

AGENDA

Meeting: Overview and Scrutiny Management Committee

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

Date: Tuesday 24 January 2023

Time: 10.30 am

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

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

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

Membership:

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

Cllr Jerry Kunkler
Cllr Bill Parks
Cllr Tony Pickernell
Cllr Elizabeth Threlfall
Cllr Jo Trigg
Cllr Tony Trotman
Cllr Iain Wallis

Substitutes:

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

Cllr Dr Nick Murry
Cllr Pip Ridout
Cllr Tom Rounds
Cllr Ian Thorn

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Public Participation

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

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

The full constitution can be found at [this link](#).

For assistance on these and other matters please contact the officer named above for details

AGENDA

1 **Apologies**

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

2 **Minutes of the Previous Meeting** (*Pages 5 - 14*)

To approve and sign the minutes of the meeting held on 15 November 2022.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Tuesday 17 January** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm **on Thursday 19 January**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Wiltshire Council's Budget 2023/24 and Medium Term Financial Strategy 2023/24-2025/26** (*Pages 15 - 88*)

To consider the Budget 2023/24 and Medium-Term Financial Strategy 2023/24-2025/26.

A report from the Financial Planning Task Group will follow.

The proposed budget for the financial year 2023/24 and the Medium-Term Financial Strategy 2023/24-2025/26, including the setting of the Council Tax, the Capital Investment Programme and the Housing Revenue Account is attached.

7 **Financial Year 2022/23 - Quarter Three Revenue Budget Monitoring**

To receive the Financial Year 2022/2023 - Quarter Three Revenue Budget Monitoring report of the Chief Executive, to be considered by Cabinet on 31 January 2023. This report will be published as a supplement.

8 **Financial Year 2022/23 - Quarter Three Capital Budget Monitoring**

To receive the Financial Year 2022/2023 - Quarter Three Capital Budget Monitoring report of the Chief Executive, to be considered by Cabinet on 31 January 2023. This report will be published as a supplement.

9 **Treasury Management Strategy Statement 2023-24**

To consider a draft report from the Chief Executive on the Treasury Management Strategy Statement 2023-24.

Report to follow.

10 **Council Performance and Risk - Quarter Three Monitoring**

To receive a report to on the latest corporate scorecard and progress toward the council's business plan outcomes. This report will be published as a supplement.

11 **Management Committee Task Groups** (*Pages 89 - 94*)

To receive updates on recent activity on the following Task Groups:

- Evolve Programme Task Group

12 **Forward Work Programme** (*Pages 95 - 118*)

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

13 **Date of Next Meeting**

To confirm the date of the next meeting as 7 February 2023.

14 **Urgent Items**

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

Overview and Scrutiny Management Committee

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 15 NOVEMBER 2022 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Graham Wright (Chairman), Cllr Christopher Williams (Vice-Chairman),
Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Tony Jackson, Cllr Johnny Kidney,
Cllr Gordon King, Cllr Jerry Kunkler, Cllr Bill Parks, Cllr Tony Pickernell,
Cllr Elizabeth Threlfall, Cllr Jo Trigg, Cllr Tony Trotman and Cllr Iain Wallis

Also Present:

Cllr Nick Botterill, Cllr Pip Ridout, Cllr Gavin Grant

44 **Apologies**

Apologies for absence were received from Cllr Bob Jones MBE.

45 **Minutes of the Previous Meeting**

The minutes of the meeting held on 28 September 2022 were presented for consideration, and it was;

Resolved:

To approve and sign as a true and correct record of the minutes of the meeting held on 28 September 2022.

In addition, a point of order was raised regarding the differentiation of councillors listed as being present and those in attendance as recorded in the minutes.

46 **Declarations of Interest**

There were no declarations of interest.

47 **Chairman's Announcements**

The Chairman noted that following the finance overview training provided by officers in September, a date for specific training on members' role in conducting effective and strategic financial scrutiny, had been set for Thursday 24 November. The session would be aimed particularly at members of this Committee, of the other select committees and members of the Financial Planning Task Group.

It was also stated that for any Members who had missed the finance overview training held in September and would like to catch up, a video of that session was available on the Councillors' Hub.

Additionally, as session is set to be scheduled on Scrutiny questioning skills, also to be delivered by the Centre for Governance and Scrutiny and that the date for that would be confirmed shortly.

The Chairman also welcomed Cllr Pip Ridout, Chair of the Financial Planning Task Group, back to the meeting.

48 **Public Participation**

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

The Chairman invited Perry Holmes, Director of Legal and Governance, to provide feedback on the corporate peer challenge, which had taken place the previous week. Perry Holmes thanked the councillors and chairmen who had been involved in interviews, with 180 councillors, officers and partners engaged with over 3 and a half days and over 200 hours. Regarding Overview and Scrutiny, feedback was provided that Wiltshire Council had impressive organisational governance, providing good levels of rigour. In addition, that there was a good balance between Overview and Scrutiny, with Scrutiny well resourced and Members able to feel that they could challenge. A full report would be provided in the new year which would be brought to the Committee to be considered.

49 **Finance, corporate resources and organisational scrutiny update**

The Chairman introduced a report within the Agenda Pack which provided an update on the changes to Overview and Scrutiny's approach to engaging with financial, corporate, and organisational matters. This followed on from discussions held by the Committee in May, where a number of changes were agreed with it noted that the Committee would review the arrangements in six months' time.

Democracy and Complaints Manager, Henry Powell provided an introduction to the report, which was structured around the following 6 resolutions which had been agreed in May:

1. OS Management Committee to receive the following key financial reports, after review and commentary by the Financial Planning Task Group (FPTG):
 - Draft Financial Plan
 - Medium-Term Financial Strategy
 - Revenue and capital budget monitoring
 - Treasury Management Strategy

2. Select Committees to retain their ability to query and flag any significant financial concerns relating to any proposals they consider, with concerns referred to OS Management Committee for further discussion as appropriate.

3. Proposals for greater OS engagement on other corporate and organisational matters to be developed, following discussion between the OS Management Committee Chairman, Vice-chairman, appropriate Cabinet Members and directors.

4. The Chairman and Vice-chairman of OS Management Committee to develop proposals for the Committee's scrutiny of corporate performance and risk, following discussion with the appropriate Cabinet Members, directors and Select Committee Chairmen.

5. The Financial Planning Task Group's responsibilities to be clarified by amending its terms of reference as set out under paragraph 21, with a definition of "major" contracts to be agreed following further discussion.

6. Appropriate learning and development be arranged to support members to undertake effective finance scrutiny.

An update was provided on the progress of each of the resolutions set in May 2022, which could be found within the respective report.

The following comments were received by Cllr Pip Ridout, Chair of the Financial Planning Task Group, which included but were not limited to that some contracts would include savings and that would therefore require monitoring. This would therefore be broader work than setting a limit for consideration; especially when the budget is being considered with savings targets included. Cllr Ridout stated that it would be better to approach such a transfer slowly.

The following comments were received by Members of the Committee:

- In reference to resolution 4, a point was raised that a member would not want a limit to be set when considering contracts as this could cause details to be missed out. For example, contracts for Children's Services would be financially worth less than those of Highways, however though they would cost less they would still have a significant impact to that service. It was clarified that the proposal related to the financial scrutiny of contracts rather than proposing a limit to what Select Committees would look at.
- Reassurance was provided that the proposal in relation to resolution 4 would not remove the ability of Select Committees to be involved with contracts at an early stage and that this would be down to the Select Committees and their work plans.

The following comments were received by Cllr Gavin Grant, Vice-Chair of the Financial Planning Task Group, which included but were not limited to:

- Cllr Grant joined the Chairman in the welcoming back the physical return of Cllr Pip Ridout, though she had remained to contribute significantly by virtual means.
- The proposals would be a significant change for the agendas of the Overview and Scrutiny Management Committee as well as the Select Committees.
- It was noted that with the responsibility of looking at service performance and adding in finances would be a significant piece of work and it would therefore be important that committee members were armed for such discussions.
- The Financial Planning Task Group therefore had organised a Quarter One run through to demonstrate the levels of activity likely to happen and to identify where the emphasis would lie for scrutiny to be conducted.
- It was suggested that the changes would be a major cultural shift for the Overview and Scrutiny Management Committee in comparison to the Select Committees, with a need to understand corporate finances and the objectives of corporate teams and plans.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

1. To note the update on implementation of the changes to Overview and Scrutiny's (OS) approach to engaging with financial, corporate and organisational matters agreed in May 2022.
2. To note that all OS Management Committee members are invited to the next meeting of the Financial Planning Task Group on 25th November, where the revenue and capital budget updates will be discussed prior to the Cabinet meeting on 29th November.

50 **Management Committee Task Groups**

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

Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Joint Scrutiny Panel

It was noted that the Panel is in abeyance until the national picture regarding LEPs is clarified. Additionally, The LEP is currently considering the future type of scrutiny it wishes to commission, given the dramatic reduction in LEP funding being provided by Central Government.

In addition, Cllr Tony Jackson stated that he had noticed that there was a vacancy within this task group and therefore offered to join the task group if and when needed.

Evolve Programme Task Group

It was noted that the task group meets quarterly and last met on 30 September 2022, with a written update provided in the report.

In addition, Cllr Jon Hubbard provided a further verbal update that the programme had slipped to red status and now had a risk of not being delivered to the original schedule. Cllr Hubbard noted various issues that the task group had encountered including not being able to move from data migration 2 to data migration 3 as well as various licences that would expire in March and April, when the new system was due to go live. There have been elements of delays caused by both the Council and contractors, with it noted that from a Council perspective it had been difficult to undertake the work due to a national shortage of specialists as well as not having staff spare in departments for secondment. Cllr Hubbard stated that there was set to be a Programme Board meeting on Friday 18 November, with a further meeting scheduled for 2 December.

The following comments were received by Members of the Committee:

- It was questioned whether there had been an indication of how much the programme had slipped by, to which it was clarified that the workers had been open and transparent on the challenges faced. Ultimately this would impact on whether the implementation would be completed in one movement or a phased approach.
- The Section 151 Officer provided an update that questions had been asked on replanning that had taken place based on the sequential aspect from data migration. Now that the replanning phase had happened, the Programme Board would need to then receive an outcome to be reported to the task group. It was also stated that a one movement implementation might lead to cutting corners, with it not possible to shorten time for cultural, process change and training within the organisation.
- The task group would investigate any financial implications for software extensions and who would be responsible for these costs.
- It was stated by a member that the task group knew this would be ambitious when the programme started due to complexities in the work as well as making sure the implications of the work would be long term. Though there has been slippage, it was not a shock. In addition, to set an arbitrary timescale which would not allow proper function could cause a false economy in the future.
- It was questioned financially who would have to pay for the work if it was to run over budget. The Section 151 Officer stated that he had taken a decision not to hardcode the work into the MTFS due to concerns of the timescales, therefore meaning that the Council would not be hit. However, there would potentially be a cost factor in the replanning.
- Reference was made to the SAP implementation of 2009, with it stated that very few major projects finish under their proposed budgets. The

SAP implementation of 2009 was further referenced, with it voiced that last minute corner cutting led to the system being difficult to upgrade in the long run. It would therefore be beneficial for the project to be implemented correctly rather than to make false savings having to make corrections long-term.

The Chairman thanked the Task Group for the work that they had conducted.

Financial Planning Task Group

The Chairman updated that the task group had not met since the last Overview and Scrutiny Management Committee meeting in September, but were set to meet again on Friday 25 November, with all Members of the Committee welcome to attend. Additionally, that the Chairman and Vice-Chairman of the task group had scheduled meetings with the Chairman and Vice-Chairman of the select committees to discuss relevant parts of the council's Q1 revenue and capital reports. These would be used to identify potential areas for financial scrutiny of services in the coming months. It was also noted that Cllr George Jeans had stepped down from the task group, with it requested that Cllr Mark Verbinnen be appointed in place.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

1. **To note the update on activity provided;**
2. **To remove Cllr George Jeans from the membership of the Financial Planning Task Group and to thank him for his contribution to the Task Group's work;**
3. **To add Cllr Mark Verbinnen to the membership of the Financial Planning Task Group.**

51 **Socially Responsible Procurement Policy**

The Chairman invited the Section 151 Officer to introduce the presentation. The Section 151 Officer outlined that this policy would be a single coherent framework that would look to draw together legislative requirements, policy initiatives and aspirations. The policy would be delivered by a Social Responsibility Toolkit, which would support both suppliers and commissioners to maximise the way that they deliver through procurement activity. Furthermore, there could be the potential to place certain instructions into the toolkit as expectations as a minimum for contracts to provide.

The Section 151 Officer then handed over to Senior Procurement Specialist, Luana O'Neill, who outlined the following priorities which had been identified by the Council that would represent its values and beliefs:

- A Wiltshire first approach
- Local Training and employment
- Partners in the community
- Green Economy and Stable Environment
- Ethical Procurement and Well-being focus

The Senior Procurement Specialist outlined how the five priorities would link to the Wiltshire Council Business plan as well as how the procurement function would apply this link practically. Furthermore, detail was provided for each of the five priorities on how they would be delivered and what the Council would want to achieve from the successful delivery of each priority. Examples of the anticipated qualitative benefits from the adoption of the policy were outlined, including but not limited to, the reduction in carbon footprint and young people in foster care, the increase of cash savings and uptake of trades and careers.

The Section 151 Officer then provided an overview of the governance and reporting of the policy, with it stated that the Commercial Board would oversee the delivery of the policy and that the Cabinet Member who acts as the Council's Social Value Champion would be a representative of Social Value within the Board. Once the policy was approved and the toolkits had been set up, there would be an aspect of contractors submitting regular monitoring reports to be assessed against indicators and metrics on the social value of procurement. The Commercial Board would review the Social Value register on a regular basis to provide challenge and scrutiny to contractor's performance where necessary.

The following comments were then received from Cllr Nick Botterill, Cabinet Member for Development Control, Strategic Planning, Finance, Procurement and Commissioning, who suggested that initially he had some concerns regarding additional costs and whether there would be a bureaucracy process. Furthermore, whether the policy would lead to box-ticking rather than a meaningful impact and whether it would lead to the range of suppliers being reduced. However, Cllr Botterill had since been assured that such concerns would not be the case and that he had been persuaded that this would be a reasonable approach with benefits.

The Chairman sought clarification from the Section 151 Officer, that such concerns would not come to pass, to which it was clarified in relation to bureaucracy and tick-boxes that there would not be an increase in size of the procurement and commissioning team, nor had there been a request for an increase in resources. Regarding costs, there could be an uplift in the cost of contracts, but that would be down to the Council. The Officer noted that some of the concerns would be predicated on the application of the toolkits through a cost and quality ratio. The Section 151 Officer noted that rather than being involved in every procurement, it could be a case of examining the bigger ones and then allocating the others to budget managers.

The following comments were received by Members of the Committee:

- It was stated that the balance of the award criteria would become important as if the Council was not planning to make changes to the award criteria it could be questioned if there was any benefit.
- It was voiced that it was positive to see such a policy on the table following previous enquiries as to whether the resources provided in contracts could be used for benefit, such as training young people in apprenticeships.
- It was suggested that there was no information within the policy to specifically outline benefits, timescales, requirements, how the council would buy better or how the potential impact would be measured. It was stated by the Section 151 Officer that the toolkits would provide metrics and how the policy would be applied, with it up to the individual service department to set the level of metrics they would like within a contract. Once the toolkits have been produced then metrics could be provided to the Committee.
- It was questioned where there was a metric to measure social value.
- Concern was raised that the policy might limit the choice of who the Council could outsource to if the policy was over-prescriptive.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. To welcome the proposed introduction of a Socially Responsible Procurement Policy in the council's procurement processes, which will be determined by Cabinet on 29th November 2022, along with the associated Toolkit, Delivery Plan and a social value impact reporting system.**
- 2. To ask the Chair and Vice-Chair to investigate further how the impacts of the Socially Responsible Procurement Policy will be measured, evaluated and made available for Scrutiny discussion.**
- 3. To agree that further Scrutiny input will take place on the Socially Responsible Procurement Toolkits in 2023.**

52 **Forward Work Programme**

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

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. To note the updates on select committee activity and approve the Overview and Scrutiny Forward Work Programme.**

53 **Date of Next Meeting**

The date of the next meeting was confirmed as 24 January 2022.

54 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.15 pm)

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

Overview and Scrutiny Management Committee

24 January 2023

Process for the annual budget meeting of Overview and Scrutiny Management Committee

1. The Overview and Scrutiny Management Committee is asked to scrutinise the budget papers in accordance with previously agreed procedure and in the context of:
 - The open invitation to all councillors to the budget briefing for the Financial Planning Task Group on 19 January 2023
 - Remarks from the Leader of the Council, Cabinet Member for Finance, Chief Executive, Corporate Director of Resources and any input from other Cabinet Members;
 - The meeting of the Financial Planning Task Group.
 - The views of the Chairman and Vice-Chairman of the Select Committees.
2. The Financial Planning Task Group will have gained whilst undertaking budget monitoring on the issues that have caused pressures, the underlying reasons and mitigating actions. They will have taken a view on the robustness of the responses including variations made and on the overall effectiveness of budget management. It is important that this knowledge from the current year and how these matters will be addressed for 2023-24 are included in today's debate.
3. Likewise, the Select Committees, through the reviews they have undertaken in terms of policy development and service variation during the year, will have been aware of the financial implications (and commitments given or efficiencies expected) of each. It is important that an opportunity is given to the Chairman and Vice-Chairman of the Select Committees to comment on whether these commitments and efficiencies have been reflected in the budget proposals.
4. Having heard from those with a direct responsibility and interest, the Chairman will open out the debate to the Management Committee members to make enquiries of the Executive representatives based on the Financial Plan Update report (see next item) and what has been said.
5. As in previous years, the Committee is asked to focus on the main strategic and policy issues and not those that sit at an operational officer level.
6. The Chairman will look to gain consensus to the key points made as the meeting moves through the debate. These key points will be listed in the

minutes and form a report to Cabinet on 31 January 2023 and Council on 21 February 2023.

7. An additional meeting of the Committee to scrutinise any opposition group or other amendments to the budget before Council has also been arranged for 7 February 2023.

Report author: Henry Powell, Democracy and Complaints Manager,
complaints@wiltshire.gov.uk

31 January 2023

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

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

Key Decision: Key

Executive Summary

This report presents the proposed 2023/24 Budget and the Medium Term Financial Strategy (MTFS) 2023/24 to 2025/26 that will resource the council's new Business Plan.

During 2022/23 the council has faced significant cost pressures. With a national cost of living crisis inflation is running at an exceptionally high level not seen for over 40 years. Nevertheless, the council has managed the continued delivery of high quality services to the residents of Wiltshire. Through continued robust financial management and management action to help mitigate the impact of the inflationary pressures, the council is forecasting an overspend position of approximately £5m for the 2022/23 financial year. If this position is crystallised at the end of the financial year, the overspend will be mitigated through the utilisation of the £8.8m held in the inflation earmarked reserve that was prudently set aside at the end of the 2021/22 financial year.

This puts the council in a good financial position going forwards into 2023/24. This position is further enhanced by the proposal of a balanced budget not just for 2023/24 but over the three years of the MTFS. This also means there are no proposals or reliance on reserves to sustain service delivery over the next three years. With these proposals the reserves previously held to equalise future budgets can be prudently repurposed to further improve the financial sustainability of the Council and also be used as one off investment to address service demands and Business Plan priorities.

The MTFS covers a three year period, the Secretary of State announced the Provisional Local Government Finance Settlement for 2023/24 on 19 December 2022, which also provided confirmation of some indicative funding values for 2024/25. With this position and uncertainty on funding, as well as delay to the timing of the introduction of national initiatives such as Adult Care Reform, a degree of uncertainty remains over the latter part of the MTFS period.

The proposed 2023/24 budget will ensure that vital services to the residents, businesses and communities of Wiltshire will continue to be provided, as well as delivering on the commitments as set out in the Business Plan.

It is key that, to be able to continue to deliver on the Business Plan the council has sound and sustainable finances. The report sets out for approval by Cabinet, the

budget setting proposals that deliver a balanced budget over the three-year period 2023/24 to 2025/26, ensuring that the council is managing its finances in a sustainable way. It is also key that expenditure to sustain services continues so an additional £69m has been added into the 2023/24 service budgets to support the delivery of quality services delivering the best outcomes for the residents of Wiltshire.

The report sets out the required increase in Council Tax for 2023/24, the increase in fees and charges and the General Fund reserve balance as part of a reserve strategy to provide improved future financial resilience. The key financial risks being faced by the council in estimating the level of reserves to be held are also outlined.

In addition, the report sets out for approval the planned Capital investment being made in 2023/24 and beyond, ensuring the delivery of key infrastructure projects as well as maintaining the council's asset base for future service delivery.

Lastly the report sets out the Housing Revenue Account (HRA) budget for 2023/24 with associated increases in rents, service charges and garage rents, as well as the position of the Dedicated Schools Grant (DSG), to be approved by Schools Forum on 19 January 2023.

Proposals

Cabinet approves:

- a) That the current Infrastructure List, is updated and the existing reference to upgrades to Trowbridge Sports Centre is deleted and a new entry is included to read New Trowbridge Leisure Facility Project.

Cabinet recommends to Council:

- b) That a net general fund budget of 2023/24 of £465.372m is approved;
- c) That the Council Tax requirement for the council be set at £332.187m for 2023/24 with a Band D charge of £1,719.90, an increase of £1.57 per week;
- d) That the Wiltshire Council element of the Council Tax be increased in 2023/24 by the following:
 - i. A 2.99% general increase;
 - ii. Plus a levy of 2% to be spent solely on Adult Social Care;
- e) That the Extended Leadership Team be required to meet the revenue budget targets for each service area as set out in Appendix 1 to this report, for the delivery of council services in 2023/24;
- f) That the Extended Leadership Team be required to deliver the revenue savings plans for each service area as set out in Appendix 1 to this report, over the three-year MTFs period 2023/24 to 2025/26;
- g) That the changes in the fees and charges as set out in the report are approved;

- h) That the Capital Programme 2023/24 to 2029/30 is approved;
- i) That the Capital Strategy set out in Appendix 2 is approved;
- j) That the Housing Revenue Account (HRA) budget for 2023/24 is set at £26.401m;
- k) That a 7% increase is set for social dwelling rents, except for rents currently over the formula rent which will be capped at formula rent as per national guidance;
- l) That all service charges related to the Housing Revenue Account (HRA) to cover costs and garage rents are increased by 5%;
- m) That the Medium Term Financial Strategy and the forecast balanced budget over the MTFS period 2023/24 to 2025/26 is endorsed.

Reason for Proposals

To enable the Cabinet to recommend to Council a balanced revenue budget for the financial year 2023/24 and to set the level of Council Tax.

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

The Cabinet also sets out the final assumptions being used in the budget for growth, inflation, demand for services, the estimated level of income from sales, fees and charges and the level of income estimated from core funding e.g. Council Tax, Business Rates and government grants as well as the level of reserves held and assessed by the council's Section 151 Officer, as required, to provide future financial resilience.

This provides the council with a MTFS to deliver on the Business Plan priorities and drives long term financial sustainability.

Terence Herbert – Chief Executive

Andy Brown – Corporate Director, Resources, & Deputy Chief Executive (S151 Officer)

Perry Holmes – Director, Legal & Governance (Monitoring Officer)

31 January 2023

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

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

Key Decision: Key

Purpose of Report

1. This report sets out the Cabinet's proposals for the Council's Budget 2023/24 and Medium Term Financial Strategy (MTFS) 2023/24 to 2025/26.
2. It also sets out the Council's Capital Programme 2023/24 to 2029/30, the Housing Revenue Account (HRA) budget 2023/24, with dwelling rents increased by 7% as recommended by the Housing Board and the Dedicated Schools Grant (DSG) to be approved by Schools Forum.
3. The detailed assumptions underpinning the Cabinet's proposals are set out along with the Section 151 Officer's opinion on the robustness of the budget estimates for 2023/24 and the adequacy of the council's reserves, including the General Fund reserve, as required under Section 25 of the Local Government Act 2003.

Relevance to the Council's Business Plan

4. The council must set a balanced budget for the financial year 2023/24. Setting out the MTFS for future years supports effective decision making and the alignment of the council's resources to deliver the priorities and objectives as set out in the Business Plan.
5. The 2023/24 budget proposals therefore look to ensure resources are focused and equally, where required, that savings do not undermine the delivery of the Business Plan principles established in 2022:
 - **Empowered People** We want every child to have the best start and life and we will help develop the communities and facilities that enable all residents to enjoy good physical and mental health to live active lives. This includes ensuring that they are safe throughout their life.
 - **Resilient Society** We want people in Wiltshire to build positive relationships and live well together, to be able to get involved, influence and act on what matters in their local communities. We want our communities to be able to grow sustainably with access to arts, heritage and culture and have easy access to high quality and affordable housing in beautiful places.

- **Thriving Economy** We want to continue to grow the skills of our local workforce, nurture the opportunities available to them and for our economy to thrive. We must mitigate the impacts of COVID-19 on our children's education so that they can prosper and as a county we can attract and retain high value businesses and investment. As we continue to move forward, we must ensure everyone can take advantage of a sustainable economy with vibrant, well-connected settlements.
- **Sustainable Environment** The council has committed to becoming carbon neutral by 2030 and we now must take the lead and support the whole county as it strives for the same. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.

Background

6. An update on the Medium Term Financial Strategy 2023/24 has been included as part of the budget monitoring reports presented to Cabinet during the 2022/23 financial year, with the latest budget gap position presented to Cabinet on 29 November 2022. As a result of the ongoing pressures faced by the council, the budget gap for 2023/24 to 2025/26 stood at around £45m. This position took into account the increasing inflationary pressures faced during the year, which are forecast to continue. It also took into account favourable changes such as assumptions on Government funding streams continuing and factored in a planned rise of 1.99% in Council Tax but, critically, set the position out before any saving proposals were applied.
7. Given the national cost of living crisis and prevailing levels of inflation, the process for the Budget and MTFS has been amended to take account of these. Therefore, for 2023/24 the underlying overspend being forecast at quarter 1 in 2022/23 was used as the starting point for services to be funded through the use of the anticipated increase in funding streams e.g. council tax, estimated in the MTFS. This position effectively funds the underlying and on-going inflationary pressures being experienced by services this current financial year and doesn't require services to come up with saving proposals to cover the in year pressures.
8. Services were then asked to bring forward saving proposals that consume all pressures after that date i.e. for financial year 2023/24 and the following two financial years, covering the period of the MTFS up to 2025/26.
9. The additional funding raised by changes in funding assumptions e.g. Business Rates, government grant and Council Tax, will be used, to firstly fund the increase in corporate costs such as the financing of the approved capital programme, and secondly, to fund the resources required to deliver on the council's priorities as set out in the Business Plan.
10. Cabinet has held a series of budget challenge sessions with the Corporate Leadership Team to understand the cost drivers, assumptions and their impact on service budgets, as well as the saving proposals being put forward and the delivery of these, so that a balanced budget is achieved. Cabinet has continued to review all aspects by undertaking an assurance process.
11. Cabinet and the Extended Leadership Team have also continued to review the growth, inflation, and demand estimates on which the budget is based with a focus on reasonable challenge and bringing these estimates down, either through the latest

known forecast data or through mitigation actions that will be taken during 2022/23 and beyond.

Main Considerations for the Council

12. The Cabinet is proposing a balanced budget for 2023/24 to 2025/26 which ensures funding for vital services to continue during the cost of living crisis. Critically, the Cabinet has put forward proposals over the three financial years that moves the Council to a footing of financial sustainability i.e. so it has enough funds to deliver services without needing to draw on reserves.
13. The budget for 2023/24 sees a £69m increase in service expenditure in those services, ensuring the resources are provided to ensure the delivery of the Business Plan.
14. To assess this, the Cabinet has duly considered the current position of Wiltshire's residents and businesses. The running and continuing provision of vital services to protect the vulnerable is considered paramount as is, wherever possible, future investment.
15. The council receives nearly 84% of its corporate funding from local taxes, Business Rates and Council Tax, and is dependent on increases in these to deliver services to Wiltshire's residents, communities, and businesses.
16. The Provisional Local Government Financial Settlement was announced on 19 December 2022 and set out the individual allocation of grant funding for each council alongside setting out the Core Spending Power.
17. Core Spending Power is a measure of the resources available to local authorities to fund service delivery. It is derived from funding components of core government grants, including compensation for the freezing of the business rates multiplier, and includes an assessment of councils' Council Tax Requirement. Nationally the average Core Spending Power for 2023/24 has increased by 9.2%. Within this increase it is assumed that councils will utilise the total Council Tax increases available through the regulations. This is the overall quantum of the government funded Core Spending Power increase. The increase for the council is 7.9%, which is less than the average. When the assumed increase in council tax is removed the overall increase in CSP for the council is 3.4%
18. The detail of this settlement can be seen in Appendix 1. Compared to the grant funding estimated in the previous budget gap there is a reduction in the New Homes Bonus grant, the removal of the Lower Tier Services grant and a reduction in the Services Grant, with an overall reduction of £5.934m. New funding for Social Care was announced with a total of £14.706m confirmed for the council. An estimate of £4.313m was announced as a grant to compensate for the loss of under-indexation of the business rates multiplier. The settlement also announced an increase in the basic Council Tax referendum level from 2% to 3% and gave upper tier authorities the ability to raise a specific Council Tax levy for Adult Social Care of 2%.
19. In previous years the council did not receive any Revenue Support Grant (RSG) from Whitehall, however some grants have now been rolled into RSG, and consequently the council will receive £0.566m of RSG. We still await funding reforms that will ensure Local Government receives the funding, particularly for Social Care, that it needs to











deliver vital services. Even with the provisional settlement from Government, the level of specific grant funding Wiltshire receives from Government to fund core local services stands at just £77m (16%).

20. For 2023/24 the Cabinet is proposing a 2.99% general increase in Council Tax with a proposal of a 2% levy, permitted by government, specifically for Adult Social Care. The levy will raise £6.3m and will help to fund, in part the £26m of growth that has been built into the Adult Social Care budget and overall the increases will provide sufficient funding to enable the delivery of vital services.

21. Further detail on spending for services is provided in the report. The MTFs appendix contains further detail on inflation, growth and savings for individual services provided by the council.

22. A simple overview on where monies are spent is shown below:

For every £100 of core funding we receive to fund services, we spend:

	£38 on caring for vulnerable adults		£19 on supporting and safeguarding our children and young people
	£10 on managing Wiltshire's waste		£8 on funding the investment in Wiltshire schools, roads and housing
	£9 on maintaining Wiltshire's highways and subsidising local bus services		£6 on running the council and holding elections
	£4 on the council's extensive property assets		£3 on our online and digital services
	£2 on Wiltshire leisure and libraries		£1 on improving Wiltshire's economy

23. After the announcement of the provisional settlement there remained a budget gap of nearly £33m for 2023/24. The proposals contained in this report provide the detail on how the budget gap will be closed. This will be achieved through:

- utilising the ability to increase the basic Council Tax by an additional 1%, (raising an additional £3.2m),
- the proposed increase of an additional 1% levy on Adult Social Care, (raising an additional £3.2m) to help fund the £26m growth in Adult Social Care, and
- saving proposals totalling over £26m.

24. The paragraphs below provide an analysis by services of the budget being proposed. The tables analyse the movement from the base 2022/23 budget to the proposed base budget in 2023/24. The Prior Year Inflation line is the amount uplifted to reflect the in year (2022/23) pressure of inflation being experienced that is not covered in the base budget and is being funded, as explained in the background section of this report, on the budget process for 2023/24.

People Services - £271m annual spend on services

Living and Ageing Well - £83m annual net spend on services

Table 1 – Budget movement from 2022/23 to 2023/24

	£m
Base Budget 2022/23	71.527
Prior Year Inflation	2.339
Pay Inflation	1.019
Contract Inflation	9.222
Demand	3.290
Savings	(4.861)
Base Budget 2023/24	82.536

25. There are a number of service areas within the Living and Ageing Well directorate and a key objective is to maintain and promote independence for individuals who experience physical, cognitive and sensory difficulties and to support their unpaid carers.
26. In setting the budget for this MTFS period, account has been taken of demographic pressures that will see more people requiring support, and the rising cost pressures that providers face due both to general inflation, and sector specific cost pressures. We have seen an increase in the cost of placements due to the issues in the market and also the impact of the minimum wage, cost of living crisis and energy price increases. This has significantly impacted the market and inflation estimates are higher to reflect this situation, £4.953m for 2023/24.
27. Work has also been undertaken to understand the pressure providers face through the Cost of Care exercise. Providers are likely to expect considerably higher rates following the exercise, however the council can only work within the financial envelope allocated through grant funding for this purpose. With the delay to the reforms for 2 years, the ability of the council to fully address the gap between the rates Local Authorities pay providers and those Self Funders pay is extremely limited. We are yet to fully understand the next steps and implications to wider social care reform. We want to continue to work with providers on issues to not only make the market more sustainable but also affordable for both Wiltshire Council and providers and partners in line with the business plan themes of understanding our communities and working together. Wiltshire Council will receive £4.269m Market Sustainability and Improvement funding for 2023/24.
28. There are a number of Transformation projects in Living and Ageing Well which will deliver savings that are built into the MTFS. One of these is the Direct Payment Financial Audits project which will ensure that people with Direct Payments are getting the support that they have been assessed as needing, as well as returning unspent funds to the council in a timely way. The Transformation of Home Care, which will shape both the way we commission services and what we commission to support individuals to maintain independence within their community and home settings for as long as possible, will deliver substantial savings.
29. The rolling out of Technology Enabled Care (TEC) is another transformation project that will revolutionise the way services may be delivered to individuals, and lead to savings. This project, along with another Transformation project centred on Prevention, will

deliver savings across both directorates in Adult Social Care. We want the people of Wiltshire to be empowered to live full healthy and enriched lives. We aspire to do this through prevention and early intervention to prevent and delay need in line with our Business Plan theme 'Prevention and early intervention'.

- 30. Recruitment and retention of high-quality Social Workers, Occupational Therapists and other professionals is key to the service. The budget proposes additional investment of £0.573m to ensure that salaries are competitive, and caseloads are at manageable levels.
- 31. There are a number of broader system pressures, for example, we need to support hospital discharge. A significant percentage of new demand is coming from discharge pathways often with additional complexity and the need for additional support.

Whole Life Pathway - £96m annual net spend on services

Table 2 – Budget movement from 2022/23 to 2023/24

	£'m
Base Budget 2022/23	81.200
Prior Year Inflation	7.909
Pay Inflation	0.602
Contract Inflation	5.160
Demand	2.560
Savings	(1.284)
Base Budget 2023/24	96.147

- 32. There are a number of service areas within the Whole Life Pathway directorate whose key objective is to maintain and promote independence for individuals who have complex mental health and long term neurological and cognitive conditions, their families, and their unpaid carers.
- 33. As with the Living and Ageing Well directorate, the budget for this MTFS period contains growth to cover demographic pressures that will see more people requiring support, and the rising cost pressures that providers face. Additional pressures have been recognised for the increased complexity of packages and the impact of the minimum wage, cost of living crisis and energy price increases. This has significantly impacted the market and inflation estimates are higher to reflect this situation, £5.160m for 2023/24.
- 34. Recruitment and retention of high-quality social workers and other professionals is key to the service. The budget proposes additional £0.320m investment to ensure that salaries are competitive, and caseloads are at manageable levels.
- 35. Ensuring that young adults are supported to move from children's to adult's services is vital to them having independent, happy lives. The new transitions service will work with people aged 18-25 to ensure that this happens. It will work closely to bridge the gap between adult's and children's services and will work in partnership with SEND, children's social care, adult's social as well as voluntary and community sector services. The new service will ensure the preparatory work is undertaken to avoid high cost packages resulting in savings being made.

36. As with Living and Ageing Well, there are a number of the savings proposals in Whole Life Pathway that sit within the Adult Social Care Transformation Programme. The rolling out of Technology Enabled Care (TEC) is a transformation project that works across the whole of Adult Social Care, and which will deliver savings due to improving how care and support is delivered. The Enablement saving sits within the Prevention project in the Transformation workstream and will deliver further savings by working with individuals to reduce their need for paid for support. Finally, the Market Intervention saving will deliver significant savings by introducing alternative solutions to providing support in those limited areas where the market is not delivering best value. This links to our business plan aim to develop the care market in a way that promotes choice and diversity of supply, develops new care models and ensures best value for money and a fair cost for providers.
37. Transitional Step Down homes work well with our adults of working age. It provides support for up to 2 years with people then moving on to more independent accommodation. This Mental Health discharge route supports our aim for prevention and early intervention. However, older adults mental health block purchase beds are becoming increasingly difficult to source which then means we have to utilise other types of care which is more expensive. Commissioning are working to mitigate this as much as possible.
38. The Intensive Outreach Enablement service has evidenced that working in this way can reduce restrictive packages of care and promote independence, and is an asset to the council and the prevention strategy. It is to be developed into a larger service that supports individuals, as part of a stronger prevention and early support strategy working alongside the prevention and wellbeing team in order to enhance our community based offer for individuals with complex needs to remain living in their own homes.
39. The shared Lives Wiltshire Scheme provides an opportunity for a different model of care and support. Its main aim is to support people to live as part of a family, within the carers home, where they receive the support, direction or care they need within a family environment. The service places adults who have an eligible need requiring support for a variety of reasons such as, mental health, learning disabilities, physical impairments, or are elderly or cannot manage to live without support. This has already made savings and further savings are built into this MTFS.

Education and Skills - £29m annual net spend on services

Table 3 – Budget movement from 2022/23 to 2023/24

	£m
Base Budget 2022/23	23.423
Prior Year Inflation	2.682
Pay Inflation	0.871
Contract Inflation	0.753
Demand	2.681
Savings	(1.141)
Base Budget 2023/24	29.269

40. This service area is facing significant legislative change, the Education White Paper was published March 2022. The White Paper outlined how a strong school system will be delivered by schools, trusts, local authorities, faith bodies and the Department for Education working together. Whilst the White Paper will not be progressed for the foreseeable, the ambition for a stronger and fairer school system that works for every child, for all schools to be in a strong multi-academy trust (MAT), or with plans to join or form one, remains. New legislative change for education welfare means that investment of £0.3m is requested to offset the ceasing of charging academies and the increased statutory duties as of September 2023.
41. The service runs a significant amount of schools traded activity and as funding for schools grows tighter with the teachers' pay award and other cost of living increases the risk of income reductions rises. This, together with demand for services which are only available for maintained schools falling in line with conversions to a multi academy trust means that services must plan for reductions between now and 2030. Savings planned in school effectiveness of £0.3m reflect this.
42. The impact of the pandemic is putting pressure on early years children and so £0.2m investment for inclusion advisers and £0.1m for education welfare officers funded from the latent demand reserve have been included in the MTFS.
43. Demand for statutory SEN services has increased with requests for assessment in order to access support increasing. Wiltshire continues to be slightly above the national average – the table below shows the year on year increase and also the impact of the pandemic whilst children were not in school and subsequent increase reflecting “catch up” and the impact of the pandemic on children’s needs.

	Number of EHCPs	Movement from prior year	% Movement from prior year
31 March 2022	4,371	253	6.1%
Forecast 31 March 2023	5,073	423	16.1%

44. It is for this reason that the investment in statutory SEN is sought. This service area is facing uncertainty around legislative change with the SEN Review consultation document published in July 2022. The DfE response is anticipated in Spring 2023.
45. At the same time, a bid to the transformation reserve of £1.6m has been approved and plans for the additional supplementary dedicated schools grant in 2023/24 will facilitate both improved quality and timeliness of plans as well as investment in the early help and support which will avoid applications for assessment being the preferred route for support.
46. As a large rural authority school transport for children with SEN & disability is a risk on two fronts: firstly, the number of pupils eligible to take up the school transport offer is rising in line with the number of EHCPs and secondly the marketplace is insufficient to meet needs. This means that taxis for example, are a limited resource and unit prices for journeys are rising above inflation. Demand and inflation across the MTFS is estimated at £7m. A number of transformational schemes and route reviews are in place to achieve the savings of £0.805m in the MTFS.

47. Other savings include increases in traded income prices to reflect staff pay inflation, attrition of premature retirement costs, service reviews and removing vacant posts where possible to do so.

Families and Children - £63m annual net spend on services

Table 4 – Budget movement from 2022/23 to 2023/24

	£'m
Base Budget 2022/23	60.776
Prior Year Inflation	(3.168)
Pay Inflation	1.243
Contract Inflation	1.074
Demand	3.909
Savings	(1.110)
Base Budget 2023/24	62.724

48. Whilst many other local authorities have seen pressure on statutory services, Wiltshire’s preventative family support approach and quality practice has reduced and delayed this. Inevitably demand and cost pressures still exist; including an increase in the number of care experienced young people requiring our support for longer.

49. As a result of national and local demand increases, the care placement marketplace is saturated, and we are unable to provide foster carers for all children requiring this type of care provision. This means that in some cases more expensive placements need to be sourced, which are up to five times more expensive taking us from hundreds of pounds per week to thousands. A consequence of the minimum wage, cost of living, energy and other price increases mean that the average unit costs have significantly increased, and inflation is also estimated at higher rates than originally planned.

50. Annual demand for 36 additional children and young people and inflation mirroring staff pay assumptions and from framework agreement contracts are included in the MTFS at £4.9m and £2.5m respectively for Children’s Social Care placements and support. This includes estimates of latent demand of £1m which will be funded from a drawdown from the latent demand reserve. A series of commissioning and operational savings are planned totalling £1.4m.

51. Recruitment and retention of high-quality social workers and other professionals is key to any aspiring service and as such £0.5m investment is sought to ensure that salaries are competitive and caseloads are at manageable levels. Linked to this aim of a sustainable high quality workforce investment is a subsequent saving in agency staff.

52. The savings presented are linked to the service developments planned, the purchase of the first of new children’s homes with plans to commission providers offering local placements at a lower unit cost estimates savings of £0.250m. Continuing to grow our own Fostering Excellence foster carers offering high quality local homes for children savings of £0.450m and the Step Forward programme, supporting young people to transition to the next stage of their lives, whether that be independent living or moving to a family environment, £0.350m and placement sufficiency strategy £0.350m.

53. Other savings plans include badging existing services to grant for supporting families, asylum seeking children and domestic abuse contract; £0.516m. The remaining

£0.484m savings are focussed on staffing reviews and reductions in agency budgets which are linked to the market supplement investment request.

Place Services - £101m annual spend on services

Highways & Transport - £41m annual net spend on services

Table 5 – Budget movement from 2022/23 to 2023/24

	£m
Base Budget 2022/23	37.696
Prior Year Inflation	1.720
Pay Inflation	0.571
Contract Inflation	4.287
Demand	0.215
Savings	(3.855)
Base Budget 2023/24	40.634

54. The main pressure facing the service is contract inflation for major contracts for Highways Maintenance and Design, Street Scene, Passenger Transport and Energy for Street Lighting. These contracts support communities to get around easily and offer options for different modes of transport, delivering against the Empowering People, Resilient Society, Thriving Economy and Sustainable Environment priorities in the Business Plan.
55. The contracts have seen a significant increase over and above the budgeted amount in 2022/23 of £1.5m, and this is forecast to continue in 2023/24 with an increase of £4.3m. Increasing material prices, fuel prices and driver shortages continue to cause issues and risk for the service.
56. The Public Transport industry is still recovering from the impact of the pandemic with reduced patronage and increasing operating costs, particularly in relation to fuel increases and driver shortages. In 2022/23 to keep services running and prevent bus service sections being deregistered, the council had to step in and provide support where routes had become commercially unviable and to assist with the super inflation seen on fuel. This pressure is included in the inflation rates above, however, it remains a significant ongoing risk for the service.
57. Highways & Transport’s gross budget is supported by income generated by services. The key areas for Highways & Transport are Car Parking and Streetworks income. These income streams are reliant on demand from the Public and Utility companies so can be volatile as demand is affected by changes in the economy and in the community. For example Wiltshire based companies’ policies changing to more working from home, whether communities feel safe and well to go shopping, the cost of living, the level of new development being undertaken, the level of employment and of retail opportunities. Due to the work of the Wiltshire Towns funding car parking is increasing and as part of budget setting the total change in income budgets is an increase of £1m.

Economy & Regeneration £2m annual net spend on services

Table 7 – Budget movement from 2022/23 to 2023/24

	£m
Base Budget 2022/23	2.334
Prior Year Inflation	0.062
Pay Inflation	0.104
Contract Inflation	0.024
Demand	0.270
Savings	(0.424)
Base Budget 2023/24	2.370

58. Following the restructure earlier this year, and changes in capital programme delivery, £0.270m is required to fund staff by revenue in 2023/24 onwards to allow for the team to develop, to secure and deliver future opportunities and funding, as part of our business plan responsibility to deliver infrastructure to enable local communities to live, work and play locally, and to support businesses to invest and everyone to take responsibility for the environment. The Wiltshire Towns Programme continues with £1m per annum to 2024/25, and will help create and support vibrant town centres and deliver new strategies for regeneration.
59. The service will deliver the £5.8m UK Shared Prosperity Fund between 2022-2025 and achieve associated administrative costs, which will support local business and increase the proportion of Wiltshire's wealth that is spent in the local economy.
60. The service will also support the delivery of broadband across Wiltshire, providing assistance to the Government's 'Project GIGABIT' and other broadband capital programme, to maximise broadband connectivity across Wiltshire.

Planning - £3m annual net spend on services

Table 6 – Budget movement from 2022/23 to 2023/24

	£'m
Base Budget 2022/23	1.166
Prior Year Inflation	0.320
Pay Inflation	0.365
Contract Inflation	-
Demand	1.627
Savings	(0.083)
Base Budget 2023/24	3.395

61. The Planning service has significant problems recruiting and retaining experienced and high calibre professional officers. Caseloads are 30% higher than the national average and planning appeal numbers are amongst the highest in the country. To meet statutory responsibilities and regain a 5-year supply of housing land, the service needs to complete the Local Plan Review and Gypsies and Travellers Plan as quickly as possible and to make significant progress to put in place new Plans for Minerals & Waste. These priorities will help deliver the needs of Wiltshire's growing communities from an economic, environmental and social perspective. This aligns with the four priorities in the Business Plan, Thriving Economy, Resilient Society, Sustainable Environment and

Empowered People. The Local Plan is critical as it provides an effective policy framework for the sustainable growth of Wiltshire.

- 62. To address service pressures, the service needs to increase staffing capacity. A demand of £1m has therefore been included within the budget.
- 63. Included within the 2023/24 budget is income of £6.6m from Planning, Building Control and Local Land Changes. This income is driven by demand and typically fluctuates according to the national housing market and economic situation. If the market slows, there is a risk that the council's income will decrease. Fees tend to increase when the market is buoyant.
- 64. Planning application fees are set by Government. A forecast increase is assumed for 2024/25 and is estimated at 30%. Government is expected to consult on increased planning application fees in 2023 alongside other planning reform.
- 65. Building Control fees are set locally but must be set competitively to retain market share with the private sector. Fees are set in the upper quartile when benchmarked against other local authorities.
- 66. In 2023/24, as part of H M Land Registry, digitalisation Local Land Charges 1 searches will be undertaken by Land Registry. Wiltshire Council will therefore lose income for this element. This has been assessed in conjunction with overall demand and the income budget rebased by £0.300m across the MTF period, £0.150m falls into 2023/24.

Environment £48m annual net spend on services

Table 8 – Budget movement from 2022/23 to 2023/24

	£m
Base Budget 2022/23	44.627
Prior Year Inflation	(0.158)
Pay Inflation	0.248
Contract Inflation	3.914
Demand	0.819
Savings	(1.167)
Base Budget 2023/24	48.283

- 67. The significant pressure in Environment is for the Waste Services contracts for the collection and treatment of Waste, contracts are focused on reducing the amount of Waste going to Landfill and increasing recycling to keep Wiltshire looking beautiful and taking responsibility for the Environment whilst delivering against the Sustainable Environment priority on the Business Plan.
- 68. While tonnages have remained stable, inflation increased significantly in 2022/23 with a £1.3m pressure above budget and a further £3.9m is forecast for 2023/24. The majority of the contracts are linked to CPI forecast at 7.4%.
- 69. Tonnage forecasts and waste treatment routes have been derived by looking at past years actuals and trends and have only been increased where there would need to be an incremental change based on a 1% growth rate. Waste tonnages are a risk for the

service as a small change in tonnage can have significant financial implications. The council have a minimum requirement to send 110K tonnes through the landfill diversion contacts to Lakeside Energy from Waste or Northacre MBT in Westbury, failure to meet this incurs compensation events.

70. Waste Services are forecast to generate £9.5m of Income from Green Waste, Bulky Waste and Recycling material. This is a risk for the service as recycling material income is notoriously volatile and has been particularly influenced through changing economic climate. Budgets for 2023/24 have been based on the 2022/23 performance as industry intelligence is that on average prices will continue in the short term, however some markets are seeing a slight decline. This is closely monitored on a monthly basis.

71. The Environment Act 2021 will require the Waste Service to undertake substantial changes over the next three years, however at this stage there has been insufficient detail from Government to fully evaluate the financial implications and impact on existing and future waste contracts, including long term landfill diversion contracts. The working assumption is that pressures arising from the Act will be covered by Government under New Burdens funding or via new funding streams as part of the proposed schemes.

72. There are three main changes from this legislation that will impact costs of future waste service provision:

- i. Extended Producer Responsibility (EPR) where producers of packaging will be required to pay into a scheme based on the type and quantity of packaging placed on the market. The Scheme Administrator will be responsible for placing funds with local authorities involved in the collection and management of packaging waste (including litter placed in street litter bins). This is expected to come into force in 2024 and would see additional funding coming to Wiltshire Council. Further detail is required to understand the financial impact, however Wiltshire currently spends circa £8m per annum collecting and managing packaging waste.
- ii. The Deposit Return Scheme (DRS) is where consumers will pay a deposit on in scope drinks containers which will be refunded through a national network of reverse vending machines at participating retailers and kiosks. This is also expected to be in force in 2024 and models suggest Wiltshire would see a loss of income of circa £0.9m due to a reduction in recyclable material collected via the kerbside services.
- iii. The Act will require consistency in Recycling Collections which will stipulate that councils must provide separate, weekly food waste collections; free of charge fortnightly garden waste collection; separate kerbside collection of recyclables, and fortnightly residual waste collections. Wiltshire Council does not currently provide a separate food waste collection, we have a mixed kerbside recycling collection which is then sorted at a Material Recycling Facility and we generate £5.1m income from chargeable garden waste service which offsets costs of collection only. This will therefore have a significant financial and operational impact for Wiltshire's existing contracts and future procurements. The long-term landfill diversion contracts will be at risk as this would lead to significant compensation events payable to the contactor as minimum tonnage levels would not be met. Technical advice is still awaited from Government, but

Separate, weekly Food Waste collections have been referenced to come into force in 2025.

73. Additionally, the following legislative challenges are likely to impact waste services in the coming year:

- i. Following EA guidance Persistent Organic Pollutants (POPs) found in upholstered domestic seating and managed as waste, have to be segregated at point of collection and sent for disposal by incineration and must not be landfilled. This new requirement is effective from 1 Jan 2023. Wiltshire estimate that circa 2,000 tonnes are collected through HRCS, bulky waste collection and fly tipping per year. Wiltshire is planning to manage this by utilising £0.060m of approved capital funding for HRC infrastructure related to 2022/23 savings to buy extra containers at HRCs. This material has historically been landfilled and will now be part of the landfill diversion contracts. There is an additional revenue pressure of £0.4m, currently there is no confirmation that these additional costs will be covered by Government under New Burdens funding, so it has been included as demand.
- ii. There is a proposal to extend the Emissions Trading Scheme to include Energy from Waste plants. Energy from Waste plant operators would be required to buy credits to cover the fossil-based carbon emissions created by the plant. Wiltshire's Lakeside contract would fall under this category and would be a cost born by the council due to change in law clauses within the contracts.
- iii. Government is planning to tax commercial generators of electricity where excessive profits are made. At present Energy from Waste facilities are in scope. This could mean that the gate fees under the Lakeside Energy from Waste contract increase. Local authorities are lobbying Government to exclude Energy from Waste and AD facilities developed to deliver council contracts from being in scope.

Leisure Culture & Communities £7m annual net spend on services

Table 9 – Budget movement from 2022/23 to 2023/24

	£'m
Base Budget 2022/23	6.078
Prior Year Inflation	1.059
Pay Inflation	0.770
Contract Inflation	0.028
Demand	0.395
Savings	(1.449)
Base Budget 2023/24	6.881

74. As part of the Business Plan priority to empower People and help people to stay active the council committed to giving communities access to quality leisure and sports opportunities in facilities that are safe and well maintained. In 2022 the council opened a new facility at Melksham Campus, £0.3m has been added to the budget for the net operation of the facility.

75. Leisure Operations Income is a risk for the service, Income has been recovering from the pandemic and is currently budgeted at 80% of pre-covid levels. The future income budgets are forecast to grow and fees to be increased, savings proposals are included for this which will increase income budgets by £1.4m in 2023/24. A significant risk is now the increasing cost of living and whether this impacts on future demand.

Resources - £39m annual spend on services

Assets & Commercial Development - £18m annual net spend on services

Table 10 – Budget movement from 2022/23 to 2023/24

	£m
Base Budget 2022/23	15.489
Prior Year Inflation	1.413
Pay Inflation	0.211
Contract Inflation	2.458
Demand	0.299
Savings	(1.931)
Base Budget 2023/24	17.939

76. Assets & Commercial Development services is responsible for managing the council's estate, which includes the 5,300 existing properties and 1,000 planned new properties from the Council House Build Programme under the Housing Revenue Account.

77. Wiltshire Council takes a strategic and commercial approach to managing assets ensuring assets are well maintained, fit for purpose and that services can operate safely, efficiently, and effectively, thus ensuring the sustainability of the property estate. The council shares resources with other public services and uses technology, buildings, and other assets flexibly to maximise value and reduce costs. This all contributes to delivering the Business Plan by ensuring Wiltshire Council is an efficient and healthy organisation.

78. As seen nationally there have been significant increases in energy prices, this has led to a prior year inflation increase of £0.811m for Electricity, Gas, Biomass and Oil. Considerable continuing increases are forecast for 2023/24 and the 2023/24 budget is forecasting £1.78m with increases forecast at 11% for Electricity, 50% for Gas and 10% for Biomass. Increasing energy prices are a risk for the service. To ensure the council is operating as efficiently as possible savings are proposed through the capital energy efficiency programme which delivers projects to reduce energy consumption and generate renewable electricity.

79. Inflation costs on maintenance contracts have been increased by £0.450m for prior year and £0.263m for 2023/24 (6%) to reflect increases in prices on material costs and contractor terms.

80. The council pays Business Rates on its properties, this is forecast to increase by an average of 22% £1m in 2023/24 due to an impending revelation which will come into effect in April 2023.

81. Savings proposals focus on asset rationalisation and service efficiencies to consolidate the estate and reduce operating costs. Alongside this Income generation will be maximised by leasing vacant space and increasing prices on existing lettings.

Transformation and Business Change - £1m net spend (£1.913m annual gross spend)

82. The Council's Business Plan sets out the priorities, outcomes, and aspirations it seeks to deliver over the next ten years, and outlines how its progress towards achieving these will be measured and represented. Achieving many of these outcomes will need significant change or transformation of existing business models and delivery methods. This will require innovation in how we approach service design and planning, which should be supported by evidence and insights from the broadest range of data available to us.

83. The creation of a new Transformation and Business Change directorate in early 2022 brings together existing delivery capabilities such as systems thinking, business analysis, programme management, business intelligence and direct oversight of specific strategic programmes into one function to co-ordinate, prioritise and support these activities to deliver the councils business plan.

84. Informed by learning from local authorities, the council is investing £0.379m in the 2023/24 MTFS to establish a successful business intelligence hub to deliver cross-discipline, multi-source-based insights leading to enhanced evidence based decision making. This will be funded from flexible use of capital receipts and the transformation reserve.

85. Maintaining good financial sustainability to deliver a balanced budget means the demand for Transformation should be considered a continuous and required capability. This needs specific financial provision to ensure the right scale of skills and capacity are in place to support the delivery and management of change programmes arising across the complex range of services performed by the council. The council has allocated one-off funding via its transformation reserve to enable this, which is anticipated to be replenished in part through savings delivered by transformation projects. Funding for specific transformation projects will also be utilised through the Flexible Use of Capital Receipts where appropriate and desirable to do so.

86. Many of the recent savings' proposals put forward by services in response to the financial pressures and budget setting process for the next three years were predicated on having access to suitable change and transformation capacity. Several of these will require timely delivery of significant programmes of work to suppress demand or redesign services and process. The council's outcome-based approach to transformation (rather than solely savings-driven) at a strategic level was positively recognised by the LGA's recent corporate peer challenge. This approach, allied to the funding methods outlined above, provides flexibility and adaptability in how we can respond to increasing demand to support services to meet their business plan obligations.

87. A number of services are anticipating or requesting that provision of large parts of the change capacity and skills needed to support delivery of those programmes will come from the transformation team and associated enabling services. These must be delivered in addition to the existing in-progress strategic programmes including Adult Social Care Transformation (ASCT), Families and Children Transformation (FACT),

Customer Experience, and Evolve. It is important, therefore, to ensure that the flexibility to draw down against allocations of flexible funding sources such as the Transformation Reserve and Flexible Use of Capital Receipts remains in place for the full term of the MTFS.

Capital Receipts Flexibilities

88. As part of the Final Local Government Finance Settlement for 2021/22 published on 10 February 2021 Government announced a 3-year extension from 2022/23 onwards of the flexibility for councils to use capital receipts to fund transformation projects that produce long-term savings or reduce the cost of service delivery across the public sector. [Funding boost provides councils with certainty to plan for year ahead with £51 billion funding package - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/funding-boost-provides-councils-with-certainty-to-plan-for-year-ahead-with-51-billion-funding-package)
89. It is important that any council using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded, report on planned savings and/or service transformation that is planned to be delivered and report the previous years' activity and realisation of benefits.
90. During 2022/23 £1m of transformational activity was approved to be funded by use of this regulation. The costs being funded are the Transformation and Business Change team costs, which support the delivery of the different transformation programmes and projects across the council, and specifically projects that support delivering a more financially sustainable council. £1m has again been included within the budget for each year of the MTFS period (2023/24 to 2025/26) although there is risk that the regulation may not be extended to the last year of the MTFS period. If this regulation is not extended the work will either need to be funded in another way or ceased. The prioritisation of the programmes and projects supported by the Transformation and Business Change team is agreed by CLT and/or the relevant Transformation Board and will reported as part of the quarterly budget monitoring process to ensure the requirement of transparent reporting is met.

Fees and Charges

91. As part of budget setting, where the council has discretion on the setting of fees and charges and increases to these, it is recommended that the fees and charges to the public are increased by appropriate inflation rates to help support the delivery of a balanced budget. Other fees and charges will be based on statutory national levels (where set by statute) or individual agreements.
92. Demand has been adjusted within the pressures built into the budget to reflect the continued reduction seen in some service.
93. Detail of the fees and charges where the council has discretion on the setting of the fees and charges, as well as those statutorily set can be seen in Appendix 4.

Council Tax

94. The level of Council Tax income for the council is driven by 2 main factors; the number of 'Band D' equivalent properties, known as the taxbase and the charge per 'Band D' equivalent property.

95. The council is required to set the Council Tax Base annually following regulations. For 2022/23 the taxbase was set at 189,964.37 Band D equivalent properties and for 2023/24 the Council Tax Base has been set at 193,142.94 Band D equivalent properties, which is an overall increase of 1.67%, higher than originally forecast (1.2%).
96. As part of the Local Government Finance Settlement an increase in the maximum basic Council Tax threshold from 2% to 3% was announced along with an increase to the maximum specific levy for Adult Social Care from 1% to 2%. Further detail is given in Appendix 1.

Reserves – General Fund and Earmarked

97. In the previous two budget setting cycles a reserve strategy was established to steadily increase the level of the Council's General Fund reserve to a level more in line with the financial risks the Council potentially faces. This would thereby increase the financial resilience of the council in being able to deal with, and more importantly withstand, any financial risks or shocks that may materialise.
98. In the setting of the 2022/23 budget the strategy set out a plan to increase the level to over £21m by 2024/25. The better than forecast outturn position in 2021/22 meant that additional funds could be transferred into the reserve to meet that target.
99. For this budget setting cycle, the positive outcome of a balanced budget over the MTFs means that the budget equalisation reserve, held to deal with the anticipated shortfalls in the budget forecast in the MTFs during the 2022/23 budget setting cycle process can be repurposed. £7m of this reserve will be moved immediately to the General Fund reserve, achieving the objective of the reserve strategy in having a General Fund reserve that meets, or is at around, the level of financially assessed risk. For 2022/23 this was set at £27.6m for 2023/24 this has increased to £31.9m.
100. The general fund reserve risk assessment is shown in annex 8 of appendix 1. This uses the estimates of key financial risks facing the authority in 2023/24 and it provides an estimated risk assessed level of reserves based on the specific complexities and activities unique to Wiltshire Council. This assessment is reviewed and refreshed every year to reflect the known financial risks in that year and provides an update on the financial resilience for the council.
101. The risk assessed level is a tool the Council's Section 151 officer uses to manage and context financial risks facing the authority and is not an exact science. It is key however in determining the financial resilience of the authority in terms of the level of reserves that should be held against the level of assessed and estimated financial risk.
102. The achievement of a balanced budget enables this realignment of reserves and puts the Council in a strong and sustainable financial position with reserves now at a level to provide financial resilience.
103. The remainder of the budget equalisation reserve, together with the balance on the inflation reserve, set up to deal with cost pressures in 2022/23, can now be re-purposed on funding Business Plan priorities and investment in services.
104. The Cabinet have therefore proposed that, after the £7m transfer to the General Fund reserve, a further £13.1m of earmarked reserves be repurposed as follows:

- £10m to be allocated to finance the acquisition of housing in Wiltshire to address a mix of service needs around temporary accommodation, learning disability or other adult care needs.
- £2m to be allocated to the Transformation reserve to further the community led, Community Development pilots that are being established.
- £0.6m to the existing Business Plan Priorities reserve, which has already seen allocations to invest in fly tipping, gully emptying and white lining initiatives during 2022/23.
- £0.5m for investment in the County's road sign infrastructure, with the prime objective to improve road safety.

105. In addition to the level of the general fund reserve, there are other reserves held against the financial risks facing the council. These reserves have been created to deal with risks around demand and volatility.

106. The latent demand reserve is being held to specifically mitigate any unquantified risks facing the authority on social care, particularly children's social care. £0.3m is being drawn down from the reserve in 2022/23 and a further £4.7m is planned to be utilised over the MTFS to offset increased costs in Children's Social Care, Planning and Adult Social Care.

107. The collection fund volatility reserve is held to deal with any movement in the collection of Council Tax and Business Rates that fund services. Given the size of the Collection Fund, at £380m, any small variance can potentially have a significant impact on the Council's finances.

108. In setting the budget every year an assessment is made on the surplus or deficit of this fund. The volatility and Government support through the COVID pandemic made forecasting, particularly on business rates, difficult to assess. There is confidence now that the estimated surplus, of £8.1m can be declared and distributed in 2023/24. Prudently, this one off surplus will be put into the Collection Fund Volatility reserve to ensure sufficient coverage of this specific risk.

109. The council overall has significantly improved its financial standing over the last couple of financial years through its sound and prudent financial management. There is now a significant level of reserve cover against the assessed financial risk in 2023/24. The General Fund reserve now stands at 6% of the Council's net revenue budget.

MTFS 2023/24 to 2025/26

110. A summary of the overall MTFS proposed budgets for 2023/24 can be seen in the below table at Corporate Director responsibility level. More detail can be seen in the appendix 1, which show the changes to the service budgets from the revised 2022/23 budgets in greater detail.

Wiltshire Council - Proposed Budgets			
Service	2023/24 Proposed Budget £m	2024/25 Proposed Budget £m	2025/26 Proposed Budget £m
Corporate Director People	270.676	274.404	278.859
Corporate Director Resources	39.301	40.468	41.376
Corporate Director Place	101.563	102.050	102.230
Public Health	0.863	0.881	0.899
Legal & Governance	9.964	10.026	9.811
HR&OD	3.573	3.612	3.619
Transformation & Business Change	0.533	0.578	0.625
Corporate Directors & Members	3.146	3.173	3.201
Corporate	35.753	44.517	50.124
WILTSHIRE COUNCIL NET BUDGET	465.372	479.709	490.744

111. The MTFS sets out the forecast budget position for a 3-year period. The above table shows the proposed service budgets for 2023/24 to 2025/26, and the below table shows the movements in the Net Budget and Funding for the council and the overall financial position of the council. Overall, the budget is fully balanced across the MTFS 3-year period, a significant step for the council which provides a strong and sustainable financial basis to deliver quality services to the public of Wiltshire.

	2023/24 £m	2024/25 £m	2025/26 £m
Budget 2022/23	417.703	465.372	479.709
Prior Year Adjustments for increased inflation	14.931	-	-
Funding Changes/ Technical Adjustments	4.802	(3.155)	0.353
Pay Award	7.833	4.093	4.195
Cabinet Investment	0.871	0.024	0.025
Budget Monitoring Permanent Changes	0.548	-	-
Contractual Inflation	27.705	10.052	9.717
Demand	17.228	17.598	7.444
Staffing Savings Proposals	(2.843)	(1.003)	(0.192)
Service Savings Proposals	(23.406)	(13.271)	(10.505)
Budget 2023/24	465.372	479.709	490.744
Funding 2022/23	(417.703)	(465.372)	(479.709)
Council Tax Requirement	(14.667)	(10.676)	(11.235)
Social Care Levy	(6.328)	(6.723)	-
Rates Retention	9.056	(0.800)	(0.800)
Collection Fund (surplus) / deficit	(8.100)	6.850	-
Specific Grants	(27.630)	(2.988)	1.000
Funding 2023/24	(465.372)	(479.709)	(490.744)
GAP	-	-	-

Capital Programme 2023/24 to 2029/30

112. The Capital Programme is not tied to an annual setting process like the council's revenue budget, with projects and schemes being added on their own merits by the Cabinet during the year. As part of a new robust governance process for Capital Investment, all new

Capital requests require a full business case to go through the Asset Gateway and Capital Programme Board. This is to provide oversight across the programme and alignment with the Business Plan priorities. This governance also provides additional challenge to ensure all figures are validated and profiled realistically.

	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Future Years Budgets £m	Total Budget £m
Approved Capital Programme	373.209	211.947	99.904	498.907	1,183.967
Budget Setting programme review and remove	(58.473)	(50.081)	-	-	(108.554)
Budget Setting review and reprofile	(122.277)	40.001	61.750	20.526	-
2023/24 Budget Setting New Capital Investment	6.668	4.212	6.605	11.470	28.955
Total	199.127	206.079	168.259	530.903	1,104.368

113. The Capital Programme is a key area of investment for the council and in 2023/24 will now stand at £199.127m for that year and over £1.1 billion in total over the 7 year period. The council will be investing to deliver Business Plan Principles as summarised below.

	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Future Years Budgets £m	Total Budget £m
Empowered People	59.875	41.871	27.955	46.829	176.530
Resilient Society	53.328	73.607	49.058	175.655	351.648
Thriving Economy	57.365	73.036	85.518	293.589	509.508
Sustainable Environment	3.439	5.909	0.009	-	9.357
An Efficient Healthy Council	25.120	11.656	5.719	14.830	57.325
Total	199.127	206.079	168.259	530.903	1,104.368

Education & Skills

114. £3.165m has been added to Schools Maintenance and Modernisation budget to improve the condition of schools, in recognition of increased inflation and requirements. This will allow for large, planned maintenance works for example roof replacements, new boilers, structural concerns, rewires etc.

115. The council still has a number of mobile classrooms and Pratten huts that have reached the end of their intended lifespan and need to be replaced. £12.923m has been added to the programme allow for the current programme to increase and continue.

116. This investment is key to delivering against the Business Plan principle of Empowered People and Thriving Economy.

Assets & Commercial Development

117. Investment of £6.648m has been added to the programme for additional capital building maintenance. This recognises the impact of increased inflation and also reflects the estate requirements. This will also allow for essential Health & Safety maintenance works at Coroners Court, St Edmunds Arts Centre, Gypsy and Traveller sites, Churchfields Depot and Wilton Depot to be undertaken.

118. Capital building maintenance is crucial to ensures assets are well maintained, fit for purpose and that services can operate safely, efficiently, and effectively, thus ensuring the sustainability of the property estate. The council shares resources with other public services and uses technology, buildings, and other assets flexibly to maximise value and

reduce costs. This all contributes to delivering the Business Plan by ensuring Wiltshire Council is an efficient and healthy organisation.

119. Children's Support & Safeguarding Team offer family contacts in two locations in Wiltshire, from the recently refurbished Trowbridge Resource Centre and from Salisbury Resource Centre, Hayburn Wyke. The provision in the south of the county is larger than required and has a relatively high holding cost associated. Investment has been added to the programme to allow for an alternative smaller, fit for purpose property to be found and purchased in the South for future delivery of the service. This will be funded from Capital Receipts, which will be increased from the sale of the centre at Hayburn Wyke.

Highways & Transport

120. Phase 1 of the emerging Fleet Strategy provides for a proposed vehicle replacement plan over 2023/24 to 2025/26 totalling £4.964m. Electric vehicles will be purchased up to the council's current electric infrastructure capacity. The Fleet Strategy will be developed alongside the Depot Strategy and will look at the additional electrification infrastructure requirements to move the fleet to alternative fuels by 2030, supporting the council's commitment to become a carbon neutral county.
121. Investment of £0.325m has been added to the programme to extend Dunns Lane Car Park, Castle Combe. The existing car park has reached capacity and is unable to meet demand. The forecast additional income from the extending the car park will cover the capital financing costs and generate a saving for the council.

Leisure Culture & Communities

122. To improve the use of space and enable more efficient operations at the History Centre Reception and Performing Arts Library investment of £0.105m has added to the programme. The capital financing costs will be covered by staffing efficiencies and increased income.

Future Pipeline:

123. There are three significant Capital programs that are in Full Business case development and are likely to come to Cabinet in 2023/24 for an investment decision when fully worked up.
124. The Depot strategy, which will set a long term Depot and Operational infrastructure for the council to ensure the best outcomes for service delivery. The resulting investment programme is likely to span ten years and require funding of circa £120m.
125. A new Special Educational Needs and Mental Health Primary school to address increasing demand. Further work is being undertaken to assess demand and quantify and evidence the saving this would deliver in independent special school placements. This programme would be delivered over three years and require funding of circa £16m.
126. Two new Dementia Care Homes, one in Trowbridge and one in Salisbury to address future demand and avoid strategic failure of supply. Further evidence is required on need and the overall impact on future revenue costs. This programme would be delivered over three years and require funding of circa £26m.

Community Infrastructure Levy Strategic Fund

127. The purpose of CIL is to help fund strategic infrastructure that our growing communities need to support growth in the Local Plan to support the sustainable development of Wiltshire.
128. There are no new proposals for allocations from the Community Infrastructure Levy strategic funds, this will be kept under review during 2023/24 and new allocations will be considered through the prioritisation process.
129. Trowbridge Leisure Centre capital investment of £25m is key place shaping infrastructure and is listed as a Business Plan outcome. It is recommended that Cabinet approve that the current Infrastructure List, which includes upgrades to the existing Trowbridge Sports Centre, should be amended to reflect the current position. The existing reference should be deleted and a new entry included to read New Trowbridge Leisure Facility Project. Its inclusion on the Infrastructure List means that the Council may, when considered against other demands for strategic CIL funding, fund the project in whole or in part from CIL.

Housing Revenue Account (HRA) 2023/24

130. The Housing Revenue Account (HRA) is a separate account that all local authorities with housing stock are required to maintain by law. This account accumulates and reports all transactions relating to, or associated with, local authority-owned housing. It is ring fenced which means that money cannot be paid into or out of it from the General Fund. In addition, it is unlawful to run a deficit on the account.
131. It is critical to have the right housing solutions in place to support the delivery of the council's Business Plan priorities and the HRA is an important and significant element of delivering this. The Housing Revenue Account is overseen by the Housing Board. The board is responsible for setting the vision and strategic direction of the service. It is appointed to by the Service and the term of office is linked to the local government cycle. The board has to be reappointed every 4 years at a minimum. The Wiltshire Housing Board is a 9-person board comprising 3 independent members, 3 resident members and 3 councillor members. Officers report regularly to the board to provide assurance on the adequacy and effectiveness of running the service.
132. The 30-year business plan aims to deliver a substantial increase in the amount of money available to be invested in capital works on existing dwellings and to deliver new housing to replace properties that have been sold under the Government's Right to Buy scheme and to address housing need. The HRA business plan is reported, approved and monitored through the Housing Board.
133. The aim of the business plan is to deliver carbon zero new builds and investment in all existing stock to achieve energy performance rating B. The capital and revenue budgets for 2023/24 have been updated to reflect the position presented and approved by Cabinet in the plan.
134. For 2023/24 dwelling rents will be increased by 7%, which is the maximum allowed by the current rent standard.

135. Future rent increases will be reviewed in light of the 30 year business plan so as to balance the investment in the housing stock, development of new homes, maintain services to customers as well as ensuring affordability.
136. For 2-bedroom properties, the average 2022/23 rent was £93.93 per week which will increase to an average of £100.50 per week for 2023/24. For 3-bedroom properties, the increase would be from £102.44 to £109.61. Across all properties the average rent in 2022/23 was £94.05 per week which will increase to an average of £100.63 per week.
137. It is proposed to increase garage rents by 5%.
138. It is proposed that service charges are increased to cover costs.

Dedicated Schools Grant

139. Dedicated Schools Grant (DSG) is a ring-fenced specific grant used in support of the Schools Budget as defined in the School and Early Years Finance (England) Regulations 2013. The DSG is made up of four blocks with minimal flexibility to move funding between blocks. The allocations for 2023/24 are as follows:

	2022/23 Allocation £m	2023/24 Allocation £m	Increase £m	% Increase
Early Years	30.867	32.485	1.618	5.24%
Schools	336.282	346.293	10.011	2.97%
Central	2.604	2.600	(0.04)	(0.15%)
High Needs*	64.768	70.918	6.150	9.50%
TOTAL	434.521	452.296	17.775	4.09%

*HNB includes 2022/23 Supplementary grant baselined for 2023/24 plus £2.942m additional funding for 2023/24

140. For 2022/23, a new separate grant; “supplementary allocations” was issued to offset the budget pressures around the health and social care levy and other cost pressures in schools and for high needs block. For 2023/24 a similar approach has been taken, with additional funds of circa £12m for schools and £2.9m for high needs block to offset energy, staff pay awards and above average CPI increases.
141. The allocations are driven by the school and early years census data multiplied by specific funding levels and factors in each block and include nationally announced increases from the Autumn 2022 statement and second year of the 3 year Autumn 2021 announcement for early years national increases.
142. The Local Authority and Schools Forum set the budget for all blocks. Schools and high needs blocks are top sliced by the ESFA and funds re-directed to academies and colleges, maintained school funding is passported via the local authority.
143. **Schools Block** – it is the responsibility of the council to propose and make recommendations to Schools Forum to decide any changes to the formula which is used to allocate schools block DSG to all primary and secondary schools. Wiltshire Schools formula aligns itself as closely as possible to the national funding formula (NFF) in preparation for the hard formula, when the DfE remove or at least limit, local formula flexibility. For 2023/24, schools forum has agreed in principle to transfer 0.5% of

schools block to support high needs pupils equating to £1.7m, assuming the NFF is, affordable. Unusually this is unaffordable by 0.49% for 2023/24 financial year – this is because the DSG allocations were set in the summer which is prior to the Wiltshire October 2022 census dataset which captured increases in free school meals (FSM) reflecting the local economy and English as an additional language students (EAL) rising with Ukrainian guest students from the Home Office host and other schemes. This position is the same across the Southwest. The shortfall can be addressed in Wiltshire from growth funding and schools funding protected meaning the transfer to high needs can take place.

144. **Early Years Block** – the local authority must passport a minimum of 95% funding for the universal and additional working parents entitlement for 3 and 4 year olds and disadvantaged 2 year olds directly to settings. This means up to 5% can be retained by the council to fund the early years central functions. It is the responsibility of the local authority to propose and decide the allocation of early years funding – the schools forum and early years providers are consulted annually to give their view on the local authority proposal. The local authority is consulting on passporting the full increases of £0.26p per child per eligible hour for 3 and 4 year olds and £0.31p per child per hour for disadvantaged 2 year olds.
145. **High Needs Block** – this supports provision for children and young people with special educational needs and disabilities (SEND). The block provides resources for specialist place funding, top up funding and external provision as well as funding high need services including statutory delivered by the local authority. It is the responsibility of the local authority to propose and decide the allocation of high needs block funding – the schools forum is consulted on any proposed changes. The current and forecast demand in this area exceeds the funding from the DfE and as such a drawdown from the DSG reserve will be required. There is a requirement for a 3% minimum funding guarantee for special schools for the two years between 2021/22 and 2023/24. 2023/24 rates are uplifted to equate to at least a 3% uplift across this period. The additional funding for 2023/24 is £2.9m and a separate plan was presented to Schools Forum with a focus on early help and prevention – aligning to the recovery planning and delivering better value programme.
146. **Central School Services block** – this provides funding for the local authority to provide central, statutory functions on behalf of pupils in both maintained schools and academies. Services are split, copyright licences for all schools, on-going and historic responsibilities. Funding for historic responsibilities is reduced by 20% year on year. The local authority proposes the spending allocations funded from the Central School Services Block but the final decision is made by the Schools Forum.
147. In the event of an underspend or overspend on the annual grant, the balance transfers to a DSG reserve at the end of each financial year. The 2022-23 quarter 3 figures reported to Cabinet this month showed an in year overspend of £9.271m which, leads to a forecast cumulative DSG deficit reserve balance of £34.680m. Demand and therefore expenditure are forecast to grow in 2023/24 at a rate that is higher than the allocation. It is recognised that nationally pressures on the school system and high needs budget in particular are an issue, local authorities, school leaders and lobby groups continue to raise this with Central government and recovery plans are in place but limited to being long term and in partnership with statutory partners and limited to the legal statutory requirements around services and performance standards for children and young people with additional needs. The government has in place a three year 'statutory

accounting override' until 2025/26 financial year where councils' SEN deficits can be ringfenced away from their core council budget. This has allowed councils to leave deficits unaddressed thus protecting local authority reserves and services whilst the DfE consulted on the SEN Review and considered a programme of support for councils.

148. Councils nationally have an estimated £2.3 billion in high needs funding deficits. Those authorities with the most significant deficits, have been enrolled in the DfE "Safety Valve" programmes. Following the publication of the SEN Review the DfE have published a suite of reports and guidance to support local authority budget management and recovery plans. Wiltshire has been offered support in the third phase of the DfE's "Delivering Better Value" (DBV) programme. The council is scheduled to be part of the DfE's third phase of the DBV programme starting in June 2023. The DfE have appointed Newton, CIPFA and SEN advisers to work with officers to review the recovery plan and provide support and guidance.
149. In addition to this, £1.6m of the council's transformational funding has been earmarked to support a significant programme of change which will align with the DBV programme to facilitate financial recovery for Wiltshire.
150. Final decision making takes place at the Schools Forum meeting on 19th January 2023 however agreements in principle were made at the December meeting and no major deviances are anticipated.

Overview and Scrutiny Engagement

151. Regular reports are taken to Overview & Scrutiny relating to the council's financial position and the budget report will be subject to review by the council's Financial Planning Task Group during January 2023.
152. In addition to reviews by elected members through the scrutiny process, the budget proposals will also be subject to review and scrutiny by a range of stakeholders, including Trade Unions and Business through meetings with them, Housing Panels consideration of the Housing Revenue Account proposals and Schools Forum consideration of the Dedicated Schools Grant changes.

Safeguarding Implications

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

Public Health Implications

154. The ongoing impact on public health continues to be significant in 2022/23 as a result of the ongoing COVID-19 pandemic and further added pressure from seasonal flu and respiratory viruses that have a knock on impact to Council demand via the NHS. Reviews are continuing on how services need to be changed to reflect the differences in population health exacerbated by the pandemic.
155. Funding for Public Health services has not been confirmed for 2023/24 and is less certain across the MTFs period, which given the inflationary pressures seen brings risk. With the on-going cost of living crisis, that impacts on the most vulnerable and

who often need the support from the services the council provides, it may become more difficult to deliver efficiencies that are required. Currently plans are in place to manage the delivery of Public Health services within the resources available, from the grant and planned use of the ring-fenced Public Health earmarked reserve, although plans may need to be changed should the final grant allocation differ from current assumptions.

Procurement Implications

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

Equalities Impact of the Proposal

157. The council's budget planning framework is supported by the development of Equality Impact Assessments (EIAs) for the budget proposals, identifying possible disproportionate impact in relation to the protected characteristics as described within the Equality Act 2010. The EIAs will also identify potential mitigation where applicable.
158. The council maintains its strong commitment to equality, believing that all groups and individuals within the community and its workforce have equal opportunity to benefit from the services and employment it provides. EIAs help the council to arrive at informed decisions and to make the best judgements about how to target resources.
159. As part of the implementation of savings, once they are approved the Executive Office will support services in undertaking an Equality Impact Assessment for those individual saving proposals to assess whether the proposals are positive or negative for a protected group will be undertaken before the proposal is implemented.
160. In consideration of the overall budget and balancing the gap, Cabinet in putting forward its proposals were keen to ensure that investment and growth were directed to services so that this will have an overall positive impact on service users, particularly children, older people and disabled people. This is in line with its commitments in the Business Plan 2022 – 2032.
161. As part of the corporate planning cycle, during Service Plan reviews in Spring 2023, the Equalities Impact of all service proposals (including their design) will be challenged, with scrutiny welcomed.

Environmental and Climate Change Considerations

162. The business plan and budget that funds it have been developed to support strong, resilient communities in Wiltshire. The budget includes the continued resourcing of the Carbon Reduction Team, formed during 2020/21, and funding within the capital programme for specific schemes aimed at reducing the council's carbon footprint such as £4.964m investment in electric vehicle purchase.

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

163. There is a statutory requirement to set a balanced budget. This report sets out the services delivered by the council and the financial implications of the budget proposed. Previous budget monitoring reports have included updates on the MTFS and this report provides more visibility on the base assumptions on which the budget is built and sets out how the budget gap is to be addressed to deliver a balanced budget.

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

164. The risks around the ongoing implications of the high rates of inflation and cost of living crisis on the council and council services are not fully known with the risk of the increased pressures in costs for the council and future economic forecasts uncertain and increased requirements on services needed to support the residents of Wiltshire, and this risk will remain for 2022/23 and even into future years.
165. Assumptions on risks the council is exposed to have been factored into the council's risk assessment when assessing the level of general fund reserves the council should be holding.
166. The level of uncertainty has always been a risk, in terms of demand on services and with the ongoing cost of living crisis there is an increased variability of the risk. The council has therefore tried to mitigate this through the increased level of growth assumptions within the MTFs and continues to hold specific reserves to manage some risks, such as latent demand to deal with any demand that outstrips those assumptions, particularly around children's social care as well as holding increased level of General Fund Reserve.
167. Risks associated with the uncertainty on levels of funding from government, specifically in year three of the MTFs and changes to the distribution of funding and mechanisms for allocating funding such as Business Rates are mitigated by setting assumptions based on experience, ensuring that increases in funding are included where indicative increases have been announced, otherwise funding is assumed to remain constant.
168. Risks associated with the savings proposals and service delivery have been assessed and as savings are implemented these risks will continue to be reviewed and monitored through the service and corporate risk management processes.

Financial Implications – S.151 Commentary including Section 25 Report

169. Under Section 25 of the Local Government Finance Act 2003 there is a statutory duty on the Section 151 Officer to report to Council at the time the budget is considered and the Council Tax set, an opinion on the robustness of the budget estimates and the adequacy of financial reserves.
170. There is also a legal requirement under the Local Government Act 1992, section 32 and 43 to set a balanced budget. Critically the 2023/24 budget is balanced, it has no reliance on the use of one off funding i.e. reserves and has a full scheduled savings plan proposed for 2023/24 to achieve this position.
171. Cabinet and the Extended Leadership Team have worked collaboratively and effectively to put forward proposed savings plans over the three years of the MTFs. In the budget setting of 2022/23 it was an objective to move the Council to becoming a financially sustainable authority. I am pleased to be able to report to Council that objective has now been met, with saving proposals put forward that, together with the proposed increases in funding some of which will be subject to annual decisions on Council Tax, sees the Council have a balanced budget over all three years of the MTFs. Critically

this is achieved without the need to draw on reserves to balance and fund services; the Council is now operating within its financial means.

172. Although there are risks in the budget in relation to demand led budgets, in particular Social Care, there are two key risks in the budget; the level of savings requiring to be delivered, with over £26m in the first financial year (2023/24) and £51m over the three years of the MTFS and the impact of inflation.
173. There has been a step change in the way the Council monitors, track and delivers on its savings. Given the Councils historic performance on the achievement of savings delivered, it was raised as a concern in the setting of the 2022/23 budget.
174. However, as reported regularly through to Cabinet during the budget monitoring cycle, as of quarter 3 the Council is forecast to achieve nearly 93% of the savings for 2022/23. This demonstrates the continued tight financial management that is now operating within the performance management framework that operates within services. It is imperative that this continues or where known issues arise these are flagged so that management action can be taken.
175. Inflation is the other key risk. Prudently £27.7m, by far the biggest uplift for service spend in the 2023/24 budget, has been applied to services to help manage the contractual inflation expectations and, particularly in the case of Adult Social Care, enables engagement and negotiation with providers on fee uplifts that are affordable and can help sustain the market to provide care packages to residents in Wiltshire. These are being funded through the rise in social care funding received from Government as well as the levy applied to Council Tax.
176. The risk is that inflation continues to prevail at the current double digit rate. The assumption of 6% in 2023/24 is a robust assumption based on the BoE forecast. Although inflation is high now this falls away in 2023 and provides the average of 6% that the Council will be applying. In future years a CPI rate of 2% has been used, which is higher than the November 2022 BoE forecast.
177. There are significant cost pressures arising from changing demographics and a growing, ageing population. These lead to increased demand for adult and children services, as well as other services across the Council. These pressures have been built into the budget and will continue to be reviewed to ensure the assumptions remain robust and financial impacts can be reported, and management action taken if necessary, however risk remains on the ability to manage this pressure.
178. The construction of the budget for 2023/24 and examination and validation of the budget proposals has been subject to challenge by the Extended Leadership Team, Heads of Finance and where relevant Heads of Service. Further scrutiny of the MTFS and budget proposals will be undertaken by the Financial Planning Task Group, which will report to the Overview and Scrutiny Management Committee, who will also consider and scrutinise the proposals.
179. For this budget cycle Business Rates assumptions have been significantly revised upwards. Previously, given the level of volatility and Government support as a result of COVID measures to protect businesses, no growth was anticipated or built into the base funding assumptions. In addition the level of increase in the business rate bills was set

at the September 2022 RPI (12.6%) and in the provisional settlement was confirmed that Councils would be fully compensated.

180. With a revision upwards to take into account increased growth, which is supported by the surplus forecast calculation on the collection fund, together with a significant uplift in compensation received from Government through the form of a section 31 grant, overall there is a total uplift in Business Rates funding of circa £7m.
181. The assumptions on income from Council Tax have been reviewed and reflect the current dynamic with respect to those in receipt of local council tax support, and overall the Council Tax collection rates have held. The Council Tax tax base, the growth in the number of properties, has been better than anticipated and has not only contributed to the estimated surplus on the collection fund has also meant a greater total amount generated from Council Tax than that previously forecast.
182. The rise in interest rates has seen investment income returns increase significantly. For 2022/23 they were budgeted at 0.75% however this has now been increased to 2.75% for 2023/24. The current cost of borrowing for Wiltshire Council is 3.74%, and the average cost of new borrowing has been estimated at around 3.5% although there is opportunity for this to be improved upon depending on the timing and value of any borrowing undertaken. The Council undertook borrowing of £80m in March 2022 ahead of the rise in interest rates to secure rates at around 2% to finance the capital programme and to mitigate the risk of having to borrow in future at a higher interest rate.
183. Despite the high levels of inflation, the Consumer Price Index (CPI) has been used as the set standard to forecast increases for contractual inflation. It is intended to move the Council over to this standard for all future contractual negotiations, where possible, to aid financial planning and budget and contract management. The forecast from the BoE is for inflation to substantially drop during 2023 and future year assumptions are predicated on this materialising.
184. The assumption on pay inflation has been adjusted to reflect the latest national negotiations, however it should be noted that given the current national picture around pay disputes that there is a level of uncertainty and volatility in this area, this has been reflected in the increase financial risk assessment.
185. The Dedicated Schools Grant is a ring-fenced grant to fund activity relating to the provision of education services. As a result of this ring-fencing the assumption within the MTFS is that any deficit position does not impact on the general resources available to the council in terms of the general fund revenue account and any deficit reserve.
186. The significant concern that was flagged last year, that from April 2023 deficits will need to be recognised by the Council, has for now been removed. An override for three years was announced in the provisional settlement which will not see the balance recognised and therefore move the Council into a technical bankruptcy position. It is, as yet, unclear how the Government will resolve the position beyond year three. The Council is undertaking the Delivering Better Value Programme which is promoted and funded by the DFE to understand drivers and processes to improve the costs arising in the High Needs Block of the DSG. Whilst this may address in year deficits it remains to be seen how it would begin to clear the existing historic deficit.

187. The provisional settlement was a positive outcome for Local Government and for the funding of Social Care. The delay of Adult Social Care reforms removes uncertainty around the cost and resource required to implement the forms but ultimately the uncertainty has only been pushed back.
188. The settlement only provides certainty for the next two years, whether that is indication on grant settlements or caps on council tax rises, therefore there remains considerable uncertainty around what awaits in year three, which will be covered by a new comprehensive spending review, and any funding reforms to Local Government, which have been long overdue and promised, are unlikely to be implemented until then.
189. As part of the budget setting process, the levels of balances and reserves is reviewed and determined ensuring that the level is justifiable in the context of local circumstances. The Section 151 officer has reviewed the level in order to ensure a prudent level of balances that reflects a full risk assessment commensurate with the risks that the Council faces and the context within which the authority operates.
190. The Risk assessment, as detailed in Annex 8 of Appendix 1, has put context around the level of reserves held compared to a calculated risk adjusted assessment.
191. The forecast levels of earmarked reserves are set out in the appendix and forecast balances for future years over the period of the MTFS are shown. As can be seen although the level of reserves held against risk is initially high it reduces over MTFS, as well as the overall level of earmarked reserves is reducing. Although pressures such as demand, and demography are built into the revenue budget there is limited capacity within earmarked reserves to fund transformational activity hence a transformational reserve was established to assist in this activity.
192. On the basis of the above, the Section 151 Officer's advice is that the level of reserves, following the prudent management and containment of costs during 2022/23 and the achieving of the objective of the strategic approach to increase the general fund reserve to provide increased reserve coverage of key financial risks is sufficient. The financial standing of the Council is sound and continues to improve in the context of those key risks and that the proposed budget is robust and achievable.

Legal Implications

193. The Monitoring Officer considers that the proposals, together with this report, fulfil the statutory requirements set out below with regard to setting the amount of Council Tax for the forthcoming year and to set a balanced budget:
- Section 30(6) Local Government Finance Act 1992 ('the 1992 Act') requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.
 - Section 32 of the 1992 Act sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
 - Section 33 of the 1992 Act requires the Council to set a balanced budget.
 - Section 25(1) Local Government Act 2003 ('the 2003 Act') requires the Chief Finance Officer of the Council to report to it on (a) the robustness of the estimates

made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.

- Section 25(2) the 2003 Act requires that when the Council is considering calculations under Section 32, it must have regard to a report of the Chief Finance Officer concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- The Local Authorities (Functions & Responsibilities) (England) Regulations 2000 (as amended) set out the respective functions of Council and of the Cabinet. With regard to the setting of the budget and Council Tax for the forthcoming year, the Regulations provide that the Cabinet formulates the plan or strategy (in relation to the control of the Council's borrowing or capital expenditure) and the preparation of estimates of the amounts to be aggregated in making the calculations under Section 32 of the 1992 Act. However, the adoption of any such plan or strategy/calculations is the responsibility of full Council.
- Sections 30 to 36 of the Local Government Finance Act 1992 require that the Council sets a budget and Council Tax by 11 March each year and in doing so make a number of statutory calculations incorporated by resolution. The Localism Act 2011 has amended some of the terms and definitions to accommodate the introduction of powers to call local referendums for excessive Council Tax increase. The Council is now required to make a calculation of the Council Tax Requirement (Section 31A), excluding Parish precepts. The Act (Section 36) further prescribes that a calculation of the basic amount of Council Tax be presented together with an analysis of the Council Tax across the area and by valuation band. These calculations are required to be presented in a prescribed format and be subject to formal resolution by the Council.
- Section 12(2) of the Local Government Finance Act 2012 and The Council Tax (Administration and Enforcement) (Amendment) (No.2) (England) Regulations 2012 gave billing authorities the discretion to levy an empty homes premium of up to 50% on council tax payable in respect of dwellings that have been left empty and unfurnished for two years or more, resulting in a council tax rate for long-term empty properties of up to 150% of the normal liability.
- The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 provided billing authorities with discretion to charge an additional premium where a property has remained empty and unfurnished for a period in excess of two years. 17.4 The Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 as amended by the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 provided an authority with discretion to change the discount in respect of empty and unfurnished properties. Any change to the premium/discount in place needs to be published, as a public notice, within 21 days of the Council adopting any new premium/discount.
- The Local Authorities (Standing Orders)(England) Regulations 2001 deal, amongst other things, with the process of approving the budget. Under the constitution the adoption of the budget and the setting of the Council Tax are matters reserved for the Council upon recommendation from Cabinet.

- Council budget: In reaching their decisions, Members and officers must act reasonably, taking into account all relevant considerations and ignoring irrelevant ones. There is a need to ensure that when making budget decisions the result is not one which is irrational in the Wednesbury sense (i.e. one which no reasonable local authority could have made). The Council's overriding duty is to make a lawful budget and this is the touchstone against which other considerations must be tested.
- The Council must have regard to its public sector equality duties when making decisions. This includes the requirement to undertake a Diversity Impact Assessment in relation to all significant changes to policies, procedures or practice, and to pay 'due regard' to the need to eliminate discrimination and promote equality with regards to race, disability and gender. An overarching Equalities Impact Assessment has been included as an addendum report.
- Appropriate consultation will take place before decisions proposed in this report are made, where required by law or otherwise.
- Legal Obligations: Local authorities provide services pursuant to statutory duties (a mandatory requirement to provide services), and statutory powers, (where the Council has a discretion whether or not to provide services). Where the Council has a legal duty then it still has discretion in determining the manner in which those services are provided, so long as the level of quality of service provision is sufficient to fulfil the statutory duty. The decision to implement budget reductions must not focus solely on financial considerations. Members and officers must address the core question of individual service users' needs. Case law has held that resources may be a relevant consideration in making a decision relating to the manner of service provision, so long as the individual's assessed needs are met.
- Charges for services: In considering charges for services, Members and officers should also try to achieve a fair balance between the interests of the users of council services and Council Tax payers. Where charges are being increased, Members need to bear in mind the scale and extent of the charges, and may need in some cases to have regard to the costs of service provision, associated with the power to charge.
- Members' responsibility to make a personal decision: In Council, Members must make a personal decision on how to vote on the budget proposals. Members' overriding duty is to the whole community. Members have a special duty to their constituents, including those who did not vote for them. Whilst Members may be strongly influenced by the views of others, and of their party in particular, it is their responsibility alone to determine what view to take when deciding upon budget questions. He/she should not follow party loyalty and party policy to the exclusion of other considerations.
- Members need to balance the cost to Council Tax payers of any budget reductions, against the need for the benefits of services of the particular nature, range and quality, under consideration. If having taken into account all relevant (and disregarding all irrelevant) considerations, Members are satisfied that it is financially prudent and reasonable to make the proposed budget reductions and adopt the recommendations then they may properly and reasonably decide to do so.

- Capping: The Localism Act 2011 has superseded the previous capping legislation and dictates that should a council propose an increase in Council Tax which would be deemed to be excessive in accordance with principles and levels designated by the minister, then a local referendum on the proposal would be required. This would necessitate the drafting of an alternative proposal that would meet ministerial requirements to be put to the electorate alongside the 'excessive' proposition. Since this proposed budget is below the 'excessive' threshold this does not apply.
- Housing Revenue Account: Under Section 76 of the Local Government and Housing Act 1989, the council is required, in advance of the financial year, to formulate proposals which satisfy the requirement that, on certain stated assumptions, the Housing Revenue Account for that year does not show a debit balance. The council is obliged to implement those proposals and from time to time to determine whether the proposals satisfy the 'break even' requirement. If not, then the council shall make such provisions as are reasonable practicable towards securing that the proposals as revised, shall satisfy the requirement.
- Under Section 24 of the Housing Act 1985, the council can make such reasonable charges as it determines for the tenancy or occupation of its houses. The council is obliged, from time to time, to review rents charged and make such changes, as circumstances may require. In exercising this function (determining and fixing rent), the council should have regard to the rents charged in the private sector. A decision to increase rent constitutes a variation of the terms of a tenancy. Under Section 103 of the Housing Act 1985, in respect of secure tenancies, a notice of variation (specifying the variation and date on which it takes effect) must be served on each tenant. For non-secure tenancies (excluding introductory tenancies), a notice must be served that complies with Section 25 of the Housing Act 1985. The Housing Act 1985 defines the legal requirements for informing tenants of rent increases. In practice this requires the issue of written notification to each tenant a minimum of four weeks in advance of the date that the increase becomes operative.
- The Local Authorities (Standing Orders (England) (Amendment) Regulations 2014) require that a recorded vote shall be held on the substantive motion at any Budget Council Meeting

Workforce Implications

194. Proposals around how the budget gap will be bridged will look at all avenues open to the council and this includes looking at the service the council provides from a statutory and discretionary level as well as the costs that fall within those services most notably third party spend and staffing. Changes to workforce will be minimised in so far as they can be with mitigations such as holding vacancies where possible and steps to mitigate the need for redundancies will be taken.
195. As in the previous year staffing savings have been identified across the MTFS period and steps to deliver these savings will include the deletion of some vacant posts, holding other vacancies temporarily to deliver the vacancy factor of 6.5%, and reviewing service structures to ensure they have the most effective and efficient staffing models. In addition, a freeze on incremental pay progression remains, as agreed last year with the recognised trade unions.

196. Where savings do impact on the workforce the council has in place robust policies and procedures to support this.

Options Considered

197. There is a statutory requirement to set a balanced budget. Other options to close the gap have been considered, however those options have been considered as damaging to the overall delivery of the new business plan and have therefore been discounted.

Conclusions

198. The report supports effective decision making and allows the council to set a balanced revenue budget for 2023/24 and set Council Tax levels. It also ensures that the council has an MTFs to support long-term financial sustainability and aligns the budget to the council's Business Plan.

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12 January 2023

Appendices:

Appendix 1 – Council Budget 2022/23 & Medium Term Financial Strategy 2023/24 to 2025/26

Appendix 2 – Capital Strategy 2023/24 to 2029/30 – to follow

Appendix 3 – Schools Capital Programme – to follow

Appendix 4 – Fees and Charges 2023/24 – to follow

Background Papers

None

Council Budget 2023/24

and

Medium Term Financial Strategy

2023/24 to 2025/26

This document sets out the council's Budget 2023/24 and Medium Term Financial Strategy (MTFS) to 2025/26.

It maps out in financial terms the council's journey for the 2023/24 budget and the following two years, taking its direction from the council's Business Plan.

The budget will be refreshed annually to take account of any local or national changes and to provide for a three year financial plan. It will follow any review or refresh of the council's new Business Plan in subsequent years, incorporating any resulting financial changes. It will also be updated for changes in national and local funding assumptions, local income projections, spending pressures and any changes in savings plans.

Finally, the document sets out in detail the proposed saving plans and the estimates and assumptions used in developing the Budget and the MTFS. Those assumptions will be reviewed on a continued basis and, if necessary, amended for future years as more data and evidence on service demands and funding becomes available.

As such, whilst the budget estimates for 2023/24 have been proposed and are set, budgets for the ensuing years 2024/25 – 2025/26 are indicative only and are likely to change before the final budgets for those years are approved as part of the annual cycle.

FUNDING ASSUMPTIONS

The Council receives its funding to deliver services in the main from local taxes, Council Tax and Business Rates. It also receives funding from Government in the form of grant. Where this grant is either ringfenced or service specific e.g. Public Health, it is budgeted for against the service it relates too. All other grants are considered core funding and are held 'below the line' in the council's 'funding' to fund the spending on services.

This section will go through the assumptions and data being used to estimate the level of funding being received for those three main funding sources.

Council Tax

The forecast for Council Tax income is driven by two main factors:

a) The number of Band D equivalent properties, known as the 'taxbase'.

The taxbase for 2023/24 is estimated 193,142.94 Band D equivalents. Going forward, the council has assumed a collection rate of 98.8% and annual 'growth' of around 1.2% p.a. It is forecast that, by 2025/26, the taxbase will be 197,806.18 Band D equivalents.

b) The charge per Band D equivalent property.

The Council Tax charge 2023/24 is £1,709.90, a general rise of 2.99%, plus a further 2% levy for Adult Social Care. A total 4.99% increase on the 2022/23 charge.

Forecasts for later years of the MTFs for financial planning purposes only are based on a further general rise of 1.99% p.a. in each year from 2024/25 and 2025/26, plus one more year of the Adult Social Care levy at 2% in 2024/25 only.

The current Government Council Tax Referendum prescribed limit of 3% for 2023/24 was announced in the provisional settlement. For 2024/25 the core Council Tax referendum principles have been announced to continue at the same level for 2024/25.

Also, in the settlement an Adult Social Care levy of 2% for 2023/24 and 2% for 2024/25 was permissible for those Councils who have social care responsibilities. This must be spent wholly on Adult Social Services. No confirmation was given for 2025/26.

The table below sets out the detail on the Council Tax assumptions over the MTFs, with 2023/24 the basis of the council tax setting and future years for financial planning purposes only.

	2022/23	2023/24	2024/25	2025/26
Tax base (Band D Equivalents)	189,964.37	193,142.94	195,460.66	197,806.18
Increase in properties		3,178.57	2,317.72	2,345.52
% increase		1.67%	1.20%	1.20%
Band D Charge (£p)	£1,638.16	£1,719.90	£1,788.53	£1,824.12
Increase in £p		£81.74	£68.63	£35.59
Price % increase		4.99%	3.99%	1.99%
Total Council Tax revenue (£m)	£311.192	£332.187	£349.587	£360.822
Increase in £'m		£20.995	£17.400	£11.235
Increase in %		6.75%	5.24%	3.21%

The council runs a Council Tax Reduction Scheme, which supports low income households with the cost of council tax. Currently 25,600 households are supported through reductions in their council tax. This scheme has grown in importance during the cost of living crisis as it provides a gateway to other methods of financial support. The government have recently announced that those in receipt of Council Tax Reduction will be given up to £25 reduction in the net bill for 2023/24. This is a sum that will be automatically deducted from the bills of those in receipt of council tax reduction. Access to the Household Support Fund which will also continue in 2023/24 is partly determined by entitlement to council tax reduction and £5.4m has been made available by government which will be distributed by the council to low income households during 2023/24.

The council tax reduction scheme for those of working age is a locally designed scheme and there are no planned changes to the way the scheme is delivered in 2023/24. The council is however obliged to confirm local arrangements are publicised and that the council will continue to disregard war widow, war widower pensions and war disablement pensions for the purposes of calculating both council tax reduction and housing benefit in 2023/24.

Business Rates

National Non Domestic Rates (NNDR) are charged on non-domestic properties such as shops, offices and factories. They are calculated using the rateable value (RV) of an eligible property and multiplying it by the appropriate multiplier. The RV is set by the Valuations Office Agency (VOA).

For the financial year 2023/24 the RV that were previously based on property market figures from 1 April 2015 were updated to reflect the property market as at 1 April 2021. The government have a package of support for businesses including a transitional relief scheme which will adjust rateable values for those businesses seeing the largest changes in their bills. Government have confirmed that councils will be fully compensated for these reliefs.

The council bills all registered properties and under the current national 50:50 business rate retention scheme, the council retain 49%, the Fire Authority 1% and 50% of the business rates collected is paid over to the Government.

When the 50:50 business rate retention system was introduced in 2013/14, as part of wide changing reforms to Local Government Funding, the Government also introduced a tariff and top up redistribution system based on the overall funding baseline that was set to ensure no Council lost out or indeed profited from the new Local Government funding system.

The level of tariff following the revaluation is estimated at circa £20m and is taken off at source as part of the business rate mechanism, when you take this into the rate retention mechanism, the Council retains around 36% of the distributable business rates within Wiltshire.

The Government announced in the spending review that it would freeze the increase in the multiplier rate again for 2023/24 to provide continuing support to businesses. Consequently, the Government announced in the provisional settlement that it would compensate Local Government for the loss of business rates because of the freeze. It is estimated therefore that Wiltshire will receive around £4.3m in funding through a section 31 grant in 2023/24. In future years it is assumed that the multiplier rate or government will continue to compensate councils for the loss of additional business rates due to any subsequent freezes.

Collection Fund Surplus/Deficit

Over the past 3 years the Collection Fund has seen significant changes due to the economic impact of COVID-19 and the steps taken by government to support businesses and households during that period. The main change has been within the business rates regime and the timing of the reliefs announced for certain business sectors and the timing of the grant to compensate councils for these reliefs. Due to the mechanism and regulation significant deficits have been seen in business rates, with s31 grant funding received in the year to mitigate the cashflow impact on councils.

The declared position of the overall Collection Fund administered by the council for 2022/23 is a surplus for Council Tax of £6.281m and a surplus for Business Rates of £5.797m. The council's share of these balances is £5.319m and £2.841m respectively, resulting in an overall surplus of £8.160m. Due to the accounting regulation for the Collection Fund this gain is received by the council during the 2023/24 financial year, and due to the risk and uncertainty with the Collection Fund, particularly associated with the cost of living crisis and the Business Rates revaluation and impact of transitional relief schemes any surplus will be transferred to the Collection Fund Volatility Reserve.

The previous year's deficit will continue to be funded by the monies set aside in the Collection Fund Volatility reserve over the 3 year period 2021/22-2023/24 as originally planned, with the timing of the financial impact across the 3 years set out in the regulations set by government.

Significant risk remains with the income from local taxation despite the positive indications of new homes growth and the on-going support from government and to support the mitigation of this risk for the council continue to hold a Collection Fund Volatility reserve that was created in 2020/21, and this reserve is forecast to hold £5.497m at the beginning of 2023/24.

Provisional Local Government Settlement

The Chancellor of the Exchequer announced his Autumn Budget Statement 2022 on 17 November 2022 and outlined an increase in Department Expenditure Limit for Local Government of 33%.

On the 19 December 2022 the Secretary of State announced the provisional local government settlement which provided details on the grant allocations to Councils from this additional funding, together with other measures aimed at supporting Council finances. The provisional settlement set out that Local Government Core Spending Power was increasing by an average of 9.2%, made up mostly of increased council tax flexibilities and additional £3.1bn grant funding for social care. Also announced was a 12 month extension to the Household Support Fund, confirmation of a two year delay to the Social Care Reforms and a new 3% funding guarantee, to ensure all councils saw an increase of at least 3% in their Core Spending Power.

The settlement was announced for one year but included confirmation of some grant values for 2024/25 and also confirmed that the Council Tax referendum thresholds and Adult Social Care levy limits would remain the same for 2024/25.

Four grants were confirmed to now be wrapped up in other grant funding. Three are rolling into RSG (Council Tax Discounts – Family Annexes (£7.4m), Local Council Tax Support Admin Subsidy (£69m) and Natasha's law (£1.5m) and the final one (The Independent Living Fund, £161m) is combining with the repurposed Adult Social Care reform funding. The council will therefore now receive £0.566m of Revenue Support Grant to replace the Local Council Tax Support Admin Subsidy and the £1.081m Independent Living Fund will move from service into the Social Care Grant.

Some core grants that formed part of the funding for the council in 2022/23 have either ceased or reduced. It was confirmed that no legacy payments would be made as part of the New Homes Bonus grant and only year 13 payment would be made, although the mechanism for the calculation of the grant was remaining. This results in a grant for 2023/24 of £2.983m (was £6.678m in 2022/23). The Lower Tier Services Grant was confirmed to cease, which is a loss of £0.498m for the council and the new Services Grant reduced by £1.742m to £2.249m as a result of the cessation of the increase in employer National Insurance compensation element, previously announced by government.

New funding nationally worth £1bn in 2023/24 and £1.7bn in 2024/25 was announced as additional funding for social care. Of that £600m and £1bn for each year respectively will be distributed through the Better Care Fund, referred to as the Discharge Fund. The council is set to receive £1.426m in 2023/24 from this funding.

The remaining £400m in 2023-24 and £683m in 2024-25 is being combined with the £162m Market Sustainability. The council is set to receive £4.269m of this Market Sustainability and Improvement Fund.

Additional funding for social care was included in Autumn Budget Statement 2022, with Local Government continuing to be allocated the funding that was intended to pay for the ASC reforms amounting nationally to £1.265bn in 2023/24 and £1.877bn in

2024/25. The provisional settlement confirmed that the council will receive in total £24.336m in 2023/24 (including the Independent Living Fund grant), which is an increase of £9.001m. It is estimated that a further £3.7m will be received in 2024/25. These new monies have been allocated to councils through the existing ASC Relative Needs Formula equalised for the Adult Social Care levy, however the council does not receive any funding from the Adult Social Care equalisation owing to its Council Tax base position compared to other authorities.

The Rural Services Delivery Grant has been confirmed to continue with the same quantum and basis of allocation, which for the council is £3.480m. All other grants have been assumed that they will continue at the same rate as 2022/23.

Details of the core funding Government grants are provided in the table below.

Provisional Settlement Comparison	FINANCIAL YEAR 2023/24			2024/25	2025/26
	MTFS			Estimate £m	Estimate £m
	Dec 2022 £m	Settlement £m	Variance £m		
Lower Tier Services Grant	0.498	-	(0.498)	-	-
New Homes Bonus	6.678	2.983	(3.695)	2.500	1.500
Rural Service Delivery Grant	3.479	3.480	0.001	3.480	3.480
Services Grant	3.991	2.249	(1.742)	-	-
Revenue Support Grant	0.478	0.566	0.088	0.566	0.566
Improved Better Care Fund	9.100	10.242	1.142	10.242	10.242
ASC Market Sustainability & Improvement Fund	-	4.269	4.269	5.317	5.317
ASC Discharge Fund	-	1.436	1.436	2.393	2.393
Rollover of Social Care Grant 2022/23	14.253	14.253	-	14.253	14.253
Independent Living Fund (rolled in for 2023/24)	1.081	1.081	0.000	1.081	1.081
Additional Social Care Grant	-	9.001	9.001	12.715	12.715
Section 31 inc. NNDR Multiplier Compensation	11.262	27.331	16.069	27.331	27.331
Total Specific Grants	50.820	76.891	26.071	79.878	78.878

The Council also received funding for specific service delivery from Government and these are budgeted for within the services net budget. The significant grants are detailed in the table below.

Specific Grants held in the Services Net Budget Total	2023/24 £ m	2024/25 £ m	2025/26 £ m
Public Health Grant	17.522	17.522	17.522
NNDR Admin Grant	0.614	0.614	0.614
Council Tax Support Fund	0.676	0.676	0.676
Housing Benefit Admin subsidy	1.174	1.174	1.174
Homelessness Prevention Grant	1.076	1.128	1.128
Local Authority Bus Subsidy	0.985	0.985	0.985
Dedicated Schools Grant (incl academy schools funding, later issued through ESFA)	434.521	434.521	434.521
Pupil Premium for LAC Grant	0.784	0.784	0.784
Supporting Families Grant	1.214	1.317	1.317
Unaccompanied Asylum Seeking Children & Young People	1.879	1.879	1.879
Youth Justice Board Grant	0.404	0.404	0.404
Adult Education Board	0.562	0.562	0.562
Other smaller childrens services grants	0.542	0.542	0.542
Specific Grants In the Services	456.567	22.099	22.099

Wiltshire Council receives the Better Care Fund contribution from the ICB (Integrated Care Board). In 2022/23 this minimum contribution was £36.130m. This is anticipated to be uplifted in 2023/24, the schemes that this will be allocated to will be approved by the Wiltshire Partnership Board.

Summary Forecast Resources

Based on the above assumptions the total core funding available for the Council to deliver services in 2023/24 is £465m.

It reflects the higher than anticipated increases in Council Tax income and the outcome of the provisional settlement.

Going forward in the MTFS it is anticipated that Government grant will increase, mainly for social care, however a level of uncertainty remains around the assumption on other government grants and quantum of funding, the additional income from council tax will see the overall resources continue to increase to £490m by 2025/26.

	2023/24 £m	2024/25 £m	2025/26 £m
Council Tax	290.422	301.098	312.334
Social Care Levy	41.765	48.489	48.489
Business Rates	49.444	50.244	51.044
Collection Fund surplus	6.850	-	-
Specific Grants	76.891	79.878	78.878
Total Funding	465.372	479.709	490.745

This will form the basis of the Councils Net Revenue Budget and fund service spending plans over the next three years.

SERVICE SPENDING PLANS

Service Spending Pressures

As for any other organisation, the council experiences budget pressures as a result of inflation e.g. contractual and national staff pay awards, increasing demand for service provision and changes in legislation. The council has considered and made provision for spending pressures that are likely to materialise, totalling over £122m by 2025/26.

Some of these pressures have been reported during the budget monitoring of the current 2022/23 financial year and require base budget funding so are built into the budget as prior year inflation pressures. The vast majority of these pressures are expected to arise based on the current assumptions and estimates including nearly £28m of contractual inflation and £7.8m of pay inflation, and additional demand of just over £17m. These are listed in the table below and the most significant items explained in the ensuing narrative:

	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Pay Inflation	7.833	4.093	4.195	16.121
Contractual Inflation	27.705	10.052	9.717	47.474
Total Inflationary Pressures	35.538	14.145	13.912	63.595
Revised Income Assumptions	0.437	0.150	-	0.587
Demand for Adult Social Care inc. Hospital Discharges	5.850	0.585	1.169	7.604
Demand for School Transport inc. SEND Transport	1.761	1.752	1.978	5.491
Demand for Children's Social Care	4.043	1.096	0.819	5.958
Demand for Housing	-	1.000	-	1.000
Waste tonnages growth	0.079	0.085	0.088	0.252
Development Management increase in appeals	1.112	(0.200)	(0.170)	0.742
Information Services Oracle Licencing and Support	0.039	0.068	(0.029)	0.078
Spatial Planning Neighbourhood Planning demand	0.104	(0.104)	-	-
Place staffing growth to manage capacity issues and retain staff	0.706	-	(0.215)	0.491
Economy & Regeneration Major Projects rebase staff recharge to Capital programme	0.270	-	-	0.270
Melksham Campus building operating budget	0.300	-	-	0.300
Education Welfare demand	0.209	-	-	0.209
Realign Insurance gross and income budget	0.482	-	-	0.482
Pension Lump Sum payment rebase	0.395	-	-	0.395
Other demand changes	0.229	(0.117)	-	0.112
Evolve Staffing for target operating model	0.620	-	-	0.620
Loss of Commercial Income Monkton Park	0.300	-	-	0.300
Persistent Organic Pollutants (POPs) new Waste Management requirements	0.400	-	-	0.400
Financing the Capital Programme	(0.108)	13.283	3.805	16.980
Total Demand Pressures	17.228	17.598	7.445	42.271
Cabinet Investment on social worker retention & Business Insights	0.871	0.024	0.025	0.920
Undeliverable Savings	0.548	-	-	0.548
Prior Year Inflation and Income Base Adjustments	14.931	-	-	14.931
Grand Total Spending Pressures	69.116	31.767	21.382	122.265

Pay inflation

Pay inflation includes the national pay award and the impact of national insurance rises.

In 2023/24 £7.8m has been budgeted for the pay award for 2023/24, which is current estimated as a 4.5% increase. The following two years pay awards have been estimated at 2.5%.

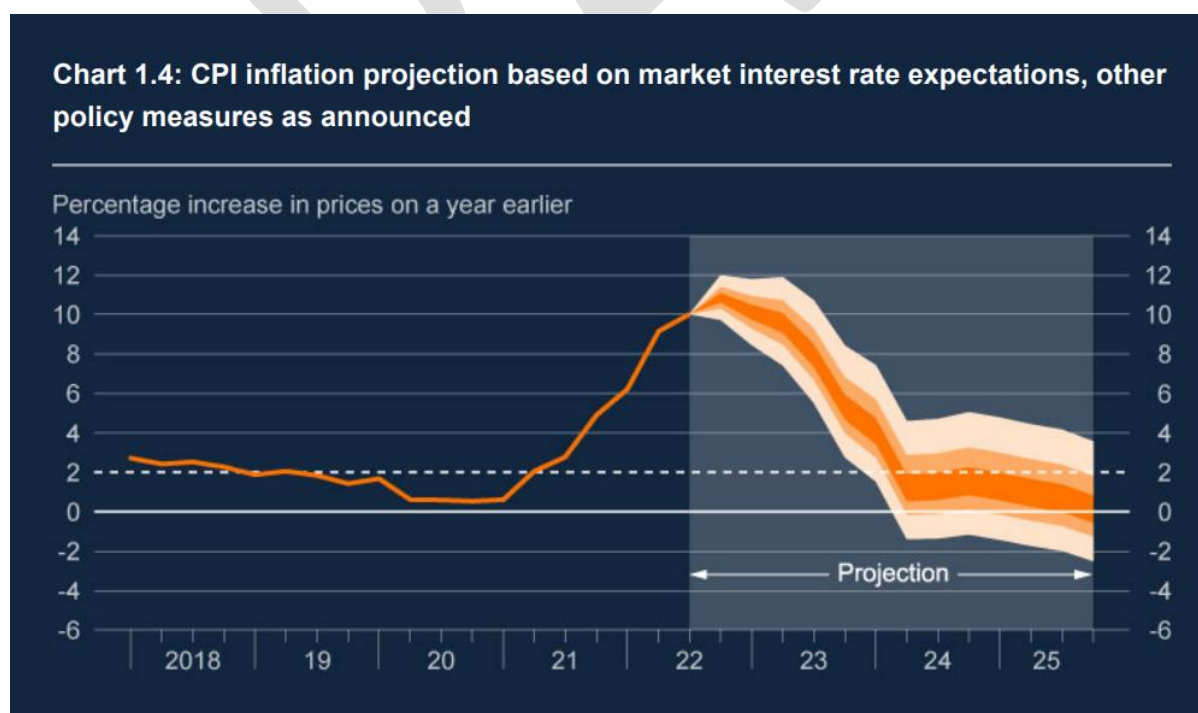
A 6.5% vacancy factor is applied to all services and included within the 2023/24 base budget.

Contractual inflation

The total contract inflation arising over the next three years is estimated to be circa £47.5m, with £27.7m estimated in 2023/24.

The Council budgets for inflation based on the indices that those supplies and services are contractually linked to. For strategic budget planning purposes, we look to hold this to Consumer Price Index (CPI) but specific contracts will have different indices aligned to them, and as the approach towards inflation management within contracts varies across the organisation, actual pressures identified by services uses those inflation indices identified.

The majority of contracts are linked to CPI and the council uses the Bank of England (BoE) forecast issued in November of the preceding year to estimate the CPI rate. The chart below is an extract of the CPI inflation forecast issued by the BoE in the November 2022 MPC report.



Given the volatility experienced in inflation, the significant level of uplifts already applied in the current year and the forecast provided above the average CPI that is

being used in 2023/24 for contractual inflation is 6%, and this will fall back down to 2% from 2024/25 onwards.

There are outliers for forecasts on inflation, most notably these remain around energy prices. The Council fixed the majority of its energy prices for 2022/23 but these prices had to be renewed for 2023/24, which will see an increase in gas prices of 50% and electricity by 11%.

A significant amount of inflation, around £14m of the £27.7m for 2023/24, has been applied to Adult Social Care and will be used in the engagement and negotiation with providers to agree fee uplifts that will support the Adult Social Care market and the provision of care packages in Wiltshire.

Demand for Services

Demand for services the council provides is driven dependent on a specific service, for Waste Management it is driven through the number of households and the total tonnage of Waste produced, for Adult Social Care the number of residents requiring packages of care or placements. For the latter an ageing demographic will have a significant impact on the amount of demand predicted to arise.

The base budget is set assuming a level of demand for services using the current financial year forecasts and based on latest evidence and trends. For 2023/24 revisions have been made to the base budget to accurately revise the level of base budget to reflect current demands in some services, with the most significant increases seen in Adults Services, including Hospital Discharge pressures, Children's Social Care and Home to School and SEND Transport.

SAVINGS

The Cabinet have been working on putting together saving proposals over the three years that would not only still enable business plan priorities to be delivered but also for the Councils finances to be managed and move to a sustainable footing.

Saving proposals have been put forward that total £51m over the MTFs, significantly over £26m to be delivered in the first year.

The detail proposal for savings by each service are shown in annex 7 of this appendix.

CAPITAL PROGRAMME

The Capital Programme is detailed in annex 11, and a summary is provided below.

	Revised 23/24 Budget £m	Revised 24/25 Budget £m	Revised 25/26 Budget £m	Future Years £m	TOTAL £m
Corporate Director - People	46.143	35.360	12.305	35.929	129.737
Corporate Director - Resources	56.971	41.777	48.067	13.387	160.202
Corporate Director - Place	65.433	80.170	68.848	306.664	521.115
Total General Fund	168.547	157.307	129.220	355.980	811.054
Housing Revenue Account	30.580	48.772	39.039	174.923	293.314
Total Capital Programme	199.127	206.079	168.259	530.903	1,104.368

Grants	70.737	80.899	53.527	284.526	489.689
Other Contributions	2.000	-	-	32.090	34.090
S106 Contributions	1.434	1.264	-	-	2.698
CIL Contributions	4.282	8.487	4.376	0.542	17.687
HRA	30.580	48.772	39.039	174.922	293.313
Capital Receipts	1.725	0.250	0.250	1.000	3.225
Stone Circle Loans	21.298	24.835	10.019	0.732	56.884
Borrowing Funded by Revenue Savings	-	-	31.200	-	31.200
Borrowing	67.071	41.572	29.848	37.091	175.582
Total Funding	199.127	206.079	168.259	530.903	1,104.368

New schemes totalling £29m will be added to the Capital Programme, the majority of which will be funded from borrowing. The schemes are detailed below.

The revenue financing of new schemes that are funded from borrowing, which totals over £24m, has been factored in the pressures of the MTFS.

	2023/24 £'m	2024/25 £'m	2025/26 £'m	Future Years £'m	Total Budget £'m
Capital Investment					
Schools Maintenance & Modernisation - Increase & Inflation Adjustment	0.045	0.030	1.030	2.060	3.165
Schools Maintenance & Modernisation - Mobile Classroom/Pratten Huts Replacement	1.523	2.025	3.075	6.300	12.923
Facilities Management Operational Estate – Capital maintenance budget inflation and estate requirements	0.878	0.778	0.778	3.110	5.544
Facilities Management Operational Estate - Essential and high priority capital works at Coroner's Court	0.102	-	-	-	0.102
Facilities Management Operational Estate – Essential planned maintenance and energy efficiency works Gypsy & Traveller Sites	0.080	-	-	-	0.080
Facilities Management Operational Estate - Essential maintenance (listed building responsibilities) at Edmund's Arts Centre	0.102	-	-	-	0.102
Facilities Management Operational Estate - Asbestos roof replacement Churchfields Depot	0.650	-	-	-	0.650
Facilities Management Operational Estate - Essential planned maintenance at Wilton Depot	0.170	-	-	-	0.170
Total Health & Safety Proposals	3.550	2.833	4.883	11.470	22.736
Fleet Vehicles - Phase 1 2023-2026 Fleet Strategy	1.863	1.379	1.722	-	4.964
History Centre Reception and Performing Arts Library	0.105	-	-	-	0.105
Dunnes Lane Car Park, Castle Coombe	0.325	-	-	-	0.325
Salisbury Resource Centre	0.825	-	-	-	0.825
Business Plan Priority Proposals	3.118	1.379	1.722	-	6.219
Total Investment	6.668	4.212	6.605	11.470	28.955

Funded Through Borrowing	5.843	4.212	6.605	11.470	28.130
Funded Through Capital Receipt	0.825	-	-	-	0.825
Business Plan Priority Proposals	6.668	4.212	6.605	11.470	28.955

RESERVES

The Council holds reserves to either undertake planned one off investment/spending or to deal with financial shocks/risk that face the authority in its operations.

Following the setting of the two previous years budgets and the budget monitoring during those years the Cabinet has continued to be more transparent on the reserves

held and to move the Council to holding reserves that are commensurate with the level of financial risk being faced and to take opportunities as they present to ensure adequate monies are set aside to mitigate risks so that plans and priorities can be delivered.

The General Fund Reserve is the Council's reserve held to deal with all financial shocks, whatever they may be. The table below shows the estimated opening balance and the forecast future year balances as a result of taking opportunities as they arise, balances have increased to bring the reserve up to the risk assessed level with no current plans to continue to increase the balance on this reserve.

General Fund Reserve Forecast

Year Ended 31 March	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M
Opening Balance	21.056	28.056	28.056	28.056
Transfer from Budget Equalisation	7.000	-	-	-
Closing Balance	28.056	28.056	28.056	28.056

Annex 8 provides the full detail on the general fund risk assessment. The table below then provides an estimate of the reserves held against the risk assessed level. With the budget balanced over the MTF period the budget equalisation reserve is no longer required to be held and transfers will be recommended during the 2022/23 financial year financial reporting. With part of this balance increasing the balance held in General Fund Reserve the risk assessment value is now met by the General Fund Reserve and some specific earmarked reserves.

Reserves Held Against Assessed Financial Risk

Year Ended 31 March	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M
General Fund	21.056	28.056	28.056	28.056
Budget Equalisation	16.520	-	-	-
Collection Fund Volatility	6.438	5.497	10.819	11.173
Latent Demand	7.895	7.583	4.366	2.962
Opening Balance	51.909	41.136	43.241	42.191
Net Movement on General Fund	7.000	-	-	-
Transfer out of Budget Equalisation	(16.520)	-	-	-
Planned use of Collection Fund	(0.941)	5.322	0.354	(0.575)
Estimated use of Latent Demand	(0.312)	(3.217)	(1.404)	(0.123)
Closing Balance	41.136	43.241	42.191	41.493
Represented By:				
General Fund	28.056	28.056	28.056	28.056
Budget Equalisation	-	-	-	-
Collection Fund Volatility	5.497	10.819	11.173	10.598
Latent Demand	7.583	4.366	2.962	2.839
Closing Balance	41.136	43.241	42.191	41.493
Risk Assessed Balance*	27.615	31.880	31.880	31.880
Cover	149%	136%	132%	130%

The Council also holds Earmarked Reserves to deliver on planned or ringfenced spending. The table below provides details on the total level of reserves held by the Council, including Earmarked Reserves as well as Dedicated Schools Grant (DSG) and school balances.

Reserve	Closing Balance 2022/23 £m	Closing Balance 2023/24 £m	Closing Balance 2024/25 £m	Closing Balance 2025/26 £m
General Fund	28.056	28.056	28.056	28.056
EARMARKED RESERVES:				
Latent Demand	7.583	4.366	2.961	2.838
Collection Fund Volatility	5.497	10.819	11.173	10.599
Public Health	7.092	5.197	3.792	2.386
Transformation	6.164	3.668	2.168	2.168
Business Plan Priority	2.054	1.338	0.621	0.621
PFI's	5.666	5.516	5.366	5.366
Insurance	2.735	2.235	1.735	1.735
Community Development Initiatives	2.000	1.250	0.500	-
Accommodation Needs	10.000	8.000	6.000	4.000
Road Signage	0.500	-	-	-
Other Earmarked	10.977	4.977	3.892	3.966
Total Earmarked	60.268	47.366	38.208	33.679
Schools Balances	8.483	6.385	4.124	1.863
DSG	(35.440)	(48.527)	(58.997)	(64.426)
TOTAL	61.367	33.280	11.391	(0.828)

Annexes

Annex 1 – Service Budget Targets 2023/24

Annex 2 – MTFS Service Totals 2023/24 to 2025/26

Annex 3 – Detail by Service on Prior Year Budget Changes

Annex 4 – Detail by Service on Funding, Technical Adjustments. Pay Award, Investment & Undelivered Savings

Annex 5 – Detail by Service on Contractual Inflation

Annex 6 – Detail by Service on Demand Changes

Annex 7 – Detail by Service on Saving Proposals

Annex 8 – General Fund Reserve Risk Assessment 2023/24

Annex 9 – Housing Revenue Account 2023/24

Annex 10 – Capital Programme 2023/24 to 2029/30

Wiltshire Council - MTFP Model 2023-24 to 2025-26
Annex 1 - Service Budget Summary 2023/24

Service	Analysis of Movement in the 2022-23 Budget to the Proposed 2023-24 Budget											
	2022/23 Budget £m	Prior Year Base Budget Changes £m	Funding Changes £m	Technical Adjustments £m	Pay Award £m	Cabinet Investment £m	Undeliverable Approved Savings £m	Contractual Inflation £m	Demand £m	2023/24 Savings Proposals £m	2023/24 Budget £m	Change in Budget £m
Living and Ageing Well Total	71.527	2.448	-	(0.109)	1.019	-	-	9.222	3.290	(4.861)	82.536	11.009
Whole Life Pathway Total	81.200	1.387	-	6.522	0.602	-	0.500	5.160	2.560	(1.784)	96.147	14.947
Education & Skills Total	23.423	2.682	-	-	0.871	-	-	0.753	2.681	(1.141)	29.269	5.846
Families & Children Services Total	60.776	2.273	-	(5.441)	1.243	0.493	-	1.074	3.416	(1.110)	62.724	1.948
Corporate Director People Total	236.926	8.790	-	0.972	3.735	0.493	0.500	16.209	11.947	(8.896)	270.676	33.750
Finance Total	2.727	1.271	-	0.587	0.337	-	-	0.070	-	(0.566)	4.426	1.699
Assets & Commercial Development Total	15.489	1.413	-	-	0.211	-	-	2.458	0.299	(1.931)	17.939	2.450
Information Services Total	11.419	0.452	-	-	0.229	-	-	0.299	0.039	(0.629)	11.809	0.390
Procurement & Commissioning Total	4.976	0.222	-	-	0.294	-	-	-	0.050	(0.415)	5.127	0.151
Corporate Director Resources Total	34.611	3.358	-	0.587	1.071	-	-	2.827	0.388	(3.541)	39.301	4.690
Highways & Transport Total	37.696	1.720	-	-	0.571	-	-	4.287	0.215	(3.855)	40.634	2.938
Economy & Regeneration Total	2.334	0.062	-	-	0.104	-	-	0.024	0.270	(0.424)	2.370	0.036
Planning Total	1.166	0.320	-	-	0.365	-	-	-	1.627	(0.083)	3.395	2.229
Environment Total	44.627	(0.158)	-	-	0.248	-	-	3.914	0.819	(1.167)	48.283	3.656
Leisure Culture & Communities Total	6.078	1.059	-	-	0.770	-	0.048	0.028	0.395	(1.497)	6.881	0.803
Corporate Director Place Total	91.901	3.003	-	-	2.058	-	0.048	8.253	3.326	(7.026)	101.563	9.662
Public Health Total	1.414	0.033	-	-	0.032	-	-	-	-	(0.616)	0.863	(0.551)
Legal & Governance Total	9.409	0.440	-	-	0.532	-	-	0.006	0.117	(0.540)	9.964	0.555
HR&OD Total	3.336	0.211	-	-	0.257	-	-	-	-	(0.231)	3.573	0.237
Transformation & Business Change Total	0.441	-	-	-	0.094	0.378	-	-	-	(0.380)	0.533	0.092
Corporate Directors & Members Total	3.212	(0.112)	-	-	0.054	-	-	-	-	(0.008)	3.146	(0.066)
Chief Executive Directorates Total	17.812	0.572	-	-	0.969	0.378	-	0.006	0.117	(1.775)	18.079	0.267
Movement on Reserves Total	(1.138)	-	3.243	-	-	-	-	-	-	-	2.105	3.243
Capital Financing Total	27.821	-	-	-	-	-	-	-	(0.108)	(3.592)	24.121	(3.700)
Corporate Costs Total	3.895	0.076	-	-	-	-	-	0.331	1.151	(1.419)	4.034	0.139
Corporate Levies Total	5.875	(0.868)	-	-	-	-	-	0.079	0.407	-	5.493	(0.382)
Corporate Total	36.453	(0.792)	3.243	-	-	-	-	0.410	1.450	(5.011)	35.753	(0.700)
Grand Total	417.703	14.931	3.243	1.559	7.833	0.871	0.548	27.705	17.228	(26.249)	465.372	47.669
Council Tax Requirement	(275.755)	-	(14.667)	-	-	-	-	-	-	-	(290.422)	(14.667)
Social Care Levy	(35.437)	-	(6.328)	-	-	-	-	-	-	-	(41.765)	(6.328)
Rates Retention	(58.500)	-	9.056	-	-	-	-	-	-	-	(49.444)	9.056
Collection Fund (surplus) / deficit	1.250	-	(8.100)	-	-	-	-	-	-	-	(6.850)	(8.100)
Specific Grants	(49.261)	-	(26.071)	(1.559)	-	-	-	-	-	-	(76.891)	(27.630)
Income/Funding Total	(417.703)	-	(46.110)	(1.559)	-	-	-	-	-	-	(465.372)	(47.669)
Funding GAP											-	-

Wiltshire Council - MTFP Model 2023-24 to 2025-26				
Annex 2 - Service Budget Totals 2023/24 to 2025/26				
Corporate Director	Service	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m
	Living and Ageing Well Total	82.536	82.631	83.680
	Whole Life Pathway Total	96.147	95.747	94.306
	Education & Skills Total	29.269	31.955	35.019
	Families & Children Services Total	62.724	64.071	65.854
Corporate Director People Total		270.676	274.404	278.859
	Finance Total	4.426	4.575	4.722
	Assets & Commercial Development Total	17.939	18.736	19.180
	Information Services Total	11.809	11.948	12.119
	Procurement & Commissioning Total	5.127	5.209	5.355
Corporate Director Resources Total		39.301	40.468	41.376
	Highways & Transport Total	40.634	41.649	42.667
	Economy & Regeneration Total	2.370	2.420	1.471
	Planning Total	3.395	2.217	2.249
	Environment Total	48.283	48.985	50.276
	Leisure Culture & Communities Total	6.881	6.779	5.566
Corporate Director Place Total		101.563	102.050	102.229
	Public Health Total	0.863	0.881	0.899
	Legal & Governance Total	9.964	10.026	9.812
	HR&OD Total	3.573	3.612	3.619
	Transformation & Business Change Total	0.533	0.578	0.625
	Corporate Directors & Members Total	3.146	3.173	3.201
Chief Executive Directorates Total		18.079	18.270	18.156
	Movement on Reserves Total	2.105	(1.050)	(0.698)
	Capital Financing Total	24.121	37.404	41.209
	Corporate Costs Total	4.034	2.628	4.050
	Corporate Levies Total	5.493	5.535	5.563
Corporate Total		35.753	44.517	50.124
Grand Total		465.372	479.709	490.744
	Council Tax Requirement	(290.422)	(301.098)	(312.333)
	Social Care Levy	(41.765)	(48.489)	(48.489)
	Rates Retention	(49.444)	(50.244)	(51.044)
	Collection Fund (surplus) / deficit	(6.850)	-	-
	Specific Grants	(76.891)	(79.878)	(78.878)
Income/Funding Total		(465.372)	(479.709)	(490.744)
Funding GAP		-	-	-

Wiltshire Council Budget 2023/24 and Medium Term Financial Strategy 2023/24 to 2025/26			
Annex 3 – Detail by service on Prior Year Base Budget Changes			
Corporate Directorate	Service	Description	2023/24 £m
All	All	Pay award increase from 2% to at £1,925 per post	6.561
All	All	Prior Year removal of Terms & Conditions Saving in 22/23	0.749
Corporate Director People	Living and Ageing Well	Prior Year Contract Inflation increase	1.472
Corporate Director People	Whole Life Pathway	Prior Year Contract Inflation increase	0.706
Corporate Director People	Education & Skills	SEN Transport prior year pressure	1.860
Corporate Director People	Education & Skills	Central & schools premature retirement cost pressure from the prior year	0.048
Corporate Director People	Education & Skills	Prior year pressure from Short Breaks for children with SEN & disability	0.070
Corporate Director People	Education & Skills	Reflecting demand arising from the Council's statutory duties to young people who are NEET	0.071
Corporate Director People	Families & Children Services	Prior Year Contract Inflation increase for Childrens Social care across all placement types	0.923
Corporate Director People	Families & Children Services	Social care placements demand from prior year across all placement types	1.532
Corporate Director People	Families & Children Services	SEN Social care placements demand - reflecting transitional arrangements	(1.735)
Corporate Director People	Families & Children Services	Demand for Special Guardianship Orders often, court ordered	0.266
Corporate Director People	Families & Children Services	Care leavers increased numbers and electing to remain supported by the local authority for longer, to a maximin age of 25 years	0.177
Corporate Director Resources	Finance	Housing Benefits Subsidy to cover cost pressure of Supported accommodation schemes	0.967
Corporate Director Resources	Assets & Commercial Development	Prior Year Contract Inflation increase	1.158
Corporate Director Resources	Information Services	Prior Year Contract Inflation increase	0.179
Corporate Director Place	Highways & Transport	Prior Year Contract Inflation increase	1.491
Corporate Director Place	Highways & Transport	Decrease Car Parking Income Budgets in line with 22/23 forecast	0.250
Corporate Director Place	Highways & Transport	Increase Street Works Income Budgets in line with 22/23 forecast	(0.586)
Corporate Director Place	Environment	Prior Year Contract Inflation increase	1.277
Corporate Director Place	Environment	Increase Waste Income Budgets in line with 22/23 forecast	(1.611)
Corporate	Corporate Directors & Members	Commercial Saving	(0.102)
Corporate	Corporate Costs	Prior Year Contract Inflation increase	0.076
Corporate	Corporate Levies	Increase Renewable Energy Business Rates Income budget in line with 22/23 forecast	(0.868)
Prior Year Base Changes Total			14.931

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Annex 4 – Detail by service on Funding Changes and Technical Adjustments in the Service

Corporate Directorate	Service	Description	2023/24 £m	2024/25 £m	2025/26 £m
Corporate Director People	Whole Life Pathway	Technical adjustment to consolidate the Independent Living Fund into core funding	1.081	-	-
Corporate Director Resources	Finance	Technical adjustment to consolidate the Council Tax Support Admin grant into core funding as will now be received as Revenue Support Grant	0.478	-	-
Corporate	Movement on Reserves	Removal of Collection Fund Volatility Reserves funding of collection fund deficit	-	1.250	-
Corporate	Movement on Reserves	Transfer to Collection Fund Volatility Reserve for 22/23 Collection Fund Surplus	8.100	(8.100)	-
Corporate	Movement on Reserves	Drawdown from Collection Fund Volatility Reserve	(1.528)	1.882	(0.929)
Corporate	Movement on Reserves	Removal of one off Business Plan Priorities Reserve for 2022/23	(0.112)	-	-
Corporate	Movement on Reserves	Drawdown from Latent Demand Earmarked Reserve	(3.217)	1.813	1.281
Funding and Technical Adjustment Changes Total			4.802	(3.155)	0.352

Annex 4 – Detail by service on Pay Award Changes

Corporate Directorate	Service	Description	2023/24 £m	2024/25 £m	2025/26 £m
All	All	Pay Award at 4.5% for 2023/24, 2.5% for 24/25 and 25/26	7.833	4.093	4.195
Pay Award Total			7.833	4.093	4.195

Annex 4 – Detail by service on Cabinet Investment

Corporate Directorate	Service	Description	2023/24 £m	2024/25 £m	2025/26 £m
Corporate Director People	Families & Children Services	A setting up home allowance (also known as a leaving care grant) helps Care Leavers buy essential things when moving into their own homes. Currently support is at £2,000 per care leaver, investment will raise this to £3,000 per care leaver	0.060	-	-
Corporate Director People	Families & Children Services	Key to the service ambition to be outstanding in CSC is the recruitment and retention of social workers, market supplements for social workers will ensure a competitive remuneration offer	0.433	0.011	0.011
Chief Executive Directorates	Transformation & Business Change	Realising the council's ambition to implement an effective Business Insights function	0.378	0.013	0.013
Cabinet Investment Total			0.871	0.024	0.024

Annex 4 – Detail by service on Undeliverable Approved Savings

Corporate Directorate	Service	Description	2023/24 £m	2024/25 £m	2025/26 £m
Corporate Director People	Whole Life Pathway	Unachievable element of the 2022/23 saving 014 Improved Use of Care Cube	0.500	-	-
Corporate Director Place	Leisure Culture & Communities	22-23 small libraries savings to be incorporated into Library strategy and part of Transformation programme	0.048	-	-
Undeliverable Approved Savings Total			0.548	-	-

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Annex 5 – Detail by service on Contractual Inflation

Corporate Directorate	Service	Description	2023/24 £m	2024/25 £m	2025/26 £m
Corporate Director People	Living and Ageing Well	Living and Ageing Well - Contractual uplifts have been applied to the budget in line with contractual arrangements.	4.953	2.582	2.614
Corporate Director People	Living and Ageing Well	Market Sustainability and Improvement Funding. This will be used to address issues such as low fee rates, social care waiting times and workforce pressures.	4.269	-	-
Corporate Director People	Whole Life Pathway	Whole Life Pathway - Contractual uplifts have been applied to the budget in line with contractual arrangements.	5.160	1.824	1.831
Corporate Director People	Education & Skills	Inflation on school transport routes as per contractual arrangements	0.753	0.617	0.543
Corporate Director People	Families & Children Services	Reflects current year and 2023-24 contractual increases which, reflect operational pay inflation for Adoption WEST	0.098	-	-
Corporate Director People	Families & Children Services	Reflects 2023-24 partnership contribution increase required to fund pay inflation at Council estimates for the Youth Offending Partnership	0.060	0.022	0.023
Corporate Director People	Families & Children Services	For internal carer payments, staff pay awards are mirrored as an inflation assumption at 4.5%, 2.5% & 2.5%	0.393	0.241	0.261
Corporate Director People	Families & Children Services	Reflects existing framework agreements allowing a max claim of 2.5% with a range of inflation rates for off framework and spot purchases for independent fostering agency placements	0.157	0.163	0.170
Corporate Director People	Families & Children Services	Reflects existing framework agreements allowing a max claim of 2.5% with a range of inflation rates for off framework and spot purchases new 2024-25 contract.	0.326	0.321	0.319
Corporate Director People	Families & Children Services	16-25 Support & Accommodation - contractual Inflation in line with contractual arrangements for block places. Spot placement assumption at CPI.	0.040	0.075	0.077
Corporate Director Resources	Finance	Contractual uplifts Revenues & Benefits Postage contract	0.070	0.006	0.006
Corporate Director Resources	Assets & Commercial Development	Contractual uplifts for maintenance contracts and utility costs Electricity 11%, 10%, 5% Gas 50%, 25%, 15% Biomass Fuel 10%, 10%, 10% Business Rates 22%, 2%, 2%	2.458	1.103	0.825
Corporate Director Resources	Information Services	Contractual uplifts for Applications, Phones and Network Support Contracts and Licences, Microsoft Enterprise Agreement and Support Contract	0.299	0.153	0.156
Corporate Director Place	Highways & Transport	Contractual uplifts for Highways and Transport contracts Fuel 10%, 10% and 10%	4.287	1.036	1.355
Corporate Director Place	Economy & Regeneration	Contractual uplifts for the Enterprise Network contracts	0.024	-	-
Corporate Director Place	Environment	Contractual uplifts for Waste and Public Protection contracts	3.914	1.826	1.468
Corporate Director Place	Leisure Culture & Communities	Contractual uplifts for Leisure contracts, chemicals, cleaning products	0.028	0.018	0.018
Chief Executive Directorates	Legal & Governance	Contractual uplift for Coroner contract	0.006	0.002	0.002
Corporate	Corporate Costs	Contractual uplift for Treasury Management contract, Audit Fees, Apprenticeship and Flood Defence Levy, Insurance Premium 12% 2% 2%	0.410	0.063	0.049
Contractual Inflation Total			27.705	10.052	9.717

Wiltshire Council Budget 2023/24 and Medium Term Financial Strategy 2023/24 to 2025/26
Annex 6 – Detail by service on Service Demand changes

Corporate Directorate	Service	Description	2023/24 £m	2024/25 £m	2025/26 £m
Corporate Director People	Living and Ageing Well	Living & Ageing Well increase in level of demand using POPPI & PANSI population projections	0.983	0.976	0.970
Corporate Director People	Living and Ageing Well	Living & Ageing Well staff retention market supplements	0.573	-	-
Corporate Director People	Living and Ageing Well	Living & Ageing Well pressures to be funded from latent demand earmarked reserve	0.592	(0.592)	-
Corporate Director People	Living and Ageing Well	Increase improved Better Care Fund budget in line with 2023/24 allocation	1.142	-	-
Corporate Director People	Living and Ageing Well	Estimated rising costs anticipated from Temporary Accommodation once Govt support ends on various national schemes and demand levels come under BAU Council service support	-	1.000	-
Corporate Director People	Whole Life Pathway	Whole Life Pathway increase in level of demand using POPPI & PANSI population projections	0.206	0.200	0.199
Corporate Director People	Whole Life Pathway	Whole Life Pathway demand pressures identified through budget monitoring	1.780	-	-
Corporate Director People	Whole Life Pathway	Whole Life Pathway staff retention market supplements	0.320	-	-
Corporate Director People	Whole Life Pathway	Whole Life Pathway pressures to be funded from latent demand earmarked reserve	0.254	-	-
Corporate Director People	Education & Skills	Inclusion & SEND - Assumes pupil growth of 13%, 11% & 11% in line with anticipated EHCP increases and planned new / expanded specialist provision for SEN Transport	1.548	1.667	1.888
Corporate Director People	Education & Skills	Inclusion & SEND - Planned increase in statutory service staffing over the MTFs to align to increase in demand plus recruitment strategy grading review to ensure salary offer attractive	0.725	0.305	0.281
Corporate Director People	Education & Skills	Inclusion & SEND - New guidance impact - loss of income from restrictions on academy trading for the education welfare service	0.082	-	-
Corporate Director People	Education & Skills	Inclusion & SEND - Pressures for Latent Demand Ear Marked Reserve arising from statutory changes (s19) in the education welfare service	0.117	0.003	0.003
Corporate Director People	Education & Skills	Targeted Education - New guidance impact - increase in costs for delivery of duties within new DfE attendance guidance for the education welfare service	0.209	0.005	0.005
Corporate Director People	Families & Children Services	Pressures of Latent Demand Ear Marked Reserve Childrens Social Care Placements	0.926	0.157	(1.083)
Corporate Director People	Families & Children Services	Pressures for Latent Demand Ear Marked Reserve for Families & Children	0.197	0.005	(0.201)
Corporate Director People	Families & Children Services	Children in Care - demand for internal care placements and planned growth in in house foster carers; Special Guardianship Orders 5%; Adoption Allowances 1.5%; in house foster carers 6%	0.654	0.508	0.550
Corporate Director People	Families & Children Services	Children in Care - demand for external care placements, independent foster carers, external residential care placements 1.5%	1.578	0.117	1.281
Corporate Director People	Families & Children Services	Children in Care with SEN needs aged 0-18 years, 2.5%	0.061	0.082	0.072
Corporate Director Resources	Assets & Commercial Development	Loss of Commercial Income as Good Energy giving up Monkton park 2nd floor	0.299	-	-
Corporate Director Resources	Information Services	Oracle Licencing and Support costs, net increase over current system costs	0.039	0.068	(0.029)
Corporate Director Resources	Procurement & Commissioning	Hampshire Contract for Procurement support	0.050	-	-
Corporate Director Place	Highways & Transport	Sustainable Transport Staffing Growth to manage capacity issues	0.215	-	(0.215)
Corporate Director Place	Economy & Regeneration	Economy & Regeneration Major Projects rebase staff recharge to Capital programme	0.270	-	-

Wiltshire Council Budget 2023/24 and Medium Term Financial Strategy 2023/24 to 2025/26
Annex 6 – Detail by service on Service Demand changes

Corporate Directorate	Service	Description	2023/24	2024/25	2025/26
Corporate Director Place	Planning	Land Charges Gov changes for HMLR digitalisation and loss of Income	0.050	0.150	-
Corporate Director Place	Planning	Land Charges Income budget rebase	0.100	-	-
Corporate Director Place	Planning	Building Control staff retention market supplements	0.060	-	-
Corporate Director Place	Planning	Development Management increase in appeals	0.470	(0.200)	(0.170)
Corporate Director Place	Planning	Development Management staffing growth to manage capacity issues	0.467	-	-
Corporate Director Place	Planning	Development Management staff retention market supplements	0.115	-	-
Corporate Director Place	Planning	Spatial Planning Neighbourhood Planning demand	0.104	(0.104)	-
Corporate Director Place	Planning	Spatial Planning staffing growth to manage capacity issues	0.201	-	-
Corporate Director Place	Planning	Spatial Planning staff retention market supplements	0.060	-	-
Corporate Director Place	Environment	Natural & Historic Env staffing growth to manage capacity issues	0.132	-	-
Corporate Director Place	Environment	Public Protection staffing growth to manage capacity issues	0.098	-	-
Corporate Director Place	Environment	Public Protection Income budget rebase for fall in demand	0.110	-	-
Corporate Director Place	Environment	Waste Tonnages growth at 1%	0.079	0.085	0.088
Corporate Director Place	Environment	Persistent Organic Pollutants (POPs) new Waste management requirements from Jan 2023	0.400	-	-
Corporate Director Place	Leisure Culture & Communities	Melksham Campus building operating budget	0.300	-	-
Corporate Director Place	Leisure Culture & Communities	Libraries Income budget rebase as no longer renting DVDs or charging Fees for overdue books	0.082	-	-
Corporate Director Place	Leisure Culture & Communities	Libraries mtce and hire charge for chip & pin machines	0.013	-	-
Chief Executive Directorates	Legal & Governance	Legal staffing growth to manage capacity issues in relation to Planning and SEND	0.117	(0.117)	-
Corporate	Capital Financing	Capital Financing increase based on 2022/23 Q3 Capital Programme profile and approved new capital BIDS, covers MRP and Interest	(0.108)	13.283	3.805
Corporate	Corporate Costs	Insurance Premium new policy and rebase	0.059	-	-
Corporate	Corporate Costs	Evolve System Support for target operating model	0.620	-	-
Corporate	Corporate Costs	Audit fees additional fees	0.050	-	-
Corporate	Corporate Costs	Realign Insurance gross and income budget	0.422	-	-
Corporate	Corporate Levies	Pension Lump Sum payment rebase	0.395	-	-
Corporate	Corporate Levies	Additional Years Early Retirement budget rebase	(0.100)	-	-
Corporate	Corporate Levies	Apprenticeship Levy budget rebase	0.065	-	-
Corporate	Corporate Levies	Flood Defence Levy budget rebase	0.047	-	-
Demand Total			17.228	17.598	7.444

Wiltshire Council Budget 2023/24 and Medium Term Financial Strategy 2023/24 to 2025/26
Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
ALL	ALL	Staff saving from Increment freeze	0.454	-	-	0.454
Corporate Director Resources	Assets & Commercial Development	Capitalise post working on Capital programme	0.079	-	-	0.079
Corporate Director Resources	Assets & Commercial Development	Through asset rationalisation and service efficiencies various opportunities to reduce costs have been identified and will be implemented.	0.116	-	-	0.116
Corporate Director Resources	Assets & Commercial Development	Continued investment in energy efficiency projects to public buildings to reduce energy consumption, generate renewable electricity, deliver savings and carbon emission reductions.	0.457	0.250	0.250	0.957
Corporate Director Resources	Assets & Commercial Development	Through asset rationalisation and service efficiencies various opportunities to reduce costs have been identified and will be implemented. Buildings in this proposal include Melbourne House, Warminster the Wave, Beacon Business Centre, Melksham Bath Road, St Margarets Mead Day Centre, Malmesbury 46 High Street Health Centre, Devizes the Shambles, Melksham Spa Road Pavilion, Salisbury Hampton Park Pavilion	0.203	0.017	-	0.220
Corporate Director Resources	Assets & Commercial Development	New lettings of council assets to public partners e.g. NHS/CCG, plus a rental charge to Citizens Advice Wiltshire for their space in Bourne Hill and an increase in Police service charges in line with Council 3rd party lettings policy	0.200	0.018	-	0.218
Corporate Director Resources	Assets & Commercial Development	Increase Biomass charge to Schools to reflect inflation and operating cost increases	0.066	-	-	0.066
Corporate Director Resources	Assets & Commercial Development	Increased retained share of Funding from Business rates retention for Council Assets	0.382	-	-	0.382
Corporate Director Resources	Assets & Commercial Development	Steamroom and sauna closures trial - multiple leisure sites	-	0.070	-	0.070
Corporate Director Resources	Assets & Commercial Development	Local Highways Contract Renewal Property Savings	0.033	-	-	0.033
Corporate Director Resources	Assets & Commercial Development	Letting of office space in Old County Hall	0.313	-	-	0.313
Corporate Director Resources	Assets & Commercial Development	Children Services service delivery changes - Salisbury Family Resource Centre	0.010	0.010	-	0.020
Corporate Director Resources	Assets & Commercial Development	Through asset transfer various opportunities to enable communities to use local assets in a way that suits their needs, includes Wilton Windmill	-	0.009	-	0.009
Corporate Director Resources	Assets & Commercial Development	Opportunity to generate additional income from leasing vacant office space within Old County Hall and County Hall	-	0.050	0.250	0.300
Corporate Director Resources	Assets & Commercial Development	Coroner's Service - shared costs with Swindon Borough Council	0.027	-	-	0.027
Corporate Director Resources	Finance	Staff saving from removal of vacant posts and realignment of resources	0.550	-	-	0.550
Corporate Director Resources	Finance	The implementation of an e-billing solution for the Revs & Bens service and seeking other digital efficiencies	-	0.038	0.044	0.082
Corporate Director Resources	Information Services	Staff savings from removal of vacant post	0.112	-	-	0.112
Corporate Director Resources	Information Services	Reduce expenditure on Microsoft Support Services	0.259	-	-	0.259
Corporate Director Resources	Information Services	Reduce Microsoft Licensing, to include removal of premise SharePoint licences, reduction in MSDN licences and removal of Visio licences	0.028	-	-	0.028
Corporate Director Resources	Information Services	People's Network Changes	0.006	-	-	0.006
Corporate Director Resources	Information Services	Network decommission of legacy lines	0.040	-	-	0.040
Corporate Director Resources	Information Services	Reduce Microsoft Licensing, to include removal of premise SharePoint licences, reduction in MSDN licences and removal of Visio licences	0.021	-	-	0.021
Corporate Director Resources	Information Services	Project 99 benefits realisation from changes to infrastructure reducing licensing costs	0.053	-	-	0.053
Corporate Director Resources	Information Services	Replacement tariff for mobile calls from teams	0.060	-	-	0.060
Corporate Director Resources	Information Services	Azure Rationalisation, change in provision of cloud solutions to reduce costs	0.010	0.010	0.010	0.030
Corporate Director Resources	Information Services	Citrix Rationalisation	0.006	0.003	0.031	0.040
Corporate Director Resources	Information Services	Restrict issuing of smart phones (capital)	0.034	-	-	0.034
Corporate Director Resources	Information Services	Retire 0300 Numbers and Revert to Standard Geographic Phones Numbers	-	0.030	0.030	0.060
Corporate Director Resources	Information Services	Reduce Microsoft Licensing	-	0.150	-	0.150

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director Resources	Procurement & Commissioning	Cease grant funding for Lunch Clubs	0.060	-	-	0.060
Corporate Director Resources	Procurement & Commissioning	Staff savings through the removal of vacant posts and the regrading of vacant posts remaining in the structure	0.173	-	-	0.173
Corporate Director Resources	Procurement & Commissioning	Cease grant funding for Friendship Clubs	0.046	-	-	0.046
Corporate Director Resources	Procurement & Commissioning	Not renew the existing Richmond Fellowship Individual Placement & Support contract	0.087	-	-	0.087
Corporate Director Resources	Procurement & Commissioning	The Community Housing Support contract will not be re-tendered and the activity will be undertaken in house	-	0.060	-	0.060
Corporate Director Place	Economy & Regeneration	UK Shared Prosperity Programme to fund existing posts	0.114	-	-	0.114
Corporate Director Place	Economy & Regeneration	Ceasing the Wiltshire Towns Funding Programme	-	-	1.000	1.000
Corporate Director Place	Economy & Regeneration	Staff savings from removing vacant posts	0.141	-	-	0.141
Corporate Director Place	Economy & Regeneration	Ceasing support for VisitWiltshire	0.150	-	-	0.150
Corporate Director Place	Environment	New and or Review Service Level Agreements related to Archaeology advice to ensure that charges are increased inline with inflation and increased running costs	-	0.010	-	0.010
Corporate Director Place	Environment	Introduce charges for Non-Household Waste items at Household Recycling Centres phase two. Items that fall into this category and will be subject to a charge will include: •Soil and rubble •Tyres •Plasterboard •Asbestos •Large and unbranded gas bottles The charges will cover the costs of disposal and administration of the system and are not intended to be profit-making.	(0.040)	0.600	0.040	0.600
Corporate Director Place	Environment	Modest increase in charges for garden waste collection service, price will increase to £66.00 from 1 April 2023 (new customers) / July 2023 (subscription renewals), and to £67.50 from 1 April 2024 (new contracts) / July 2024 (subscription renewals)	0.344	0.069	-	0.413
Corporate Director Place	Environment	Re-introduce van and trailer Household Recycling Centre permits, and apply an admin fee.	0.173	0.173	-	0.346
Corporate Director Place	Environment	Cease issuing garden waste labels and use In-Cab technology instead	0.060	-	-	0.060
Corporate Director Place	Environment	Increase recycling at Household Recycling Centres through waste sorting	0.210	0.200	0.090	0.500
Corporate Director Place	Environment	Remove extended summer opening hours at Household Recycling Centres	-	0.200	-	0.200
Corporate Director Place	Environment	Cessation of pest control service if it can not achieve a cost neutral position.	-	0.009	-	0.009
Corporate Director Place	Environment	Review the Bulky Household Waste Collection service for efficiencies. The council has a statutory duty to provide a collection service for bulky household waste items. It may apply a reasonable charge for collection, but not for disposal or treatment costs.	-	-	0.050	0.050
Corporate Director Place	Environment	Staffing savings from removal of vacant posts and restructure	0.073	0.071	-	0.144
Corporate Director Place	Environment	Review of current waste contracts to achieve efficiency savings	-	-	0.100	0.100
Corporate Director Place	Environment	Increase Income by providing an enhanced Ecology Advice Service	0.002	0.008	-	0.010
Corporate Director Place	Environment	Capitalise Waste post for delivery of Waste capital projects	0.037	-	-	0.037
Corporate Director Place	Environment	Apply charge for Household Recycling Centre visits by non-Wiltshire residents. Under Section 51 of the Environmental Protection Act 1991, Waste Disposal Authorities have to provide places for residents to dispose of their household waste free of charge, but may apply charges to accept non-household waste, or waste from people who do not reside in the authority area.	-	-	0.120	0.120
Corporate Director Place	Environment	To increase the income received from the sale of recycling by improving the quality of materials collected and sold to recycling re-processors.	0.150	-	-	0.150

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Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director Place	Highways & Transport	Full year impact on income generation from the parking rate increase approved in 2022/23	0.120	-	-	0.120
Corporate Director Place	Highways & Transport	Introduce a new charge for Coaches using the Coach park at Britford Coach Park of £5 per day	0.001	-	-	0.001
Corporate Director Place	Highways & Transport	Increase Skips, Removals and Scaffolding Bay Suspension charges to £30 off and £20 on street (Events as per policy)	0.001	-	-	0.001
Corporate Director Place	Highways & Transport	Remove 20 cash machines from car parks. Moving extremely low use car parks to MiPermit and removing machines. Reduction of the number of machines in car parks with the removal of multiple machines, to just one near the blue badge bays. Number will be dependant on access to blue badge holders.	0.016	0.016	-	0.032
Corporate Director Place	Highways & Transport	An increase of charges for temporary and permanent Traffic Orders required to support works taking place on the Highway.	0.150	-	-	0.150
Corporate Director Place	Highways & Transport	Maximise capitalisation opportunities for costs and staffing	0.092	-	-	0.092
Corporate Director Place	Highways & Transport	Contract saving from retendered revised Street Scene Grounds Maintenance contract.	0.140	-	-	0.140
Corporate Director Place	Highways & Transport	Reductions in Streetscene Provision to a statutory level includes litter bin emptying, street cleansing, play area maintenance and grounds maintenance. Grass cutting will be reduced to encourage biodiversity (flora and fauna).	0.315	-	-	0.315
Corporate Director Place	Highways & Transport	Cease routine weed spraying of the highway network and move to a reactive approach	0.050	-	-	0.050
Corporate Director Place	Highways & Transport	Increase Fleet admin recharge of partner work	0.020	-	-	0.020
Corporate Director Place	Highways & Transport	Fleet Strategy and vehicle modernisation and travel savings	0.039	0.025	0.114	0.178
Corporate Director Place	Highways & Transport	Staff savings from removing vacant posts and service redesign	0.144	-	-	0.144
Corporate Director Place	Highways & Transport	Introduce a new charge to utility companies if bus shelters have to be closed due to their works	0.020	-	-	0.020
Corporate Director Place	Highways & Transport	Increase charge for lost bus passes for school transport and concessionary fares to £15	0.003	-	-	0.003
Corporate Director Place	Highways & Transport	Covering the cost of school transport for Ukrainian refugees from allocated Grant funding	0.180	(0.180)	-	-
Corporate Director Place	Highways & Transport	Increase in charges for spare seats (school transport) by 30%	0.008	0.004	-	0.012
Corporate Director Place	Highways & Transport	Concessionary Fares Reimbursements to Bus Operators to be paid at actual usage rather than pre-covid level costs.	0.550	-	-	0.550
Corporate Director Place	Highways & Transport	To review and repattern those bus services that are less well used, following a permanent change in travel habits, post covid.	0.140	-	-	0.140
Corporate Director Place	Highways & Transport	Maximise use of Rural Mobility Fund	0.075	0.025	(0.100)	-
Corporate Director Place	Highways & Transport	Renegotiate the contract with Community First for Link Scheme & Community Transport Support	0.015	0.015	-	0.030
Corporate Director Place	Highways & Transport	Increase in Developer Supervision Fees	0.200	-	-	0.200
Corporate Director Place	Highways & Transport	Increase funding from Commuted Sums	0.150	-	-	0.150
Corporate Director Place	Highways & Transport	Fund post from Commuted Sums inline with role responsibility and programme of work	0.040	-	-	0.040
Corporate Director Place	Highways & Transport	Capital Bid for Dunns Lane Car Park, Castle Coombe to increase car parking capacity	-	0.030	-	0.030
Corporate Director Place	Highways & Transport	Service Delegation to Trowbridge Town Council	0.364	-	-	0.364

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Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director Place	Highways & Transport	Remove risk of 10% increase on the re tender of mainstream school and public transport contracts for 2024/25 and 2025/26 as service review is required to review whole network	-	0.050	0.291	0.341
Corporate Director Place	Highways & Transport	A reduction / repatterning and in some cases cessation of services that have the least impact upon public transport users due to them being out of county, non-essential shopping journeys or being out of catchment school pupils	0.208	0.042	-	0.250
Corporate Director Place	Highways & Transport	Establish S106 Travel Plan Monitoring and introduce new charge	-	0.020	-	0.020
Corporate Director Place	Highways & Transport	Review post 16 transport policy and working with FE providers for effective, efficient and sustainable future transport services	-	0.173	0.125	0.298
Corporate Director Place	Highways & Transport	20% reduction in grant paid to Community Transport Schemes	0.018	-	-	0.018
Corporate Director Place	Highways & Transport	Review of public transport network supported services to maintain an effective, efficient and sustainable network	0.100	0.100	-	0.200
Corporate Director Place	Highways & Transport	Dim street lighting in residential between areas midnight to 6.00am	0.150	-	-	0.150
Corporate Director Place	Highways & Transport	Increase fees charged utilising the Highway Record and Definitive Map by RTPI	0.010	-	-	0.010
Corporate Director Place	Highways & Transport	Increase Skip/Scaffold Highway Licences by RTPI +1.5%	0.020	-	-	0.020
Corporate Director Place	Leisure Culture & Communities	Review of History Centre operations to improve services for our customers and create a more efficient use of our building and resources	-	0.023	-	0.023
Corporate Director Place	Leisure Culture & Communities	Leisure Operations Income growth	0.451	0.347	0.357	1.155
Corporate Director Place	Leisure Culture & Communities	Leisure Fees and Charges increases	0.584	0.145	0.145	0.874
Corporate Director Place	Leisure Culture & Communities	Downton Sports Centre to move to a self sustaining model	-	0.035	-	0.035
Corporate Director Place	Leisure Culture & Communities	Review opening hours at Trowbridge Library to ensure they are in line with other libraries of a similar size	0.005	0.002	-	0.007
Corporate Director Place	Leisure Culture & Communities	Leisure Operations VAT changes with HMRC for Fees & Charges	-	-	1.172	1.172
Corporate Director Place	Leisure Culture & Communities	Café provision at Hubs and Campuses	0.030	-	-	0.030
Corporate Director Place	Planning	Increase planning pre application advice fees by 40%	0.057	0.015	-	0.072
Corporate Director Place	Planning	Increase S106 Monitoring fees	-	0.030	-	0.030
Corporate Director Place	Planning	Increase to nationally set planning application fees, Government have indicated that the fees will be increased on major applications by 35% and minor and others by 25% in 2024/25	-	1.176	-	1.176
Corporate Director People	Education & Skills	Review of Early Years support for settings and schools with a focus on prioritising statutory work	0.115	-	-	0.115
Corporate Director People	Education & Skills	Stretch Income Targets for Place Services	0.250	-	-	0.250
Corporate Director People	Education & Skills	SEND Transport. Develop independence for more children and young people with SEND, provide a wider range of options, and improve service delivery and efficiency.	0.313	0.121	0.121	0.555
Corporate Director People	Education & Skills	Review of school improvement delivery	0.160	0.123	-	0.283
Corporate Director People	Education & Skills	The Council holds on going budgets to fund pensions of schools and FE establishment staff. Over time attrition means that savings can be released	0.110	-	-	0.110
Corporate Director People	Education & Skills	School place planning, future need funded from individual capital programmes	0.055	-	-	0.055
Corporate Director People	Education & Skills	Deletion of a post which will be vacant during 2023 - service areas will be re-assigned to other service leads	-	0.068	-	0.068
Corporate Director People	Education & Skills	Price increases in line with inflation rates to cover costs of trading services.	0.067	0.014	0.011	0.092
Corporate Director People	Education & Skills	Reductions following a review of existing service delivery model	0.043	0.049	-	0.092
Corporate Director People	Education & Skills	Deletion of a vacant post reducing marketing support	0.028	-	-	0.028

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Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director People	Families & Children's Services	Ongoing review of existing placements where children and young people's needs may be better met in a family setting.	0.150	0.100	-	0.250
Corporate Director People	Families & Children's Services	Purchase of residential houses using matched DfE grant to create childrens homes. Commissioning for a block contract at reduced weekly placement fee rates.	0.150	0.150	-	0.300
Corporate Director People	Families & Children's Services	An invest to save approach to increase in-house fostering provision which will reduce demand and thus achieve savings on purchasing from the market	0.300	0.150	-	0.450
Corporate Director People	Families & Children's Services	A review of existing contractual arrangements by commissioning to ensure best value is achieved.	0.050	0.050	-	0.100
Corporate Director People	Families & Children's Services	An increase in government grant funding for Supporting Families to support additional successful claims under the Supporting Families criteria.	0.166	-	-	0.166
Corporate Director People	Families & Children's Services	The Local Authority has a duty to supervise and facilitate family time with children unable to be in their parents/carers care. Utilisation of a vacant post, with the service delivery assessed as able to continue within the remaining resource.	0.037	-	-	0.037
Corporate Director People	Families & Children's Services	Grant funding received from the Home Office will be used to cover the costs associated with an increase of unaccompanied asylum seeking children, whom we have a statutory duty to support.	0.170	-	-	0.170
Corporate Director People	Families & Children's Services	Staffing efficiencies are anticipated pending service reviews.	0.087	0.160	-	0.247
Corporate Director People	Families & Children's Services	Domestic Abuse contract contribution re-direction. The Families and Children's Services contribution to the Domestic Abuse contract will be provided by Public Health via appropriate grant funding.	-	0.180	-	0.180
Corporate Director People	Families & Children's Services	Reduce agency budget in 24/25 by 42%. This saving is directly linked to the market supplement investment for social workers. Agency social workers are more costly than our own workforce.	-	0.200	-	0.200
Corporate Director People	Living and Ageing Well	Staff Savings from removal of vacant posts and restructure	0.116	-	-	0.116
Corporate Director People	Living and Ageing Well	Help to Live at Home (homecare) Alliance - Introduction of a flexible Home Care framework to introduce a new home care model with more effective demand management achieved through additional zones of delivery (from 3 to 15), reducing overall costs and supporting provision in hard to source areas and complex Packages of Care, increase sufficiency, improve quality and improve market sustainability/price.	0.150	0.150	0.150	0.450
Corporate Director People	Living and Ageing Well	Spot to Block placement conversions - Older People - Move from Spot to Block beds.	0.250	0.250	-	0.500
Corporate Director People	Living and Ageing Well	Day Services utility - The current day services are under utilised despite efforts to encourage use. A review and variation of the contract will release savings.	0.200	0.200	-	0.400
Corporate Director People	Living and Ageing Well	Wiltshire Care Home Efficiency - Repurposing of respite beds currently running with voids in place of expensive Spot provision.	0.300	0.300	-	0.600
Corporate Director People	Living and Ageing Well	Market Intervention into Home Care - Review of existing packages of care to utilise opportunities for VCS services and increasing the use of Self Directed Support.	-	0.500	1.000	1.500
Corporate Director People	Living and Ageing Well	Reablement Stretch Savings - Using the reablement model to deliver a community reablement approach which delays/prevents the requirement for long term care, and that the higher dependency customers are filtered through a different part of the service, therefore using the reablement resource more effectively and efficiently.	0.250	0.300	0.100	0.650
Corporate Director People	Living and Ageing Well	The Technology Enabled Care project will work with Wiltshire Residents to deliver the new TEC strategy which will provide efficiencies and innovation and improve outcomes for our residents. Developing a TEC strategy and rolling this out across Adult Social Care will offer opportunities for cost avoidance and savings against the care budget.	-	0.075	0.075	0.150
Corporate Director People	Living and Ageing Well	Utilise external funding to cover the administration and installation costs of disabled parking bays requested for residents access	0.010	-	-	0.010

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Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director People	Living and Ageing Well	Maximise Continuing Health Care funding decisions - Working and adhering to principles of Personalised care and the NHS Long Term Plan to ensure that vulnerable customer in Wiltshire benefit from a personal health budget by 2023/24, so they can control their own care, improve their life experiences, and achieve better value for money.	0.350	0.350	0.350	1.050
Corporate Director People	Living and Ageing Well	Working with people whose capital has depleted to adult care threshold - Work more effectively to respond quickly to referrals for those who are close to reaching the financial threshold when their capital has depleted to enable us to respond more quickly to these referrals, so people's care and financial situation are resolved more quickly.	0.050	0.050	0.050	0.150
Corporate Director People	Living and Ageing Well	Direct Payment Reviews - Ensuring Direct Payments are reviewed annually to identify whether people's needs have changed and if their Direct Payment therefore remains appropriate. This will also identify any surpluses to be returned to Wiltshire Council.	0.250	0.250	-	0.500
Corporate Director People	Living and Ageing Well	Streamline referrals processes from Home First - Home First provide short term care and support for people when they come out of hospital. When they have longer term care and support needs, Adult Social Care may need to complete an assessment to agree eligibility. Implementing an effective referral mechanism for those referrals to be made will reduce the amount Wiltshire Council is incorrectly funding whilst waiting for the assessment.	0.040	-	-	0.040
Corporate Director People	Living and Ageing Well	In accordance with the Care Act (2014), a local authority must carry out an assessment of needs where it appears an adult may have needs for care and support. If there are eligible needs the Council must consider how these needs will be met through care and support planning. The cost to the Council of meeting eligible needs will form the basis of an individual's personal budget. Within this process the Council can give consideration to achieving value for money. This means that although the Council cannot set arbitrary limits on what it is willing to pay to meet needs, it can through the care and support planning process make decisions on a case-by-case basis which weigh up the total costs of different potential options for meeting needs, and include the cost as a relevant factor in deciding between suitable alternative options. This does not mean choosing the cheapest option; but the one which delivers the outcomes desired for the best value. This option may not be the person's first choice of support.	0.500	0.500	0.500	1.500
Corporate Director People	Living and Ageing Well	Undertaking Strength Based Reviews - There are a large number of reviews outstanding. Annual reviews are part of our statutory requirement and are an opportunity for people to share with us what is working and what is not working. When people come to us for an assessment, we now have a strong strength based and preventative 'offer' at our 'front door' which is helping people achieve outcomes and remain independent of formal services and support which improves people's overall wellbeing. We want to extend that offer to people already in receipt of formal care and support to ensure that they are achieving the outcomes they want to achieve and are having as much community and other support and contact as they would like and that is available. As well as therefore improving people's wellbeing, a reduction on formal care and support services will achieve savings for the council.	0.050	0.100	0.100	0.250

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Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director People	Living and Ageing Well	Joint funding policy implementation with ICB - Working and adhering to principles of personalised care and the NHS Long Term Plan to ensure that vulnerable customers in Wiltshire benefit from a personal health budget by 2023/24, so they can control their own care, improve their life experiences, and achieve better value for money. Jointly develop care plans that reduce avoidable hospital admissions.	0.075	0.075	0.075	0.225
Corporate Director People	Living and Ageing Well	Taking a preventative approach - The Prevention and Wellbeing Team sits at the front door of Adult Care and enables a different conversation with people that contact us for care and support. They work in a strength-based way, with an approach that seeks to maximise people's use of personal and community assets and improve people's connectedness to their community and other networks. The team builds strong relationships with people to enable them to find their own solutions and flourish within their communities. The team supports people to remain independent of, or reduce dependence on, formal care and support services. Savings will be achieved by supporting to make use of personal and community assets instead of formal care and support.	0.100	0.100	0.100	0.300
Corporate Director People	Living and Ageing Well	Increase Occupational Therapy Assistant activity to support adaptations and subsequent Package of Care reductions.	0.020	0.040	-	0.060
Corporate Director People	Living and Ageing Well	Fixed Term Tenancy Support Roles - Additional resource was required short term due to the increasing demand on housing solutions during 2022 to help increase prevention work to work with clients presenting as homeless. This will no longer be required in 2024/25	-	0.150	-	0.150
Corporate Director People	Living and Ageing Well	Discontinue Kingsbury Square Refurbishment programme in 2024/25.	-	0.050	-	0.050
Corporate Director People	Living and Ageing Well	Home Improvement Agency Income - additional income generation as a result of bringing in house the Home Improvement Agency (HIA).	0.080	-	-	0.080
Corporate Director People	Living and Ageing Well	Reduction in supported Housing Contract - A small contract has been terminated due to high voids resulting in a saving.	0.020	-	-	0.020
Corporate Director People	Living and Ageing Well	Reduction in Rent Deposit Scheme - Due to the increased use of the DHP budget there is less reliance on the rent deposit scheme.	0.010	-	-	0.010
Corporate Director People	Living and Ageing Well	Client Contributions Increased Income - Client Contributions - increase income from the government annual increase to the amount payable to care packages by users.	1.001	0.506	0.519	2.026
Corporate Director People	Living and Ageing Well	Brokerage Efficiency - negotiating Spot provision to achieve a 5% reduction on current rates for half of packages.	0.898	0.036	0.037	0.971
Corporate Director People	Living and Ageing Well	Transformation of Community Support - Partnership working to transform the community Support offer.	-	0.400	-	0.400
Corporate Director People	Whole Life Pathway	Staff Savings from removal of vacant posts and restructure	0.156	-	-	0.156
Corporate Director People	Whole Life Pathway	Learning Disabilities/Mental Health Placements - Working with the market in an outcome focused way to ensure flow through services to independent living and ensuring people are appropriately placed.	0.150	1.200	1.400	2.750
Corporate Director People	Whole Life Pathway	Day Opportunities - A review of day opportunities will be undertaken with a view to establishing more personalised and outcome-focussed options. The review will also consider other existing means of meeting social inclusion in the community which residents can access.	-	0.050	0.050	0.100

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Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Corporate Director People	Whole Life Pathway	Market Intervention - A change in operational practice, ensuring that we are outcome focussed. Exploring the Voluntary and Community sector organisations and Individual service funds as an alterative way to meeting need.	-	-	0.500	0.500
Corporate Director People	Whole Life Pathway	CHC/S.117 - Wiltshire Council are working with the Integrated Care Board to improve this and ensure that people who are eligible for Continuing Health Care funding receive it.	0.750	0.500	0.500	1.750
Corporate Director People	Whole Life Pathway	Increased Use of Shared Lives which promotes supportive shared living. The Shared Lives service in Wiltshire helps people to live as part of a family, within the carers home, where they receive support, care and companionship. Shared Lives is a person centred and cost-effective way to support people to fulfilled lives and represents best value.	0.150	0.150	0.150	0.450
Corporate Director People	Whole Life Pathway	The development of an outreach enablement model and pathway maximises independence for people with complex needs. The service works in collaboration with people, encouraging independence and reducing reliance on paid for care and support for people with a Mental Health condition, a Learning Disability or Autism. The service will work with the individual and provide time limited support in order to achieve outcomes focused on independent living.	0.150	0.150	0.150	0.450
Corporate Director People	Whole Life Pathway	Passenger Transport - Promoting the use of public transport is essential to enable people with learning disabilities and/or autism to live independent, fulfilled lives. This proposal will enable this to happen and is inline with the use of strength-based approaches to support people.	0.050	-	-	0.050
Corporate Director People	Whole Life Pathway	The Technology Enabled Care (TEC) project will work with Wiltshire Residents to deliver the new TEC strategy. The innovative use of Technology will improve outcomes for our residents and provide greater opportunity for flexible and innovative solutions.	0.040	0.050	0.050	0.140
Corporate Director People	Whole Life Pathway	Transitions Service - Ensuring that young adults are supported to move from children's to adult's services is vital to them having independent, happy lives. The new transitions service will ensure that this happens. It will work closely to bridge the gap between adult's and children's services and will work in partnership with SEND, children's social care, adult's social as well as voluntary and community sector services.	-	0.500	0.850	1.350
Corporate Director People	Whole Life Pathway	Client Contributions Increased Income - Client Contributions - increase income from the government annual increase to the amount payable to care packages by users	0.289	0.146	0.150	0.585
Corporate	Capital Financing	Stone Circle Loan interest from on lending	0.580	-	-	0.580
Corporate	Capital Financing	Increase in Interest Receivable from increasing interest rates and based on cashflow forecast	3.012	-	-	3.012
Corporate	Corporate Costs	Saving on internal Audit fees through contract negotiations	0.019	0.028	-	0.047
Corporate	Corporate Costs	Triennial valuation, reduction in existing employers contribution rate proposed to actuary: 2023/24 reduce by 1%, 2024/25 reduce by 2%, 2025/26 reduce by 1%	1.400	1.400	(1.400)	1.400
Chief Executive Directorates	HR&OD	Increase traded income. HR&OD currently trades a number of key services to schools and businesses, and there is an opportunity to retain and grow these activities to provide further income for the organisation.	0.077	0.034	0.034	0.145
Chief Executive Directorates	HR&OD	Staffing savings from removal of vacant posts and restructure	0.154	0.057	0.092	0.303

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Annex 7 – Detail by service on Savings Proposals

Corporate Directorate	Service	Saving Proposal Description	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Chief Executive Directorates	Legal & Governance	Increase in demand and some fees and charges for Registration service	0.200	-	-	0.200
Chief Executive Directorates	Legal & Governance	Increased Legal Services income	0.100	-	-	0.100
Chief Executive Directorates	Legal & Governance	Amalgamate 'customer services' activity across the council	0.050	0.050	0.100	0.200
Chief Executive Directorates	Legal & Governance	Staff savings from removing vacant posts	0.140	-	-	0.140
Chief Executive Directorates	Legal & Governance	Introduce full cost recovery for elections	-	-	0.400	0.400
Chief Executive Directorates	Legal & Governance	Amalgamate 'communications' activity across the council	0.050	0.050	-	0.100
Chief Executive Directorates	Transformation & Business Change	Training Offer. The service will plan and run a series of training courses on the principles of Systems Thinking methodology which could be attended by both council employees and external organisations (the latter at a charge).	0.006	-	-	0.006
Chief Executive Directorates	Transformation & Business Change	Reduction of travel and expenses budget as no longer required.	0.011	-	-	0.011
Chief Executive Directorates	Transformation & Business Change	Expansion of corporate Business Insights Hub and maximising the alternative funding opportunities for this activity.	0.363	0.014	0.014	0.391
Chief Executive Directorates	Public Health	Realignment and disaggregation of the Public Health Grant with Wiltshire Council base budget funded services.	0.616	-	-	0.616
Corporate Director People	Families & Children's Services	The is a Placement Sufficiency Programme of work underway between finance, commissioning and operational teams which will be responsible for making this saving, linked to more children placed with in house foster cares, with connected carers or in Independent Fostering Agency placements.	-	-	0.350	0.350
Corporate Director Place	Environment	Stretch Income Targets for Place Services	0.150			0.150
Corporate Director Place	Leisure Culture & Communities	Stretch Income Targets for Place Services	0.400			0.400
Corporate Director Place	Highways & Transport	Stretch Income Targets for Place Services	0.200			0.200
Corporate Director Place	Car Parking	Stretch Income Targets for Place Services	0.250			0.250
Savings Total			26.249	14.274	10.697	51.220

ANNEX 8 - GENERAL FUND RESERVE - RISK ASSESSED BALANCE

Key Financial Risks (Weighted Impact)

Risk	Quantification	ASSESSED FOR 2023/24		
		Potential Magnitude £M	Likelihood %	Weighted Magnitude £M
Non Delivery of Savings	Level of 2023/24 savings built into the budget - potential for an element of non delivery during the year based on previous years delivery rates	26.400	20%	5.280
Drop in demand for key income streams for services	Current levels to meet estimated income levels fluctuate beyond expected market conditions & customer behavioural trends	50.000	10%	5.000
Coverage for income stretch target	The application of a stretched income target in Place services for the setting of the 2023/24 budget is being covered in full within General Fund Reserve	1.000	50%	0.500
Insurance Claim	Claims over and above the self insured level that are also in excess of the insurance reserve held to cover off claims. Specific reference to Emliostha claims	15.000	5%	0.750
Adult Social Care Contractual Costs & Care Provider Market	A number of factors may impact upon price inflation for commissioned care costs. One of the most significant being insufficient supply of workforce resulting in wage inflation and therefore higher costs of services. The lack of capacity in some sectors of the care market, as well as changing behaviour and need as a result of the pandemic, creates challenges around market shaping, market growth, and ultimately competitive commissioning rates. Based upon gross commissioned care expenditure of circa £175m per annum, a price inflation of 10% (above budgeted assumptions) driven by lack of capacity would equate to a cost pressure of £17.5m.	17.500	20%	3.500
Risk of adverse weather conditions	Extreme weather instances are increasing, coupled with reduced budgets	15.000	15%	2.250
Impact of key Adult Social Care large homecare contractor and/or care home going into administration / liquidation	Would require a new provider to carry out the service	20.000	10%	2.000
Realisation of future 'Accountable Body' liabilities	Financial exposure on funding being directed through SWLEP and other projects where the Council acts as the Accountable body	50.000	1%	0.500
Collection Fund Volatility	Volatility in Collection Fund on collection rates, bad debts - assume 1% of total Collection Fund collectable for Wiltshire Council	380.000	1%	3.800
Children's Social Care increased demand for services above that built into the MTFS	Increased pressured on child in care placements, this is also a national concern & heightened given the recent high profile cases in relation to social care. Wiltshire placements have increased significantly in the last two years, there is a risk this trajectory could continue beyond preventative measures. A 10% increase in the gross expenditure of Children Social Care would be circa £6m. This is the equivalent of 12 high-end agency residential placements.	6.000	25%	1.500
Adult Social Care reduction in the level of income received.	The move to gross payments to care providers, client debt recovery has/is become the responsibility of the Council, may increase the council's risk of irrecoverable debt.	10.000	25%	2.500
Universal Credit reducing the level of housing subsidy reclaimable from DWP as well as increasing demand for services & cost through Local Council Tax Support	The level of Universal Credit claimants has not reduced to pre-pandemic levels. This results in potential for increased overpayment recoveries from DWP as a result of the introduction of Universal Credit, and an increased demand for services and reduced level of Council Tax receipts	7.000	10%	0.700
Potential non-delivery of capital receipts to fund the capital programme	Subject to property market and asset rationalisation programme / devolution	10.000	5%	0.500
Investment Loss	Based on an assessment of risk within the Council's General Fund Treasury Cash Investment Portfolio and level of default history in the sector.	200.000	0.5%	1.000
Adult Social Care increased demand for services above that built into the MTFS	Increased demand / demographic - with increasing demand for services nationally, and an ageing population being an acute pressure in Wiltshire, this could be higher.	3.000	15%	0.450
2023/24 national pay deal to be negotiated with the Unions	The pay deal negotiations for 2023/24 will need to take place but this risk is based on being 1.5% of pay over & above budgeted assumption of 4.5% in 2023/24, given the level of inflation uncertainty & national picture in respect of ongoing pay deal negotiations.	4.500	15%	0.680
Loss of VAT Partial Exemption	Total impact of losing exemption.	3.800	10%	0.380
Abortive Costs on Capital Programme	Approved Capital Programme £199m - assumed 3% default on loans to Stone Circle due to schemes not being successful and 2% abortive costs on remainder being mainly fees on schemes that prove not to be viable.	4.170	5%	0.210
Planning Appeals	Estimated cost to the Council of successful planning appeals, no longer mitigated through other reserves.	1.500	25%	0.380
Total				31.880

Annex 9 – Housing Revenue Account 2022/23 & 2023/24

2021/22		2022/23	2023/24
Actual	Service	Budget	Budget
Outturn			
£m		£m	£m
	HRA Expenditure		
0.157	Provision for Bad Debt	0.370	0.370
3.336	HRA Interest	3.143	2.939
10.162	HRA Depreciation	10.162	12.100
5.520	Repairs and Maintenance	6.333	6.488
0.081	Supervision & Management Special	0.514	0.692
2.943	Supervision & Management General	3.625	3.813
22.198		24.148	26.401
	Housing Income		
(0.076)	Interest	(0.213)	(0.378)
(25.566)	Rents	(26.895)	(28.137)
3.444	Contribution from (-)/ to + Reserves	2.959	2.113
(22.198)		(24.148)	(26.401)
-	Total Housing Revenue Account	-	-

Annex 10 – Capital Programme 2023/24 to 2029/30

Scheme name	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Future Years Budgets £m	Total Funding £m
Ageing & Living Well					
Disabled Facilities Grants	4.400	4.400	4.400	13.269	26.469
Ageing & Living Well Total	4.400	4.400	4.400	13.269	26.469
Education & Skills					
Access and Inclusion	0.150	0.100	0.100	0.400	0.750
Basic Need	7.944	13.957	0.500	1.600	24.001
Stonehenge School Replacement of Lower Block	3.650	0.053	-	-	3.703
Devolved Formula Capital	0.500	0.500	0.500	2.000	3.500
Schools Maintenance & Modernisation	8.628	6.805	6.805	18.660	40.898
Early Years & Childcare	1.184	-	-	-	1.184
Early Years Buildings	1.049	-	-	-	1.049
Silverwood Special School	10.262	9.545	-	-	19.807
High Needs Provision Capital Allowance	7.446	-	-	-	7.446
Education & Skills Total	40.813	30.960	7.905	22.660	102.338
Families & Children's Service					
Childrens Homes	0.930	-	-	-	0.930
Families & Children's Total	0.930	-	-	-	0.930
Corporate Director - People	46.143	35.360	12.305	35.929	129.737
Finance					
Evolve Project	6.495	-	-	-	6.495
Finance Total	6.495	-	-	-	6.495
Assets & Commercial Development					
Affordable Housing including Commuted Sums	0.300	-	-	-	0.300
Capital Receipt Enhancement	0.600	-	-	-	0.600
Depot & Office Strategy	2.255	0.062	-	-	2.317
Facilities Management Operational Estate	4.932	3.278	2.778	11.112	22.100
Gypsies and Travellers Projects	1.150	-	-	-	1.150
Porton Science Park	1.400	-	-	-	1.400
Health and Wellbeing Centres - Live Schemes	3.763	0.061	-	-	3.824
North Wiltshire Schools PFI Playing Fields	0.300	-	-	-	0.300
Property Carbon Reduction Programme	3.430	2.700	-	-	6.130
Park & Ride Solar Panel Canopys	-	3.200	-	-	3.200
Salisbury Central Car Park & Maltings	-	-	33.004	-	33.004
Facilities Management Investment Estate	0.250	0.250	0.250	1.000	1.750
Social Care Infrastructure & Strategy	0.600	-	-	-	0.600
Salisbury Resource Centre	0.825	-	-	-	0.825
Assets & Commercial Development Total	19.805	9.551	36.032	12.112	77.500
Capital Loans					
Stone Circle Housing Company Loan	12.724	14.835	10.019	0.732	38.310
Stone Circle Development Company Loan	8.574	10.000	-	-	18.574
Capital Loans Total	21.298	24.835	10.019	0.732	56.884
Information Services					
ICT Applications	4.066	3.652	-	-	7.718
ICT Business as Usual	1.365	1.365	1.716	0.342	4.788
ICT Other Infrastructure	0.500	0.400	0.300	0.201	1.401
ICT Get Well	3.442	1.974	-	-	5.416
Information Services Total	9.373	7.391	2.016	0.543	19.323
Corporate Director - Resources	56.971	41.777	48.067	13.387	160.202

Annex 10 – Capital Programme 2023/24 to 2029/30

Scheme name	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Future Years Budgets £m	Total Funding £m
Highways & Transport					
Parking Contactless Machines	0.127	0.126	-	-	0.253
Fleet Vehicles	3.863	1.879	2.222	2.000	9.964
Integrated Transport	1.798	1.798	1.781	7.124	12.501
Local Highways and Footpath Improvement Groups	0.800	0.800	0.800	3.200	5.600
Structural Maintenance & Bridges	20.727	20.727	16.139	64.556	122.149
Drainage Improvements	0.500	0.500	-	-	1.000
Major Road Network M4 Junction 17	1.950	9.898	15.702	-	27.550
A338 Salisbury Junction Improvements MRN	1.261	1.075	-	-	2.336
A350 Chippenham Bypass (Ph 4&5) MRN	2.640	22.099	5.387	-	30.126
A3250 Melksham Bypass LLM - Full Scheme	3.106	6.376	9.622	216.709	235.813
Dunnes Lane Car Park, Castle Coombe	0.325	-	-	-	0.325
Highways & Transport Total	37.097	65.278	51.653	293.589	447.617
Economy & Regeneration					
Salisbury Future High Streets	7.585	1.783	-	-	9.368
Trowbridge Future High Streets	4.403	5.878	0.764	-	11.045
West Ashton Urban Extension Project	4.199	-	-	-	4.199
Carbon Reduction Projects	0.009	0.009	0.009	-	0.027
Wiltshire Ultrafast Broadband	1.011	-	-	-	1.011
Wiltshire Online	1.670	0.097	0.097	-	1.864
Economy & Regeneration Total	18.877	7.767	0.870	-	27.514
Environment					
Waste Services	0.915	0.675	0.675	2.175	4.440
Environment Total	0.915	0.675	0.675	2.175	4.440
Leisure Culture & Communities					
Area Boards and LPSA PRG Reward Grants	0.400	0.400	0.400	1.600	2.800
Community Projects	0.400	-	-	-	0.400
Fitness Equipment for Leisure Centres	0.986	0.250	0.250	1.000	2.486
Libraries - Self Service	0.379	-	-	-	0.379
Trowbridge Leisure Centre	0.800	0.800	15.000	8.300	24.900
Leisure Requirements	5.474	5.000	-	-	10.474
History Centre Reception and Performing Arts Library	0.105	-	-	-	0.105
Leisure Culture & Communities Total	8.544	6.450	15.650	10.900	41.544
Corporate Director - Place	65.433	80.170	68.848	306.664	521.115
2023/2024 Capital Programme General Fund Total	168.547	157.307	129.220	355.980	811.054
Housing Revenue Account					
HRA - Council House Build Programme (Phase 2)	0.283	-	-	-	0.283
HRA - Council House Build Programme (Phase 3.1)	5.490	-	-	-	5.490
HRA - Council House Build Programme (Phase 3.2)	9.885	5.000	-	-	14.885
HRA - Council House Build Programme (Phase 3.3)	4.068	27.537	22.847	95.833	150.285
HRA - Refurbishment of Council Stock	10.854	16.235	16.192	79.090	122.371
Housing Revenue Account Total	30.580	48.772	39.039	174.923	293.314
2023/2024 Capital Programme General Fund and Housing Revenue Account Total	199.127	206.079	168.259	530.903	1,104.368
Financed By:					
Grants	70.737	80.899	53.527	284.526	489.689
Other Contributions	2.000	-	-	32.090	34.090
S106 Contributions	1.434	1.264	-	-	2.698
CIL Contributions	4.282	8.487	4.376	0.542	17.687
HRA	30.580	48.772	39.039	174.922	293.313
Capital Receipts	1.725	0.250	0.250	1.000	3.225
Stone Circle Loans	21.298	24.835	10.019	0.732	56.884
Borrowing Funded by Revenue Savings	-	-	31.200	-	31.200
Borrowing	67.071	41.572	29.848	37.091	175.582
Total Funding	199.127	206.079	168.259	530.903	1,104.368

Wiltshire Council

Overview and Scrutiny Management Committee

24 January 2023

Task Group Update

1. Evolve Programme Task Group

Supporting officer: Simon Bennett

Membership

Cllr Joh Hubbard (Chair)
Cllr Dr Monica Devendran
Cllr Ruth Hopkinson
Cllr Horace Prickett
Cllr Mark Verbinnen

Background

The Evolve programme will involve the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council. The programme will impact on the work of all staff at the council in respect of HR, finance, procurement and payroll processes. It will look to modernise technology and standardise business processes, improving efficiencies for core activities that are undertaken across the council, supporting their adoption through a comprehensive in-house business change and training effort, and will deliver improved data, insights and reporting capabilities.

Terms of Reference (TOR)

- a) To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.
- b) To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
 - Organisational insight
 - Developing a flexible high-performance culture
 - Transforming business processes and digital technology
- c) To meet quarterly as standard, unless there is a temporary need to meet more frequently or at a specific project milestone
- d) To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.

Recent activity

- The task group met on 19 December 2022 at a meeting also attended by representatives of the external suppliers.
- The task group received a programme update focusing upon the revised programme timetable and costs. The council is close to an agreement with the suppliers to ensure the programme now goes live in November 2023. The agreement includes the use of contingencies in the original budget to ensure completion. The task group questioned whether the new deadline was achievable and what the implications were for successful implementation, licences, contracts and identified benefits.
- The task group will now revert to meeting quarterly in 2023.

2. Financial Planning Task Group

Supporting Officer: Simon Bennett

Membership

Cllr Gavin Grant (Vice-chair)
Cllr Gordon King
Cllr Charles McGrath
Cllr Bill Parks
Cllr Pip Ridout (Chair)
Cllr Ian Thorn
Cllr Elizabeth Threlfall
Cllr Mark Verbinnen

Background

The Financial Planning Task Group (FPTG) is a standing task group reporting to the Overview and Scrutiny Management Committee.

Terms of reference

- 1) To review the Medium-Term Financial Strategy (4-year financial model).
- 2) To review the approach and robustness of the council's capital, debt, and revenue financial planning regime.
- 3) To help develop the approach to the annual budget setting cycle.
- 4) To review the specific contribution of overview and scrutiny in the annual budget setting cycle with a focus upon outcomes.

- 5) To undertake periodic budget monitoring including reviews of key midyear trends and developments and to ensure that these are considered when updating the Financial Plan.
- 6) To, where it materially affects the council's overall financial position, to consider the council's:
 - a) approach to strategic procurement
 - b) major or financially significant contracts
 - c) financial investment in, and liability to, its wholly owned subsidiaries.
- 7) To work under the direction and guidance of the Management Committee and report regularly to the Cabinet Member, Management Committee and select committees (as appropriate) on its work and findings and to make any necessary referrals.

Recent activity

- The task group met on 25 November 2022 to consider the Quarter 2 Revenue Budget Monitoring, Quarter 2 Capital Budget Monitoring and Mid-Year Treasury Management Review for the financial year 2022/23.
- The task group considered the following:
 - The savings forecasts and whether the council is confident that the savings will be delivered;
 - How increased demand, in some areas, means calling upon the Latent Demand Reserve;
 - Whether the council is using agency staff and how those cost are being managed;
 - How the close management of some of the council contracts was holding down costs;
 - Why any additional funding raised could be used to support corporate costs;
 - How income forecasts next year will be improved by considering current trends.
- The Financial Planning Task Group's met on 19 and 20 January 2023 to consider the council's draft budget 2023/24. The first meeting included an open invite to all members.
- The task group's draft budget 2023/24 report is an item on the current OSMC agenda.

3. Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Joint Scrutiny Panel

Membership

Wiltshire Councillors:

Cllr George Jeans
Cllr Ian Thorn
Vacancy

Swindon Borough Councillors:

Cllr Steve Heyes
Cllr Dan Smith
Cllr Junab Ali

Business Representatives

Andrew Hogben
Vacancy
Vacancy

Terms of Reference

The terms of reference for the Joint Scrutiny Panel are quite lengthy and therefore not included in full here, however, an extract detailing the purpose of the panel is included below (*paragraph numbering from the terms of reference*):

(9.) This Panel will act as a critical friend, developing an overview of strategies and plans and providing independent scrutiny of the work of the LEP Board. It is an essential element of assuring democratic accountability for the use of public funds.

(10.) The objective is to make constructive recommendations for how future decisions of the LEP can be effectively implemented.

(11.) The Panel will not have the power to delay the SWLEP's decisions but it will be able to make recommendations for improvement to the SWLEP's decision making process and will be able to make its conclusions public.

Recent activity

- The Panel has not met since the last meeting of the Committee.
- The LEP is currently considering the future type of scrutiny it wishes to commission. When the LEP incorporated as a limited company in January 2019, government funding constituted 90% of total income; this year (22-23) the figure is circa 30%. It is anticipated that any future government funding will reduce further.

Proposals

- 1. To note the update on the task group activity provided.**

Report authors:

Simon Bennett, Senior Scrutiny Officer, simon.bennett@wiltshire.gov.uk

Henry Powell, Democracy and Complaints Manager, committee@wiltshire.gov.uk

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Overview and Scrutiny Management Select Forward Work Programme

Last updated 16 January 2023

Overview and Scrutiny Management Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Financial Planning Task Group	October 2013	Standing
Swindon and Wiltshire Joint LEP Panel	December 2021	Standing
Evolve Programme Task Group	December 2021	-

Overview and Scrutiny Management Select – Forward Work Programme			Last updated 16 JANUARY 2023		
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
7 Feb 2023	Opposition amendments to the Draft Financial Plan 2023-24	To consider any proposed amendments submitted for scrutiny by Opposition Groups or Group members.	Andy Brown, Lizzie Watkin	Cllr Nick Botterill	
21 Mar 2023	Financial Planning Task Group Update	To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance.	N/a	N/a	Simon Bennett
21 Mar 2023	TBC Local Government Association (LGA) Corporate Peer Challenge 2022 - outcomes	To consider the report of the outcomes from the LGA Corporate Peer Challenge undertaken by Wiltshire Council 7-11 November 2022.	Perry Holmes	Cllr Richard Clewer	Martin Nicholls
21 Mar 2023	Management Committee Task Group update	To update on task group activity.	Perry Holmes		Henry Powell
21 Mar 2023	Forward Work Programme	To review the Overview and Scrutiny Forward Work Programme.	Perry Holmes		Henry Powell
21 Mar 2023	Asset Transfer and Service Devolution Policy update	To receive an update on implementation of the Policy consider by a Rapid Scrutiny Exercise and approved by Cabinet in September 2022.	Andy Brown	Cllr Phil Alford	Mike Dawson

Overview and Scrutiny Management Select – Forward Work Programme			Last updated 1 FEBRUARY 2023		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
23 May 2023	Overview and Scrutiny Member Remuneration 2022-23	To note the allocation of the Overview and Scrutiny fund in accordance with the agreed scheme for those members who lead OS activities during 2022-23.	Perry Holmes	N/a	Henry Powell
23 May 2023	Overview and Scrutiny Annual Report 2022-23	To report the key pieces of Overview and Scrutiny work undertaken during 2022-23.	Perry Holmes		Henry Powell

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**Health Select Committee
Forward Work Programme**

Last updated 10 JANUARY 2023

Health Select Committee – Forward Work Programme			Last updated 10 JANUARY 2023		
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
28 Feb 2023	Draft Joint Local Health and Wellbeing Strategy	To consider the draft Strategy prior to the final version being considered by the Health and Wellbeing Board on 30 March 2023.	Kate Blackburn (Director - Public Health)	Cllr Ian Blair-Pilling	David Bowater
16 Mar 2022	Avon and Wiltshire Mental Health Partnership Trust Transformation Programme	Overview of AWP's Transformation Programme and associated opportunities for Wiltshire.	Lucy Townsend (Corporate Director - People)	Cllr Jane Davies	Dominic Hardisty
8 Jun 2023	Long Covid Support Service	Wiltshire Health and Care to provide an update on their work to provide support to Wiltshire residents experiencing 'long Covid'.	Lucy Townsend (Corporate Director - People)	Cllr Jane Davies	Douglas Blair
4 Jul 2023	Domestic Abuse External Grant and other domestic abuse work	To receive an update on this work following receipt of proposals regarding the Domestic Abuse External Grant in September 2022.	Kate Blackburn (Director - Public Health)	Cllr Ian Blair-Pilling	Hayley Morgan
4 Jul 2023	Substance Misuse Support	To receive an update on Substance Misuse support work following consideration of proposals regarding Spend Allocations for the Substance Misuse Supplementary Grants in September 2022.	Kate Blackburn (Director - Public Health)	Cllr Ian Blair-Pilling	Kelly Fry

Health Select Committee – Forward Work Programme			Last updated 1 FEBRUARY 2023		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
2 Nov 2023	Health Improvement Coaches	To provide an update on the work of the Health Improvement Coaches.	Kate Blackburn (Director - Public Health)	Cllr Ian Blair-Pilling	Rachel Kent

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Environment Select Committee Forward Work Programme

Last updated JANUARY 2023

Environment Select Committee - Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Global Warming and Climate Emergency Task Group	May 2019	TBC

Environment Select Committee - Rapid Scrutiny		
Topic	Details	Date

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Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 March 2023	Highways Annual Review of Service 2022	As resolved at ESC 12 January 2022, to receive a further annual report in 2023.	Samantha Howell (Director of Highways and Transport)	Cllr Dr Mark McClelland	
14 March 2023 (tbc)	Homes 4 Wiltshire	As discussed at the ESC-Executive meeting on 9 September 2021 on the housing portfolio to provide an update on Homes for Wiltshire.	Emma Legg (Director – Ageing & Living Well)	Cllr Phil Alford	Nicole Smith (Head of Housing)
14 March 2023	Libraries Development	As discussed at the ESC-Executive meeting on 24 September 2021 on the leisure and libraries portfolio to provide an update on the development of the council's library service.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
14 March 2023	Leisure Services Insourcing	As resolved at the select committee meeting on 9 November 2021, the committee will receive a further update be that includes financial information and membership trends. It will also review operating leisure facilities on public holidays.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 March 2023	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
14 March 2023	Local Plan	As discussed at the ESC-meeting on 20 September 2022 to receive an update on the Local Plan.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Georgina Clampitt-Dix (Head of Spatial Planning)
6 June 2023	Active Travel	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update.	Samantha Howell (Director of Highways and Transport)	Cllr Dr Mark McClelland	
6 June 2023	Wiltshire Towns Programme	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
6 June 2023	Gypsy & Traveller Plan	To receive the Gypsy and Traveller plan.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Georgina Clampitt-Dix (Head of Spatial Planning)
6 June 2023	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
25 July 2023	Waste Management Strategy: Annual Review	As resolved at ESC 13 July 2022 to receive a further annual review in 2023.	Sarah Valdue (Assistant Director – Environment)	Cllr Dr Mark McClelland	
25 July 2023	Passenger Transport service update and future developments	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update.	Samantha Howell (Director of Highways and Transport)	Cllr Dr Mark McClelland	Jason Salter (Head of Service Passenger Transport)
25 July 2023	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
19 Sep 2023	LHFIG Review	To receive a update report on the implementation of the Local Highway & Footway Improvement Groups (LHFIG)	Samantha Howell (Director of Highways and Transport)	Cllr Dr Mark McClelland	Dave Thomas (Head of Highways Asset Management & Commissioning)
19 Sep 2023	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
7 Nov 2023 (tbc)	Update on the Towns Programme App Development	As resolved at the ESC meeting on 4 January 2023, the select committee will receive an update report.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
7 Nov 2023 (tbc)	Update on Broadband Provision in Wiltshire	As resolved at the ESC meeting on 4 January 2023, the select committee will receive an update report.	Parvis Khansari (Corporate Director Place)	Cllr Ashley O'Neill	Victoria Moloney (Head of Economy & Regeneration)
tbc	Housing Development Partnership	As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report in 12 months' time.	Parvis Khansari (Corporate Director Place)	Cllr Phil Alford	Victoria Moloney (Head of Economy & Regeneration) Richard Walters (Head of Service – Major Projects) Claire Moore (Housing Enabling Lead)
tbc	Private sector renewal strategy	As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report when appropriate.	Emma Legg (Director – Ageing & Living Well)	Cllr Phil Alford	Nicole Smith (Head of Housing)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	Homeless Strategy 2019-2024	As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report in 12 months' time.	Emma Legg (Director – Ageing & Living Well)	Cllr Phil Alford	Nicole Smith (Head of Housing)
tbc	Streetscene contract	As resolved at the ESC meeting on 30 September 2022 the select committee will receive an update report on the Streetscene contract	Samantha Howell (Director of Highways and Transport)	Cllr Dr Mark McClelland	Adrian Hampton (Head of Highway Operations)
tbc	National Park action plan	Partnership arrangement with the National Park and joint action plan.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Georgina Clampitt-Dix (Head of Spatial Planning)
tbc	Wiltshire Marque	As discussed at meeting with the Cabinet Member the select committee to receive a report about the 'Wiltshire Marque' for produce.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
tbc	Wiltshire destination management	As discussed at the ESC-Executive meeting on 13 October 2022 on the heritage, arts and tourism portfolio to provide a report on destination management	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	UK Shared Prosperity Fund	As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
tbc	Economic Strategy	As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
tbc	Parking Strategy	As discussed at the ESC-Executive meeting on 6 December 2022 on the highways and transport portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Dr Mark McClelland	
tbc	Wiltshire Council's Housing Board Annual Report 2022/23	As resolved at the ESC meeting on 4 January 2023, the select committee will receive the annual report.	Simon Hendeby (Director Assets & Commercial Development)	Cllr Phil Alford	

Information briefing				
Meeting Date	Item	Details / purpose	Associate Director	Responsible Cabinet Member
tbc	Environment Act 2021	To receive a (series of) briefing regarding the implications of the Environment Act.		

Children's Select Committee – Forward work programme – November 2022 Agenda items for the committee

Standing items (at all meetings)

Title - Details / purpose	Type	Report author / lead officer
Update from Wiltshire Youth Voice - summary of recent activities	Written	Joe Sutton
School Ofsted Judgements - effectiveness of schools as seen by Ofsted Inspection.	Written	Andrew Best
DfE Changes - Update from Department for Education	Written	David Harris
Working together to improve school attendance - latest requirements of the non-statutory guidance the DfE published in May 2022 to apply from September 2022.	Written	Kathryn Davis
Schools Forum's update - very brief update on key items from the last meeting of Schools Forum	Written	Lisa Pullin
Corporate Parenting Panel update - brief update highlighting key items from the last meeting of the Corporate Parenting Panel	Written	Lisa Pullin
Directors' update Cabinet Member and Portfolio Holders' update Chair's update Verbal updates highlighting any key issues (current or emerging), successes or milestones in their respective areas since the last meeting of the committee, which may not require a full agenda item and are not covered elsewhere on this agenda.	Verbal	All directors Cabinet Members and Portfolio holders Chair

Future items for consideration by the Children's Select Committee

Tuesday 14 March 2023, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	<p>Child Poverty</p> <p>To receive a report presenting figures / data for child poverty in Wiltshire (compared to national figures) and the services / provision in place to address this in Wiltshire, either delivered / supported by the council or third sector (that the council is aware of).</p>	Current FWP	
Substantive	<p>FACT – interim report to review the data set that has been created and how the Family Help programme has been implemented</p> <p>Including an update on the following recommendations:</p> <p>To invite officers, as part of their stakeholder events, to engage with local members, relevant Area Boards, and town councils to share information about the pilot project in Westbury and Warminster.</p> <p>For FACT to liaise with the different groups in Westbury and Warminster, funded by Wiltshire Community Foundation and Community First, that support children and young people.</p> <p>To invite officers to consider a mechanism where signposting to other services is led centrally and kept regularly updated.</p>	CSC 25 October 2022	Simon Thomas

Tuesday 14 March 2023, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	<p>Safeguarding processes – outcome of the review by the Institute of Public Care (access here) to consider the council’s safeguarding process and target rates</p> <p>To bring the council’s review of its position with regards to these recommendations.</p> <p><i>NB – may link to a briefing on safeguarding</i></p>	<p>CSC 20 September 2022 (Jen Salter – Director’s update) CSC 8 June 2022 Chairman’s announcement (Lucy Townsend)</p> <p>Deferred from January meeting</p>	<p>Jen Salter</p> <p>Lucy Townsend</p>
Substantive	<p>“Shaping the future” programme with schools - update on the model chosen (linked to number of schools rated good or outstanding and Wiltshire “plateauing”) and update on the School Advisers programme</p>	<p>CSC 8 June 2022 Schools Ofsted judgements (Helean Hughes)</p> <p>Deferred from January meeting</p>	<p>Helean Hughes</p>
Informative	Pupil Performance in Public Test and Examinations	Deferred from January meeting	Helean Hughes
Informative	Business plan and action plan update (every 6 months)	CSC 20 September 2022	Directors
Informative	Childcare sufficiency	Requested by officers	Lucy-Anne Bryant

Tuesday 6 June 2023, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive			
Substantive			
Informative			
Informative			

Wednesday 12 July 2023, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive			
Substantive			
Informative	<p>School Health and Wellbeing survey</p> <p>To receive an update within the next 12 months to inform the committee on actions taken, or plans made, by the council based on the outcome of the survey.</p> <p>NB – identifying schools that have not participated so councillors can lobby them.</p>	CSC 6 July 2022	Sally Johnson
Informative			

Wednesday 20 September 2023, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive			
Substantive			
Informative	<p>Children missing education / children missing out on education</p> <p>To receive an annual report but for it to first be considered by the Standing task group in its draft form to ensure that it provides the information needed by the committee to be reassured about the quality of the council's performance.</p>	CSC 20 September 2022	Kathryn Davis
Informative	<p>Elective home education</p> <p>To receive an annual report but for it to first be considered by the Standing task group in its draft form to ensure that it provides the information needed by the committee to be reassured about the quality of the council's performance, especially as the DfE is working to formalise the data collection for elective home education from October 2022 which should enable benchmarking.</p>	CSC 20 September 2022	Kathryn Davis

Tuesday 31 October 2023, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	FACT – one-year update , including progress towards the key milestones identified in paragraph 48 of the report	CSC 25 October 2022	Simon Thomas
Substantive			
Informative			
Informative			

Tuesday 16 January 2024, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive			
Substantive			
Informative			
Informative			

Tuesday 12 March 2024, 10.30am			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive			
Substantive			
Informative			
Informative			

Longer term items			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	Report on the outcome of the Family Help Programme, including the Westbury and Warminster pilot project. By September 2024	CSC – 25 October 2022, FACT item	Simon Thomas, FACT lead
Substantive			
Informative			
Informative			

Items considered in the last 12 months

Meeting date (link)	Title Outcome / actions	Origins / history	Report author / lead officer
25 October 2022	FACT update		
17 January 2023	Roadmap to Excellence		
17 January 2023			
17 January 2023			
17 January 2023			

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