the condition of vehicles including pre and post use checks of vehicles using the workshops.</p>

¹ DVSA earned recognition for vehicle operators - GOV.UK (www.gov.uk)

FS4 – Intelligent Fleet Management

Intent

To deliver a data led service.

To optimise transport resources.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To deliver a data led service.</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Restructure the Fleet Team to deliver a data led and performance driven service.</p> <p>Introduce new Job Role Descriptions and resource based on demand and competency levels to deliver the SPs and SOs</p> <p>Budget oversight for all Council owned and operated fleet provision (Type 1) will be managed by this team as will the safety, maintenance, technical standards, and regulatory compliance of all Council transport services.</p> <p>Support the Council's primary and statutory transport needs with technology, such as telematics, to assist in journey planning, innovation and the provision of workplace electric vehicle charging throughout the county.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To optimise transport resources</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Provide a turnkey service based on a Charter Agreement with all client groups where regulatory compliance, inspections, maintenance, annual tests, and repairs will be provided as a one-stop shop such that no client department will be required to engage with the fleet support aftermarket. This revised process will place the responsibility for 97% availability of vehicles upon the Council's Fleet Services function who will manage all service, repairs, and replacement budgets.</p> <p>The introduction of a programme of replacement for the council's Fleet IT systems to monitor performance levels including a measure on the access to vehicles when not in use (during leave</p>

	<p>and sickness). All main council offices will have access to vehicle keys from electronic key safes and increased access to pool vehicles for more specialist works.</p> <p>Employ technology on council owned fleet to locate and monitor the effectiveness of the fleet resources. The Council policy will be that all vehicles will be equipped with Telematics / GPS tracker solutions. The data generated will support the continual development of the Fleet Service. Data captured would include:</p> <ul style="list-style-type: none">• how the vehicle is driven (speed and braking),• where the vehicle is stored• idling and journey routes. <p>The system will update drivers in real time to address issues as they occur. Where poor driver behaviour continues their manager will be advised to support the driver.</p> <p>Adopt best performance practices based upon the data and removing wastage.</p>
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EV5 – Fleet Resilience

Intent

To ensure the resilience of fleet transport.

To optimise resilience in all fleet operations.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To ensure the resilience of fleet transport.</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Control and prioritise the internal fuel stocks, to ensure resilience in the system.</p> <p>Monitor telematic information to manage fuel use and maximise resilience.</p> <p>Monitor vehicle maintenance and down time of vehicles, to make decisions on the vehicles best operational uses as a preventative action to maximise resilience of fleet provision. This would include shuffling high mileage fleet with low use services, allocating towing vehicles to minimise wear and tear, driver maintenance behaviour (daily checks) corrections etc.</p> <p>Move the fleet replacement programme to one based on the effective life of a vehicle ensuring we only retain vehicles that are fit for purpose.</p> <p>Provide an operational logistics support role to all client departments to ensure the primary users are aware of innovations and new technology solutions which maximise use of the fleet, minimise operational costs and always make the “job” safer and easier.</p> <p>Ensure the business continuity plan protects fuel stocks to deliver services when supplies are interrupted. Initially this can be undertaken by having a mix of fossil fuel and electric fuel vehicles, and holding over two weeks of fossil fuel with electric being available if fossil fuel provision is disrupted.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u><i>To optimise resilience in all fleet operations.</i></u>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Review the Fleet Service Business Continuity Plan annually or when a material change occurs.</p> <p>Monitor internal fleet staff recruitment and outsource commercial work if additional capacity is required.</p> <p>Review all contracts annually, with a procurement plan to ensure timely tendering.</p> <p>Subject current in-house maintenance contracts, including MOTs, to regular (at least annual) competition and a 5-year major review with the final provision being based upon best value. Where there is a proven case that outsourcing provides the best service this will be undertaken.</p> <p>Build the future requirements of the Fleet Service into the emerging Depot Plan to ensure the required future provision is addressed.</p>

End.

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Energy Saving Trust Base Line Review Data
2020/ 21

Type 1 - Council Operated Fleet EST Base Line Review Data

The Council operates and directly maintains 247 vehicles which are classed as Green House Gas Scope 1 – Direct Emissions.

Fleet sector	Fleet	Fleet size (Current)	Annual Mileage	CO ₂ e footprint (tonnes) ²
	WC cars	31	226,530	59.1
Smaller Vehicles	Up to 7.5t	161	1,298,909	465
	Minibus	26	182,793	99.6
Medium Vehicles	Canons House	2	8,721	3.72
Larger Vehicles	7.5t and above	19	78,721	78.3
Other	Non-highway vehicles	8	14,086	134.7
Total (WC operated vehicles only)		247	1,801,039	837

Type 2 - Council Grey Fleet Compliance EST Base Line:

The council has statutory requirements it must meet under the Health and Safety at Work Act for the privately owned vehicles used by its 3,278 staff for work purposes (Grey Fleet) classed as Green House Gas Scope 3 – Unowned and Indirect Emissions.

Fleet sector	Fleet	Fleet size (Current)	Annual mileage	CO ₂ e footprint (tonnes) ²
Car	Grey fleet	3,278	4,868,547	1,310.8

Type 3 - Council Provided and Managed Contractor Fleet EST Base Line:

The Council provides and directs the use of 147 vehicles through various contracts, classed as Green House Gas Scope 1 – Direct Emissions.

Fleet sector	Fleet	Fleet size (Current)	Annual Mileage	CO ₂ e footprint (tonnes) ²
Large Vehicles	Waste Vehicles	125	7,249,792	9,369.56
Large Vehicles	Winter Maintenance (Gritters)	22	62,144	156.13
Total (WC Provide To Contractor vehicles only)		147	7,311,936	9,525.69

Type 4 - Council Provided Contractor Controlled Vehicles EST Base Line:

The Council provides 10 vehicles to contractors which they operate to meet contract specifications, these are classed as Green House Gas Scope 2 – owned indirect emissions:

Fleet sector	Fleet	**GHG Scope	Fleet size (Current)	Annual mileage	CO ₂ e footprint (tonnes) ²
Medium Vehicles	Community Transport	2	10	65,550	27.99

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WILTSHIRE COUNCIL
Strategic Fleet Vehicle Capital Replacement Plan
2023 – 2030

Strategic Fleet Capital Investment and Revenue Plan

Background

The Strategic Fleet Capital Investment and Revenue Plan (the Plan) is designed to support delivery of the Fleet Strategy 2023-2030. The Plan acknowledges that there are many influencing factors and the emerging Depot Plan will deliver the supporting fleet infrastructure, with timelines dictated by the opportunities to update the current depot operations or build new facilities. Whatever the outcome, the Plan is designed to be flexible to meet the possible changes in infrastructure provision.

The Waste fleet is subject to a separate review and capital bid for replacements due to:

- Its operation is managed through a contract (currently with Hills Waste),
- Timings of vehicle replacements are typically linked to contract dates. A new contract commences 2026,
- Size of vehicles,
- Type of specialist equipment,
- Number of vehicles, and
- The supporting fuel infrastructure (the current contractor provides the major infrastructure)

The Strategy also requires the consideration of fuel types for fleet service growth within the term of the replacement plan. New additional vehicles will either be electric or diesel (allowing for sustainable electric or the use of sustainable alternative fuels). With their replacement being post 2030.

Plan Phase 1, 2023 - 2025

The capital requirement for vehicle replacements has been approved by the Council and is funded for 2023 – 25 and there is no additional electrification infrastructure required, as the plan delivers electric vehicles to the capacity available. Diesel fuelled vehicles will still be purchased in these years with a 5-year replacement to ensure alternative fuels can be considered pre-2030. Diesel fuelled vehicles also offer the opportunity to move to a Sustainable Alternative Fuel (Hydrogenated Vegetable Oil (HVO) etc.) to deliver carbon neutrality with some minor offsetting.

The revenue implications of continuing to purchase liquid fuels does not impact the annual forecast for inflation increases.

Plan Phase 2 & 3, 2026 - 2030

The Fleet Strategy accepts that to support net zero, the electrification of the fleet provision is required.

However, this brings financial challenges and the need for mitigation if electrification is not financially or operationally viable. The Plan, therefore, supports the use of alternative sustainable fuels or offsetting as a mitigation.

The Plan post 2026, is a framework that details how the Fleet Strategy will be delivered with the costs of electric vehicles, whilst noting the mitigations if required. The actual type of vehicle requirements can be confirmed when the council has agreed the depot supported infrastructure, and the vehicle types (EV or liquid fuel) can then be identified.

This approach will allow informed decisions on the impact on the Fleet Strategy, of the emerging Depot Plan. However, without the infrastructure detailed within the emerging Depot Plan, electrification of the council's and contractors' fleet is unlikely to be possible.

If the electrification infrastructure is not available, use of sustainable alternative fuels (HVO etc.) will mean an increase in revenue spending as they are more expensive than fossil fuels (by circa 20%). If HVO is used in the place of electrification this would impact on all the fleet revenue costs of contracted out and in house services.

HVO would also require some type of offsetting to deliver a carbon neutral outcome, increasing the revenue costs further.

As electrification is the fuel of choice, the Fleet Strategy recommends that the cost of the electrification infrastructure should be covered by the emerging Depot Plan and relevant capital bids. This will ensure electricity and alternative requirements of all the various services in the depots are considered and planned holistically, rather than competing for the same power supply.

Fleet Strategy Capital Investments and cost avoidance

	Phase 1			Phase 2			Phase 3	
Capital Investment	2023	2024	2025	2026	2027	2028	2029	Carbon Scope
Vehicle Replacement	£2,362,835	£1,879,403	£2,221,500	£1,599,360	£2,426,775	£3,119,820	£4,057,430	Scope 1
Cost Avoidance	2023	2024	2025	2026	2027	2028	2029	
EV Operating Costs	£15,000	£10,000	£54,000	£10,000	£17,500	£10,000		
Reduce Vehicle size	£24,000	£15,000	£60,000	£30,000	£30,000	£15,000		
Total	£39,000	£25,000	£114,000	£40,000	£47,500	£25,000	£0	

Capital Investment Vehicle Numbers	2023	2024	2025	2026	2027	2028	2029	Carbon Scope
Vehicle Replacement Numbers	49	32	37	28	42	45	38	Scope 1

Waste vehicle capital replacement

The type of replacement vehicles and associated revenue savings will be determined via the Waste Services 2023/ 24 review on provision and the tendering process for the contract.

Fleet Strategy Revenue Costs and cost avoidance

Revenue Costs built into existing budgets	2023	2024	2025	2026	2027	2028	2029	Carbon Scope
17 - Lease Vans	£114,861	£114,861	£114,861	£114,861	£126,347	£126,347	£126,347	Scope 1
24 - Hirer Gritters	£704,600	£774,477	£774,477	£774,477	£774,477	£774,477,	£952,723	Scope 1
Total	£819,461	£889,338	£889,338	£889,338	£900,824	£900,824	£1,079,070	
Cost Avoidance	2023	2024	2025	2026	2027	2028	2029	
Operating Costs					£11,486		£90,000	
Total	£0	£0	£0	£0	£11,486	£0	£90,000	

	Purchase Fossil Fuel
	Purchase Mixed Alternative Fuel and Fossil Fuel
	Purchase Alternative Fuel

WILTSHIRE COUNCIL
FLEET
Action Plan
2023 – 2030


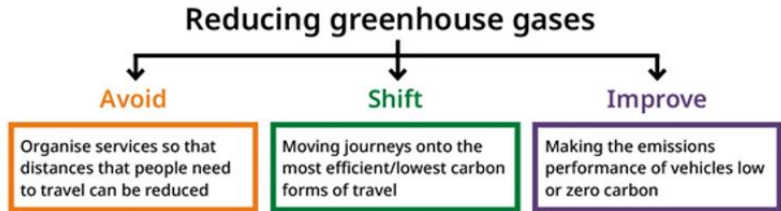
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Action Plan and Measures

The Action Plan and Measures covers Type 1 (Council Operated Fleet) and Type 2 (Grey Fleet Compliance) vehicles.

The Action Plan and Measures sets a Framework for Type 3 (Council Provided and Managed Contractor Fleet) and Type 4 (Council Provided Contractor Controlled Fleet) vehicles.

Type 3 and Type 4 vehicles are tied to the tendering process and contractor deliverables. Tendering to the private sector should see additional innovation and technology achieved by the service specialists. The Action Plan will be updated following the tendering process with the deliverables for Type 3 and Type 4 vehicles.


Strategic Priority (SP)	Strategic Outcomes	Action Plan and Measures	Action By	Funded	Risks	Mitigation
<p>SP 1</p> <p>Ensures fleet provision is carbon neutral by 2030.</p> 	<p>SO 1</p> <p>A data led transport provision using systems to monitor fleet performance with the priority of travel being shared vehicles using alternative fuels.</p>	<p style="text-align: center;">Reducing greenhouse gases</p>  <p>Avoid</p> <p>March 2024 –</p> <ul style="list-style-type: none"> All new contracts and service agreements for fleet provision to meet the council's Climate Strategy.¹ 	<p>Procurement</p>	<p>Subject to returns at time of tendering</p>	<p>Low Risk Climate Strategy Outcome Requirement</p>	


¹ <https://www.wiltshire.gov.uk/green-economy-climate-change>

		<p>March 2024 –</p> <p>Introduction of the requirement for the purchase of all council pool cars to achieve:</p> <ul style="list-style-type: none"> • 2023/ 24 - under CO2 131g/km • 2025/ 26 – Zero Emissions • 2029/ 30 – Carbon Neutral <p>December 2023 –</p> <p>- The council will adopt the government's green number plate policy².</p> <p>March 2025 –</p> <p>An overarching 'Road To Carbon Neutrality 2030' Communication and Education Plan will be launched for fleet travel. This is to achieve the workforce cultural change required to deliver carbon neutral transport and will set out the steps managers and drivers will need to follow. Targets within the plan will include:</p> <ul style="list-style-type: none"> • Annual internal updated Web information • Annual self-service webinar training • Annual staff briefing note <p>March 2024 –</p> <p>To allow managers to better support their staff all WC new vehicles will be fitted with telematics and Sat Nav. This will identify travel efficiency of journeys, driver competence and real time information to respond to issues.</p> <ul style="list-style-type: none"> • 2023/ 24 - All new vehicles to be fitted with telematics. • 2023/ 24 - All new vehicles to be fitted with Sat Nav. • 2024/ 25 - Annual Review based upon telematics performance with individual services to avoid unnecessary travel. • 2024/ 25 - Annual Review based upon telematics performance for reduction in fleet size and size of vehicles. • 2024/ 25 - All council operated fleet will be fitted with telematics and Sat Nav. 	Fleet	Funded	Low Risk Replacement Funded	
			Fleet	Funded	Low Risk	
			Fleet/ communications/ HR	Funded	Low Risk	
			Fleet	Funded	Low Risk	

² Road to Zero in sight as green number plates introduced on UK roads - GOV.UK (www.gov.uk)

		<ul style="list-style-type: none"> 2026/ 27 - All council fleet (including contracted provision) to be fitted with telematics and Sat Nav <p>Shift</p> <p>March 2024 -</p> <p>Where council transport is required, pool use of vehicles will be the priority. To ensure this is undertaken the following actions and targets:</p> <ul style="list-style-type: none"> 2023/ 24 <ul style="list-style-type: none"> A business case review of all vehicle provision, including non-work mileage (home to site), will be undertaken to identify opportunities for reduction with report for approval. Telematics in all new vehicles to allow data led decisions. Review of depot and hub parking space to identify parking provision for council vehicle night and weekend storage. All vehicles identified as requiring evening and weekend parking for HMRC compliance will be allocated space as a priority. Fleet Charter introduced detailing Fleet Provision 2023/ 24 <ul style="list-style-type: none"> Annual review of fleet provision and storage using telematics data implemented. <p>March 2024 –</p> <p>The replacement of WC owned and operated vehicles with full electric, hybrid, hydrogen, range extender or biofuel:</p> <ul style="list-style-type: none"> 2023/ 24 – 25% of vehicles 2025/ 26 - 40% of vehicles 2026/ 27 – 75% of vehicles 2029/ 30 - 100% of vehicles to be carbon neutral (either in provision or offsetting) <p>March 2024 –</p> <ul style="list-style-type: none"> From 2024 a Pool Van service introduced to move ad-hoc WC van use from allocated vans to pooled transport. 	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet/ Services/ HR</p>	<p>Funded</p> <p>Subject to future capital bid submissions</p> <p>Funded</p> <p>Funded by Grey Fleet payments</p>	<p>Low Risk</p> <p>High Risk dependent upon approved Vehicle Replacement Strategy & Depot Plan</p> <p>Low Risk</p> <p>Low Risk</p>	<p>Consider alternative fuel provision for fossil fuel engines.</p>
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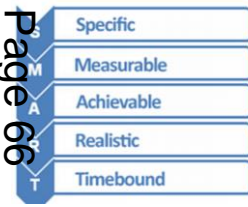
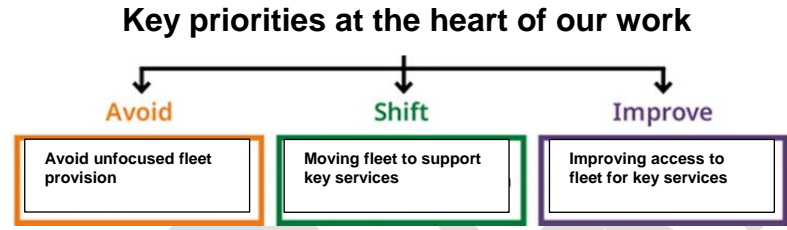
Strategic Priority (SP)	Strategic Outcomes	Action Plan and Measures	Action By	Funded	Risks	Mitigation
<p>SP 2</p> <p>Meeting the requirements of the Council's Medium Term Financial Strategy.</p> 	<p>SO 2</p> <p>Holding managers and individuals accountable for their choices relating to travel, with a flexible fleet provision to ensure services maximise the Council's fleet usage.</p>	<p style="text-align: center;">Reducing Cost Of Fleet Transport</p> <div style="text-align: center;"> </div> <p>Avoid</p> <p>March 2024 -</p> <p>Using innovation and technology to monitor and plan travel, non-productive work mileage will be reduced by:</p> <ul style="list-style-type: none"> • 2025/ 26 - A 15% reduction of the Energy Saving Trust (EST) base line • 2026/ 27 - A 25% reduction of the EST base line. • 2029/ 30 - A 35% reduction of the EST base line. <p>March 2024 –</p> <p>Managers when assigned vehicles which are not in operation will ensure they are available for alternate use. This will allow a reduction in non-productive hours. The target for the reduction of non-productive hours of vehicles is:</p> <ul style="list-style-type: none"> • 2024/ 25 - A 25% reduction of the EST base line • 2026/ 27 - A 30% reduction of the EST base line. • 2029/ 30 - A 35% reduction of the EST base line. <p>Shift</p> <p>March 2024 -</p> <p>The replacement vehicles over seven years old with electric, hybrid, hydrogen or the use of alternative fuels (HVO) to deliver</p>	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p>	<p>Funded</p> <p>Funded</p> <p>Subject to Capital Replacement Plan Approval</p>	<p>Low</p> <p>Low</p> <p>High Risk dependent upon approved</p>	<p>Consider alternative fuel provision</p>

<p>SP 3</p> <p>Safe operation of our vehicles to meet our statutory commitment.</p> 	<p>SO 3</p> <p>Processes in place to provide safe, efficient, and reliable transport systems for Wiltshire Council whilst optimising fleet availability.</p>	<p style="text-align: center;">A Safe Fleet Is A Productive Fleet</p> <div style="display: flex; justify-content: space-around; margin-bottom: 20px;"> <div style="border: 1px solid black; padding: 5px; width: 20%;">Avoid inefficiencies</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Moving fleet to the most effective forms of travel</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Improving fleet management to deliver identified efficiencies</div> </div> <p style="text-align: center;">Reducing greenhouse gases</p> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <p style="color: orange;">Avoid</p> <p style="color: green;">Shift</p> <p style="color: purple;">Improve</p> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid orange; padding: 5px; width: 30%;">Organise services so that distances that people need to travel can be reduced</div> <div style="border: 2px solid green; padding: 5px; width: 30%;">Moving journeys onto the most efficient/lowest carbon forms of travel</div> <div style="border: 2px solid purple; padding: 5px; width: 30%;">Making the emissions performance of vehicles low or zero carbon</div> </div> <p>Avoid</p> <p>March 2024 -</p> <p>The council's Operator Compliance Risk Score (OCRS) will remain at green at all times.</p> <p>March 2024</p> <ul style="list-style-type: none"> • 2023/ 24 – All new vehicles to be spec with reversing cameras, dash cameras and parking sensors. • 2026/ 27 – 50% of the council's vehicles to have reversing cameras, dash cameras and parking sensors. • 2029/ 30 - All council vehicles to have reversing cameras, dash cameras and parking sensors. <p>March 2024 -</p> <p>The use of technology (monitoring aids) to review driver behaviour and seek improvements. Feedback to managers for corrective behaviour annually or following an incident to achieve a reduction in damage and insurance claims, with training undertaken where required:</p> <ul style="list-style-type: none"> • 2025/ 26 – 20% reduction in at fault claims from EST Baseline • 2029/ 30 – 25% reduction in at fault claims from EST Baseline 	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p>	<p>Funded</p> <p>Subject to future capital bid submissions</p> <p>Funded</p>	<p>Low</p> <p>High Risk dependent upon approved Vehicle Replacement Strategy & Depot Plan</p> <p>Low</p>	<p>Retro fit existing fleet</p> <p>Consider education, awareness, and additional incentives</p>
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		<p>March 2026 -</p> <p>Vehicles present for MOTs to achieve a first-time pass:</p> <ul style="list-style-type: none"> • 2025/ 26 – 2.5% above national average • 2029/ 30 – 5% above national average <p>Shift</p> <p>March 2027 –</p> <ul style="list-style-type: none"> • A competitive exercise to compare specialist provider to undertake Grey Fleet Driver checks against the inhouse provision (check compliance and an automated self-service system employed). <p>March 2024 -</p> <ul style="list-style-type: none"> • Procurement standard will comply with the Royal Society for the Prevention of Accident guidance on European New Car Assessment Programme levels for new vehicles. <p>Improve</p> <p>March 2024 –</p> <ul style="list-style-type: none"> • All new buildings, depots and areas will be designed to mitigate disruption from fuel supplies shortages will build in measures to minimise risks. <p>March 2024 –</p> <ul style="list-style-type: none"> • Fuel stocks will be held at a level capable of delivering services when supplies are interrupted by holding over two weeks' worth of fuel at any 	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet/ Depot Programme</p>	<p>Funded</p> <p>Funded</p> <p>Funded</p> <p>Subject to future capital bid submissions</p>	<p>Low</p> <p>High Risk – IG Etc</p> <p>High Risk Dependant upon approved Vehicle Replacement Strategy & Depot Plan</p> <p>High Risk dependant upon approved Vehicle Replacement Strategy & Depot Plan</p>	<p></p> <p>Specialist in-house provision</p> <p>Driver awareness, Sat Nav, more staff safety measure</p> <p>Maintain existing provision</p>
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	<p>one time. Longer term power and alternative fuels storage will be built into the system.</p> <p>March 2024 –</p> <ul style="list-style-type: none"> The council will have updated its main Fleet Workshop in Devizes. <p>March 2025 –</p> <ul style="list-style-type: none"> Introduction of a customer satisfaction survey following repairs and maintenance, with an annual review to seek improvements. Target of 75% overall satisfaction in the provision of Fleet is to be achieved. <p>March 2025 –</p> <p>An annual fleet focused training programme will be introduced for Fleet Service staff:</p> <ul style="list-style-type: none"> Customer Service The changing Health and Safety Environment Innovation and the impact on the fleet provision Module Introduction & Study Guidelines Vehicle Fleet Policy – the Key Elements Vehicle Manufacturer/Distribution Structure <p>March 2025 -</p> <p>Increase the performance of vehicles following each review:</p> <ul style="list-style-type: none"> 2024/ 25 – 10% increase in the average work miles (not including non-work³ miles) per vehicle of the EST Baseline figure. 2029/ 30 – 20% increase in the average work miles (not including non-work miles) per vehicle of the EST Baseline figure. <p>March 2025 –</p>	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p>	<p>Funded</p> <p>Subject to future capital bid submissions</p> <p>Funded</p> <p>Funded</p> <p>Funded</p>	<p>Low</p> <p>Medium Risk dependant upon approved Vehicle Replacement Strategy & Depot Plan for final phase</p> <p>Low</p> <p>Low</p> <p>High Risk dependant on cultural change</p>	<p>Use commercial sector for final work required in the phase development</p>
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³ Non-work miles – this would include regular mileage of a council vehicle from home to site, where a depot storage provision would reduce mileage etc.

		<p>Real time (App/ electronic) driver inspection records undertaken to improve compliance and speed reactive maintenance:</p> <ul style="list-style-type: none"> • 2024/ 25 – 50% of vehicles to have real time reporting processes • 2029/ 30 – 100% of vehicles to have real time reporting processes 	Fleet	Funded	Low	Consider education, awareness, and additional incentives
Strategic Priority (SP)	Strategic Outcomes	Action Plan and Measures	Action By	Funded	Risks	Mitigation
<p>SP 4</p> <p>Meeting the service objective of the Council and the requirements for best value.</p> <p>Page 66</p> 	<p>SO 4</p> <p>To put the key priorities at the heart of our work.</p> <p>To demonstrate best value in every activity we undertake.</p> <p>To reduce whole life of cost of our vehicle provision.</p>	<p>Key priorities at the heart of our work</p>  <p>Avoid</p> <p>March 2024 -</p> <p>Turnaround time of breakdowns/unscheduled maintenance to be reduced by:</p> <ul style="list-style-type: none"> • 2023/ 24 – Baseline • 2025/ 26 – 15% of the 2023/ 24 outcome. • 2029/ 30 – 15% pf the 2025/ 26 outcome. <p>March 2024 -</p> <p>To ensure fleet delivers the right fix first time, we will monitor number of recalls following a service or repair the target will be:</p> <ul style="list-style-type: none"> • 2023/ 24 - No more than 5% are subject to recall. 	<p>Fleet</p> <p>Fleet</p>	<p>Subject to future capital bid submissions for Kennet House approval</p> <p>Subject to future capital bid submissions for Kennet</p>	<p>Medium Risk dependent upon approved Vehicle Replacement Strategy & Depot Plan for final phase</p> <p>Medium Risk dependent upon approved</p>	<p>Commercial service with tender requirements to achieve.</p> <p>Commercial service with tender requirements to achieve.</p>

		<ul style="list-style-type: none"> • 2025/ 26 – No more than 4% are subject to recall. • 2029/ 30 – No more than 3% are subject to recall. <p>March 2025 –</p> <p>To ensure priority services are supported and best value delivered:</p> <ul style="list-style-type: none"> • 2024/ 25 – 50% of Individuals with annual work fleet mileage over 8,000 to be allocated or offered a council vehicle for work mileage. • 2029/ 30 – 75% of Individuals with annual work fleet mileage over 8,000 to be allocated or offered a vehicle for work mileage. <p>March 2025 -</p> <p>To ensure council vehicle use is maximised for work mileage, the availability of vehicle to support the service will achieve:</p> <ul style="list-style-type: none"> • 2024/ 25 - 90% of fleet provision is available • 2029/ 30 – 97% of fleet provision is available <p>Shift</p> <p>March 2024 -</p> <p>The fleet will be standardised to maximise interchangeable vehicle provision, specialism of vehicle technicians, access to parts and repairs (size and type):</p> <ul style="list-style-type: none"> • 2023/ 24 – 20% of the Fleet to be standardised • 2025/ 26 - 35% of the Fleet to be standardised • 2029/ 30 - 50% of the Fleet to be standardised <p>March 2024 –</p> <p>The vehicle replacement programme will meet the Council's key service requirements as identified by the service leads.</p> <ul style="list-style-type: none"> • 2023/ 24 – 85% of vehicles delivered to programme plan timescales • 2025/ 26 – 90% of vehicles delivered to programme plan timescales • 2029/ 30 – 95% of vehicles delivered to programme plan timescales 	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p>	<p>House approval</p> <p>Vehicle to be funded from current travel budgets</p> <p>Funded</p> <p>Subject to future capital bid funding</p> <p>Provided to funding</p>	<p>Vehicle Replacement Strategy & Depot Plan for final phase</p> <p>Low</p> <p>Low</p> <p>High Risk dependant upon approved Vehicle Replacement Strategy &</p>	<p>Review existing fleet provision to support multi use provision</p>
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		<p>Improve</p> <p>March 2025 –</p> <ul style="list-style-type: none"> A stakeholder panel for fleet provision, made up of various services from throughout the council will be established to review all operations and ensure key service requirements are at the heart of everything Fleet undertakes, with outcomes measured against our stated targets. <p>March 2025 -</p> <ul style="list-style-type: none"> Annual service reviews will be undertaken to identify priorities for provision. <p>March 2025 –</p> <ul style="list-style-type: none"> Annual performance reports will be produced detailing the Fleet for member scrutiny. <p>March 2024</p> <p>Whole life vehicle running costs will be reduced by:</p> <ul style="list-style-type: none"> 2023/ 24 – by 15% of the EST baseline 2025/ 26 – by 20% of the EST baseline 2028/ 29 – by 25% of the EST baseline. <p>March 2024</p> <p>Greater availability of fleet to services from the improved maintenance, a more modern fleet and improvements to back-office management. This will allow the services supported more efficient and effective transport with the associated increased performance. The Fleet Service will improve the EST Baseline turnaround time of breakdowns/unscheduled maintenance by:</p> <ul style="list-style-type: none"> 2024/ 25 - 90% of fleet provision is available 2029/ 30 – 97% of fleet provision is available 	<p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p> <p>Fleet</p>	<p>Funded</p> <p>Funded</p> <p>Funded</p> <p>Funded</p> <p>Subject to future capital bid submissions for Kennet House approval</p>	<p>Depot Plan and global lead times for vehicles</p> <p>Low – Provided to funding</p> <p>Low</p> <p>Low</p> <p>Low</p> <p>Medium Risk dependant upon approved Vehicle Replacement Strategy & Depot Plan for final phase</p>	<p>Commercial service with tender requirements to achieve.</p>
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Strategic Priority (SP)	Strategic Outcomes	Action Plan and Measures	Action By	Funded	Risks	Mitigation
<p>SP 5 Maximising the Council's performance and the opportunity for innovative ways of working.</p> <p>Page 69</p> <p>S Specific M Measurable A Achievable R Realistic T Timebound</p>	<p>SO 5 Fact based provision criteria for the vehicle replacement programme, with an annual review considering the individual asset whole life performance assessment and emerging technologies.</p>	<p style="text-align: center;">Innovation Is The Future</p> <p>Avoid</p> <p>March 2024</p> <p>The launch of Fleet's "Better data for smarter decision-making" programme commences. This captures all the data collected from the various outputs in the action plan to identify vehicle and plant replacement.</p> <p>March 2025</p> <p>Real time (App/ electronic link) driver inspection records undertaken to improve compliance and speed up reactive maintenance:</p>	<p>Fleet</p> <p>Fleet</p>	<p>Funded</p> <p>Funded</p>	<p>Low</p> <p>Low</p>	

	<ul style="list-style-type: none"> • 2023/ 24 – 50% of vehicles to have real time reporting processes • 2026/ 27 – 100% of vehicles to have real time reporting processes <p>March 2026</p> <p>The introduction of innovative performance management systems:</p> <ul style="list-style-type: none"> • 2025/ 26 - Gamification⁴ to achieve council goals. Leader boards to encourage friendly competition among drivers, while managers can take advantage of weekly and quarterly trend reports. • 2026/ 27 – New pool vehicles to be spec with virtual key to allow full automation of booking and access. • 2026/ 27 - Temperature and tyre pressure sensors spec in all new vehicles. • 2026/ 27 - Remote diagnostics systems will be included in specification. • 2028/ 29 - Mobile video recording to replace dash cams in all new vehicles. • 2029/ 30 – New vehicles will include collision avoidance systems in specifications 	Fleet	Subject to future capital bid funding	High Risk dependent upon approved Vehicle Replacement Strategy	Maximise the current technology to drive as much data driven performance as possible.
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⁴ Gamification is a competition for drivers in the league table from telematics

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Wiltshire Council

Cabinet

12 December 2023

Subject: Home Upgrade Grant Phase 2 (HUG2) Procurement

Cabinet Member: Cllr Nick Holder - Cabinet Member for Environment and Climate Change

Key Decision: Key

Executive Summary

The purpose of this report is to provide Members with an overview of the Home Upgrade Grant phase 2. As the contract will exceed an annual value of £1 million, as determined by the Council's constitution, the report seeks authority from Cabinet to commence a procurement to secure delivery of energy efficient measures in line with the grant eligibility requirements.

Wiltshire Council has been successful in securing more than £3.6m of Home Upgrade Grant (HUG2) from the government to assist with energy efficiency measures of existing housing in the county. It has been awarded to retrofit up to 210 Wiltshire Homes by March 2025, supporting the council's ambition to be carbon neutral by 2030.

HUG2 is a grant funding scheme launched by the Department for Energy Security and Net Zero to help local authorities to provide energy efficiency upgrades and low carbon heating systems to low-income households.

The scheme targets the worst performing homes (energy performance certificate bands D-G) without mains gas central heating, with 60% of the national funding ringfenced for rural Local Authorities. A key focus of the scheme is to increase the energy efficiency of homes and phase out the use of fossil fuel heating to make progress towards meeting the UK's 2050 Net Zero commitment. It will also support improved household health and wellbeing by reducing the number of cold homes and play a key role in the government's wider programme of green retrofit.

This investment in energy efficiency upgrades will contribute to a range of benefits which include:

- Reducing the risk of fuel poverty by offering support to the most vulnerable households, by increasing the energy efficiency of poorly performing homes in economically deprived neighbourhoods
- Reducing energy demand and associated carbon emissions by upgrading building insulation and installing low carbon heating systems and solar PV
- Improving household health and wellbeing and providing the opportunity to reduce the demand on health and social care, helping households to heat their homes for less and keep them warm for longer.

- Supporting the growth of the green economy in Wiltshire through job creation, upskilling and apprenticeship training by stimulating the local retrofit market by creating demand for skills and work.
- Promoting retrofit to the wider community by sharing knowledge and best practice.

Proposals

Cabinet is recommended to:

- 1) Agree that a Find a Tender Service (FTS) compliant contract be awarded to enable the delivery of energy efficiency improvements to low-income owner-occupied homes in Wiltshire.
- 2) Delegate authority for awarding the contract to the new service provider/s to the Corporate Director for Resources & Deputy Chief Executive, and the Director for Environment in consultation with the Cabinet Member for Environment and Climate Change.

Reason for Proposals

The recommendations included in this paper have been proposed following extensive research and in consultation with subject matter experts. The justification for each of the procurement proposals included in this report are as follows:

1. Retrofit services will be procured via a FTS compliant means. This is to speed up the procurement of the services by removing the need for the council to run its own tender process.
2. A turnkey contractor will be procured to manage and deliver all the services required to deliver a HUG2 project. This is more efficient than the council managing multiple contracts and reduce the level of resource required from the council.
3. Quality assurance will be provided by an organisation which is independent from the turnkey contractor. Auditing of ten percent of each property archetype will check for quality and any issues can be raised early in the project.
4. The council will seek to work with local SME's who can deliver the specialist retrofit services required, either as the turnkey contractor or as subcontractors to the turnkey contractor.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

12 December 2023

Subject: Home Upgrade Grant Phase 2 (HUG2) Procurement

Cabinet Member: Cllr Nick Holder - Cabinet Member for Environment and Climate Change

Key Decision: Key

Purpose of Report

1. The purpose of this paper is to provide an update to Cabinet on the Wiltshire Council procurement process for delivery of the Home Upgrade Grant, and to set out the procurement approach being taken.
2. Cabinet is asked to authorise a Turnkey procurement to deliver retrofit measures to eligible homes in Wiltshire.
3. This report makes the following specific proposals to Cabinet:
 - a. That officers continue to undertake to prepare and complete the tender programme, award and implement a new contract to deliver energy efficiencies to up to 175 eligible Wiltshire homes by December 2023.
 - b. To endorse the approach and agree that officers continue with actions identified in the report which include:
 - Implementing a turnkey procurement method where Wiltshire Council will contract with a single main contractor who will generate leads, assess, model, design and provide aftercare and support to customers.
 - Subject to the funder's permission and grant eligibility criteria, to claim additional funding up to the total grant value of £7.2m for the retrofit of additional homes if Wiltshire Council's delivery performance is in line with, or exceeds its delivery forecasts of 175 homes.
 - Procure an independent auditing service to ensure quality and compliance.
 - c. To endorse the approach to work with local SME's either as the turnkey contractor or as subcontractors to the turnkey contractor.
 - d. To delegate authority to award a contract and future mini competitions and all associated documents to Director of Environment in consultation with the corporate director for resources.

Relevance to the Council's Business Plan

4. By reducing carbon emissions, stimulating the green economy and tackling the health issues associated with fuel poverty, this funding will support the following business plan missions and guiding themes laid down in the Council's [Business Plan 2022 to 2032](#):
 - The people of Wiltshire are empowered to live full, healthy and enriched lives.

- Our local economy thrives and is supported by a skilled workforce.
 - We lead the way in how councils and counties mitigate the climate challenges ahead.
 - Improving social mobility and tackling inequalities.
5. By reducing carbon emissions, stimulating the green economy, and tackling the health issues associated with fuel poverty, this funding will support the Council's Business Plan missions and guiding themes:
- a. The people of Wiltshire are empowered to live full, healthy and enriched lives.
 - b. Our local economy thrives and is supported by a skilled workforce.
 - c. We lead the way in how councils and counties mitigate the climate challenges ahead.
 - d. Tackling inequalities
6. This initiative contributes to the Wiltshire Climate Strategy 2022-27 objectives:
- a. Existing buildings in all sectors to be retrofitted to improve energy efficiency and decrease energy demand through low carbon technology.
 - b. New and existing buildings to be adapted to climate change for both heating and cooling.
 - c. To grow the green economy in Wiltshire, increasing capacity in key sectors to meet demand and delivery targets.

Background

7. Wiltshire Council made a bid for HUG2 funding and in March 2023 successfully secured £3,622,500 to improve the energy efficiency of 175 homes by installing measures including loft and wall insulation, air source heat pumps and ventilation systems. There is also limited funding available for other measures, for example solar PV, double glazing, underfloor insulation and electric heating.
8. HUG2 cost caps have been split into two categories: energy efficiency measures and low carbon heat. Measures are split into three categories, grade A, B and C. Grade A measures must represent at least 60% of measures costs. Grade C measures cannot represent more than 10% of measures costs. See appendix 1, Eligible Measures, for further details.
9. Further funding may be available for the retrofit of additional homes, up to the value of £7.2m, if Wiltshire Council's delivery performance is in line with, or exceeds its delivery forecasts of 175 homes. In this case the funder can grant permission for Wiltshire Council to draw down additional funding.
10. The delivery period for HUG2 ends in March 2025.
11. HUG2 grant requirements require that eligible properties are domestic dwellings, owner occupied (and in some cases privately rented), have an Energy Performance Certificate (EPC) rating between D and G and are off-gas grid (i.e., Not connected to the main gas grid for space heating purposes).

12. Eligible households for the scheme must either have a combined gross annual income of under £31,000, which must be verified or be located in an economically deprived neighbourhood (based on data drawn from the Indices of Multiple Deprivation 2019).
13. The eligibility of potential households for inclusion to the scheme will be verified to ensure they meet the eligibility requirements set out in the grant conditions. Proposed energy efficiency measures will be assessed to make sure they are suitable for the property and its occupants and can be delivered within the cost caps.
14. Private rented sector dwellings are also eligible but are limited to landlords with a portfolio of four properties or fewer. Landlords are required to contribute one third of the total cost of any upgrades.
15. Energy efficiency measures installed to eligible homes must be within the cost cap of the funding. A fabric first approach is required, this focuses on improving the building envelope to reduce heat loss and the demand for heat and is carried out before the introduction of efficient heating technologies and renewable energy technologies. A fabric first approach is generally regarded as the most cost-effective approach to retrofit. Grant funded measures must improve the EPC to C or above and in EPC F-G homes to at least a band D. At least 60% of funding must be spent on grade A measures and no more than 10% on grade C measures (see appendix 1, Eligible Measures).
16. The scheme will be promoted and available to households in Wiltshire subject to grant eligibility requirements.
17. Following analysis of local and national data and the grant eligibility guidance, it is anticipated that homes which are eligible for HUG2 grant will require loft and wall insulation and air source heat pumps. The grant conditions mean that there is limited funding available for other measures including glazing, solar panels and electric heating.

Procurement of the scheme

18. In order to deliver a HUG2 funded project, a range of services are required. These will include lead generation, validation of household eligibility, specialist retrofit roles including PAS 2035 certified assessors, designers and coordinators. Coordination and management of installers and sub-contractors, customer engagement, installation, contract management, compliance and scheme reporting services will also be required. See appendix 2, Technical Brief, for the HUG2 procurement technical brief which provides further detail about the requirements of each of these services.
19. Due to the wide range of specialist roles and installers required to deliver compliant works, the council will outsource the majority of the services. The Wiltshire Council HUG2 project team does not have sufficient resource to provide in-house technical and PAS 2035 roles or to manage multiple contracts. This report recommends the procurement of a turnkey contract, where the services required to deliver a HUG2 compliant retrofit project will be provided by a single main contractor, who will be responsible for delivering the retrofit works throughout the entire project life cycle.

20. This will speed up the delivery of the installations and reduce the complexity of the contractual arrangements.
21. This report recommends that the council will use FTS compliant route to market to procure a turnkey solution provider for the HUG2 delivery in which a contractor completes all project stages and eliminates the risk of managing multiple contracts with lead generation and eligibility assessment, PAS 2035 roles and PAS 2030 certified contractor, whilst also reducing the overall risk in terms of project accountability, management, and resources. This approach ensures that the project communication is more streamlined, and this reduces inconsistencies over the course of the project.
22. In addition, the council will procure an independent auditor organisation, to complete full audits of ten percent of installations of each property archetype to ensure that the Trustmark data and installation of measures are compliant with the grant conditions, PAS 2035, PAS 2030 and Trust Mark. The quality assurance audits will be front loaded to early retrofits to ensure any issues are highlighted and corrected at the early stages of the project. The Council HUG2 project team also includes a qualified retrofit Coordinator, this is a role which specialises in the identification and management of retrofit risks.
23. Wiltshire Council will seek to support the growth of the green economy and work with local partners and SME's either as the main contractor or subcontractor, where these organisations meet the funding requirements.
24. The procurement approach will be as follows:
- a. The council will use a retrofit installation turnkey approach to deliver the project, where services required to deliver a HUG2 compliant retrofit project will be provided by a single main contractor who will be responsible for retrofit works delivered throughout the entire project life cycle.
 - b. The council will procure an independent auditor to quality assess installations and ensure that the Trustmark data and installation of measures are compliant with the grant conditions, PAS 2035, PAS 2030, and Trust Mark.
 - c. The council will seek to work with local SME's who can the deliver specialist retrofit services required, either as the main contractor or as subcontractors to the main contractor.

Data and project design

25. Wiltshire Council have adopted a data led approach to inform the design of the HUG2 project. Local data relating to the grant eligibility has been analysed to inform the design of the project and the delivery strategy. The data has been used to identify geographical areas and house types where the properties and households are likely to be eligible for the grant.

Communications about the funding

26. Communications and marketing of the scheme will be delivered in partnership with the turnkey contractor. Council officers will provide information about the retrofit

opportunity, the grant eligibility requirements and contact methods via arrange of communication channels including Wiltshire council social media, web site, press releases and the One council newsletter. Officers will also promote the scheme through Town and Parish newsletters, partner newsletters, area boards and town and parish meetings.

27. The turnkey contractor will be responsible for providing target audience data to allow communications to be tailored to the needs of the recipient and targeted to areas where properties and residents are eligible for the grant and a range of marketing methods will be used to reach all members of the community.

Reporting and Payment

28. Local Authorities are required to submit batches of homes which have been assessed in line with the latest PAS 2035 standards, to be approved by the funding authority before funds can be released to install the measures.
29. Grant payments will be made to authorities in arrears through provision of successful batches and following success at the Delivery Assurance Check. In delivering the approved batches, payments are incurred in relation to:
- a. A recipient who is an 'Eligible Household' and
 - b. Installation of 'Eligible Measures' and
 - c. Completed by an 'Eligible Installer' and
 - d. Installation is completed during the 'Funding Period'

Main Considerations for the Council

Time

30. The project delivery period is relatively short, and grant will be withdrawn for installations which fall out of this period. The design of the delivery strategy and procurement approach must ensure that installations can be started quickly and rolled out efficiently, and that our delivery partners have experience of managing HUG projects successfully.
31. Procurement of a turnkey contractor who will manage and deliver all the services required to deliver a HUG2 project is more efficient than the Council managing multiple contracts and resolving issues between them.
32. Energy efficiency measures which require long lead in times, such as external wall insulation or other measures which require planning permission, will be carefully considered to ensure that the grant can be maximised.

Budget

33. Energy efficiency measures installed must fall within the grant cost caps. This may affect the variety and combinations of measures which can be installed as part of this project.
34. Through the procurement process we will address value for money and suppliers will bid via a competitive process. The Council procurement team will offer support with

verifying costs, benchmarking of rates and provide transparent cost models and item approvals.

Resource

35. The HUG2 project team will be funded through the administrative and ancillary element of the HUG2 grant, and this will fund a Compliance Officer role and a Contract Officer. The new post of Retrofit Development Manager has been funded by the UK Shared Prosperity Fund.

Quality

36. Installers must be certified to the most recent version of PAS 2030:2019 and able to work to the latest PAS2035 guidance. All property assessments, design and coordination activities will be compliant with PAS 2035 standards and PAS 2030 compliant installation of energy efficient measures to safeguard the interests of the customer and the public.
37. The Council will procure an independent audit, where full audits of ten percent of installations of each archetype will be carried out by an independent organisation to ensure that the Trustmark data and installation of measures are compliant with the grant conditions, PAS 2035, PAS 2030 and Trust Mark.
38. The Council retrofit project team also includes a qualified retrofit Coordinator.

Overview and Scrutiny Engagement

39. The Chairman and Vice-Chairman of the Environment Select Committee and the Chairman of the Climate Emergency Task Group will be briefed on the report before the Cabinet meeting.

Safeguarding Implications

40. There are processes in place to ensure that services identify those at risk of harm and/or exploitation and those concerns are reported appropriately. Across Wiltshire Council there are strong, established relationships cross cutting children's and adults safeguarding, housing and public health to ensure that any risks, concerns or incidents are escalated in line with council protocols and procedures.
41. The contract arrangement will contain robust safeguarding measures in line with council policy. Contracts give clear direction on how and when to raise a safeguarding alert to avoid any confusion about who will do this and/or assumptions that someone else will raise the alert.
42. The contract also ensures that any issues relating to child protection are identified and appropriate referral made to children's services.

Public Health Implications

43. This fund will help to provide energy efficiency improvements to low-income households in Wiltshire. By utilising data provided by Wiltshire Data and Insight Team and the Home Upgrade Hub we can ensure that resources reach the target audience where efficiency upgrades are most needed with the aim of reducing inequalities across our population.

44. Improving thermal comfort through a better insulated and ventilated home reduces operational costs and can also improve the health and wellbeing outcomes for those who are living in cold homes and reduce the demand on health and social care.

Procurement Implications

45. Procurement colleagues have been involved in the development of a procurement approach for the delivery of this project. The procurement sourcing plan is in development.

46. To add optimum commercial value to the HUG2 completion also noting the limited resources to expedite the installation and Admin and Ancillary element of the grant separately, Procurement is of the opinion that the HUG2 project is expedited using a turnkey solution approach off a compliant route. This would ensure significant time saving against a Wiltshire tender ensuring quick and easy access to already pre-qualified service providers with the right experience and qualifications to deliver the HUG2 project. The proposed route aims to provide opportunities to engage with local suppliers who have required expertise in retrofit installation services.

Equalities Impact of the Proposal

47. In discussions with Equalities Team to ascertain if an EQIA is required.

Environmental and Climate Change Considerations

48. A key focus of the scheme is to reduce the heating demand of homes and to phase out the use of fossil fuel heating and to make progress towards the UK's 2050 Net Zero commitment. The retrofit approach for the delivery of this funding will be based on a fabric first principle, which focuses on firstly improving the building fabric to reduce the heating demand as much as possible, followed by decarbonising the properties space heating demand.

49. The tender evaluation and contract terms and conditions will include sections on environmental and climate change impact to ensure this is appropriately considered.

50. As part of the procurement of the HUG2 project, contractors will be required to demonstrate consideration to supporting the Council's commitment to being carbon neutral by 2030 and being resilient to the impacts of climate change. A sustainable procurement will support the sustainability goals of the council and optimises the environmental, social and economic impacts of the project.

51. Retrofit installers will be required to work to the latest PAS 2035 guidance and will assess homes to make sure sufficient and suitable ventilation is present or specified as part of the upgrade. This will allow the property to be cooled more effectively during hot weather.

Workforce Implications

52. The 15% Administrative and Ancillary funding will be used to procure a managing agent and fund 2 FTE in-house staff with the required specialist skills to manage the project including a contract officer and compliance officer.

53. Additional funding has been provided through UKSPF funding to fund a Retrofit Development Manager to project manage the HUG2 project for the duration of the project. UKSPF funding is to provide measures to reduce the cost of living including through measures to improve energy efficiency, and combat fuel poverty and climate change.

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

54. Risks of not executing the project:

- A failure to retrofit a property increases the risks of:
- Fuel poverty
- Cold and damp
- Unsafe homes
- Wasted energy – contributes to CO2 emissions.
- Increased health risk – impacts the localised healthcare resources.
- Non – compliance with housing regulations

55. Procurement risks and mitigations are summarised in appendix 3, HUG2 Risk Log. A detailed project risk log has been developed as part of the project documentation which set out the risks that would occur if the recommendation is taken.

Financial Implications

56. Government grant capital funding is agreed in principle up to the value of £3.6m to deliver the outcomes in line with the proposal. £3.1m of this funding is capital costs and £0.5m (15%) is for Administration and Ancillary costs which will be used to fund the project team that support the delivery of this programme. If applications under this scheme exceed the capital grant agreed in principle the council will, subject to the funder's permission and grant eligibility criteria, claim additional funding up to the total grant value of £2.7m for the retrofit of additional homes if Wiltshire Council's delivery performance is in line with or exceeds its delivery forecasts of 175 homes. If this is not possible the scheme will need to cease so that the council does not occur any detrimental financial impact.

57. Successful grant batch applications need to be regularly submitted to draw upon the funding in principle to fund the home upgrades.

58. Upgrades delivered through HUG 2 are required to be completed by the delivery deadline of 31 March 2025. Unpaid grant is required to be returned to the government.

Legal Implications

59. Legal advice has been sought and will continue to be sought on this project. The procurement of a turnkey service will be taken in accordance with the Constitution and Procurement Law. The proposed arrangement will ensure the Council meets its duties as described above more fully.

Options Considered

Option one: Procure a turnkey service to deliver energy efficiency improvements to low-income households in Wiltshire.

60. The Council will outsource most of the services required to deliver a HUG2 retrofit project. The project requires a range of specialist roles and installers to deliver compliant works and the Wiltshire Council HUG2 team is limited in size due to the size of the project.
61. The installation of energy efficiency improvements reduces the risk of fuel poverty by supporting the most vulnerable households by reducing the cost of heating their homes through improved insulation, ventilation and low carbon heating systems. This provides a parallel opportunity to improve health and wellbeing outcomes for those living in cold homes and reduce the demand on health and social care.
62. This retrofit project will continue to build capacity within the Council to scale up the delivery of retrofit and be ready to bid for future funding opportunities.
63. This retrofit project will promote retrofit to the wider community in Wiltshire by sharing knowledge, providing examples and resident ambassadors.
64. This project will help stimulate the local retrofit market by creating demand for skills and work and will help the local economy through job creation, upskilling and apprenticeship training. The Council will seek to procure a local managing agent, if this is not possible, we will seek to employ a managing agent who can subcontract to local SME's who can deliver the specialist services required.
65. The scheme will be promoted to households in Wiltshire, whose household income will be verified to ensure they meet the grant eligibility requirements. Retrofit assessments will be carried out to confirm:
 - The pre-work EPC score
 - The suitability of proposed energy efficiency measures
 - Ensure the upgrade will meet the required post installation EPC band.
 - Ensure the proposed energy efficiency measures are allowable through the grant.
 - Confirm the proposed energy efficiency measures are within grant cost caps.

Option two: Remain as is and we don't run the project:

66. This option removes the Council's ability to drive forward the installation of energy efficiency measures for low-income owner-occupied homes as well as the many benefits which the project offers to the council and community.

Conclusions

67. It is recommended that the Cabinet notes the content of this report and is asked to authorise option one and to delegate the spend of the grant to the Corporate Director for Resources & Deputy Chief Executive, and the Director for Environment in consultation with the Cabinet Member for Environment and Climate Change.

Sarah Valdus
Director, Environment

Report Author: Stacy Sheppard, Retrofit Development Manager

6 November 2023

Appendices

Appendix 1 – Eligible Measure Categories

Appendix 2 – Procurement Technical Brief

Appendix 3 - HUG2 Risk Log

Eligible Measure Categories

Measure Grade	Energy Efficiency Measure	Low Carbon Heat Measure
A	Loft Insulation	Air Source Heat Pump
	Cavity Wall Insulation	Ground Source Heat Pump
	Solid/External Wall Insulation	Communal Heat Networks
	Internal Wall Insulation	Shared Ground Loops
	Flat Roof Insulation	Wet Central Heating
	Room-in-roof Insulation	
	Draughtproofing	
	Hot Water Cylinder Insulation	
	Hot Water Cylinder Thermostat	
	Digital/Smart Controls	
	Heating Controls	
Park Home Insulation		
B	Battery Storage (only eligible when complimenting Solar PV)	High Temperature Heat Pumps
	Low Energy Lighting	Low Carbon District Heating
	Underfloor Insulation	
	Solar PV	
	Double Glazing (only when required to compliment External Wall Insulation to comply with PAS2035 standards)	
C	Solar Thermal	Biomass Room Heater with Boiler
	Double Glazing (only when required to compliment External Wall Insulation to comply with PAS2035 standards)	Biomass
		Direct Electric Heaters
		High Retention Storage Heaters

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This is not a contract document

Procurement Technical Brief Home Upgrade Grant (HUG2)

Prepared by: Stacy Sheppard, Retrofit Development Manager
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Summary of project

Wiltshire Council has been successful in securing more than £3.6m of Government funding to help to increase the energy efficiency of housing in the county. The funding is part of the Governments net Zero Homes Upgrade Grant, Phase 2 scheme (HUGS 2) and will be spent on retrofitting up to 210 Wiltshire Homes by March 2025, supporting the council's ambition for the county to be carbon neutral.

Homes which benefit from these improvements will have a starting EPC of D or lower and be improved to an EPC band C or higher (D for EPC F-G homes). This funding will allow the council to support retrofit for off-gas owner occupied homes subject to household income levels. Further details about grant eligibility and delivery can be found [here](#).

Retrofits will follow a fabric first approach and installers must be certified to the most recent version of PAS 2030:2019 and able to work to the latest PAS2035 guidance. The grant is calculated with an average total cost per home of £18,000.

Wiltshire Council are looking to award to a Turnkey project to a managing agent or principal contractor who can provide the whole suite of activities outlined below in the Capabilities table. Provision of these services can be delivered by in-house staff, sub-contracted to other organisations or a mixture of both, where the managing agent or principal contractor is responsible for coordinating the activities of all subcontractors, including planning, management, monitoring and coordination of health and safety. The principal contractor will control the organisation and construction phases of the project and take into account the health and safety risks to everyone affected by the work and plan and manage the measures needed to control them.

Objectives

The funding has been awarded to deliver energy efficiency measures to between 175 and 210 eligible dwellings in Wiltshire and to increase their EPC rating to EPC band C for band D and E properties and EPC band D for band F and G properties by March 2025, with the last property batches to be submitted in December 2024. It is anticipated that most of the properties will require loft and/or cavity wall insulation, with some installations of flat roof insulation, Air Source Heat Pumps and external wall insulation. There is limited funding available for other measures, for example, solar PV, battery storage, double glazing, underfloor insulation, and electric heating.

Values

- Delivering social value
- Maximising Equality, diversity, and inclusion benefits
- Local job creation in Wiltshire
- Building skills for a local supply chain and to support the growth of the green economy in Wiltshire.
- To address fuel poverty by offering support to the most vulnerable households in the most economically deprived neighbourhoods.
- Resident health improvements: improving health and wellbeing outcomes for those who are living in cold homes and to reduce demand on health and social care.
- Sustainable procurement; including the promotion of circularity, reduction of virgin material use, eliminating and managing waste, targeting local air quality (using electric vehicles or offsite processes) and reducing embodied carbon emissions, for example use of a low embodied carbon insulation material.

Services	
Capability	Examples of common/best practice
Lead Generation	<ul style="list-style-type: none"> • Data analysis to identify property archetypes, common measures and geographical 'hotspots' • Confidence modelling and analysis to help process and understand the accuracy of the EPC data and develop schemes of work • Identification of eligible homes through tailored marketing, using a variety of methods and approaches to reach multiple demographics and communities • Communication of the scheme to a targeted audience • Insights and analysis provided on lead generation metrics for eligible and targeted homes, including number of leads, conversion rates, lead response time, cost per lead, sales cycle length.
Validation of eligibility	<ul style="list-style-type: none"> • Provision of an eligibility validation service to confirm if a household is eligible for HUG2 funding in line with HUG2 eligibility rules, strategic fit and available budget. • Management and validation of leads from a variety of sources included those generated through targeted marketing and the DESNZ HUG eligibility Checker Portal. • To include income eligibility verification processing to confirm proof of eligibility adhering to data security requirements. • Undertake a desktop assessment of eligible properties to confirm the existing EPC and the suitability of proposed energy efficiency measures, ensuring all leads match the required project and grant outcomes. • Provision of EPC's as required for properties where the EPC is out of date or unavailable. • Adherence to data security requirements. • Insights and analysis provided for eligibility metrics including acceptance rates and installation surveys planned.
PAS 2035 specialist roles	<ul style="list-style-type: none"> • Assessment: PAS2035 compliant retrofit assessment. • Pre and post EPC's undertaken and lodged where required. • Retrofit design and Coordination; PAS 2035 compliant retrofit design and coordination providing clear communication points for the customer to agree to a suitable retrofit plan for their home. • Improvement option plan and medium-term plan. • Works specifications • Planning permissions or certificate of lawful development as required
Procurement and supply chain / installer/ subcontractor management	<ul style="list-style-type: none"> • Tender for a range of relevant suppliers and installers to meet the objectives of the project. • Batch identification and approval to include eligible housing stock data, measure mixes and costs for a batch of homes that are ready to retrofit. • Call off contracts or mini competitions for each batch of retrofit ready properties as services are required.
Customer engagement and retrofit journey management	<p>Retrofit awareness</p> <ul style="list-style-type: none"> • Customer awareness including information about proposed measures and benefits and the retrofit programme. Understanding tenant motivations and concerns. Identification of potential risks and issues and mitigation. <p>Design and installation</p>

	<ul style="list-style-type: none"> • Management of householder expectations in line with PAS 2035 and recommendations of measures aligned to scheme rules and budget availability. • Provision of technical information including FAQ's for measures and process • Customer journey management throughout the project, including maintaining regular communications about eligibility, construction activities, timelines and householder signup. <p>Handover and aftercare services</p> <ul style="list-style-type: none"> • Single point for customer queries and complaints handling • Customer care and provision of aftercare services and support services for customers throughout their journey. • Product support, energy advice and tariff comparison through phone consultations, video calls and home visits • Identify and refer householders to any further relevant support services and funding. • User documentation and residents manual • Insights and analysis on customer experience
Installation	<ul style="list-style-type: none"> • Principle contractor role to be responsible for retrofit works delivered throughout the entire project life cycle, responsible for coordinating the activities of all subcontractors, including planning, management, monitoring and coordination of health and safety. • Statutory approvals • Customer journey mapping and management of installs. • PAS2030 Compliant installation of EEM's via in-house or sub-contractors. • Testing • Commissioning
Contract management	<ul style="list-style-type: none"> • Management of the deployment of the project to include supply chain management • Monitoring • KPI management and reporting
Compliance and Scheme Reporting	<ul style="list-style-type: none"> • Provision of performance monitoring data relating to customer journey mapping including number of sign-ups, assessments, and installations in line with HUG 2 data collection requirements and KPI's. • Insights and analysis into delivery data. • Quality assurance

Risk ID	Risk Category	Risk Category - Other (if applicable)	Risk Owner	Risk Name	Cause	Effect/Impact	Score: Likelihood	Score: Impact: Time	Score: Impact: Cost	Score: Impact: Quality	Score	Planned Actions	Contingency Plans (Optional)
<i>Enter a Risk ID. ID's must be unique to each risk, and formatted as R001, R002, etc. Do not use a different format as this will resort in upload failure.</i>	<i>Select a risk category from the drop-down list.</i>	<i>If you answered 'Other' in the Risk Category Box, please add further detail here.</i>	<i>Who is the owner of this risk? (e.g., organisation, contractor, supplier, etc.)</i>	<i>Describe what the risk is.</i>	<i>Describe the risk's cause(s).</i>	<i>Describe the risk's effect(s) or impact(s).</i>	<i>Select the likelihood of the risk materialising, as per the scoring matrix.</i>	<i>Select the risk's impact on delivering the project to time, as per the scoring matrix.</i>	<i>Select the risk's impact on delivering the project to cost, as per the scoring matrix.</i>	<i>Select the risk's impact on delivering the project to quality, as per the scoring matrix.</i>	<i>The overall risk score is auto calculated</i>	<i>What actions will you take to mitigate the risk?</i>	<i>What will you do if this risk materialises?</i>
R019	Timescales		Grant recipient	Slippage to the project baselining	Time it takes to recruit / obtain suitable skills in-house to deliver procurement.	Delays to project start-up and consequent need to identify, assess and deliver units in a compressed timescale	5	2	1	3	15	This needs to be managed through the weekly internal team meetings, acknowledging the risk and considering need to rebaseline as part of the DAC process when Managing Agent is on	
R020	Supply Chain		Grant recipient	Long lead times for materials or shortages of specified materials or systems	Increase demand for raw materials, skilled labor shortages, shipping disruptions, demand exceeding supply	Delays to project delivery	3	4	2	1	12	Early discussions with existing framework to secure the best supply chain options in terms of contractor and material availability	
R026	Cost Inflation		Grant Recipient	Increased cost of materials and availability	Inflation, increase demand for raw materials, skilled labor shortages, shipping disruptions, demand exceeding supply	Delivery delays, homes not improved, EPC targets not met	3	2	4	3	12	Secure delivery arrangement in well developed procurement frameworks and review supply chain arrangements with appointed contractors and suppliers.	
R029	Procurement		Grant recipient	Risk of overextension for suppliers	Lack of due diligence, poor procurement,	Delivery delays, homes not improved, scheme credibility, council reputation	3	4	2	2	12	Undertake due diligence regarding this. This might involve asking to inspect their 'order book' to see how much the supplier has grown within your region and gaining assurance on the supply chain	
R002	Access Issues / Customer Refusals		Grant recipient	Households refuse offer of measures because of hassle factor and potential damage to property	Lack of customer engagement and information to allow them to proceed with confidence	Homes cannot be treated and others need to be identified	3	3	2	2	9	Procure the services of a managing agent and include requirements in the tendering to include customer engagement and guidance, use of well qualified and experienced customer advisors.	
R016	Resourcing		Grant recipient	Key delivery staff leave or are absent through illness	Insufficient staffing, remuneration, job satisfaction.	Works to homes delayed or does not happen	3	3	2	3	9	Wiltshire Council will engage a managing agent that has suitable skills and experience with a depth of staff resourcing relevant to the project. This should ensure coverage at all times including when	
R030	Procurement		Grant recipient	Delivery confidence	Lack of due diligence, poor procurement	Delivery delays, homes not improved, scheme credibility, council reputation	3	3	2	2	9	Assessing the financial standing and capacity to deliver to support risk understanding delivery confidence in the chosen supplier. Flagged delivery risks at the award and pre-award	

R031	Resourcing		Grant recipient	Failure to deliver	All risks which affect the delivery of the project	Failure to increase the energy efficiency of homes in Wiltshire will impact the Wiltshire Council Climate Strategy deliver. Will also increase the risk of fuel poverty, cold and damp, unsafe homes, wasted		3	3	3	3	9	The Delivery Assurance Check ensures the project is on programme, specifically how the project has been planned and resourced, project governance, if contracts have been procured and
R003	Supply Chain		Grant recipient	Lack of skilled contractors in the area results in not having contractors able to install measures	Inadequate supply chains	Homes cannot be treated within project timescales / timely manner		2	4	2	3	8	Procure a turnkey solution to transfer the risk to the managing agent who has a better understanding of local supply chains and potential to access wider markets outside of local authority area.
R004	Supply Chain		Grant recipient	Installer does not have the capacity to meet demand for installs	Inadequate supply chains	Homes cannot be treated within project timescales / timely manner		2	4	2	3	8	Procure a turnkey solution to transfer the risk to a managing agent who can have relationship with multiple installers of each measure so as to spread the risk.
R021	Fraud		Grant recipient	Applications which exceed the 4 property portfolio cap	Insufficient eligibility information, checks and validation process	Target homes not improved and scheme credibility undermined		2	2	2	4	8	Design a fraud prevention plan to enforce the 4-property
R022	Design Constraints		Grant recipient	Meeting intended energy improvements in terms of energy savings and improved performance	Lack of due diligence, poor procurement, auditing	Scheme credibility, council reputation		2	2	2	4	8	We will follow the PAS2035 process and use accredited consultants and suppliers. We will audit outcomes by archetype using an independent Coordinator and will test, for example using
R027	Quality		Grant recipient	Energy efficiency measures identified and / or installed do not result in the required outcomes or expected performance	Lack of due diligence, poor procurement, poor design and modelling, insufficient auditing	May affect the ability to draw down grant		2	2	4	3	8	Agree through contract specification requirements and ensure these are modelled to confirm expected performance. Audit 10% of properties
R028	Quality		Grant recipient	Measures installed which aren't included on Appendix Q	Lack of due diligence, poor procurement, poor design and modelling, insufficient auditing	May affect the ability to draw down grant		2	2	4	3	8	Agree eligible measures through contract specifications
R009	Weather		Grant recipient	Weather related delays to installation of external wall insulation.	The UK's climate and poor scheduling	Delays to planned measures and project timelines		2	3	2	2	6	Procure a managing agent and through tendering exercise seek contractors to prioritise EWI at an early stage for times of year outside wetter months.

R017	Scope Changes		Grant recipient	New standard or regulation that prevents current ways of working	Changes to regulations by government	Delays to project delivery or works not carried out to appropriate standards	2	2	2	3	6	Wiltshire Council (in conjunction with the Managing Agent) will monitor standards and regulations which may affect the project and develop mitigation measures should any new standards and
R023	Supply Chain		Grant recipient	PAS2035 assessor and design availability	Inadequate supply chains	Delays to delivery	2	3	2	1	6	Early appointment to complete PAS2035 process
R018	Resourcing		Grant recipient	In-kind human resourcing	Use of existing staff to set up project results in underspend in the A&A budget	Project has potential underspend / delayed spending / additional budget later in project	5	1	1	1	5	Need to keep a careful eye on use of in-kind resources to set up project and as appropriate consider reporting / claiming this cost if it persists.
R005	Supply Chain		Grant recipient	An installer goes into administration	Could be numerous including poor business management or wider economic conditions	Homes cannot be treated and alternative suppliers required	1	4	2	3	4	Procure a turnkey solution to transfer the risk and use procurement to build in alternative strategy such as having multiple installers available so as to spread the risk
R007	Quality		Grant recipient	Installations do not meet approved standards	Poor quality of work from contractors	Homes not improved and scheme credibility undermined	1	2	2	4	4	Procure managing agent to transfer risk and ensure through tendering that all installers have suitable skills, experience and accreditations. Carryout checks with retrofit coordinator including
R011	Covid-19		Grant recipient	Covid or equivalent restrictions put in place	Disease outbreak	Homes cannot be treated within project timescales / timely manner	1	4	2	3	4	Procure a managing agent to transfer risk. Require appropriate H&S risk assessments to continue work with appropriate PPE if possible.
R012	Consumer Demand		Grant recipient	We cannot identify enough suitable properties to complete the install target	Not enough homes wanting to participate	Number of homes set out in bid cannot be treated	1	4	1	4	4	Use the data gathered from Warm & Safe Wiltshire and the IMD postcodes to find more properties in conjunction with managing agent
R013	Consumer Demand		Grant recipient	Proactive demand generation leads to an influx of requests for advice and support that outstrips funding or capacity.	Too many homes wanting help	Expectations raised and customers left feeling they have missed out	1	1	1	4	4	None at this stage as the number of properties set out in the bid was based on consultation with CSE who run the Warm & Safe Wiltshire advice service and the MoU allows for additional 15% of

R015	GDPR		Grant recipient	Project data loss	Inadequate IT support or human error	Works to homes delayed, customer data lost, reputational damage	1	3	3	4	4	Procure a managing agent to transfer the risk and use the tendering process to set out requirements in terms of data management and back-up of information.	
R024	Resourcing		Grant recipient	Lack of internal project resources	Insufficient resources	Delay to procurement, reporting and delivery	1	3	2	4	4	The project has allocated resources, including a project manager and compliance officer. Funding is available to appoint additional staff. Completion of skills and capacity planning to	
R006	Fraud		Grant recipient	False claims of low-income status	Potential fraud, or at best error from applicants	Takes away funding from valid persons and undermines scheme objectives and credibility	1	1	3	3	3	Procure managing agent to transfer risk. Require, through tendering, to check and evidence customer eligibility. Use IMD postcodes to select households.	
R008	Fraud		Grant recipient	Claims are made for installations that did not occur or not completed	Potential fraud, or at best error from installers	Homes not improved and scheme credibility undermined	1	2	3	3	3	Procure managing agent to transfer risk and ensure through tendering that all installers have suitable skills, experience and accreditations. Carryout checks with retrofit coordinator including	
R010	Planning		Grant recipient	Conservation and other planning related delays	Inadequate understanding of planning constraints	Delays to planned works and additional costs in obtaining consents in terms of administration and fees	1	3	2	1	3	Procure a managing agent to transfer the risk. Through tendering of this service seek views on likely planning constraints. Appoint suitably qualified retrofit assessors who shall address this in	
R014	GDPR		Grant recipient	Data security issues	Lack of attention to GDPR	Reputational damage	1	1	1	3	3	This needs to be managed through the procurement process with for the managing agent with a transfer of risk.	
R001	Other	Combination of risks including cost inflation and funding restrictions	Grant recipient	Funding per property is not enough to fund all measures needed	£18,000 budget at outline application stage	Some homes cannot be fully treated	1	1	1	2	2	Risk has been managed through the MoU which allows for additional funding and caps the cost of measures rather than the £18k at outline bid	Contingency Plans

Wiltshire Council

Cabinet

12 December 2023

Subject: Setting of the Council Tax Base for 2024/25

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

Key Decision: Non-Key

Executive Summary

The Council is required to approve its Council Tax Base annually, in accordance with the Local Government Finance Act 1992 and The Local Authorities (Calculation of Council Tax Base (England)) Regulations 2012. The Council Tax Base 2024/25 must be notified to Major Precepting Authorities (the Office of the Police & Crime Commissioner for Wiltshire & Swindon and Dorset & Wiltshire Fire and Rescue Service) and Local Precepting Authorities (Town and Parish Councils) by 31 January 2024.

Cabinet at its meeting on 12 September 2023 approved to consult on proposals to changes to the Council Tax Reduction (CTR) Scheme for working aged people. This report provides an update on the results of the consultation.

The report also raises awareness of changes to legislation giving council's the discretionary power to add premiums of up to 300% to those owning second homes. A further report will be brought to Cabinet with recommendations on premium charges following the enactment of the Levelling Up and Regeneration Bill for England.

Proposals

For Cabinet to approve:

- 1) The Council Tax Base 2024/25 of 194,423.87;
- 2) That the Chief Finance Officer (Director, Finance & Procurement (S151 Officer)) is given delegated authority to determine the estimated Collection Fund balances (Council Tax and Business Rates) as of 31 March 2024 by 15 January 2024.
- 3) For Cabinet to note the results of the Council Tax Reduction Scheme review consultation.

Reason for Proposals

Before the Council Tax can be set by the Council in February 2024 a calculation must be made and approved of the Council Tax Base, which is an annual requirement as laid out in the Local Government Finance Act 1992. The council must set this and notify major and local precepting authorities by 31 January 2024.

Following the public consultation on proposed changes to the Council Tax Reduction scheme it is best practice to report back to Cabinet the results and any recommendations to be considered.

Terence Herbert
Chief Executive Officer

Andy Brown
Deputy Chief Executive and Corporate Director of Resources

Wiltshire Council

Cabinet

12 December 2023

Subject: Setting of the Council Tax Base for 2024/25

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

Key Decision: Non-Key

Purpose of Report

1. To ensure that the Council Tax Base for 2024/2025 is set and approved by the statutory date of 31 January, on which the Council, Major Precepting Authorities and Local Precepting Authorities sets their precepts and budgets for 2024/25.

Relevance to the Council's Business Plan

2. There is a statutory requirement for the Council Tax Base to be set. The Tax Base is used to calculate the Council Tax Requirement included in the Medium Term Financial Plan which supports the Council's Business Plan.

Background

3. The Council Tax Base is the taxable capacity of an area (e.g. Wiltshire) or part of an area (e.g. a Parish/Town Council).
4. The County of Wiltshire is split into 2 primary taxable areas: the Wiltshire Area and the Swindon Area. Wiltshire Council is responsible for setting the Council Tax Base for the Wiltshire Area whilst Swindon Borough Council is responsible for setting the Council Tax Base for the Swindon Area.
5. The calculation of the Council Tax Base for the year 2024/2025 must be notified to Major Precepting Authorities (the Office of the Police & Crime Commissioner for Wiltshire & Swindon and Dorset & Wiltshire Fire and Rescue Service) and Local Precepting Authorities (Town and Parish Councils) by 31 January 2024. The CTR scheme which is part of the Tax Base calculation must be agreed and the results of the scheme review consultation are included in paragraphs below.
6. The Council administers the Collection Fund on behalf of all precepting authorities and, as part of this administration responsibility a determination of the estimated Collection Fund balances (council tax and business rates) as at 31 March 2024 must be made by 15 January 2024. This report proposes that the Chief Finance Officer (S151 Officer) is given delegated authority to determine these estimated balances as a technical calculation, which allows for the latest data to be used for the estimation.
7. At its meeting on 12 September 2023 Cabinet approved to consult on proposals to changes to the Council Tax Reduction (CTR) Scheme for working aged people. This report provides an update on the results of the CTR review and consultation process.

Main Considerations for the Council

Council Tax Base

8. The starting point for the calculation of the council tax base is the list of properties and their tax band as at 11 September 2023 which has been supplied to the Department for Levelling Up, Housing and Communities (DLUHC) on 13th October 2023.
9. The list is broken down into Town and Parish order and then adjusted to allow for various discounts, reductions and exemptions, for each band, which it holds on 2nd October 2023. Discounts, reductions and exemptions that the council applies are set out on the council's website and can be found here: [Discounts and exemptions - Wiltshire Council](#).
10. The adjusted list of properties results in an estimate of the number of full year equivalents within each band.
11. Each band is then converted into "band D equivalents" by applying the factor laid down by legislation.

Band	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9

(For example, a band A property is multiplied by 6 and divided by 9 to arrive at the "band D equivalent" figure, whilst a band H property is multiplied by 18 and divided by 9 (equal to multiplying by 2). All these are then added together to give a total of "band D equivalents").

12. The total is then adjusted in respect of class O exempt dwellings. This refers to an adjustment to add in a consolidated figure for the MOD estate.
13. This final figure provides a tax base that was submitted to Central Government by 13 October 2023.
14. This tax base is then adjusted for additions for estimates of newly built and occupied properties the remaining part of 2023/24 and in 2024/25. The council is then required to decide if adjustments are required to reflect collection rates and any impact of locally set and managed Council Tax Reduction Scheme.
15. A assessment is made of the likely collection rate. This is multiplied by the relevant tax base to give a Council Tax Base. A collection rate of 100% would assume 100% collection and thus a zero adjustment whereas a collection rate of less than 100% allows for an element of non-collection and subsequently results in a reduction to the Tax Base.
16. For several years the Council set its collection rate at 99.75% with an adjusted collection rate of 82.50% where local council tax support reductions (discounts) in respect of working age claimants were applied. For 2024/25 this report recommends that it is prudent to retain both collection rates at 99.75% and 82.50% respectively as this reflects current expectations for collection; current year debt levels are consistent with previous years and although the number of households in receipt of Universal Credit is growing, at this stage the cohort affected is not material but will be kept under review. The resulting 2024/25 overall collection rate adjustment is 98.90%.

17. The following table summarises the calculation:

	Wiltshire Council Tax Base (Number of band D Equivalent Properties)
Approved Council Tax Base 2023/24	193,142.94
Council Tax Base 2024/25:	
Council Tax Base per CTB1 Form (as at 13 October 2023)	195,194.90
Adjustment for New Builds	1,392.60
Adjustment for Collection Rate	(2,163.63)
Council Tax Base 2024/25	194,423.87

18. To calculate the Band D Council Tax for Wiltshire Council, the Council Tax Base is divided into the Council's Council Tax Requirement. The Council Tax Requirement is formally set at the budget setting meeting of Full Council on 20 February 2024. This date is subject to Wiltshire Council being notified of the major precepting requirements.
19. An estimate of the surplus or deficit on the Council Tax Collection Fund must be made, by law, on or before 15 January 2024. Council Tax surplus or deficits will be credited or charged to Wiltshire Council, the Office of the Police & Crime Commissioner for Wiltshire & Swindon and Dorset & Wiltshire Fire and Rescue Service in proportion to their precepts and will be taken into account in setting the 2024/25 Revenue Budget and Council Tax levels. It is recommended that the determination of the estimated Collection Fund balances (Council Tax and Business Rates) as of 31 March 2024 by 15 January 2024 is delegated to the Chief Finance Officer to allow the most up to date data to be used in the estimate, which is one of a technical nature.
20. The Council Tax Base 2024/25 for the whole of the Wiltshire Area broken down for each Town and Parish is set out in Appendix A. The Council Tax Base for the Wiltshire Area for 2024/25 is 194,423.87 band D equivalent properties (193,142.94 in 2023/24).

Council Tax Reduction Scheme Review Consultation

21. The CTR Scheme started in April 2013 and for the last decade, Wiltshire Council has operated two council tax reduction schemes. A locally agreed scheme that supports working aged people and a nationally set scheme that supports people of pensionable age. A report was considered by Cabinet at their meeting of 12 September where it was approved to go out to consult on proposals for changes to the CTR Scheme. Five different proposals were included in the consultation. Consulting on proposals on any changes to the scheme is mandatory and the consultation ended on 27 November 2023.

22. The council received in excess of 260 responses to the consultation and the results of the consultation can be seen in the table below.

Proposal	Agreed	Disagreed	Didn't know
1 to increase the maximum amount of CTR from 80% to 90%. This offers additional support to low-income families, particularly those who rely on Universal Credit as their main income	46%	38.5%	15.5%
2 Disregard the Universal Credit award in the calculation of CTR, which will mean we only adjust a claim if other income such as earning, pensions or capital change. Claims are cancelled if UC stops	59.2%	30.8%	10%
3 So that we can disregard Universal Credit, corresponding changes to the administration of the scheme must be made. Applicable amounts for those in receipt of Universal Credit would be calculated in the same way as all other working age customers	74.8%	11.7%	13.5%
4 CTR entitlement is restricted to a Band D dwelling	53%	28%	19%
5 To accept applications via a completed application will be the only acceptable way to make a claim. Customers must submit their own claim for CTR and notify the council should their circumstances change	58%	26%	16%

23. We're pleased to have received the feedback on proposals to make changes to the Council Tax Reduction Scheme. The original intention was to bring in any changes in time for the 2024/25 financial year. However, given the amount of feedback received, we are keen to ensure we take time to analyse the results of the consultation and feedback as thoroughly as possible, as we know how important it is to get this right. Therefore, at this stage it is not recommended to implement any changes as further work is required to ensure that any additional support given by the council to vulnerable households is targeted and will deliver the required outcomes in the most effective way.

Council Tax on Second Homes

24. The Levelling Up and Regeneration Bill for England has now received Royal Assent which gives council's the discretionary power to add premiums to those owning second homes. If council's wish to use these powers a formal decision is required to be made and published at least 12 months in advance of the year in which the charges will be made. This report is simply setting out that a further report will be brought to Cabinet with recommendations on premium charges following Royal Assent of the Levelling Up and Regeneration Bill for England.

Overview and Scrutiny Engagement

25. This report is being considered at the meeting of Financial Planning Task Group on 8 December 2023.

Safeguarding Implications

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

Public Health Implications

27. The CTR scheme is designed to support those on a low income, whether that be for long or short periods. The scheme works in conjunction with other national welfare benefits to support low-income households and the wellbeing of those more financially vulnerable in our communities.

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

Workforce Implications

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

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

32. The Council Tax Base must be set, which is an annual requirement as laid out in the Local Government Finance Act 1992. The council must set this and notify major and local precepting authorities by 31 January 2024.
33. A determination of the estimated Collection Fund balances (council tax and business rates) as at 31 March 2024 must be made by 15 January 2024.
34. It is best practice for Cabinet to consider the results of the consultation on proposals to changes to the Council Tax Reduction (CTR) Scheme for working aged people before the Council Tax Base is set.

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

35. The Council Tax Base includes estimates of elements such as collection rates and new build numbers. These estimates are prudent using experience and anticipated economic conditions and mitigate the risk of overstating the income due from local taxation, that could result in deficits in the fund.

36. The determination of the estimated Collection Fund balances (council tax and business rates) is based on the latest financial performance of the administration of the fund. Delegating this determination to the Chief Finance Officer allows for the very latest financial performance data to be used and helps to mitigate over optimism that could result in future adverse impacts of incorrect estimations.
37. It is best practice for Cabinet to consider the results of the consultation on proposals to changes to the Council Tax Reduction (CTR) Scheme for working aged people before the Council Tax Base is set.

Financial Implications

38. The financial implications are set out in the report. The Council Tax Base is used to calculate the level of Council Tax for the financial year 2024/25, and the estimation of the Collection Fund balances will be distributed to the Major Precepting Authorities in the following financial year (2024/25).

Legal Implications

39. There are statutory requirements for the council as the administering body for the Collection Fund, including the Local Government Finance Act 1992 and The Local Authorities (Calculation of Council Tax Base (England)) Regulations 2012. These acts set out the requirements of calculations and notifications that the council must undertake. This report ensures that the council is meeting those requirements in a timely manner.

Options Considered

40. There are no other options to consider. The setting of the Council Tax Base and Collection Fund balances are statutory requirements.

Conclusions

41. Statutory consultation, with the public and precepting authorities was undertaken as part of the CTR scheme review process. The results of that consultation are included in the paragraphs above.

Lizzie Watkin (Director - Finance and Procurement)

Report Author: Lizzie Watkin, Director of Finance & Procurement (S151 Officer),
lizzie.watkin@wiltshire.gov.uk Tel: 01225 713056

30 November 2023

Appendices:

Appendix A – Council Tax Base 2024/25

Background Papers:

Council Tax Reduction Scheme and Charges for Long Term Empty Properties report - Agenda Item 9, Cabinet 12 September 2023 - [Agenda for Cabinet on Tuesday 12 September 2023, 10.00 am | Wiltshire Council](#)

Appendix A – Council Tax Base 2024/25 (page 1 of 6)

Town or Parish	Tax Base 2024-25
Aldbourne Parish Council	812.98
Alderbury Parish Council	1,039.45
All Cannings Parish Council	274.59
Allington Parish Council	224.85
Alton Parish Council	111.49
Alvediston Parish Meeting	51.10
Amesbury Town Council	4,613.06
Ansty Parish Council	81.31
Ashton Keynes Parish Council	673.02
Atworth Parish Council	486.10
Avebury Parish Council	227.49
Barford St Martin Parish Council	214.03
Baydon Parish Council	308.25
Beechingstoke Parish Council	68.28
Berwick Bassett & W/Bourne Monkton Parish Council	110.17
Berwick St James Parish Council	83.32
Berwick St John Parish Council	137.42
Berwick St Leonard Parish Council	16.21
Biddestone Parish Council	258.00
Bishops Cannings Parish Council	1,325.87
Bishopstone Parish Council	278.47
Bishopstrow Parish Council	70.79
Bowerchalke Parish Council	187.30
Box Parish Council	1,774.40
Boyton Parish Council	83.61
Bradford On Avon Town Council	4,146.80
Bratton Parish Council	506.30
Braydon Parish Council	30.74
Bremhill Parish Council	482.85
Brinkworth Parish Council	642.74
Britford Parish Council	197.02
Broad Hinton & W/Bourne Bassett Parish Council	388.03
Broad Town Parish Council	275.21
Broadchalke Parish Council	321.62
Brokenborough Parish Council	103.70
Bromham Parish Council	768.68
Broughton Gifford Parish Council	371.17
Bulford Parish Council	1,432.42
Bulkington Parish Council	122.45
Burbage Parish Council	852.69
Burcombe Parish Council	63.40
Buttermere Parish Council	30.79

Appendix A – Council Tax Base 2024/25 (page 2 of 6)

Town or Parish	Tax Base 2024-25
Calne Town Council	6,355.29
Calne Without Parish Council	1,518.42
Castle Combe Parish Council	171.53
Chapmanslade Parish Council	350.58
Charlton Parish Council	246.36
Charlton St Peter & Wilsford Parish Council	87.78
Cherhill Parish Council	362.89
Cheverell Magna (Great Cheverell) Parish Council	245.35
Chicklade Parish Council	40.32
Chilmark Parish Council	245.71
Chilton Foliat Parish Council	209.37
Chippenham Town Council	13,404.17
Chippenham Without Parish Council	91.77
Chirton Parish Council	184.42
Chitterne Parish Council	137.76
Cholderton Parish Council	92.49
Christian Malford Parish Council	383.16
Chute Forest Parish Council	91.72
Chute Parish Council	173.51
Clarendon Park Parish Council	136.68
Clyffe Pypard Parish Council	157.67
Codford Parish Council	365.15
Colerne Parish Council	941.72
Collingbourne Ducis Parish Council	385.37
Collingbourne Kingston Parish Council	230.22
Compton Bassett Parish Council	114.63
Compton Chamberlayne Parish Council	61.89
Coombe Bissett Parish Council	367.32
Corsham Town Council	4,964.34
Corsley Parish Council	350.43
Coulston Parish Council	84.53
Cricklade Town Council	1,671.30
Crudwell Parish Council	529.16
Dauntsey Parish Council	264.27
Devizes Town Council	6,078.68
Dilton Marsh Parish Council	727.46
Dinton Parish Council	313.57
Donhead St Andrew Parish Council	251.33
Donhead St Mary Parish Council	481.87
Downton Parish Council	1,409.16
Durnford Parish Council	191.54
Durrington Town Council	2,647.11

Appendix A – Council Tax Base 2024/25 (page 3 of 6)

Town or Parish	Tax Base 2024-25
East Kennett Parish Council	57.54
East Knoyle Parish Council	348.28
Easterton Parish Council	289.73
Easton Grey Parish Council	44.11
Easton Royal Parish Council	140.42
Ebbesbourne Wake Parish Council	106.82
Edington Parish Council	338.38
Enford Parish Council	255.10
Erlestoke Parish Council	94.59
Etchilhampton Parish Council	71.96
Everleigh Parish Council	92.18
Figheldean Parish Council	231.61
Firsdow Parish Council	277.66
Fittleton cum Haxton Parish Council	119.24
Fonthill Bishop Parish Council	43.87
Fonthill Gifford Parish Council	62.28
Fovant Parish Council	341.70
Froxfield Parish Council	145.90
Kennet Valley Parish Council	398.65
Grafton Parish Council	337.80
Great Bedwyn Parish Council	590.14
Great Hinton Parish Council	105.31
Great Somerford Parish Council	458.83
Great Wishford Parish Council	139.73
Grimstead Parish Council	292.99
Grittleton Parish Council	302.73
Ham Parish Council	117.94
Hankerton Parish Council	151.64
Heddington Parish Council	208.10
Heytesbury & Knook Parish Council	353.69
Heywood Parish Council	312.48
Hilmarton Parish Council	317.14
Hilperton Parish Council	1,671.06
Hindon Parish Council	245.04
Holt Parish Council	723.32
Horningsham Parish Council	162.37
Hullavington Parish Council	510.52
Idmiston Parish Council	956.11
Keevil Parish Council	227.43
Kilminster Parish Council	142.93
Kington Langley Parish Council	373.69
Kington St Michael Parish Council	320.68
Lacock Parish Council	502.57
Landford Parish Council	966.38
Langley Burrell Parish Council	181.26

Appendix A – Council Tax Base 2024/25 (page 4 of 6)

Town or Parish	Tax Base 2024-25
Latton Parish Council	256.45
Laverstock & Ford Parish Council	3,951.96
Lea & Cleverton Parish Council	427.16
Leigh Parish Council	153.49
Limpley Stoke Parish Council	313.02
Little Bedwyn Parish Council	134.97
Little Cheverell Parish Council	84.83
Little Somerford Parish Council	186.72
Longbridge Deverill Parish Council	418.64
Luckington Parish Council	302.44
Ludgershall Town Council	1,860.11
Lydiard Millicent Parish Council	785.40
Lydiard Tregoze Parish Council	227.00
Lyneham & Bradenstoke Parish Council	1,562.87
Maiden Bradley Parish Council	147.77
Malmesbury Town Council	2,269.16
Manningford Parish Council	191.58
Marden Parish Council	58.12
Market Lavington Parish Council	779.13
Marlborough Town Council	3,607.47
Marston Meysey Parish Council	106.22
Marston Parish Council	82.64
Melksham Town Council	5,960.79
Melksham Without Parish Council	2,908.62
Mere Parish Council	1,261.46
Mildenhall Parish Council	222.04
Milston Parish Council	57.19
Milton Lilbourne Parish Council	276.07
Minety Parish Council	700.62
Monkton Farleigh Parish Council	188.20
Netheravon Parish Council	378.20
Netherhampton Parish Council	69.62
Nettleton Parish Council	363.07
Newton Toney Parish Council	169.25
North Bradley Parish Council	673.89
North Newton Parish Council	208.32
North Wraxall Parish Council	217.94
Norton & Foxley Parish Meeting	68.66
Norton Bavant Parish Council	57.58
Oaksey Parish Council	271.21
Odstock Parish Council	253.73
Ogbourne St Andrew Parish Council	195.78
Ogbourne St George Parish Council	231.22
Orcheston Parish Council	110.89

Appendix A – Council Tax Base 2024/25 (page 5 of 6)

Town or Parish	Tax Base 2024-25
Patney Parish Council	68.68
Pewsey Parish Council	1,586.52
Pitton & Farley Parish Council	376.60
Potterne Parish Council	604.24
Poulshot Parish Council	159.55
Preshute Parish Council	86.12
Purton Parish Council	2,492.15
Quidhampton Parish Council	154.20
Ramsbury Parish Council	944.02
Redlynch Parish Council	1,214.01
Rowde Parish Council	496.92
Royal Wootton Bassett Town Council	4,751.37
Rushall Parish Council	75.79
Salisbury City Council	15,502.31
Savernake Parish Council	136.18
Seagry Parish Council	172.95
Sedgehill & Semley Parish Council	303.39
Seend Parish Council	530.31
Semington Parish Council	408.10
Shalbourne Parish Council	326.98
Sherrington Parish Council	35.83
Sherston Parish Council	730.65
Shrewton Parish Council	767.39
Sopworth Parish Council	70.98
South Newton Parish Council	236.16
South Wraxall Parish Council	229.13
Southwick Parish Council	771.58
St Paul Without	1,065.03
Stanton St Bernard Parish Council	84.26
Stanton St Quintin Parish Council	280.32
Stapleford Parish Council	142.80
Staverton Parish Council	686.07
Steeple Ashton Parish Council	446.73
Steeple Langford Parish Council	253.45
Stert Parish Council	91.69
Stockton Parish Council	90.78
Stourton Parish Council	98.85
Stratford Tony Parish Council	33.01
Sutton Benger Parish Council	578.12
Sutton Mandeville Parish Council	141.01
Sutton Veny Parish Council	331.60
Swallowcliffe Parish Council	111.67

Appendix A – Council Tax Base 2024/25 (page 6 of 6)

Town or Parish	Tax Base 2024-25
Teffont Parish Council	163.39
Tidcombe & Fosbury Parish Council	58.77
Tidworth Town Council	2,857.86
Tilshead Parish Council	133.83
Tisbury Parish Council	948.72
Tockenham Parish Council	121.48
Tollard Royal Parish Council	67.13
Trowbridge Town Council	11,930.54
Upavon Parish Council	514.52
Upper Deverills Parish Council	175.91
Upton Lovell Parish Council	88.66
Upton Scudamore Parish Council	143.37
Urchfont Parish Council	563.16
Warminster Town Council	6,387.19
West Ashton Parish Council	231.17
West Dean Parish Council	105.99
West Knoyle Parish Council	70.08
West Lavington Parish Council	525.93
West Tisbury Parish Council	281.93
Westbury Town Council	5,635.08
Westwood Parish Council	480.94
Whiteparish Parish Council	720.81
Wilcot & Huish Parish Council	273.81
Wilsford-cum-Lake Parish Council	64.00
Wilton Town Council	1,576.78
Wingfield Parish Council	165.96
Winsley Parish Council	932.78
Winterbourne Parish Council	577.26
Winterbourne Stoke Parish Council	82.88
Winterslow Parish Council	939.13
Woodborough Parish Council	150.65
Woodford Parish Council	237.02
Wootton Rivers Parish Council	128.94
Worton Parish Council	267.16
Wylde Parish Council	216.58
Yatton Keynell Parish Council	406.96
Zeals Parish Council	280.43
Totals	194,423.87

Wiltshire Council

Cabinet

12 December 2023

Subject: Provision of Education for Learners with Social, Emotional and Mental Health Needs (SEMH)

**Cabinet Member: Cllr Jane Davies - Cabinet Member for Adult Social Care, SEND and Inclusion
Cllr Laura Mayes - Cabinet Member for Children's Services, Education, and Skills**

Key Decision: Key

Executive Summary

Wiltshire Council have a significant need for Primary Day Special Social, Emotional and Mental Health (SEMH) provision in Wiltshire for children with Education Health Care Plans (EHCPs).

Currently, there is no maintained special school provision for primary-aged learners in Wiltshire, despite a growth in demand for SEMH special school places.

At the same time Wiltshire Council is supporting increasing numbers of secondary age pupils who are currently struggling to access mainstream education due to high levels of anxiety, leading to Emotionally Based School Avoidance (EBSA), with a lack of in county provision to support learners in re-integration into school settings.

Due to the current lack of sufficiency Wiltshire Council are currently placing high numbers of children in independent special schools which are expensive and often result in children traveling long distances and being further removed from their local communities.

The Asset Gateway and Capital Programme Board approved in February 2023 for Melksham House to be leased to a commissioned external provider to deliver education provision following required site renovations.

This paper is requesting the commissioning of an external provider to deliver education provision to primary age learners with SEMH, and secondary age children with high levels of anxiety, from September 2024 to meet current levels of demand and reduce expenditure on expensive independent special school placements and support the objectives of safety valve in reducing the current High Needs Budget deficit.

Proposals

Cabinet is asked to:

- 1) Approve the award a 5 plus 5 year contract to an external education provider, to provide 45 places for primary age children and 15-25 places for secondary age young people with EHCPs and Social, Emotional & Mental Health (SEMH) needs in Wiltshire for Wiltshire children and young people. This will include an annual review of the contract.
- 2) Note that the contract award will follow officers completing the tender programme, award, and implementation of a new contract for the provision of OFSTED registered education by 31 March 2024, with a clear mobilisation period to support opening in September 2024.
- 3) To delegate authority to approve and award a new contract and future extensions and all associated documents to the Corporate Director, People, in consultation with the Deputy Leader and Cabinet Member for Children's Services, Education and Skills.

Reason for Proposals

To ensure primary and secondary aged children and young people with EHCPs and Social, Emotional and Mental Health (SEMH) profile are provided with full-time equivalent education in an OFSTED registered school, tailored to their individual needs.

To ensure cost effective placements for children and young people within buildings owned by Wiltshire Council by leasing them to a provider at a peppercorn rent through a new contract

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

12 December 2023

Subject: Provision of Education for Learners with Social, Emotional and Mental Health Needs (SEMH)

Cabinet Member: Cllr Jane Davies - Cabinet Member for Adult Social Care, SEND and Inclusion
Cllr Laura Mayes - Cabinet Member for Children's Services, Education, and Skills

Key Decision: Key

Purpose of Report

1. This report outlines the proposal to commission an external education provider, to provide 45 places for primary age children and 15-25 places for secondary age young people with EHCPs and Social, Emotional & Mental Health (SEMH) profile of need in Wiltshire for Wiltshire children and young people.
2. Cabinet is asked to authorise the method outlined to complete a tender process that delivers a sufficiency of places for primary aged children and secondary age young people with SEMH needs, not currently being met in other Wiltshire provisions.
3. To delegate authority to approve and award a new contract and future extensions and all associated documents to the Director of People in consultation with the Cabinet Member for Adult Social Care, SEND and Inclusion

Relevance to the Council's Business Plan

4. The proposal is relevant to the following priorities and objectives laid down the Council's Business Plan¹:
5. To support the working themes in the council's business plan 2022 to 2032, commissioning priorities are to:
 - a) **Priority 1** - ensure services are in the right place at the right time
 - b) **Priority 2** - ensure right people receive services in the right place i.e., to provide more High Needs education opportunities closer to home
 - c) **Priority 3** - ensure right service, right price

Background

6. Wiltshire Council currently has no registered SEMH provision for primary age young people with an Education Health & Care Plan (EHCP) who have been unable to access mainstream school settings.

¹ [Business plan - Wiltshire Council](#)

7. There is an increasing number of secondary age children with an EHCP who have been unsuccessful in mainstream due to anxiety. This has led to increasing volumes of young people with Emotionally-Based School Avoidance (EBSA) profiles of need and a resultant increase in requests for full-time alternative provision packages whilst remaining on roll to a mainstream school with no prospect of returning or personalised Education Other Than In School (EOTIS) packages of support.
8. Some families and young people report that they have opted for Elective Home Education (EHE) on an interim basis as they have seen no obvious provision match within Wiltshire's SEND Local Offer.
9. A new registered primary SEMH provision will ensure children are placed in Wiltshire, and receive the education and support to thrive without the need to place in expensive Independent Special Schools (ISS)
10. A new registered secondary provision could be an alternative option for these learners, potentially improving longer-term outcomes for the young people in question.
11. Wiltshire Council has a statutory duty to provide appropriate specialist provision for children and young people with an EHCP that can meet their needs. As there are no providers of SEMH primary special school education in Wiltshire, the cost of providing SEMH education out of county in maintained special schools or more typically (due to sufficiency) in the independent sector, is significant.
12. SEMH places within the Independent Schools Sector cost on average £51k per place, per year – and often rise to £70-80k per annum. In addition, there is the cost of transporting children to Independent Special Schools (ISS) and out of county providers. These costs are met by the High Needs Block, which is £34 million in deficit (table 1).

Provision: EHCP Learners	Volume	Age Range	Current Spend
Existing ISS Step Down Potential	7	Y2-Y4	£549,660 plus transport (average of £11500 applied for each learner= £80,500)
Education Other Than in School	39 (of which 23 awaiting Specialist Provision)	Y3-Y11	£1.2 million
On roll to a mainstream school/not attending - Full Time Equivalent Alternative Provision packages	26 (of which 25 awaiting Specialist Provisions)	Y1-Y11	£975,000
Total	72		£2.8 million

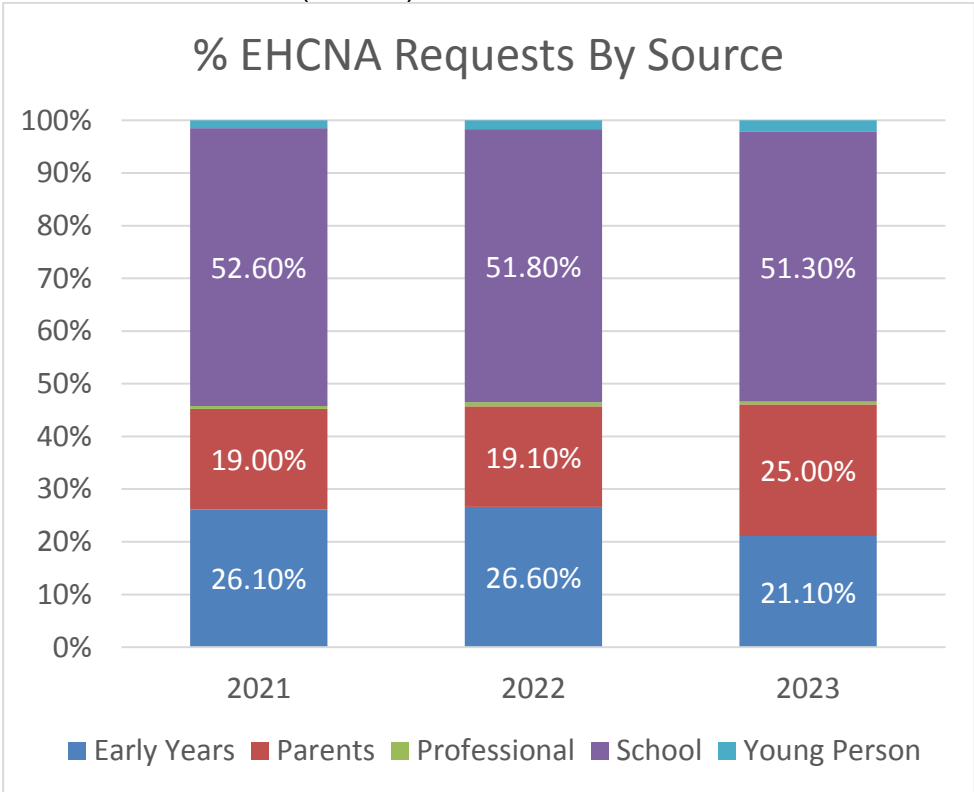
13. In February 2023, the Asset Gateway & Capital Programme Board agreed to lease Melksham House to the successful provider at a peppercorn rent in order to reduce

the ongoing revenue costs of education provision. This would reduce the rental or capital costs of the provider, with the expectation that these cost savings would be passed on to the Council.

14. By offering this property through the successful provider, the Council will be able to guarantee long term sufficiency and stability to more Wiltshire children with SEND.

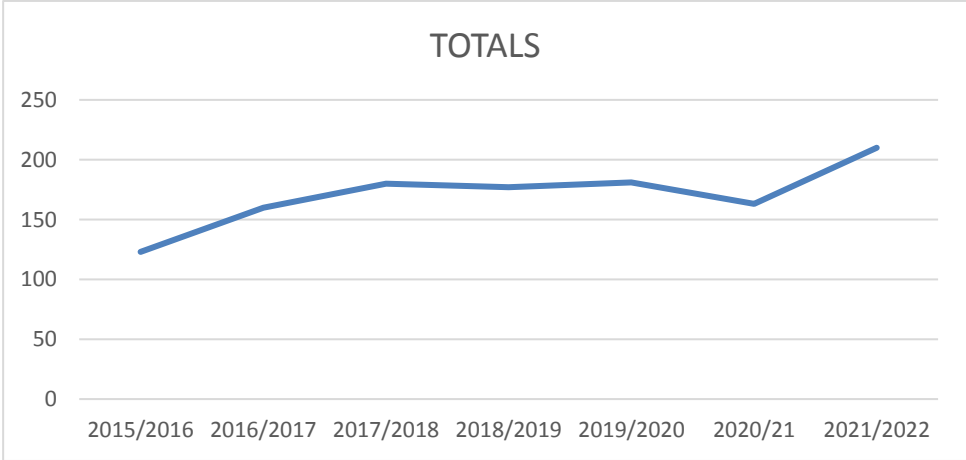
Demand

15. There has been an increase in the number of Education Health and Care Needs Assessment (EHCNA) requests for primary age learners. Between 2021 and 2023, this has led to an increase of 6% suggesting SEN is being recognised earlier or once a child has started school (table 2)

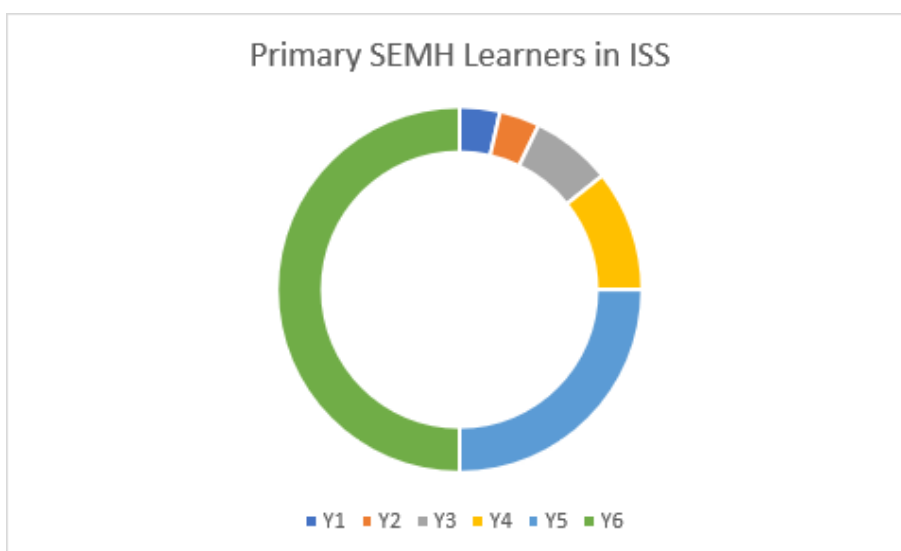


16. EHCPs with SEMH as the primary need has increased in Wiltshire by 70.7% between 2015-16 and 2021-22.

17. Excepting the impact of Covid in 2020-21 the increase in numbers has consistently risen (table 3)



18. There are currently 28 primary age learners in Independent Special School Placements, spread across all year groups (table 4)



19. Additionally, there are a further 43 learners across primary and secondary age ranges who have been identified as not currently in provision that is able to fully meet their needs.
20. There is a clear cohort of young people with EHCPs on roll to mainstream secondary schools who are unable to consistently attend.
21. Some of these young people with EHCPs attend alternative provision but not all
22. For some of these young people, the SEND service commission 16 hours per week packages of support from alternative provision settings who are able to offer this.
23. Wiltshire also has a small but important cohort of learners with EHCPs in this age range who have an agreed EOTAS funding arrangement where multiple alternative provisions are involved, not all have a permanent base .
24. Pathways forward for the above learners can be problematic especially if the young people are unable to transition back into a more formal learning environment.

Main Considerations for the Council

25. Ensuring that there is sufficiency of suitable placements for children and young people with SEND is a statutory requirement.
26. Wiltshire Council has seen increased levels of need for placements for primary age children with SEMH.
27. Currently, due to a lack of in county sufficiency, placements are often made with expensive independent special schools, and out of county day schools which is accompanied by high cost transport requirements.
28. Some parents are choosing to home educate rather than place their children in placements out of county.
29. Through the development of additional sufficiency in county to support children with SEMH, we will be able to reduce the costs of placements, and increase inclusion

through children and young people being closer to home and supported within their own communities.

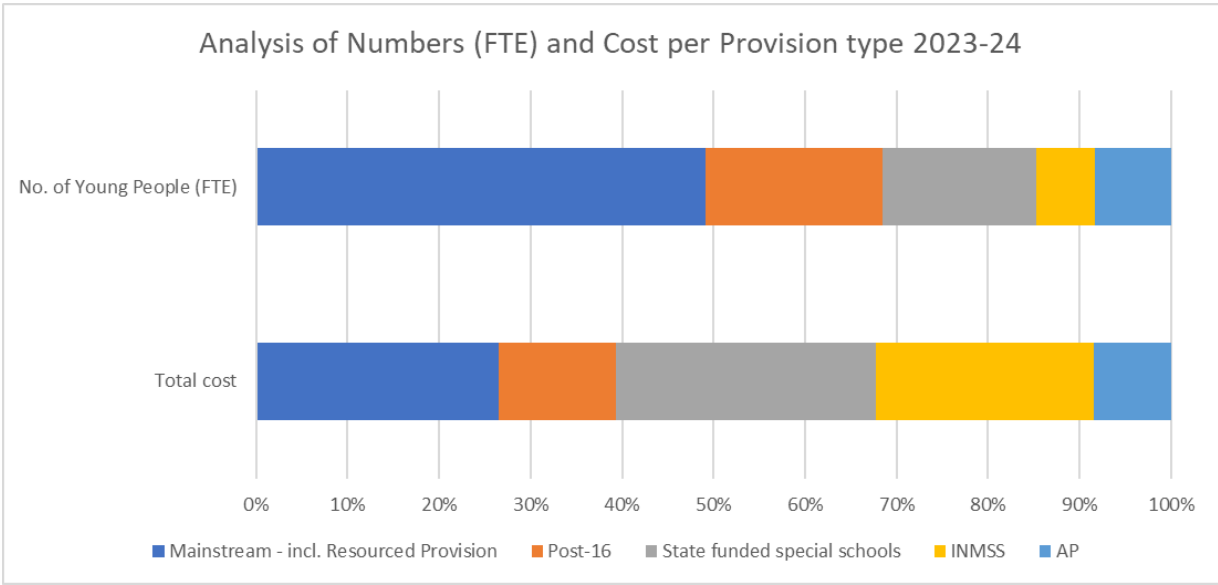
30. To ensure that the contract will meet the needs of children and young people, significant engagement and consultation has taken place across the Council, other local authorities, providers, and with parents and carers. This has focussed on the opportunities to keep children and young people closer to their homes and communities and ensure that the Council will be able to deliver a suitable and safe, and good value provision through the contract.

Funding and Cost Benefits

31. It is intended that through the tender process we will be able to appoint an education provider who is able to support Wiltshire Council in delivering high quality provision at a cost that supports with the aims and objective of the Safety Valve programme.

32. The contract management process will ensure value for money through a rigorous tendering process, and robust contract management.

33. Table 5 shows the current cost of delivering provision for learners with SEND. Current spend on Independent Special School places accounts for 6% of pupils and 23% of cost



34. The provision of in county support will reduce costs and support the reduction of High Needs Block deficit.

35. With the location of the site at Melksham, access to the school will support the reduction of costs for SEN Transport, which is a further contributory factor to the current High Needs Block deficit.

Highlights of the contract

36. The Council will commission 45 primary SEMH places and 15-25 secondary places which will be mobilised and made available over an agreed period, based on demand. This capacity will be provided through the property leased to the provider.

37. Evidence informs us that the needs of children change over time and will vary across our children SEND population. Therefore, the Provider is expected to be agile enough to be able to meet any demand as the needs of children change.
38. It is expected that the tendered price for the contract will be below the current rate available. The Council will reserve the right to review any prices submitted and will only award if there is a reduction in the average cost of places.
39. The education provider will meet the running costs of the building, with maintenance costs based on fair wear and tear.
40. There will be quarterly contract monitoring meetings with the provider, which can be increased or decreased as necessary. The contract is expected to develop a close partnership between the Council and the successful provider, and there may also be some additional benefits to the children and The Council as a result of this closer working.
41. There will be an annual contract review with providers, to agree whether a variation needs to be put in place to respond to changing demand, or the changing needs of children. This will be throughout the lifetime of the contract to provide greater flexibility.
42. As there will be an annual review to ensure that current needs are being met, the contract term is intended to be 5 plus 5 years. This will be more attractive to the provider, and promote more competition and investment, and will help to form the foundation for a long-term positive relationship, which will benefit children and young people, and better value for money for the Council.
43. The successful provider will be expected to maintain Ofsted ratings of Good or Outstanding throughout the lifetime of the contract. If this standard was not met, there would be the ability to move children if appropriate to alternative provision, and there will be clauses within the contract to ensure that the Council was not financially disadvantaged through this process.
44. The Provider will make positive links with local health teams and ensure that the appropriate interventions are delivered to children and young people, as necessary.
45. The contract is asking Providers to deliver social value to the children, families, and communities across Wiltshire through this contract. This will form part of the evaluation process through the tender application and will also be monitored throughout the lifetime of the contract to ensure the Provider is able to put something back into the community.
46. To make best use of the building, there will additionally be an expectation from the provider to facilitate the use out of school hours for education and community use.

Options Considered

47. To reduce the demands on the High Needs Block, the following options for SEMH Primary School have been reviewed by a SEND & Inclusion Task Group:
48. Do nothing: This option was discounted as the current level of need is recognised as significant and ongoing, and Wiltshire are reliant on maintained provision in

neighbouring Local Authorities/out of county Independent Special School to provide Day Special SEMH provision.

49. Work with existing mainstream schools/MATs to provide Specialist SEMH Resource Bases in the Centre/West of the County: There are currently limited buildings with potentially appropriate spaces in the right geographical locations. Specialist teams to deliver/support learners would need to be established.
50. Work with independent special school providers: There are no current Day Special SEMH schools within Wiltshire, ISS options for this age-range are all out of county and require children to travel considerable distances to/from daily. However, there are ISS providers showing interest in sourcing premises and establishing provision within Wiltshire.
51. Development of a bespoke offer, commissioned to support primary SEMH learners, from external education providers with the knowledge and experience to deliver high quality provision.
52. Based on the options available the decision was approved by Strategic SEND to develop a bespoke offer at a council owned premises for an external provider to deliver OFSTED registered education.

Market Engagement and Consultation

53. There has been significant market engagement with providers of specialist education, and their views and ideas have been considered as part of the contract and incorporated where it is appropriate to do so. There has also been considerable interest and support for the project, and the approach from the provider market.
54. Melksham Area Board have been consulted on the proposal and are supportive of the recommendation.
55. Potential providers have had the opportunity to visit the proposed site at Melksham House to understand the space available and ensure that it will be able to meet the needs of all learners.
56. We will continue with further market engagement events as we move towards tender go-live date.
57. An indicative timeline has been developed which is outlined below:

10th January 2024	Tender Goes Live
14th February 2024	Tender Closes
15th – 26th February 2024	Evaluation and Moderation
27 th February 2024	Announcement
28 th -9 th March 2024	Standstill
10 th March 2024	Commencement of Mobilisation Period

Overview and Scrutiny Engagement

58. A briefing has been held with the Chair and Vice-Chair of the Children's Select Committee to discuss this paper and proposals.

Safeguarding Implications

59. Contracts give clear direction on how and when to raise a safeguarding alert to avoid any confusion about who will do this and/or assumptions that someone else will raise the alert.

60. Contracts also ensure that any issues relating to child protection are identified and appropriate referral made to Multi Agency Safeguarding Hub (MASH).

Public Health Implications

61. The SEMH Provision Contract will benefit the overall health and wellbeing outcomes of children and young people in Wiltshire in terms of service continuity and reducing the risk that their health and care outcomes could be compromised if the service was not in place.

62. The new contract will also enable more children and young people to remain closer to home and their communities, continuing to access their current health and support networks for any specific needs or advice.

Procurement Implications

63. A compliant procurement process will be followed in line with Public Contract Regulations 2015.

64. The procurement process will be designed and run, in conjunction with the Commercial and Procurement team.

65. Consideration to social value implications will be informed through our socially responsible procurement policy and will be taken into consideration when developing the specification for the service. Providers are expected to deliver high levels of social value through this contract.

Equalities Impact of the Proposal

66. The equalities impact of the proposed decision is low against all criteria on the Equalities Risk Criteria Table and, therefore, a full Equalities Impact Assessment is not required.

Environmental and Climate Change Considerations

67. It is anticipated that the energy consumption and associated emissions will not alter from their current levels as a result of this proposal. If anything, there will be a reduction in emissions as SEND Lead Workers and other professionals will not have to travel as far to see children and young people, and any travel will be inside the county of Wiltshire.

Workforce Implications

68. These proposals relate to a service that will be delivered through external suppliers, so, there is little-to-no direct impact on council employed staff.

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

69. If the contract is not put in place, more children will continue to be placed outside the county of Wiltshire, and further from their families and communities.
70. There is also a risk that the average weekly, and overall cost of independent specialist education provision will rise more significantly, as placements will be sourced through more expensive framework contracts, or on a spot purchase basis.

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

71. There is a risk that a suitable provider is not identified through the tender process to operate the contract, in which case the Council will review the contract proposals, arrange further market engagement, and offer a new contract to the market in a timely way.
72. Another risk is related to the speed of mobilisation of the education spaces, which will be managed through engagement with the commissioning team and the provider. The benefit of supplying property to the successful provider means that they will be able to mobilise much faster as they will not need to purchase property initially.
73. If the number of children who require a place reduces the Council will be left with void placements. The annual contract review will ensure that the number of commissioned places remain appropriate to the demand, and regular contract management and communication with the provider and with operational teams will reduce this risk.

Financial Implications

74. Costs for independent special school places account for 23% of High Needs education costs, but only 6% of children. Reducing our reliance on this type of provision will reduce costs.
75. As part of the contract, there will be a price review mechanism which will be reviewed to ensure continued best value throughout the lifetime of the contract.
76. In conjunction with the ability to request a fee increase, there is also the expectation that providers will be delivering social value in the community to benefit the children and families of Wiltshire. The amount of social value delivered each year will also form part of the decision-making process when considering any request for a fee increase, as this an expectation on the Provider, and does have a financial impact.

Legal Implications

77. Legal Services has been instructed to advise on this matter and prepare the new contract. Legal advice will continue to be sought until the conclusion of the project.

78. The proposals will be implemented using a Council template contract which has been tailored to protect the interests of the Council as well as remain commercial so not to put off the market.

79. The procurement will be undertaken in accordance with Constitutional and Legal requirements under the Public Contracts Regulations 2015.

Conclusions

80. To meet the growing demand for Primary SEMH provision and specialist support for secondary aged learners, support the reduction in expenditure on high-cost Independent Special School placements and ensure that children and young people receive high quality education in county.

81. This report recommends Cabinet agree the following proposals:

- 1) Approve the award a 5 plus 5 year contract to an external education provider, to provide 45 places for primary age children and 15-25 places for secondary age young people with EHCPs and Social, Emotional & Mental Health (SEMH) needs in Wiltshire for Wiltshire children and young people. This will include an annual review of the contract.
- 2) Note that the contract award will follow officers completing the tender programme, award, and implementation of a new contract for the provision of OFSTED registered education by 31 March 2024, with a clear mobilisation period to support opening in September 2024.
- 3) To delegate authority to approve and award a new contract and future extensions and all associated documents to the Corporate Director, People, in consultation with the Deputy Leader and Cabinet Member for Children's Services, Education and Skills.

Helean Hughes and Richard Hanks, Directors - Education and Skills

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Telephone: 01225 718501

30 October 2023

Wiltshire Council

Cabinet

12 December 2023

Subject: Disposals Programme Update

Cabinet Member: Cllr Phil Alford - Cabinet Member for Housing, Strategic Assets, Asset Transfer

Key Decision: Non Key

Executive Summary

The Council has a programme of disposal of sites that are surplus to operational requirements to generate capital receipts, to support Councils overall Capital Programme. This report sets out performance over the last year and forecast receipts from disposals for the next financial year. The report further seeks approval to declare specific sites surplus and capable of review, to determine the best overall return for the council; the 7 assets to be declared surplus are listed in Appendix 2

Proposals

Cabinet is requested to:

- 1) Note the current position in respect of receipts for the financial year 2022/3.
- 2) Approve the disposal of the 8 assets in Appendix 2 to generate capital receipts in support of the Council's capital programme.
- 3) Authorise the Director for Assets to dispose of the assets, or in their absence the Corporate Director, Resources, in consultation with Cabinet Member for Housing, Strategic Assets, Asset Transfer.

Reason for Proposals

To note the current position in respect of capital receipts for the financial year 2023/24, and confirm the freehold interest in the 7 assets can be sold to generate capital receipts, after a review of the options to determine how the best overall interest of the Council can be achieved.

**Terence Herbert
Chief Executive**

Wiltshire Council

Cabinet

12 December 2023

Subject: Disposals Programme Update

Cabinet Member: Cllr Phil Alford - Cabinet Member for Housing, Strategic Assets, Asset Transfer

Key Decision: Non Key

Purpose of Report

1. The purpose of this report is to note the current position in respect of capital receipts for the financial year 2023/24. Also, to confirm the freehold interest in the assets can be sold to generate capital receipts. The freehold interest in the 7 assets referred to in Appendix 2 are to be declared surplus and capable of review, to determine the best overall return for the council.

Relevance to the Council's Business Plan

2. The disposal of assets raises capital to assist and support the Council's medium term financial strategy (MTFS) which subsequently supports the Council's Business Plan and its aims and targets. Specifically, the business plan describes a need to *review and rationalise the Council's assets*. Re-use of assets may contribute to service delivery, community, or strategic outcomes.

Background

3. On 26th March 2019, Cabinet approved a revised approach to disposal of surplus assets. This report sets out the current and forecast position for disposals and capital receipts.
4. Once assets are declared surplus each site is considered by the Asset Gateway Group to determine the best overall return for the Council, during which time other uses of the sites are considered. The Group determines what is in the best interest for the Council, from a service, community, or financial perspective.
5. The 8 assets listed in Appendix 2 are recommended for declaring surplus and capable of review.

Main Considerations for the Council

6. Capital receipts from the sale of assets are used to support the capital programme of investment in the communities of Wiltshire. Examples of the types of investment made and programmed to be made are provided in the Council's Budget, but they range from investment in better roads, waste collection and recycling, extra care homes, health and wellbeing centres and initiatives to provide better and more efficient customer access to Council services.

7. Running, managing and holding assets is expensive but with careful investment as described above, services can be transformed and delivered in a way that improves customer satisfaction and relies less on needing a building/asset for service delivery.
8. When assets become surplus to the core requirements of the Council and available for alternate uses, one option is disposal; where the capital realised can then be used to support further investment.
9. At Cabinet on 12 September 2017, the Cabinet resolved that the Council would not consider domestic / low value requests for land purchases. This approach remains to be adopted by the Council and will continue into the foreseeable future. Exception cases will be considered where the disposal facilitates the homeowner to make modifications to assist with caring responsibilities and where there is support from a social care perspective.

Overview and Scrutiny Engagement

10. The Financial Planning Task Group considered the council's proposed Approach to Disposal of Assets and Property Acquisitions in 2019 prior to its adoption by Cabinet.

Safeguarding Implications

11. There are no direct safeguarding implications with this proposal.

Public Health Implications

12. There are no direct public health implications with this proposal.

Procurement Implications

13. The decision to dispose of the freehold interest does not have any direct procurement implications. However, when the appointment of agents to market the assets or when pre-marketing surveys are required, their procurement is carried out in accordance with the Council's procurement rules and policies.

Equalities Impact of the Proposal

14. None

Environmental and Climate Change Considerations

15. Where a sale or reuse envisages potential development, any environmental and/or climate change issues are best considered through the planning application process. Should the review identify an opportunity to retain sites the environmental and climate change considerations shall be considered as part of the business case for re-use of the site.
16. Consolidation of the Council's estate contributes to a reduction in our carbon footprint overall and therefore our council carbon neutral goal.

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

17. The Medium-Term Financial Strategy (MTFS) for the Council is, in part, dependent on the success of the disposal of property and assets. Failure to decide to declare new

freehold interests to be sold, failure to sell those that are currently declared or an inability to re-use existing assets for alternate purposes will impact on the council's ability to achieve its overall business plan. This is balanced against service delivery, community or strategic outcomes.

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

18. A risk that may arise is that due to legislative or other changes a service need arises for an asset after it has been sold and the Council then has to look to acquire or rent in an asset. However, the list of assets will be considered by the Chief Executive and Directors, via the Asset Gateway Group, to determine if there is an identified service need that could be fulfilled from any of the properties on the list in Appendix 2. The purpose of the Asset Gateway Group is to establish service needs and establish the appropriate property solutions to satisfy these.

Financial Implications

19. The realisation of capital receipts from the sale of assets is used to support the MTFs and Council Business Plan. Reducing sales and the delivery of capital receipts will reduce the amount that the Council can invest in its communities through the capital programme and/or be used to reduce borrowing requirements and thus free up revenue for delivering services. The forecasting of disposal of surplus assets is not only integral to the council's medium term financial planning but is part of good asset management practice balanced against service delivery, community or strategic outcomes.
20. Projected Capital Receipts for two years from 2021/22 to 2022/23 were initially set at £5.916m. The actual amounts received from sales, net of allowable costs for 2021/22 was £2.892m and £1.827m for 2022/23. A total of £4.719m.
21. The projected Capital receipts for 2023/24 were set at £3.8m, reprofiled for 2024/25 at £2.25m and for 2025/26 the target is £1.25m. From 2026 onwards the target is projected at £1m.
22. These forecasts will be used for Budget Setting assumptions, and recommendations for the use of balances will be presented as part of Budget Setting for approval.
23. To date the 2023/24 net level of capital receipt banked is £526,443 with a current, risked, forecast of £3.658 million to year end.

Legal Implications

24. There are no legal implications with the paper other than it will result in legal work to formalise them. In respect of the assets being put forward as part of the programme, where the resolution is to sell, the asset will be sold at or above market value, thereby ensuring that the best price properly payable will be received thus satisfying the requirements of s123 of the Local Government Act 1972. Market value will be determined by either open marketing of the sites or through an external valuation being procured to reflect any special circumstances. The assets will also be categorised as strategic assets due to their strategic importance to contribute to the MTFs and will not be available for Community Asset Transfer unless Cabinet subsequently decides otherwise.

25. Legal Services will work with Estates & Development to investigate the freehold titles to the properties and identify any site constraints that will need to be considered on any proposed disposal or reuse.

Workforce Implications

26. The sites being declared surplus do not have any staff located, thus there are no workforce implications to be considered. Any work on reviewing assets will be carried out within existing staff resources.

Options Considered

27. Declaring additional assets surplus to the requirements of the Council will provide additional funds for the Medium-Term Financial Plan and Council's Business Plan. Prior to disposal the Council will undertake a thorough review of the options for assets ensuring the outcome is in the best interest of the Council.

Conclusions

28. To note the progress of property sales to generate capital receipts in support of the Council's capital programme and, where appropriate, to maximise the amount of capital from them to support the MTFS and Council Business Plan, after a review of the options to determine how the best overall interest of the Council can be achieved.

James Barrah, Director - Assets

Report Author: Rob Scott, Robert.Scott@wiltshire.gov.uk,

1 November 2023

Appendices

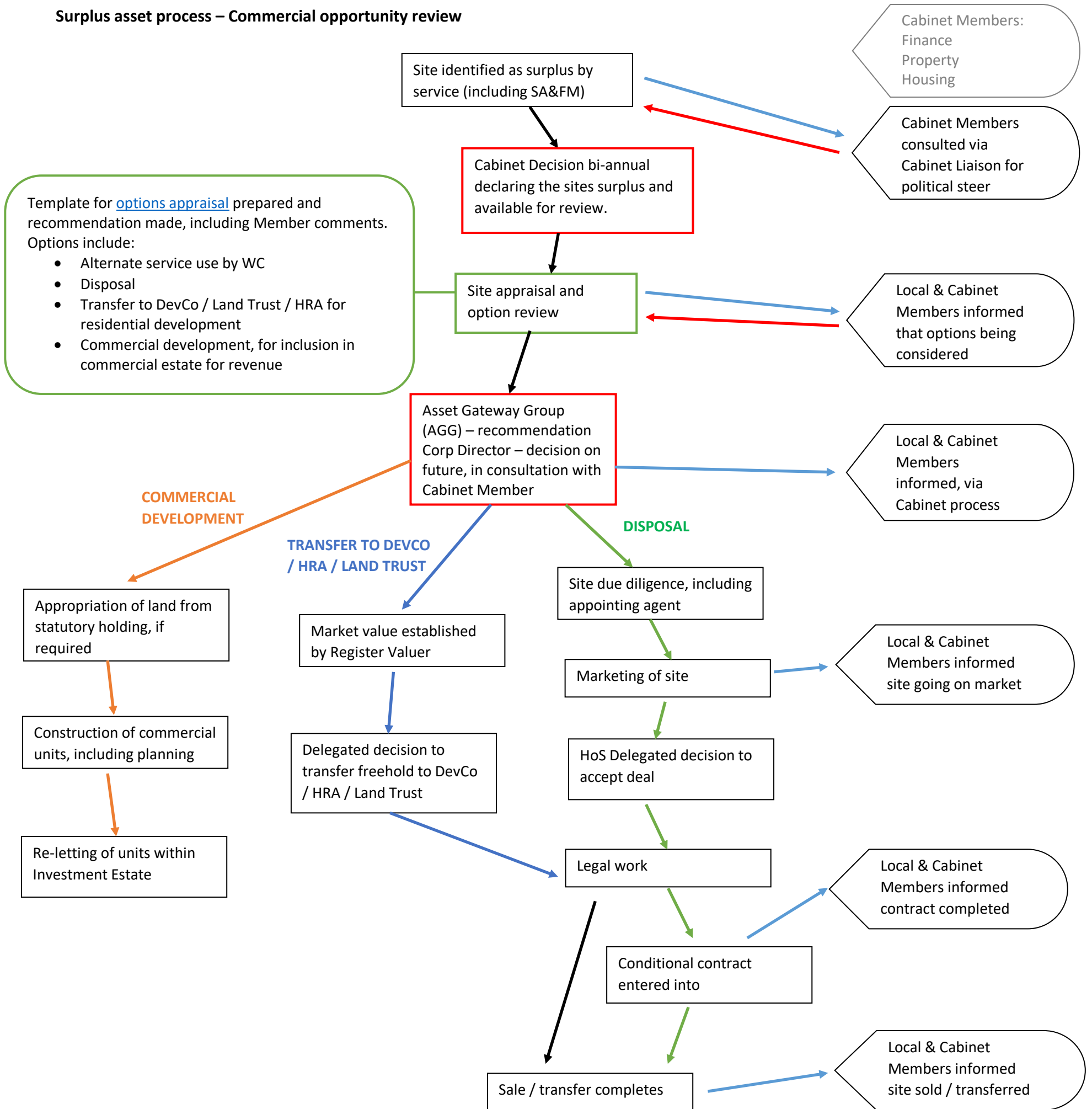
Appendix 1 – Asset review process
Appendix 2 – Assets for consideration

Background Papers

None

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Surplus asset process – Commercial opportunity review



Benefits of revised approach

- Improved prior notification for Cabinet Members of the sites that are being considered for review and sale.
- Reduction in reports being presented to Cabinet, currently every 2/3 months whereas revised approach is bi-annual report
- Greater visibility of progress for sales within a particular financial year
- Greater due diligence to establish the best option for the Council (via robust option appraisal)

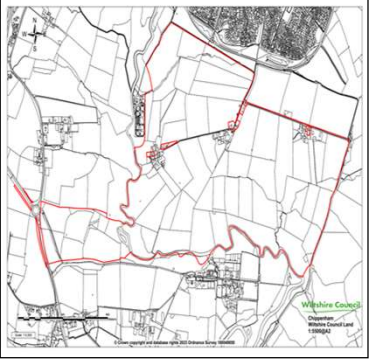
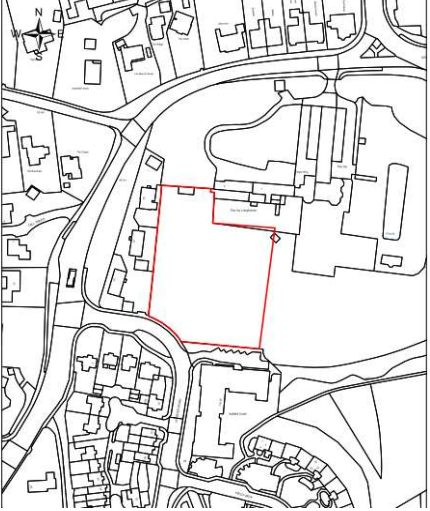

Disposal / sales reporting process


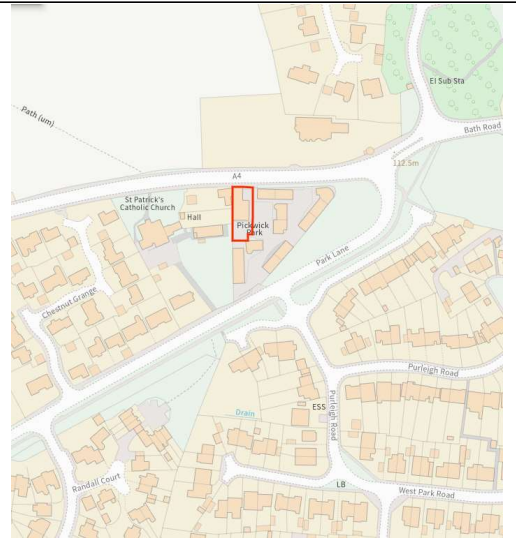
- Annual report to Cabinet summarising the disposals undertaken in a financial year and sites declared surplus for forthcoming years. Report will include a statement about future year's targets and a basic summary of whether we are *overall* forecast to achieve (no site details provided for future years). Reported to Cabinet either in April or May.
- Bi-annual report to Cabinet setting out progress of disposals against target, including a list of "pending" transactions, for that financial year. Reported to Cabinet either October or November.
- Monthly reports on progress within financial year provided to Cabinet Member (Property and Finance), setting out the headlines for the month.
- Cabinet Members to receive minutes of Asset Gateway Group.

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Appendix 2 - Sites to be declared surplus (available for option review)

Town	Site	Site reference	Current stage of review	Plan
Trowbridge	Land at Back Street	02536	Surplus Approval/ Land to facilitate adjoining development	
Swindon	Land lying to the south of Wootton Bassett Road	08131S1	Surplus Approval/ sale of to facilitate the construction of a sub station	
Ludgershall	Land at Shoddesdon Lane	03113S1	Surplus Approval/ The site has been identified in the Regulation 19 Local Plan for development. Declaring the land surplus will demonstrate that it is available for development thereby supporting the Local Plan allocation and is procedural to allow the review of the best outcomes for this site.	

Chippenham	Pewsham Lodge Farms south of Pewsham Way	03046, 03057, 030186	Surplus Approval/ The site has been identified in the Regulation 19 Local Plan for development. Declaring the land surplus will demonstrate that it is available for development thereby supporting the Local Plan allocation and is procedural to allow the review of the best outcomes for this site.	
Chippenham	The Walled Garden, Charter Lane	10249S1	Surplus Approval / Third party interest warrants formal review of the site	
Calne	59 Wickbridge Cottage, Bremhill, Nr Calne, SN11 9LG	00827	Surplus Approval	

Durrington	Durrington Library	00053	Library provision has relocated to Durrington Village Hall.	
Corsham	The Old Coach House Pickwick Workshops	00659	Surplus Approval / Interest from long leaseholder warrants formal review of the site	

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