Wiltshire Council

AGENDA

Meeting: **Cabinet**

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

Date: **Tuesday 27 September 2022**

Time: **10.00 am**

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

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All public reports referred to on this agenda are available on the Council's website at www.wiltshire.gov.uk

Membership:

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

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The full constitution can be found at this link.

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Part I

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

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

1   **Apologies**

2   **Minutes of the previous meeting** *(Pages 5 - 18)*

To confirm and sign the minutes of the Cabinet meeting held on 12 July 2022.

3   **Declarations of Interest**

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

4   **Leader's announcements**

5   **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Stuart Figini of Democratic Services stuart.figini@wiltshire.gov.uk/   01225 718221 by 12.00 noon on 7 September 2022. Anyone wishing to ask a question or make a statement should contact the officer named above.

6   **Financial Year 2022/23 - Quarter One Revenue Budget Monitoring** *(Pages 19 - 52)*

Report of the Chief Executive

7   **Financial Year 2022/23 - Quarter One Capital Budget Monitoring** *(Pages 53 - 80)*

Report of the Chief Executive

8   **Council Performance and Risk – Quarter One Monitoring** *(Pages 81 - 106)*

Report of the Chief Executive

9   **Wiltshire Council Adoption Service: 2021-2022 Year End Report** *(Pages 107 - 136)*

Report of the Chief Executive

10   **Wiltshire Independent Living Strategy 2022-2027** *(Pages 137 - 184)*

⚷   Report of the Chief Executive

11   **Substance Misuse - Proposed Spend Allocations For The Supplementary**

Grants *(Pages 185 - 200)*

☌   Report of the Chief Executive

12 **Service Devolution & Asset Transfer Policy** *(Pages 201 - 222)*

Report of the Chief Executive

13 **Future High Streets Fund - Trowbridge - Update** *(Pages 223 - 234)*

☌   Report of the Chief Executive

14 **Future High Street Fund - Trowbridge Town Hall Refurbishment and Asset Transfer** *(Pages 235 - 282)*

Report of the Chief Executive

15 **Urgent Items**

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

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Part II

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

NONE

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Wiltshire Council

Cabinet

MINUTES OF THE CABINET MEETING HELD ON 12 JULY 2022 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Richard Clewer (Chairman), Cllr Laura Mayes (Vice-Chairman), Cllr Jane Davies, Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Dr Mark McClelland and Cllr Ashley O'Neill

Also Present:

Cllr Gavin Grant, Cllr Nick Holder, Cllr Jon Hubbard, Cllr Tony Jackson, Cllr Gordon King, Cllr Jerry Kunkler, Cllr Dominic Muns, Cllr Stewart Palmen, Cllr Nic Puntis, Cllr Tamara Reay, Cllr Pip Ridout, Cllr Rich Rogers, Cllr Ian Thorn, Cllr Jo Trigg and Cllr Graham Wright

60   **Apologies**

Apologies were received from Cllr Nick Botterill.

61   **Minutes of the previous meeting**

The minutes of the meeting held on 21 June 2022 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 21 June 2022.

62   **Declarations of Interest**

There were no declarations of interest.

63   **Leader's announcements**

The Leader made the following announcements:

- Natural Environment Summit – The Summit was being held on Friday 15 July 2022, with Dame Glenys Stacey, Chair of the Office for Environmental Protection speaking.
- Cleveland Bridge, Bath – Traffic management works were remaining in place for heavy goods vehicles, although the bridge would be open to cars. The Leader expressed his concern at the ongoing impact on Wiltshire towns and indicated that he would be making representations

about this to Bath and North East Somerset Council. He encouraged all other Wiltshire Councillors to also make representations.

- Military Covenant – The Council has reaffirmed its commitment to the Armed Forces communities by signing the Wiltshire Council Armed Forces Covenant supported by senior military and civilian leaders.
- Employer Recognition Scheme Gold Awards – The Council was one of 156 organisations recognised this year for the employment and support of those who serve, veterans and their families.

64   **Public participation and Questions from Councillors**

General questions were submitted from the following members of public:

- Dr Jimmy Walker on the following matters:
  o Pedestrian and cycle improvement funding and the Salisbury element
  o Availability of funding and how residents are able to work with the Council
  o Review of the Avon Valley path and pot holes at Stratford sub Castle
  o Amesbury centre cycleway
  o Salisbury cycle lane repainting and modernising
  o Painting of stop lines
  o Wiltshire Council active travel strategy?
  o Draft Salisbury Local Cycling and Walking Infrastructure Plan (LCWIP)

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing explained that the above questions had received written responses which were published on the Council's website prior to the meeting, which can be accessed here at supplement 1.

Questions were also submitted by Cllr Ian Thorn, and Cllr Rich Rogers which received responses and can be accessed here at supplement 1.

Cllr Thorn indicated that he had supplementary questions about the cancellation of meetings and waste collections. Verbal responses were provided by Cabinet members and officers at the meeting, and can be viewed at the link to the recording of the meeting.

Cllr Rogers also indicated that he had a supplementary question in relation to the impact of delays in road maintenance and the deterioration of road surfaces. Verbal responses were provided by Cllr Dr Mark McClelland, Cabinet member for Transport, Waste, Street Scene and Flooding at the meeting, and can be viewed at the link to the recording of the meeting.

65   **Year End Revenue Financial Outturn Position 2021/22**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing presented a report which provided detail about the final year end position for the financial year 2021/22 for the revenue programme.

The Cabinet noted that the report provided details of variances against budgets following the quarter three budget monitoring reported to Cabinet on 1 February 2022. That report forecast an underspend of £14.824m for the financial year and detailed how this would be utilised. The final position for the year has again improved during the last quarter and requests are made to transfer £4.098m, of which some relate to government grants, into specific earmarked reserves to support planned activity in 2022/23 and future years. The final year end position, after taking into account those reserve movements, shows an underspend of £11.483m.

Cabinet noted that the improved position allowed for additional transfers to the General Fund reserve, mitigate the pressure of unforeseen rise in inflation, and the Councils Business Plan priority reserve.

Cllr Pip Ridout, Chair of the Financial Planning Task Group, confirmed that the report had been considered by the Task Group at its meeting on 8 July 2022. The Task Group confirmed that reserves were at a sufficient level and there were no specific concerns raised at the meeting.

Cllr Ian Thorn congratulated officers for achieving the underspends. He raised a concern about the challenges being faced by food banks and other charitable services, although he welcomed the support from government. In addition, Cllr Thorn highlighted the expectation of latent demand. In response, the Leader explained that cost of living crisis had only just started in relation to the timescales of the report. The challenges to food banks and other charities were understood and there may be a need for additional support if the cost of living crisis continues. Officers highlighted the role of the Council and its partners in responding to the challenges of adult social care and it was noted that latent demand may not be experienced at this stage, although it was anticipated. The Deputy Leader explained that the number of referrals for Children's Services was lower than expected however, each referral was more complex.

Cllr Jon Hubbard commented on (i) the underspends achieved in Education and Skills and questioned whether the underspends could be allocated to support the deficits in the High Needs Block element of the Dedicated Schools Grant or reinvested, (ii) a reduction in the number of children in care and associated savings, (iii) bed blocking and (iv) support for people going home from a stay in hospital and use of 'flying carers'. In response, the Leader, Deputy Leader and officers confirmed that the Council were unable to use general fund underspends on the deficits in the Dedicated Schools grant due to current legislation, underspends in Education and Skills were in the main a

consequence of Covid-19 and the inability to recruit to vacancies, recruitment was now underway, and underspends were being reinvested in the service, the plans in place for children and young people with social care needs were achieving underspends, there were huge challenges in domiciliary care, services were very focussed to meet needs and avoid bed blocking along with much positive joined up working taking place.

Cllr Gavin Grant asked for clarity in relation to an overspend on Government grants of £0.568m, the reasons why Business Grants of £16.359m were returned to the Government, underspends on staffing and issues relating to recruitment, and the implications of the general fund reserve reaching its target in advance of original estimates. In response, the Leader and officers explained that the grant received from Government was less than expected, although this was corrected going forward, the query in relation to the grant returned to Government would receive a written response, confirmation was received that there were challenges in recruiting to vacancies, however, the intention is to continue to recruit and consider any changes in recruitment practice in light of the current climate. .   It was also confirmed that the proposal to increase the general fund reserve now was prudent and placed the Council in a stronger position with respect to financial resilience. The annual assessment of risk that gives rise to the S.151 officers recommended balance on the general fund reserve would be undertaken as part of the annual budget setting cycle.

Resolved:

(1) Cabinet noted:

a) **the revenue budget outturn position for the financial year 2021/22;**

b) **the contributions to and from earmarked reserves as planned;**

(2) Cabinet approved:

c) **the transfer of £12.824m to the Budget Equalisation reserve as set out in the Quarter 3 budget monitoring report;**

d) **the transfer in total of £4.098m to earmarked reserves as detailed in the report and Appendix B;**

e) **the transfer of the balance of the £11.483m underspend as follows:**

i. **£2.8m to be transferred to the General Fund reserve;**
ii. **£7m to be set aside and transferred to a new Inflation reserve for 2022/23;**
iii. **the balance of £1.683m to the Business Plan Priority reserve.**

f) **Authorise the commitment of funds from the Business Plan Priority Reserve to fund the following over the next 3 years:**

- **£1m on gully emptying.**
- **£0.450m on Fly Tipping enforcement**

Reason for Decision:

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

To inform Cabinet on the final financial year end revenue outturn position for the Council for the financial year 2021/22, including delivery of approved savings.

To improve the Councils financial resilience by increasing the balance on the General Fund reserve now and setting aside funds in earmarked reserves to prudently assist in managing the Councils future pressures and budget gap

66 **Year End Capital Investment Programme Financial Outturn Position 2021/22**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing presented a report which provided detail about the final year end position for the financial year 2021/22 for the capital programme.

The Cabinet noted that the report included the movements from the original budget, final scheme slippage and funding of the programme. The report also provided an update on the significant programmes that have been delivered and those that have been reprogrammed to future years.

The Leader highlighted that the reported forecast position set out in the quarter three budget monitoring report presented to Cabinet on 1 February 2022 was that the Council would spend £163.823m on its Capital Programme in 2021/22. The final position for the year is a total spend of £111.130m with a request to Cabinet to roll forward £51.508m budget into future years.

Cllr Pip Ridout, Chair of the Financial Planning Task Group, confirmed that the report had been considered by the Task Group at its meeting on 8 July 2022. The Task Group were content with the responses received to questions asked.

Cllr Ian Thorn raised the possibility of a scrutiny opportunity to complement the work of officers in relation to the slippage of capital schemes. Cllr Thorn paid tribute to officers for the delivery of the Melksham Community Campus. In response, the Leader agreed that a more realistic delivery timetable was required for capital schemes although he understood the reasons for slippages. It was noted that Cabinet provides a level of scrutiny of the Stone Circle companies via regular reports from the Shareholder Group.

Cllr Gavin Grant commented on capital loans made to the Stone Circle companies in 2021/22 and acknowledged the challenges of property acquisition. He noted that the target was to acquire 72 units when in reality 37 properties were purchased during 2021/22. In response, the Leader and officers explained that house prices continued to increase which was difficult to assess at the start of the year. The financial parameters have been reassessed and modified to reflect the current market conditions and were approved by Cabinet as part of approving the Stone Circle companies annual business plan.

Resolved:

(1) Cabinet noted:

a) **the additional capital budgets of £2.677m that have been added to the 2021/22 programme under Chief Finance Officer delegated powers**

b) **the underspend and subsequent removal of £2.868m capital budget for the Major Road Network schemes in line with grant received for business cases. Going forward schemes have been added to the programme as individual schemes.**

c) **the end of year underspend and subsequent removal of £0.178m for completing Local Growth Fund schemes and Wiltshire Online**

d) **the £0.816m costs that have been transferred to revenue as the capital schemes are not progressing, £0.809m for Boscombe Down and £0.007m prior year spend of feasibility work for a scheme not proceeding for HRA Council House Build programme.**

e) **The reprogramming of £79.361m budget from 2022/23 to future years.**

(2) Cabinet approved:

f) **the £51.508m of capital programme slippage to be rolled forward into future years**

g) **Transfer of £1.191m 2022/23 budget from the Boscombe Down scheme to a corporate budget to be used to manage expected inflation pressures on projects during 2022/23**

Reason for Decision:

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

To inform Cabinet on the final year end capital outturn position for the Council for the financial year 2021/22.

67   **Treasury Management Outturn Report 2022/23**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing presented a report which provided an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22.

The Leader and officers explained the report covered the period from 1 April 2021 to 31 March 2022, and that the Council has continued to finance capital expenditure through maximising the use of capital receipts, capital grants and internal borrowing. The Council had also drawn down £80m of borrowing from the Public Works Loan Board during the financial year to take advantage of lower interest rates, before the forecast bank rate increases.

The report highlighted that the Council is under borrowed by £120.275m, avoiding the payment of external interest costs in the order of £3.235m. It was noted that the Council did not breach any of its performance indicators during 2021/22. However, during the year the Council breached the counterparty limit for an investment with Leeds Building Society. The duration limit is 100 days and the investment was made for 110 days. Details of this breach were detailed in a previous report and again in this report and actions have been taken to mitigate the risk of reoccurrence of any such breach.

Cllr Pip Ridout, Chair of the Financial Planning Task Group, confirmed that the report had been considered by the Task Group at its meeting on 8 July 2022. The Task Group were content with the responses received to questions asked.

Cllr Ian Thorn welcomed the reassurance that details of the breached counterparty limit were included in the report and commented on actual capital expenditure compared to the figure included in the original budget estimate for 2021/22.

Cllr Gavin Grant reflected on a conversation held at the Financial Planning Task Group in relation to the training needs of Councillors to help them understand financial matters more clearly. It was noted that arrangements for a training event had been put in place by officers and Councillors were encouraged to attend.

Cllr Gordon King highlighted the importance of the availability, both in timing and the level of appropriate resources and asked if the Council were on track to deliver services and the aims and priorities detailed in the Business Plan.

Officers confirmed this was correct in terms of a cash perspective and that discussions on future financial planning would continue.

Resolved:

a) **To note that the contents of this report are in line with the Treasury Management Strategy 2021/22; and to**

b) **To recommend to Full Council consideration of this report**

Reason for Decision:

To give members an opportunity to consider the performance of the Council against the parameters set out in the approved Treasury Management Strategy for 2021/22

(Note – the meeting was adjourned between 11.48am and 11.55am)

68   **UK Shared Prosperity Fund Investment Plan**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing presented a report which provided an outline of the rationale and priorities for UK Shared Prosperity Fund in Wiltshire and highlighted the steps and key features of the Wiltshire Council Investment Plan.

The Leader and officers reported that the Council had prepared an Investment Plan, in line with a request by Government, which outlined how the Council would invest £5.7m on investments and local actions made in support of the government's Levelling-Up agenda for 2022-2025. It was noted that the Investment Plan aligned to the aims and priorities of the Council's Business Plan 2022-2031 and would be submitted to the DLUHC at the end of July 2022.

Cllr Ian Thorn welcomed the report and commented on the timeframes for submitting the Investment Plan to Government and the expected start date, the process for engaging communities and devolving resources at a local level. In response, the Leader and officers highlighted the work being undertaken by the Council and Partners in areas of the county with high levels of deprivation, with the programme being led by the Director of Public Health. Details about how funding could be devolved would be considered further once government approval has been achieved.

Cllr Jon Hubbard commented on the allocation of funds and how these would be devolved to communities once received by the Council. He expressed a concern that Government may place restrictions on the Council in relation to how the funding is allocated. Cllr Hubbard noted that the level of funding was

modest compared to the many areas of deprivation within the Wiltshire Council boundary. In response, the Leader agreed that constraints in the allocation of funds were not welcomed, confirmed that an element of funding would be devolved to the micro level for allocation, and provided assurances that communities were best placed in determining the allocation of funding at a local level.

Cllr Gordon King asked about the work with partners in those areas of high deprivation and if this would influence the allocation of Investment Plan funding and whether the outcomes could be transferred to other areas of deprivation. In response, the Leader indicated that the work being undertaken in Bemerton Heath, Salisbury and Studley Green, Trowbridge, is a starting point and potentially, consideration would be given to the top 6 or 7 deprived areas in the Wiltshire Council boundary.

Cllr Stewart Palmen welcomed the report and indicated that Trowbridge had two areas of deprivation, with the potential for a proportion of Investment Plan funding. In response, the Leader explained that Government approval of funds was key in moving forward with allocations.

Resolved:

- **Considers the proposed priorities for the UKSPF Investment Plan and the process for identifying interventions.**

- **That Cabinet delegates authority for the Leader of the Council, Chief Executive and S151 Officer to finalise and submit the Investment Plan.**

- **That Cabinet delegates responsibility for the production of UKSPF Investment Plan, and implementation of the identified works within the Plan to the Corporate Director for Place.**

Reason for Decision:

To agree the priorities and a coherent approach to the UK Shared Prosperity Fund and authorise submission of the Investment Plan

69   **Enhanced Highway Maintenance**

Cllr Dr Mark McClelland Cabinet Member for Transport, Waste, Street Scene and Flooding presented a report seeking further investment in highway maintenance with a view to improving safety and the appearance of the highway network.

Cllr Dr McClelland explained that the appearance of Wiltshire's roads and verges is important to the public and local communities, but with funding limitations it has not always been possible to deliver the desired levels of routine

maintenance on the network as safety maintenance has had to take priority. Road marking, gully emptying, and enforcement action on fly-tipping are areas where in recent years funding has been less than historical levels and consequently the condition and appearance of the network has suffered.

Cabinet noted that in order to address this issue it is proposed to increase funding on these three areas by £683,000 annually over the next three years to improve the safety and appearance of the highway network.

Cllr Jerry Kunkler, Chairman of the Environment Select Committee, confirmed that he had received a briefing on 11 July 2022. Cllr Kunkler welcomed the increased investment in the areas detailed in the report and confirmed that he endorsed the proposals being considered.

Cllr Ian Thorn welcomed the additional investment and also highlighted that alongside the issue of potholes, there is a need for additional funding to improve the condition of footpaths, especially for those in wheelchairs and using pushchairs, although he did recognise the role of the Local Highway and Footpath Improvements Group (LHFIG). In response, Cllr Dr McClelland explained that maintenance of potholes came from the general fund. He also referred to the role of the LHFIG and its recent budget increase, but did recognise that the LHFIG budget was limited and this may need to be considered further for the 2023/24 budget.

Cllr Tony Jackson congratulated Cllr Dr McClelland for the additional investment especially at a time of high financial pressures. He asked about the process for prioritising the emptying of gullies and referred to the Lotto Litter scheme to encourage people to dispose of litter in bins. In response, Cllr Dr McClelland and officers referred to the programme of gully maintenance and the criteria for prioritising workflows.

Cllr Rich Rogers welcomed the proposals and asked if further consideration could be given to extending the level of funding for this important area over a longer period. In response, Cllr Dr McClelland reminded the Cabinet that all funding requests are considered together during the budget process.

Resolved:

That for the years 20222/23, 2023/24 and 2024/25:

> **(i) The budget for road markings and lining be increased by £200,000 annually.**
>
> **(ii) The budget for gully emptying be increased by £333,000 annually.**
>
> **(iii)The budget for fly-tipping enforcement be increased by £150,000 annually**

Reason for Decision:

The appearance of our roads and verges is important to the public and local communities and the proposed increase in investment of over £2 million will see a substantial improvement in the safety and appearance of Wiltshire's highway network.

70   **Future Chippenham**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing presented a report which provided an update on the progress of the Future Chippenham programme since the Council decision in July 2021 to see an amendment to the Grant Determination Agreement (GDA) with Homes England to fund a programme to the south of Chippenham.

The Cabinet received statements and questions by Maurice Evans, Nick Parry, Clive Blackman, Brian Miller, Richard Curr and Dr Tony Wright in relation to this agenda item. A copy of the questions and responses are available to read in agenda supplement 1 on the Council's website [here].

Supplementary questions were asked by Clive Blackman in relation to the calculation of the need for 4050 homes and reasons for the cost of the complete scheme exceeding original estimates. The Leader and officers explained that the 4050 homes referred to in reports and responses to questions are the maximum that the southern road has the ability to unlock (this may not be the same number as the need for homes) and the cost of delivering the infrastructure has increased since the original estimates were produced and this is an issue being experienced by the majority of Local Authorities involved with HIF bids.

The Leader and officers highlighted the work undertaken following Counsel advice, with an additional holding submission to Homes England, subject to the confirmation of HIF funding and the Local Plan review. Cabinet noted that estimated costs of the southern distributor road exceeded the £75m HIF funding contained in the original GDA. As this and associated works would be at risk and at significant cost to the Council without an agreed revised GDA, officers recommended that the work is paused until a revised GDA is agreed.

The report detailed the outcome of a recent judicial review of the Cabinet decision from July 2021 sought by a member of the public and supported by the Campaign Against Urban Sprawl in Southern Chippenham. The QC considering the claim held that the claimant had not established any grounds for challenge and the claim failed. The claimant was currently seeking permission to appeal the Judgement on one of the three grounds of Challenge.

Cllr Jerry Kunkler, Chairman of the Environment Select Committee, confirmed that he had received a briefing on 11 July 2022. Cllr Kunkler welcomed the update and asked officers to provide a further update to the Select Committee later in the year. Cllr Kunkler confirmed that he endorsed the proposals contained in the report.

Cllr Ian Thorn commented on the options detailed in the legal opinion, with officers confirming that incurring further expense at risk without agreement to a revised GDA placed unacceptable risk on the Council and pausing further design work subject to reaching agreement on a revised GDA, at this stage in the process is the appropriate course of action for the Council to take.

Resolved:

1. **To confirm the Cabinet decision of 21 July 2021 to support the preferred road route and Future Chippenham programme to the south of Chippenham subject to Housing infrastructure funding (HIF) and the Local plan review.**

2. **To note the outcome of the recent judicial review brought by a member of the public supported by the Campaign Against Urban Sprawl south of Chippenham.**

3. **To agree that if HIF funding via a revised Grant Determination Agreement (GDA) with Homes England, or the Local plan review does not support the Future Chippenham programme proposals based on the 21 July 2021 decision, the Council will seek to negotiate an exit from the GDA.**

4. **To agree that design work on the Future Chippenham programme will be paused subject to reaching agreement on the revised GDA.**

5. **To agree that subject to agreeing a revised GDA the Future Chippenham programme submits its further representations to the Local plan review.**

6. **To agree to delegate to the Corporate Director of Resources (Deputy Chief Executive) authority to enter into a revised GDA based on the July 2021 decision and no further financial liability for the Council and a HIF availability period that minimises risk for the Council.**

Reason for decision:

Following the Cabinet's decision in July 2021 to seek a revision to the GDA with Homes England to support a southern only road route and development proposals, discussions have been taking place with Homes England. During this period the Council has continued design work in good faith but at risk.

The availability period for HIF funding to be defrayed by March 2025 means that procurement of road and associated design and investigatory work needs to be commissioned now so that subject to the Local plan review the Council can proceed with the scheme.

Incurring further expense at risk without agreement to a revised GDA places unacceptable risk on the Council. Hence the report seeks authority to pause that work and seek a resolution to a revised GDA before proceeding any further with the Future Chippenham programme

71 **Urgent Items**

There were no urgent items.

72 **Exclusion of the Press and Public**

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 73 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 and 5 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

73 **Future Chippenham**

The Cabinet considered leading Counsel's advice on the Council's options should it be obliged to consider exiting the Grant Determination Agreement with Homes England.

Resolved:

To note Counsels advice.

(Duration of meeting: 10.00 am - 1.00 pm)

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

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Wiltshire Council

Cabinet

27 September 2022

Subject:	Financial Year 2022/23 - Quarter One Revenue Budget Monitoring
Cabinet Member:	Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning
Key Decision:	Non-Key

Executive Summary

This report informs members of the first quarterly revenue budget monitoring forecast position (as at 30 June 2022) for the financial year 2022/23. It also provides an update on the MTFS and budget gap for the financial year 2023/24.

Quarter 1 Revenue Budget Monitoring

Quarter 1 budget monitoring forecasts are based on information known as at 30 June 2022. These are early forecasts and will be subject to movement during the year as more certainty arises and less estimation is required, particularly on areas such as demand and inflationary pressures.

The Net Budget set by Full Council for 2022/23 is £417.703m, and this budget was set recognising the one-year nature of the government funding and the uncertainty of future reform. The budget set out the likely position of the Council's finances beyond 2022/23 with an estimated budget gap in year three (2024/25) of the MTFS with one-off funding from reserves used across the latter 2 years. The 2022/23 budget ensured that vital services to the residents, businesses and communities of Wiltshire continue to be provided during the ongoing pandemic, as well as delivering on the commitments as set out in the new Business Plan.

The quarter 1 position forecasts an underlying overspend for the year of £12.350m with mitigations in place that result in a net overspend for the year of £6.020m. This overspend includes the estimated impact of the pay award for 2022/23. For Q1 the forecast was originally 4.5% which resulted in a pressure of £3.7m, however following the employers offer this forecast has now increased and adds a further £2.9m pressure to the forecast position presented. This estimate is based on the employers offer to the unions at the end of July to which the negotiations are still ongoing.

The Council prudently set aside nearly £9m in reserves to deal with the inflation pressure on a one off basis in this financial year. The reserve will be applied to ensure the Council balances the budget for the financial year. At this stage of the year therefore there are no further management action or proposals made for this variance other than those outlined in the report. Future reports will include recommendations if there is a further deterioration in the forecast adverse variance.

MTFS Update

This report also includes a high-level update and outlines to members the latest position in respect to the Budget 2023/24 and the Medium-Term Financial Strategy following the setting of the 2022/23 budget in February 2022.

It sets out the changes in assumptions and funding since the budget was set, including an assessment of the ongoing impact of variances identified in the Q1 budget monitoring process that cannot be contained. It is estimated that, predominantly as a result of the current impact of inflation, the financial gap facing the authority over the next 3 years stands at around £45m.

It will also set out the high level timescales and key dates that will be required to set a balanced budget for the 2023/24 financial year.

Proposals

Cabinet is asked to approve:

   a) the transfer of £0.110m into a SEN Inspection reserve, as detailed in paragraph 37;

Cabinet is asked to note:

   a) the current revenue budget is forecast to overspend by £6.020m by the end of the financial year and that this will be managed through the use of earmarked reserves;

   b) the current forecast savings delivery performance for the year;

   c) The £0.531m draw from the Transformation Reserve to fund transformation activity in 2022/23 in the Family and Children's Transformation (FACT) programme and Customer Experience programme;

   d) the updated position in respect of the current estimated financial gap for 2023/24;

   e) the key dates and timescales that are required to set a balanced budget.

Reason for Proposals

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

To inform Cabinet on the forecast revenue financial position of the Council for the financial year 2022/23 as at quarter 1 (30 June 2022), including delivery of approved savings for the year.

To inform Cabinet on the current position for the setting of the 2023/24 budget, it begins the process and focus for setting plans and resources for providing the services and support that will be essential for delivering a financially sustainable council and effective, quality public services for the residents of Wiltshire.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Financial Year 2022/23 - Quarter One Revenue Budget Monitoring**
Cabinet Member:	**Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning**
Key Decision:	**Non-Key**

Purpose of Report

1. To advise Members of the Revenue Budget Monitoring position Quarter 1 (30 June 2022) for the financial year 2022/23 with suggested actions as appropriate.

2. To inform Members of the latest assumptions for the 2023/24 budget and the updating of the Medium-Term Financial Strategy (MTFS) since the budget was set back at Full Council in February 2022.

3. To inform Members of the latest financial position leading into the setting of the 2023/24 budget and the key dates in that will ultimately lead to the proposal of a balanced budget for 2023/24.

Relevance to the Council's Business Plan

4. Budget monitoring and reporting supports effective decision making and the alignment of resources and financial performance to the Council's priorities and objectives as laid down in the Business Plan.

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

Background

REVENUE BUDGET MONITORING 2022/23 – QUARTER 1

6. The Council approved a net budget for 2022/23 of £417.703m at its meeting on 15 February 2022.

7. This is the first report for the financial year and includes a summary of the movements of the budget since the budget was set by Full Council in February 2022. This summary can be seen in Appendix A.

8. The following paragraphs focus on forecast outturn variances against the approved budget based on information as at 30 June 2022. They also set out the underlying pressure currently estimated within the service areas mainly as a result of the significant increases in inflation, and the assessed impact of this on

the budgets. Mitigating management action is being taken and this is detailed so that the forecasts include the underlying pressure and the net position following the mitigations.

9. The forecasts at this stage of the year are early and subject to movement during the year as more certainty arises and less estimation is required. They are however forecasts for known items and commitments and estimates on a forecast for the remainder of the financial year. The current economic position and volatility introduces additional risk that forecasts move during the year due to the significant changes that have been seen in inflation indices that have been seen since setting the budget.

Main Considerations for the Council

Revenue Budget

10. The following elements of this report reflect the management responsibility in line with the current management hierarchy. The breakdown of the projected year end position is set out in table 1 below.

Table 1 – Forecast as at Quarter 1 2022/23 Summary Position

Overview of Quarter 1 Monitoring

	Original Budget A £m	Revised Budget B £m	Forecast before Mgt & Other Actions C £m	Variance before Mgt & Other Actions D (C-B) £m	Mgt & Other Actions E £m	Forecast F (C+E) £m	Variance G (F-B) £m
Corporate Director People							
Living and Ageing Well	72.096	74.857	76.613	1.756	(0.911)	75.702	0.845
Whole Life Pathway	78.003	77.812	80.373	2.561	(0.989)	79.384	1.572
Education & Skills	22.728	23.155	25.434	2.279	(0.496)	24.938	1.783
Family & Children Services	62.175	60.954	61.011	0.057	(1.235)	59.776	(1.178)
TOTAL PEOPLE	*235.002*	*236.778*	*243.431*	*6.653*	*(3.631)*	*239.800*	*3.022*
Corporate Director Resources							
Finance	3.895	3.867	4.902	1.035	(0.159)	4.743	0.876
Assets & Commercial Development	16.261	15.545	16.294	0.749	-	16.294	0.749
ICT	11.595	11.614	11.997	0.383	(0.322)	11.675	0.061
Procurement & Commissioning	5.310	4.980	5.111	0.131	-	5.111	0.131
TOTAL RESOURCES	*37.061*	*36.006*	*38.304*	*2.298*	*(0.481)*	*37.823*	*1.817*
Corporate Director Place							
Highways & Transport	37.761	37.848	39.378	1.530	(1.680)	37.698	(0.150)
Economy & Regeneration	2.491	2.413	2.459	0.046	(0.056)	2.403	(0.010)
Planning	1.670	1.166	1.992	0.826	(0.071)	1.921	0.755
Environment	43.215	44.474	44.571	0.097	-	44.571	0.097
Leisure Culture & Communities	7.474	6.078	6.734	0.656	(0.145)	6.589	0.511
TOTAL PLACE	*92.611*	*91.979*	*95.134*	*3.155*	*(1.952)*	*93.182*	*1.203*
Chief Executive Directorates							
Public Health	1.597	1.403	1.379	(0.024)	(0.061)	1.318	(0.085)
Legal & Governance	7.482	9.410	9.577	0.167	(0.205)	9.372	(0.038)
HR&OD	5.468	2.336	2.233	(0.103)	-	2.233	(0.103)
Transformation & Business Change	-	1.246	1.049	(0.197)	-	1.049	(0.197)
Corporate Directors & Members	2.939	3.110	3.292	0.182	-	3.292	0.182
Commercial Savings	0.102	0.102	-	(0.102)	-	-	(0.102)
TOTAL CEX DIRECTORATES	*17.588*	*17.607*	*17.530*	*(0.077)*	*(0.266)*	*17.264*	*(0.343)*
Corporate							
Movement on Reserves	(1.138)	(1.138)	(1.138)	-	-	(1.138)	-
Capital Financing	26.841	26.841	24.439	(2.402)	-	24.439	(2.402)
Corporate Costs	3.113	3.755	3.952	0.197	-	3.952	0.197
Corporate Levies	6.625	5.875	5.501	(0.374)	-	5.501	(0.374)
Covid	-	-	-	-	-	-	-
TOTAL CORPORATE	*35.441*	*35.333*	*32.754*	*(2.579)*	*-*	*32.754*	*(2.579)*
TOTAL GENERAL FUND	**417.703**	**417.703**	**427.153**	**9.450**	**(6.330)**	**420.823**	**3.120**
Funding							
General Government Grants	(49.261)	(49.261)	(49.261)	-	-	(49.261)	-
Council Tax	(309.942)	(309.942)	(309.942)	-	-	(309.942)	-
Business Rates Retention Scheme	(58.500)	(58.500)	(58.500)	-	-	(58.500)	-
TOTAL FUNDING	*(417.703)*	*(417.703)*	*(417.703)*	*-*	*-*	*(417.703)*	*-*
Additional Pay Award	-	-	2.900	2.900	-	2.900	2.900
TOTAL VARIANCE	**(0.000)**	**0.000**	**12.350**	**12.350**	**(6.330)**	**6.020**	**6.020**

11. Overall, the quarter 1 report forecasts a potential year end underlying overspend of £12.350m and a net overspend of £6.020m. However, this is before the finalisation of the pay award for 2022/23 and the forecast included within this report reflects a position of the employers offer made at the end of July. This is the first report of the year 2022/23 and details of the significant variances within service areas are included below. There are some variances that affect all service areas, and an explanation is given below for these.

12. As reported as part of setting the budget in February 2022 the Pay award was budgeted for at 2%. Based on the increasing cost of living seen nationally it is likely that the actual increase will be in excess of this amount with indications

estimating the increase to be in the region of 9-10% over the next 2 years (2022/23 and 2023/24). The working forecast at quarter one was originally updated and as a result of this, the assumed pay award has been recast across services and calculated using a 4.5% increase.

13. National negotiations are currently underway with the Unions and the offer from employers to the unions was for a £1,925 increase on every spinal point, which roughly equates to a 6.5% increase on the Councils wage bill. For the purposes of the Q1 forecast a 4.5% increase has been used in the service variances and this pressure has been included within service pressures below and will be referred to as the Pay award pressure.

14. It is estimated that the employers offer will add a further £2.9m pressure to the forecast and increases the underlying overspend to £12.350m and is included separately in overview table above and will be picked up formally in the Q2 report and reflected in service variances. The Council holds nearly £9m in reserve to deal with the pressure anticipated from the pay award for 2022/23 as well as higher than budgeted contract inflation.

15. The 2022/23 budget also included a saving of £2.458m that was budgeted to be delivered from changes to Terms and Conditions. £1.709m of this has been achieved following the agreement of all 3 unions to freeze increments for 2 years, and changes to the over-time policy. However, changes to the unsocial hours, standby and callout policies totalling £0.749 are unlikely to deliver the full forecasted savings this year as negotiations continue with the unions, these saving have been allocated out to services and are reported on below and will be referred to as the Terms and Conditions pressure.

CORPORATE DIRECTOR - PEOPLE

Table 2 – Forecast as at Quarter 1 2022/23 Corporate Director People Position

		Original Budget	Revised Budget	Forecast before Mgt & Other Actions	Variance before Mgt & Other Actions	Mgt & Other Actions	Forecast	Variance
		A £m	**B** £m	**C** £m	**D (C-B)** £m	**E** £m	**F (C+E)** £m	**G (F-B)** £m
Corporate Director People								
Living and Ageing Well	Gross	109.301	110.120	111.916	1.796	(0.911)	111.005	0.885
	Income	(37.205)	(35.263)	(35.303)	(0.040)		(35.303)	(0.040)
	Net Exp	*72.096*	*74.857*	*76.613*	*1.756*	*(0.911)*	*75.702*	*0.845*
Whole Life Pathway	Gross	88.080	103.902	115.361	11.459	(0.989)	114.372	10.470
	Income	(10.077)	(26.090)	(34.988)	(8.898)		(34.988)	(8.898)
	Net Exp	*78.003*	*77.812*	*80.373*	*2.561*	*(0.989)*	*79.384*	*1.572*
Education & Skills	Gross	132.942	134.491	136.889	2.398	(0.496)	136.393	1.902
	Income	(110.214)	(111.336)	(111.455)	(0.119)		(111.455)	(0.119)
	Net Exp	*22.728*	*23.155*	*25.434*	*2.279*	*(0.496)*	*24.938*	*1.783*
Families & Children Services	Gross	67.546	66.369	66.077	(0.292)	(1.235)	64.842	(1.527)
	Income	(5.371)	(5.415)	(5.066)	0.349		(5.066)	0.349
	Net Exp	*62.175*	*60.954*	*61.011*	*0.057*	*(1.235)*	*59.776*	*(1.178)*
TOTAL PEOPLE	**Gross**	**397.869**	**414.882**	**430.243**	**15.361**	**(3.631)**	**426.612**	**11.730**
	Income	**(162.867)**	**(178.104)**	**(186.812)**	**(8.708)**	**-**	**(186.812)**	**(8.708)**
	Net Exp	**235.002**	**236.778**	**243.431**	**6.653**	**(3.631)**	**239.800**	**3.022**

Living and Ageing Well: Budget £74.857m – £0.845m overspend

16. Overall Living and Ageing Well are projecting a £0.845m net overspend. This overspend includes £0.349m of savings now assessed as not deliverable, £0.200m for spot to block placement conversions for older people and £0.148m of the £2.900m saving for the Improved Better Care Fund to support social care, reduce pressure on the NHS & support the care market. The service will continue to look at how these may be achieved through other means.

17. The variance before management action is £1.756m due to the additional inflationary pressures seen by the service, this has impacted the home care market due to rising fuel prices and the inflationary pressures generally across the care market due to cost of living increases and use of agency staff by providers due to recruitment issues. Also, the pressures from the additional estimated pay award above the 2% budgeted and the Terms and Conditions pressures. Management action to manage inflation to as close to that budgeted as possible and meet budgetary pressures has reduced this pressure by (£0.911m) to the net overspend position reported above.

18. The budget was set on the basis of needing to provide 994 care home placements at an average weekly price of £999 for residential care, and £937 per Nursing Care. As of the end of June there were 984 people in a care home, with average prices of £804 for residential care, and £887 for Nursing care.

19. Although there has been a reduction in the number of people supported in a care home, there has been an increase in the number of people supported at home, from a budgeted 1,509 to 1,560 at the end of June, with average costs of supporting people at home at £357 per week, up from £292 per week from what was originally budgeted for.

20. Within this the Reablement budget is projecting a net overspend of £0.118m. The variance before management action is £0.428m due to the inflationary pressures on services, in addition the pressure from the additional estimated pay award above the 2% budgeted and the Terms and Conditions pressure. However, this has been fully mitigated by the service resulting in the net position of an overspend of £0.118m. The net overspend is mainly due to recruitment difficulties and the ongoing need to use locums required to cover long standing vacancies. The service needs to continue using locums to maintain safe levels of qualified staff. It is anticipated this will resolve when the T&C's discussions reach a conclusion.

Whole Life Pathway: Budget £77.812m – £1.572m overspend

21. Overall, the Whole Life Pathway Budget is projecting a £1.572m overspend. This overspend includes £1.500m of savings assessed as no longer able to be delivered for the improved use of care cube £0.500m, Good Lives Alliance £0.250m, spot to block placement conversion – working age £0.250m and Under 65 high cost placement action plan £0.500m. Commissioning and the service, will continue to look at how these may be achieved through other means.

22. The variance before management action is £2.561m due to the additional inflationary pressures seen by the service, there are inflationary pressures across the care market due to cost of living increases and use of agency staff by

providers due to recruitment issues. In addition, the pressures from the additional estimated pay award above the 2% budgeted and the Terms and Conditions pressures. Management action to manage inflation to as close to that budgeted as possible and meet budgetary pressures has reduced this pressure by (£0.989m) to the net overspend position reported above.

23. The Learning Disabilities and Autism Service (LDAS) budget is forecasting a £3.189 million overspend. £1.500m of this is due savings assessed as no longer able to be delivered as detailed above. The service is awaiting a decision on a number of Continuing Health Care cases which if agreed would improve the forecast position. Further analysis will take place to forecast the impact of this as soon as it is known. The customers that are being referred to the service are increasing in complexity with a notable increase in the people who have autism and mental health needs which adds to the budgetary pressures.

24. The cost of living crisis continues to exert pressure on the LDAS budget which has seen a number of pressures due to inflation. As a result of fuel inflation a 3.25% uplift has been agreed on the passenger transport costs. Despite this uplift the service still expects to meet the savings target. Due to the current volatility of the fuel market the risk of further increases remains high. This is being closely monitored by both the LDA and passenger transport services. The variance before management action is an overspend of £3.650m but the service is managing a number of these pressures by managing inflation to as close as possible to that budgeted resulting in the net overspend of £3.189m.

25. The Community Support budget is projecting a (£0.238m) underspend. This is as a result of additional Continuing Health Care income to that budgeted and a number of staff vacancies. The service is managing the pressures as a result of the additional estimated pay award and the Terms and Conditions savings. Also included within this budget are the costs of support to refugees, this includes the Homes for Ukraine funding from the DLUHC of £5.873m to support local authorities to provide wrap-around support to individuals and families to rebuild their lives and fully integrate into communities. Any unspent funding at outturn will be required in 2023/24 to continue this programme and to support housing and costs of staffing across the council to support this scheme.

26. The Mental Health budget is forecasting a (£1.379m) underspend. This is made up of several variances within the service, the largest being £1.183m underspend on the adults of working age mental health care budget as there has been a decrease in packages over the last month. The service is also forecasting an over recovery of income amounting to (£0.812m), this is predominantly due to contributions from the ICB (Integrated Care Board) towards care costs of section 117 jointly funded clients which is in excess of that budgeted for. There are inflationary pressures across the care market due to cost of living increases and use of agency staff by providers due to recruitment issues. In addition, the pressures from the additional estimated pay award above the 2% budgeted and the Terms and Conditions pressures resulting in a variance before management action of (£1.079m). The service has worked to reduce this pressure by (£0.299m) to the net overspend position reported above by managing inflation to as close as possible to that budgeted.

Families & Children Services: Budget £60.954m – £1.178m underspend

27. This service protects cares for and supports vulnerable children and families with the greatest needs, including children in care, disabled children, and those at risk of harm.

28. This is a demand driven service area. The anticipated latent demand of children in care, post pandemic, has not yet to come to fruition. This is in part, because of our successful prevention and early support services preventing such escalation of need together with other schemes aimed at mitigating cost pressures. These include the "move forward" programme, enabling children to move from costly residential care to foster care or semi-independence, and investment in the sufficiency of Wiltshire placements through 'fostering excellence', which have all contributed to containing demand and cost pressure. The forecast position is that placement savings will be achieved and there is a small favourable variance which includes forecasting an increase for all in house carers to better reflect current inflationary pressures. This forecast position is subject to change if demand increases or, the marketplace continues to be unable to offer suitable placements which leads to an increase in costly residential provision being required.

29. The Council is committed to providing placements for unaccompanied asylum-seeking children, current numbers of these young people being under 18 years of age are 23. We have 28 unaccompanied asylum-seeking young people who are care leavers. Based on our quota of 0.07% of Wiltshire's population we should be taking 78 from the National Transfer Scheme (NTS) scheme so we can expect a further 55, timing is unclear at this point. This is in addition to any spontaneous arrivals. Regional arrangements may change in this and the next few financial years.

30. The budgeted number of children in care for 2022-23 financial year is 434. The actual number of children in care is 425 (June 2022) and forecast estimate of children in care for the remainder of the year is lower than budgeted, at 431. Lower than planned numbers of children in care are as a result of our successful stronger families' team working intensively with families to prevent them coming into our care, as well as our effective support service which offers families a service at an early help level, preventing escalation into statutory services. This service commenced at the end of 2017 and was predicted to have this impact.

31. New Home Office guidance for unaccompanied minors travelling from Ukraine, means that they will be eligible for a private fostering service up until they are 18 (the mainstream service is up to 16). This is in addition to the estimated 20 already anticipated from the national scheme (grant funding is available to contribute to cover costs). Support for this group will be absorbed into current teams wherever possible to do so.

32. SEN social care external placement budgets are forecasting an underspend of £0.556m due to both current and anticipated numbers of disabled children in our care and those with special educational needs and disability. At the time of setting the budget, the average unit cost was calculated at £708 per week. The overall average as at quarter 1 is £786 –There are two underlying reasons for the cost pressures, some children are presenting with more complex needs as a result of the pandemic and additionally, there is pressure for placements for

children in a marketplace which has been impacted by the pandemic in both unit price and availability. The demand for placements, however, is lower than anticipated including planned transitions of young people to access adult services and this is driving the forecast underspend.

33. The lower than planned numbers of children in care placements mitigate against the increased weekly prices due to complexity of need, market sufficiency and national inflationary pressures felt by providers.

34. The national social work recruitment and retention challenge is being felt in Wiltshire and there are forecasted underspends in service teams. Recruitment campaigns are on-going and a priority. As part of this campaign, Wiltshire is committed to "growing its own" social workers so a greater number of staff on the ASYE (assessed and supported year in employment) for newly qualified social workers have been employed this year, a by-product of this approach is that these staff are at the beginning of their careers and there are economic benefits. These factors lead to a forecast underspend in the support and safeguarding service, and the children in care teams of £0.677m, including the pay award. In order to reduce the overall cost pressure, use of agency staff has been kept to a minimum to date however, there are concerns that if future recruitment campaign success is limited, agency staff will need to be considered for key posts which will increase costs. The vacancies are helping to mitigate the increased pay inflation pressure for 2022-23 financial year.

35. A number of small variances comprise the balance of the forecast underspend.

36. The Transformational Board has approved a drawdown from the transformation reserve totalling £0.910m over three years in order to prioritise and facilitate the Families and Children Transformation (FACT) programme of work. Cabinet are asked to approve a drawdown of £0.297m for the 2022-23 financial year.

Education & Skills (School Effectiveness, SEN & Inclusion): Budget £23.155m – £1.783m overspend

37. The services in this area fulfil numerous statutory duties with a mixture of local authority and dedicated schools grant (DSG) funding. The majority local authority funded services are forecast to largely be aligned with budget – the forecast underspend in service teams of (£0.171m) includes the additional pay inflation estimate but relates part year vacant posts across the service. Some of these posts have been held vacant to offset reduced trading income. These vacancies are helping to mitigate the increased pay inflation pressure for 2022-23 financial year.

38. All 5-16-year-old school children with an Education, Health and Care Plan (EHCP) are entitled to free school transport. The forecast variance before management actions for school transport for learners with an EHCP is £2.010m overspent due to more children than planned on transport. This is mitigated by savings achieved of £0.150m following re-contracting, leading to the total forecast overspend after management actions of £1.860m.

	Total Budget £	Average Annual Cost per learner £	Number of SEN Learners claiming transport
Planned	13.069m	9,269	1,410
Forecast	14.929m	9,267	1,611
Forecast Variance	1.860m	- 2	201*

*Forecast includes provision for an additional 80 new learners from September 2022.

39. In preparation for the anticipated SEN Inspection early in 2023 a quality assurance and readiness role is currently being advertised. The response will need to continue into the next financial year and Cabinet are asked to approve that £0.110m is moved to an ear marked reserve to fund this work for SEN & Inclusion to continue the work in 2023/24.

40. The DfE have asked Council's to passport a small number of COVID grants to schools, including mass testing and recovery premiums to secondary and special schools.

CORPORATE DIRECTOR – RESOURCES

Table 3 - Forecast as at Quarter 1 2022/23 Corporate Director Resources Position

		Original Budget **A** *£m*	*Revised Budget* **B** *£m*	*Forecast before Mgt & Other Actions* **C** *£m*	*Variance before Mgt & Other Actions* **D (C-B)** *£m*	*Mgt & Other Actions* **E** *£m*	*Forecast* **F (C+E)** *£m*	*Variance* **G (F-B)** *£m*
Corporate Director								
Finance	Gross	82.469	82.441	83.576	1.135	(0.161)	83.415	0.974
	Income	(78.574)	(78.574)	(78.674)	(0.100)	0.002	(78.672)	(0.098)
	Net Exp	*3.895*	*3.867*	*4.902*	*1.035*	*(0.159)*	*4.743*	*0.876*
Assets & Commercial Development	Gross	33.117	33.101	34.706	1.605		34.706	1.605
	Income	(16.856)	(17.556)	(18.412)	(0.856)		(18.412)	(0.856)
	Net Exp	*16.261*	*15.545*	*16.294*	*0.749*	*-*	*16.294*	*0.749*
ICT	Gross	12.016	12.035	12.312	0.277	(0.322)	11.990	(0.045)
	Income	(0.421)	(0.421)	(0.315)	0.106		(0.315)	0.106
	Net Exp	*11.595*	*11.614*	*11.997*	*0.383*	*(0.322)*	*11.675*	*0.061*
Procurement & Commissioning	Gross	17.069	7.152	7.283	0.131		7.283	0.131
	Income	(11.759)	(2.172)	(2.172)	-		(2.172)	-
	Net Exp	*5.310*	*4.980*	*5.111*	*0.131*	*-*	*5.111*	*0.131*
TOTAL RESOURCES	*Gross*	*144.671*	*134.729*	*137.877*	*3.148*	*(0.483)*	*137.394*	*2.665*
	Income	*(107.610)*	*(98.723)*	*(99.573)*	*(0.850)*	*0.002*	*(99.571)*	*(0.848)*
	Net Exp	*37.061*	*36.006*	*38.304*	*2.298*	*(0.481)*	*37.823*	*1.817*

Finance: Budget £3.867m – £0.876m overspend

41. Finance is forecasting a variance of £1.035m before management action. £0.970m of this pressure is on Benefit Subsidy as a result of people being placed in supported living accommodation. The Council is only able to claim the rent

element from Government and has to cover the cost of support. Supported Living is used to support vulnerable people, including those with Drug and Alcohol addictions and help them transition back into the community.

42. In addition, there is a £0.165m of pressure as a result of the Pay award assumption this is being offset by maximising grant income in relation to Energy Rebate administration. A grant of £0.198m was received from Government for administering the scheme and the service have managed the delivery of this scheme effectively.

43. Vacancies are being held and are forecast to continue to be held across the service to further reduce the variance to a overspend of £0.876m.

Assets & Commercial Development: Budget £15.545m – £0.749m overspend

44. Assets & Commercial Development are reporting a £0.749m overspend, which is largely due to the impact of inflation on maintenance contracts and the energy markets.

45. As seen nationally, energy prices have significantly increased. The budget was set with a forecast increase of 35% for electricity and 60% for gas for commodity prices. However actual increases have far exceeded those original forecasts in part due to non-commodity prices which could not be hedged and were unknown at budget setting. Based on 2021/22 usage this is now forecast to create an overspend on electricity of £0.450m and gas £0.230m.

46. A £0.450m pressure is forecast on maintenance contracts from inflation on services and materials and £0.107m in relation to the Pay award pressure.

47. These pressures are being offset in the main by one off income from the NHS for the use of City Hall of £0.270m and a saving on Covid cleaning of £0.085m as levels have been reduced back to standard.

ICT: Budget £11.614m – £0.061m overspend

48. Digital and IT are reporting a variance of £0.383m overspend before management action, £0.101m forecast for Pay award pressure, £0.104m for Terms & Conditions pressure and £0.178m for inflation pressure on Microsoft Enterprise & Select Agreement at 12.5%.

49. Management action has been taken to reduce this to a net variance of £0.061m overspend. Support contract with Microsoft and Azure have been reviewed and restructured to manage the inflation pressure.

50. Further savings have been achieved on the corporate Network totalling £0.266m, these will be one off and recurring savings. BT invoices have been reviewed and challenged and refunds and ongoing reductions agreed where we have been charged incorrectly and tariffs have been changed to ensure we have the best deals.

51. An ongoing risk for the service is inflation on software licences and hardware maintenance support contracts as they come up for renewal, this will need to be

reviewed and managed as it arises but is a risk given the level inflation is running at.

Procurement & Commissioning: Budget £4.980m – £0.131m overspend

52. Procurement & Commissioning are reporting an overspend of £0.131m as a result of the Pay award pressure.

CORPORATE DIRECTOR – PLACE

Table 4 - Forecast as at Quarter 1 2022/23 Corporate Director Place Position

		Original Budget	Revised Budget	Forecast before Mgt & Other Actions	Variance before Mgt & Other Actions	Mgt & Other Actions	Forecast	Variance
		A £m	**B** £m	**C** £m	**D (C-B)** £m	**E** £m	**F (C+E)** £m	**G (F-B)** £m
Corporate Director Place								
Highways & Transport	Gross	51.086	51.153	53.763	2.610	(1.180)	52.583	1.430
	Income	(13.325)	(13.305)	(14.385)	(1.080)	(0.500)	(14.885)	(1.580)
	Net Exp	*37.761*	*37.848*	*39.378*	*1.530*	*(1.680)*	*37.698*	*(0.150)*
Economy & Regeneration	Gross	4.000	3.996	4.027	0.031	(0.056)	3.971	(0.025)
	Income	(1.509)	(1.583)	(1.568)	0.015		(1.568)	0.015
	Net Exp	*2.491*	*2.413*	*2.459*	*0.046*	*(0.056)*	*2.403*	*(0.010)*
Planning	Gross	8.450	7.946	8.579	0.633	(0.071)	8.508	0.562
	Income	(6.780)	(6.780)	(6.587)	0.193		(6.587)	0.193
	Net Exp	*1.670*	*1.166*	*1.992*	*0.826*	*(0.071)*	*1.921*	*0.755*
Environment	Gross	52.633	53.220	54.788	1.568		54.788	1.568
	Income	(9.418)	(8.746)	(10.217)	(1.471)		(10.217)	(1.471)
	Net Exp	*43.215*	*44.474*	*44.571*	*0.097*	*-*	*44.571*	*0.097*
Leisure Culture & Communities	Gross	15.000	20.039	20.695	0.656	(0.145)	20.550	0.511
	Income	(7.526)	(13.961)	(13.961)	-		(13.961)	-
	Net Exp	*7.474*	*6.078*	*6.734*	*0.656*	*(0.145)*	*6.589*	*0.511*
TOTAL PLACE	*Gross*	*131.169*	*136.354*	*141.852*	*5.498*	*(1.452)*	*140.400*	*4.046*
	Income	*(38.558)*	*(44.375)*	*(46.718)*	*(2.343)*	*(0.500)*	*(47.218)*	*(2.843)*
	Net Exp	*92.611*	*91.979*	*95.134*	*3.155*	*(1.952)*	*93.182*	*1.203*

53. As shown above the £44.375m of Place & Environment revised budget is derived from income, the table below breaks this down further by department.

Table 5 – Place Income Budgets by Department

Service Highways & Transport	Fees & Charges, Other Income £'m	Grants, Contributions, Recharges £'m	Total Income Budgets £'m	Total Income Forecast £'m
Local Highways	(0.214)	(0.014)	(0.227)	(0.246)
Highways Operations	(3.273)	(0.002)	(3.275)	(4.461)
Car Parking	(8.257)	-	(8.257)	(8.004)
Passenger Transport	(0.421)	(1.125)	(1.545)	(2.176)
	(12.165)	**(1.140)**	**(13.305)**	**(14.887)**
Economy & Regeneration				
Economic Regeneration	-	(0.109)	(0.109)	(0.123)
Enterprise Network	(1.244)	-	(1.244)	(1.215)
Major Projects	(0.023)	(0.207)	(0.230)	(0.230)
	(1.267)	**(0.316)**	**(1.583)**	**(1.568)**
Planning				
Development Management	(4.540)	-	(4.540)	(4.540)
Spatial Planning	-	(0.050)	(0.050)	(0.050)
Building Control & Planning Tech Service	(1.156)	-	(1.156)	(1.058)
Land Charges	(1.034)	-	(1.034)	(0.939)
	(6.730)	**(0.050)**	**(6.780)**	**(6.587)**
Environment				
Natural & Historic Environment	(0.053)	(0.017)	(0.070)	(0.070)
Waste Management	(7.720)	(0.003)	(7.723)	(9.211)
Public Protection	(0.934)	(0.020)	(0.953)	(0.937)
	(8.707)	**(0.040)**	**(8.746)**	**(10.218)**
Leisure Culture & Communities				
Libraries Heritage & Arts	(0.421)	(0.239)	(0.659)	(0.635)
Leisure Operations	(11.779)	(1.522)	(13.301)	(13.058)
	(12.200)	**(1.761)**	**(13.961)**	**(13.693)**
TOTAL Place	**(41.069)**	**(3.306)**	**(44.375)**	**(46.953)**

54. Fees & Charges income is difficult to forecast as it is influenced by so many different factors outside of the Council's control and can fluctuate. For Qtr1 the majority of the forecasts have been forecast on Budget or in line with 2021/22 outturn unless the actual position for Qtr1 was significantly over or under profile and there was evidence to suggests it will not stabilise, further detail is included below for these areas.

Highways & Transport: Budget £37.848m – £0.150m underspend

55. Highways and Transport service are managing significant inflation pressure with an average 6% (excluding fuel inflation pressure) higher increases on contracts than budgeted for as part of the 2022/23 budget. The position before management action is a £1.520m overspend, this is made up of £0.780m pressure from Highways contract inflation, £0.280m pay award pressure, £0.700m Passenger Transport inflation pressure (includes fuel pressure) £0.250m pressure on car parking income and savings targets no longer assessed as being deliverable of £0.100m. These pressures are being offset by increased Income on Street works of £0.590m. One off Management actions as described below have then been taken to reduce this to a net underspend position of £0.150m.

56. Car parking saving proposals have all been implemented with the exception of increasing tariffs which has been delayed and is planned to be actioned for September, overall a reduction in usage has been seen which is generating a forecast underachievement of income of £0.250m. Street works income has been forecast at the same level as achieved in 2021/22 which would see an overachievement of income of £0.590m, this income is difficult to forecast as it depends on the amount of work undertaken on the Highways by utilities and contractors, however there is nothing to indicate that the level will drop so the position has been forecast forward, the MTFS for 2023/24 has also been increased to reflect the improved position.

57. Highways contract inflation is running on average at 13%, as part of budget setting the average % inflation uplift applied was 6% for Highways and Transport which is generating significant pressure for the service. Inflationary increases are agreed on individual contracts and applied when due, it is forecast the pressure for 2022/23 will be circa £0.780m on revenue for 2022/23. This has been managed down to budget by a reduction in service largely as contractors are still experiencing issues as a result of COVID so are actually unable to deliver services at budgeted level, issues include a shortage of drivers and resources, this is in part down to a buoyant construction sector attracting skilled operatives and difficulty with procuring equipment and machinery. The service is working with contractors to deliver to 2022/23 budget prioritising essential and critical works and working to the contractors' capacity, overall, there will be a reduction in the level of services provided for 2022/23.

58. Passenger Transport contracts are also presenting with significant inflation pressure, this is compounded by the super inflation seen on fuel at circa 30% and falling patronage. In order to keep services running and prevent bus service sections being deregistered the Council has had to step in and provide support where routes had become commercially unviable. An inflation increase, directly linked to fuel is also being provided to contractors to help ease the immediate pressure and ensure services are not handed back. These pressures are currently forecast to be £0.7m above base budget for 2022/23 however as this position was forecast at the end of 2021/22 financial year grant and an EMR were set aside in order to provide one off assistance in 2022/23. Therefore, the service will be drawing this pressure from reserves for 2022/23.

59. The inflation pressure will be an ongoing issue for Highways & Transport so will need to be factored into the MTFS if service is to be maintained at agreed levels, as part of budget setting for 2023/24 services will need to be reviewed and rescoped to see what is deliverable withing the Councils affordability envelope. The Highways term maintenance contract is currently out for tender with a new contract due to start in April 2023, this causes additional uncertainty for future years and may result in increased prices.

60. The £0.100m undeliverable saving is in relation to the savings proposal to charge for advertising on Bus Shelters, this proposal has now been linked to the Bus Service Improvement Plan (BSIP) and so will be delayed until 2023/24. Mitigating one off savings below are being used to offset this pressure until it is delivered.

61. The pay award pressure totals £0.280m for Highways & Transport, this is being manged down by holding vacant posts and saving in supplies & services.

62. Overall the variance has been managed down to an underspend position of £0.150m.

Economy & Regeneration: Budget £2.413m – £0.010m underspend

63. Economy & Regeneration are forecasting a variance of £0.046m overspend before management action, this is due to the Pay award pressure. Management action has been taken to reduce this overspend variance to a forecast £0.010m underspend by holding vacancies until September 2022 and maximising staff charges to capital programmes where appropriate.

64. Wiltshire Towns recovery budget of £1m is forecast to be on budget, though it is noted that £0.800m of that expenditure is small grant awards to external agencies and this may therefore be subject to variance. Grant award periods will run from October-March and will be monitored. Wiltshire Towns Programme also has an ear-marked reserve, current forecasts are that the full reserve will not be required to be drawn down in 2022/23 as recruiting to vacant posts for the programme is proving to be challenging.

Planning: Budget £1.166m – £0.755m overspend

65. As part of budget setting for 2022/23 Development Management Income budgets for fees and charges were increased back to pre-COVID-19 levels. Building Control and Local Land Charges were increased to 98% of pre-COVID-19 levels. The Fees & Charges Income budgets total £6.730m.

66. As at Quarter 1 Development Management Income is forecast online, actual income received for Quarter 1 is showing less than expected however the service does not follow an average profile and large planning applications and peaks in activity have a large impact. Therefore, based on last year's outturn position and that there is no industry information to support a turn down in activity the forecast has been set online. This will be closely monitored and is a risk area for the service.

67. Building Control and Local Land Charges is forecast to underachieve Income budgets by £0.193m, this forecast is based on outturn position for 2021/22 and the actual level received for Quarter 1.

68. The service is forecasting a net £0.379m overspend on salaries. This is in part due to the pay award pressure of £0.178m and also due to Development Management having to use Agency staff due to difficulties recruiting and retaining experienced staff. This issue has been compounded as lack of resources and increased activity at the end of 2021/22 has led to a backlog which is now requiring additional Agency staff to reduce. The marketplace has become extremely competitive, and this issue is being seen nationally across the industry, the service is working with HR to try to agree a long term strategy for staff recruitment and retention. Vacancies are being held where possible in Building Control and Land Charges to help mitigate the situation.

69. In addition, an overspend on appeals costs (agency workers and counsel advice) is also forecast of £0.192m. This is a risk area for the service and is likely to increase throughout the year as more appeals are made by developers.

Environment: Budget £44.474m – £0.097m overspend

70. Environment services is forecasting a Net £0.097m overspend, however included within this are significant variances on Gross and Income budgets.

71. The increasing inflation rate has a significant impact on the Waste Contracts, the service is currently forecasting a £1.28m pressure for contract inflation with CPI rates forecast at 9% for July 2022 when the majority of inflation is contractually due to be applied.

72. This pressure is being offset by a forecast overachievement on Income of £1.49m. As reported in 2021/22 outturn position the service saw a significant increase across recycling materials, this is forecast to continue and is supported by the actuals seen in the first quarter of 2022/23. Recycling material income is notoriously volatile and has been particularly influenced through changing economic climate. However, industry intelligence is that, whilst prices have peaked, prices are not expected to fall to the levels experienced in 2020/21. This will need to be closely monitored and is a risk area for the service. The forecast increased Income has been factored into the updated 2023/24 MTFS.

73. The Saving proposal for £0.100m to introduce a charge at Household Recycling Centres for the disposal of non-household Waste has been put on hold in response to the Government public consultation on proposals to prevent councils from applying charges for "DIY waste" at Household Recycling Centres. The closing date for consultation responses was the 4 July 2022, an outcome is not yet known.

74. The table below shows the forecast tonnages and rates for the significant Waste contracts against the budgeted position, these are the main cost drivers for the Waste service.

Tables 6 – Waste Contract Budget vs Actual

			Tonnes				£/Tonne *			
Budget:	Service:	Contractor:	Budget setting F'cast (T)	Current Yr End F'cast (T)	Var (T)	Var (%)	£/Tonne (Budget Setting)	£/Tonne (Forecast)	Var (£)	Var (%)
Lot1	Provision and operation of Waste Transfer Stations (WTS), a Materials Recovery Facility (MRF) and two Household Recycling Centres (HRCs)	Hills	86,300	85,150	-1,150	-1.30%	£63.20	£67.56	£4.36	6.90%
Lot 3	Composting services	Hills	39,200	40,206	1,006	2.60%	£34.80	£36.63	£1.83	5.30%
Lot 4	Treatment & disposal of residual waste (inc street sweepings)	Hills	23,000	22,258	-742	-3.20%	£34.37	£35.42	£1.05	3.00%
Landfill Tax	Tax payable on all waste sent to landfill	N/A	35,800	34,971	-829	-2.30%	£98.60	£98.60	£0.00	0.00%
Lakeside	Energy from waste landfill diversion contract.	Hills	50,000	50,000	0	0.00%	£132.25	£134.32	£2.07	1.60%
MBT	Mechanical biological treatment (MBT) Landfill diversion contract.	Hills	60,000	59,901	-99	-0.20%	£151.78	£155.26	£3.49	2.30%

75. Environment Services is currently forecasting an overspend on pay budgets of £0.181m. £0.075m is in relation to the pay award pressure and £0.106m is in relation to not being able to deliver against the 6.5% vacancy factor target. This will be continually monitored, and any new vacancy's will be assessed and held where possible.

76. The climate programme Solar Together is forecast to generate £0.060m income in March 2022/23 as the Council receives £75 per installation.

Leisure Culture & Communities: Budget £6.078m – £0.511m overspend

77. Leisure Culture & Communities is reporting a Gross overspend position of £0.656m, there are three main pressures driving this position. The Pay award pressure of £0.393m, £0.232m Terms and Conditions pressure and inflation pressure on supplies contract, Chemicals seeing a 90% increase from September 2022.

78. The service has taken action to manage £0.145m of the pressure by holding vacancies where appropriate, bulk buying supplies to lock in lower prices and focusing on essential spend. This has reduced the variance to a Net position of £0.511m.

79. Leisure Operations Income is currently forecast online, at 80% of pre COVID-19 levels. Actuals for the first quarter are behind profile but the service are working hard to promote the centres and at this stage are forecasting to be on track by the end of the financial year. The service is continuing to harmonise the inhouse and insourced centres taking forward best practice and learning.

80. Melksham Campus will open on the 1 August 2022. Budgets are being finalised but will need to be assessed based on the first few months of trading.

81. Savings targets are on track overall, mitigating one off savings from holding vacancies across the service have been actioned while longer term sustainable restructures have taken place to deliver permanent savings. The Savings target for £0.048m for smaller Libraries has been reprofiled to the end of the year and has been highlighted as significant risk. A Cabinet paper setting out the strategic direction will be presented to Cabinet.

CHIEF EXECUTIVE DIRECTORATES

Table 5 - Forecast as at Quarter 1 2022/23 Chief Executive Directorates Position

		Original Budget	Revised Budget	Forecast before Mgt & Other Actions	Variance before Mgt & Other Actions	Mgt & Other Actions	Forecast	Variance
		A £m	**B** £m	**C** £m	**D (C-B)** £m	**E** £m	**F (C+E)** £m	**G (F-B)** £m
Chief Executive Directorates								
Public Health	Gross	18.220	18.504	18.480	(0.024)	(0.061)	18.419	(0.085)
	Income	(16.623)	(17.101)	(17.101)	-		(17.101)	-
	Net Exp	*1.597*	*1.403*	*1.379*	*(0.024)*	*(0.061)*	*1.318*	*(0.085)*
Legal & Governance	Gross	10.080	12.072	12.326	0.254	(0.205)	12.121	0.049
	Income	(2.598)	(2.662)	(2.749)	(0.087)		(2.749)	(0.087)
	Net Exp	*7.482*	*9.410*	*9.577*	*0.167*	*(0.205)*	*9.372*	*(0.038)*
HR&OD	Gross	9.290	5.660	5.795	0.135		5.795	0.135
	Income	(3.822)	(3.324)	(3.562)	(0.238)		(3.562)	(0.238)
	Net Exp	*5.468*	*2.336*	*2.233*	*(0.103)*	*-*	*2.233*	*(0.103)*
Transformation & Business Change	Gross	-	1.718	1.302	(0.416)		1.302	(0.416)
	Income	-	(0.472)	(0.253)	0.219		(0.253)	0.219
	Net Exp	*-*	*1.246*	*1.049*	*(0.197)*	*-*	*1.049*	*(0.197)*
Corporate Directors & Members	Gross	2.953	3.124	3.306	0.182		3.306	0.182
	Income	(0.014)	(0.014)	(0.014)	-		(0.014)	-
	Net Exp	*2.939*	*3.110*	*3.292*	*0.182*	*-*	*3.292*	*0.182*
Commercial Savings	Gross	0.102	0.102	-	(0.102)		-	(0.102)
	Income	-	-	-	-		-	-
	Net Exp	*0.102*	*0.102*	*-*	*(0.102)*	*-*	*-*	*(0.102)*
TOTAL CEX DIRECTORATES	*Gross*	*40.645*	*41.180*	*41.209*	*0.029*	*(0.266)*	*40.943*	*(0.237)*
	Income	*(23.057)*	*(23.573)*	*(23.679)*	*(0.106)*	*-*	*(23.679)*	*(0.106)*
	Net Exp	*17.588*	*17.607*	*17.530*	*(0.077)*	*(0.266)*	*17.264*	*(0.343)*

Public Health: Budget £1.403m – £0.085m underspend

82. Public Health are forecasting an underspend of £0.085m. This is due to a number of small underspends across the service in part offset by the additional estimated pay award and the Terms and Conditions pressure. In 2022/23 the Public Health Grant is £18.015m. This is being fully spent on activities such as the Public Health Nursing service, Drug and Alcohol Substance Misuse services, Sexual Health services, Domestic Abuse services for Wiltshire and a wide range of health improvement services such as health improvement coaches. Public Health have £0.062m of staff related savings in 2022/23 of which all are forecast to be achieved.

83. At the end of the last financial year and in accordance with government guidance, a specific reserve of £4.4m was set up in relation to remaining Contain Outbreak Management Fund (COMF) grant which was aimed at containing the spread of the virus. Services have been asked to submit bids to the Director of Public Health in September for prioritisation and allocation.

Legal & Governance: Budget £9.410m – £0.038m underspend

84. Legal and Governance are forecasting a Gross variance of £0.167m overspend this is from the pay award pressure of £0.254m, which has been offset by a forecast of additional income on Registration services of (£0.087m). Registration Income budget was increased to 98% of pre COVID-19 levels for 2022/23, the service is seeing strong demand and has exceeded profiled budget for the 1st quarter of the year.

85. Management action has been taken to reduce the Gross Variance to a Net variance of (£0.038m) underspend by holding vacancies across the service where appropriate and reducing spend on professional fees and contracts. The forecast assumes some of these vacancies will be held for the rest of the financial year, this will need to be monitored to ensure the service has the capacity to deliver.

Human Resources & Organisational Development: Budget £2.336m – £0.103m underspend

86. A number of staff are redeployed to support capital programmes and transformational schemes key to the implementation of programmes of work such as EVOLVE. Where salary cost pressure has arisen from forecast pay award, which is higher than budgeted for, these have been absorbed and mitigated against by holding vacancies and wherever possible seconded posts have not been backfilled on a like for like basis.

Transformation & Business Change: Budget £1.246m – £0.197m underspend

87. This service brings together the systems thinking and programme office to create a transformation and business change service at the heart of supporting the delivery of the Council's business plan priorities. Where salary cost pressure has arisen from forecast pay award, which is higher than budgeted for, these have been absorbed and mitigated by the small number of vacancies in quarter 1 which have led to a forecast net underspend on salaries across the whole service.

88. The Transformational Board has approved a drawdown from the transformation reserve totalling £0.849m over three years in order to prioritise and facilitate the Customer Experience programme of work. Cabinet is asked to approve a drawdown of £0.234m for the 2022/23 financial year.

Corporate Directors and Members: Budget £3.110m – £0.182m overspend

89. The overspend is due to the Pay Award pressure and non-delivery of the vacancy factor.

Commercial Savings: Budget £0.102m – £0.102m underspend

90. The Commercial Savings target for 2021/22 was overachieved by £0.102m, this saving is recurring and can now be reflected in the MTFS for 2023/24.

CORPORATE EXPENDITURE

Table 7 - Forecast as at Quarter 1 2022/23 Corporate Position

		Original Budget	Revised Budget	Forecast before Mgt & Other Actions	Variance before Mgt & Other Actions	Mgt & Other Actions	Forecast	Variance
		A £m	**B** £m	**C** £m	**D (C-B)** £m	**E**	**F (C+E)** £m	**G (F-B)** £m
Corporate								
Movement on Reserves	Gross	(1.138)	(1.138)	(1.138)	-		(1.138)	-
	Income	-	-	-	-		-	-
	Net Exp	*(1.138)*	*(1.138)*	*(1.138)*	*-*	*-*	*(1.138)*	*-*
Financing & Investment Income & Expenditure	Gross	26.991	26.991	27.180	0.189		27.180	0.189
	Income	(0.150)	(0.150)	(2.741)	(2.591)		(2.741)	(2.591)
	Net Exp	*26.841*	*26.841*	*24.439*	*(2.402)*	*-*	*24.439*	*(2.402)*
Corporate Costs	Gross	3.113	3.755	3.952	0.197		3.952	0.197
	Income	-	-	-	-		-	-
	Net Exp	*3.113*	*3.755*	*3.952*	*0.197*	*-*	*3.952*	*0.197*
Corporate Levies	Gross	7.664	7.664	8.158	0.494		8.158	0.494
	Income	(1.039)	(1.789)	(2.657)	(0.868)		(2.657)	(0.868)
	Net Exp	*6.625*	*5.875*	*5.501*	*(0.374)*	*-*	*5.501*	*(0.374)*
TOTAL CORPORATE	*Gross*	*36.630*	*37.272*	*38.152*	*0.880*	*-*	*38.152*	*0.880*
	Income	*(1.189)*	*(1.939)*	*(5.398)*	*(3.459)*	*-*	*(5.398)*	*(3.459)*
	Net Exp	*35.441*	*35.333*	*32.754*	*(2.579)*	*-*	*32.754*	*(2.579)*

Financing & Investment Income & Expenditure: Budget £26.841m – £2.402m underspend

91. The final value of capital spend funded by borrowing figure for 2021/22 sets the minimum revenue provision charge for year 2022/23. Due to the 2021/22 year end underspend position there is a £1.197m saving in 2022/23.

92. The Council took a treasury management decision to borrow £80m in March 2022 and based on the current cashflow forecast the council will not need to borrow again in 2022/23. As a result of this borrowing and the interest rates, interest payable is forecast to exceed budget by £1.386m. This is offset by a forecast overachievement of £2.591m on interest receivable due to the increased level of cashflow and increased interest rates, and this forecast also accounts for forecast loan interest from Stone Circle and Wiltshire College.

Corporate Costs: Budget £3.755m – £0.197m overspend

93. An overspend has been forecast on Bank charges for 2022/23 due to the delay in achieving the full year of savings associated with obtaining PCI DSS compliance. In addition, the 2021/22 recurring savings target in relation to the purchase of annual leave is forecast to underachieve based on 2021/22 outturn position. A review is underway to address this. These areas will be monitored throughout the year and the MTFS will need to be updated for 2023/24 if the position remains unchanged.

Corporate Levies: Budget £5.975m – £0.374m underspend

94. A forecast overachievement of income is forecast for renewable energy Business rates of £0.868m, and this has been updated in the MTFS for 2023/24 as the increased level of incoming is recurring. In 2022/23 this is offsetting a pressure

of £0.394m for Pension deficit lump sum payment and £0.100m on the Apprenticeship Levy and Flood Defence levy.

COLLECTION FUND

95. The Collection Fund is the ring-fenced fund which comprises all income and expenditure for both the Council Tax and Business Rates.

96. 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.

DEDICATED SCHOOLS GRANT (DSG) – Total Grant £424.824m - £8.356m forecast net overspend

97. The forecast variance for dedicated schools grant (DSG) is a net £8.356m overspend. This is driven by demand from parents and schools for statutory support for vulnerable children with SEN & disability, reflected in increased numbers of education health and care plans (EHCPs.) The number of EHCPs at the end of quarter 1 2021-22 was 4,220; quarter 1 in 2022-23 is 4,446; an increase of 226 plans (5.3%.)

98. The demand pressure and overspend is aligned with the national picture for many other local authorities and Government's acknowledgement of this is reflected in the national level additional funding for the 2022/23 high needs block of £1082m and high needs block supplementary funding of £325m for 2022-23 financial year. The 2022-23 allocation included increases of £4.897m and £2.415m respectively for Wiltshire. This has come someway to alleviating the pressure it will not however, assist with previous years overspends which are held in the DSG deficit reserve in the local authority's balance sheet. Lobbying continues to request support and additional funding at national level.

99. The DfE's SEN review was published in March 2022 and the financial implications of this are unclear at this stage although national bandings of support are proposed. The Council has submitted both a consultation response and separate written response.

100. The DSG is ringfenced and is separate to local authority budget. Any underspend or overspend is also ringfenced. At the beginning of the financial year, the DSG reserve balance had a deficit of £25.973m this is now forecast to be £33.765m. The local authority has a long-term recovery plan centred around inclusion which is being implemented in partnership with schools however the deficit lies with Wiltshire Council whilst the recovery plan is delivered. Additional funding is key to meeting the needs of Wiltshire pupils.

101. 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 second phase of the DfE's "Developing Better Value" (DBV) programme. The

Council is scheduled to be part of the DfE's second phase of the DBV programme and has been awarded £0.045m to facilitate this. In addition, the DfE have appointed Newton and SEN advisers to work with officers to review the recovery plan and provide support and guidance.

DSG Reserve (held in the council's balance sheet)

	Early Years £m	All Other Blocks £m	Total DSG Reserve £m
Balance brought forward from 2021-22	(1.692)	27.665	25.973
Early Years previous year adjustment	(0.564)		-0.564
Forecast Variance (all blocks) for 2022-23	(0.074)	8.430	8.356
Forecast DSG Deficit carried forward 2023-24	**(2.330)**	**36.095**	**33.765**

102. School Leaders have raised the profile of the funding challenges with Wiltshire's MPs who have been supportive and in turn, raised with central government.

103. Officers have taken every opportunity to take part in national and southwest comparator research which show the extent of the national and regional issue. Best practice and savings approaches are being shared with peers.

104. Wiltshire is taking steps to address the demand for specialist placements; significant Council investment in the System of Excellence and new Special School places in the north of the county, the 150-place free special school in the south, expansion of specialist places within our schools and the flexible use of capital receipts by the council to fund a series of projects to facilitate change both internally and to influence partners. These and the savings planned from them do not lead to a balanced position within the 10-year recovery period. Savings are limited by many external factors and include a parent's legal right to state parental preference and recourse to a tribunal. Our local authority position is that we simply cannot sustain the DSG deficit.

105. Officers are regularly meeting with school leaders to progress plans through the High Needs Recovery Group, reporting the position and recovery plan to Schools Forum.   As the situation stands both locally and for most other local authorities, the pupil driven needs simply cannot be met without an appropriate level of funding.

SAVINGS DELIVERY 2022/23

106. For 2022-23 large savings were required to balance the revenue budget totalling £24.825m. These are already reflected in the revenue budget aligned to services and have to be met in full or they will result in an overspent position by the year end, and will have a direct impact on the scale of savings to be delivered in future years. As such a significant risk remains should there be a shortfall in the saving achieved. It is therefore critical to continue robust monitoring of the revenue budget and reporting the achievement of the savings required.

107. Following detailed monitoring by each manager responsible for a revenue budget saving, it is possible to quantify the amount and status of savings and the inherent risks associated with them. The deliverability of these proposals is monitored and reported directly to the Corporate Leadership Team (CLT). The

assessment on the deliverability of the savings at the end of quarter 1 2022-23 is shown in the table below, these assessments are included in the General Fund figures set out in this report.

108. Of the £24.825m savings targets £11.331m (45.6%) are assessed as having been delivered as at the end of June. £21.004m (84.6%) is forecast to be achieved by the end of the year 2022-23. This leaves £3.821m (15.4%) which are not currently forecast to be achieved by the end of the year. Alternative approaches and sources will have to be considered to bridge this gap before the year end.

109. The delivery of savings remains a focus for the Council and the status of the undelivered savings is considered as part of the future year financial planning processes to ensure the budget remains robust and deliverable and any undelivered saving adversely affects any budget gap in future years if not addressed or mitigated on an on-going basis.

Table 8 – 2022/23 Savings Delivery

Wiltshire Council - Savings Tracking 2022-23
Savings Targets, Full Year Forecasts and Actuals to Date Values £

Corporate Director	Directorate	2022/23 Savings Target	Saving achieved to date £	Forecast Saving £	Difference between forecast and target
		£m	£m	£m	(-FAV /+UNFAV)
People	Living and Ageing Well	5.299	3.058	4.840	0.459
	Whole Life Pathway	3.359	0.380	1.741	1.618
	Families & Children's	2.093	0.601	1.406	0.687
	Education & Skills	0.725	0.213	0.579	0.146
People Total		11.476	4.252	8.566	2.910
Resources	Finance	0.181	0.022	0.171	0.010
	Assets & Commercial Development	0.837	0.482	0.630	0.207
	Information Services	0.535	0.307	0.431	0.104
	Procurement & Commissioning	1.549	1.362	1.503	0.046
Resources Total		3.102	2.173	2.735	0.367
Place	Highways & Transport	2.364	0.654	2.199	0.165
	Economy & Regeneration	0.344	0.305	0.344	-
	Planning	0.437	0.229	0.437	-
	Environment	1.478	0.688	1.378	0.100
	Leisure Culture & Communities	1.057	0.226	0.777	0.280
Place Total		5.680	2.102	5.135	0.545
Chief Executive	Public Health	0.061	0.061	0.061	-
	HR&OD	1.493	0.959	1.493	-
	Legal & Governance	0.545	0.457	0.545	-
	Corporate Directors & Members	0.339	-	0.339	-
Chief Executive Total		2.438	1.477	2.438	-
Corporate	Capital Financing	1.030	0.250	1.030	-
	Corporate Costs	1.100	1.077	1.100	-
Corporate Total		2.130	1.327	2.130	-
Grand Total		24.826	11.331	21.004	3.822
%age Total Target		**100.0%**	**45.6%**	**84.6%**	**15.4%**

CAPITAL RECEIPTS FLEXIBILITIES 2022/23

110. The government allows Local Authorities to fund transformational activity that is designed to deliver ongoing revenue savings and/or transform service delivery to reduce costs or reduce demand for services in the future. This is known as Capital Receipts flexibilities. It is important that any Local Authority using this

flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded and report the previous years' activity and whether the planned savings and/or service transformation have been or are being delivered as planned.

111. At part of budget setting the council planned to use £1m of Capital Receipts to fund transformational activity across the council in areas of priority such as Adults Transformation, Family and Children's Transformation and Customer Experience. The programmes of work and plans are being costed and an update on the use of the regulation and funding will be included within the next budget monitoring report.

RESERVES POSITION AND FORECAST

112. Reserves are an important element of the Council's finances, and a sufficient level of balances should be held, to mitigate risks within the budget and operations of the Council.

113. The level of both general fund reserves and earmarked reserves held by the Council were increased as part of the final financial year end position for 2021/22 to help support the forecast future financial position, risks and expected demand the council faces. An additional contribution of £2.8m was made to the General Fund Reserve, increasing the balance to £21.056m. This was to provide additional resilience within the reserve to support the financial position in 2021/22 and to allow for financial risks and a lead in time for recovery.

114. During the financial year 2021/22 and as part of the final year end Revenue Outturn reporting £5.355m has been set aside in a Transformation reserve to provide funding for transformational activity across the council. The use of this reserve is overseen by the Transformation Executive Board, who agree the prioritisation of the activity and agree the funding. A request to draw down from Transformation reserve of £0.531m has been agreed by Transformation Executive Board and a request included within this report to approve this is made.

115. Requests are also made within this report for setting aside some funding in new reserves and are included in the service paragraphs above, for SEN Inspection and Climate Initiatives. These requests will provide funding to support priority services for the council and continue the work in these areas during 2023/24.

116. The significant aspects of financial risk within the budget for 2022/23 are in part mitigated by earmarked reserves set aside for both Latent Demand and Inflation. The original Latent Demand reserve balance of £7.895m is preserved and available for demand that presents over and above the metrics included in the budget. £7m has been set aside in a specific Inflation reserve as the council recognises the expectation that there will be pressure on the 2022/23 budget and £1.856m remains in the Pay Award reserve to support the expected pressure in these costs.

MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2023/24 UPDATE

117. The budget set by Full Council in February 2022 balanced the current 2022/23 financial year successfully with a Net Budget of £417.703m and set out the budget for the following 2 years. The budget recognised the one-off nature of the funding from government and uncertainty of future reform. The budget set out the likely position of the Council's finances beyond this year and although the estimated budget gap was fully mitigated in the second year, with £9.1m use of one-off reserves, an estimated gap in the final year of the MTFS of £10.7m remained following £7.4m use of one-off reserves.

118. It is now right to start to formally review the assumptions within the estimates and it is even more important to do this early, considering the financial position highlighted in the budget monitoring position reported in the above paragraphs, and underlying pressures particularly due to the cost of living crisis and the significantly increasing inflation.

119. The table below provides the MTFS position that was reported to Council in February 2022 when the budget was approved. It shows the budget gap and remaining gap at the time estimated at £10.705m by the end of the MTFS period in 2024/25.

MTFS Model	2022/23 £m	2023/24 £m	2024/25 £m
Net Service Spend	**417.703**	**434.782**	**455.478**
Council Tax Requirement	-275.755	-285.756	-296.180
Social Care Levy	-35.437	-38.565	-38.565
Collection Fund (surplus) / deficit	1.250	1.250	0.000
Business Rates	-58.500	-58.500	-58.500
Specific Grants	-49.261	-44.109	-44.110
Total Funding	**-417.703**	**-425.680**	**-437.355**
GAP	**0**	**9.102**	**18.123**
Proposed use of Budget Equalisation reserve		**-9.102**	**-7.418**
Gap remaining		**0**	**10.705**

120. Whilst the above table and MTFS that was approved in February 2022 reflected a balanced position for the financial year 2023/24 the position included the use of one-off funding from reserves to achieve this balanced budget. The most sensible and prudent approach is to balance the budget with on-going funding which would mean that £9.102m gap should be addressed early and ideally as part of the 2023/34 budget setting process.

121. As part of the quarterly budget monitoring process an assessment of the assumptions used within the medium-term financial planning model has been made and updates made to both the assumptions and amounts within the model. The forecast budget gap for the next financial year (2023/24) is now £15.6m as shown in the table below and an explanation of the movements is included in the below paragraphs.

MTFS SUMMARY HIGH LEVEL REVIEW Q1 2022/23	2022/23 £'m	2023/24 £'m	2024/25 £'m	2025/26 £'m	Total £'m
Approved MTFS 2022/23 Budget Setting:					
Spending	417.7	434.8	446.4		
Funding	(417.7)	(425.7)	(437.4)		
Annual Gap Before use of Budget Equalisation Reserve	**-**	**9.1**	**9.0**	**9.0**	**27.1**
Proposed one off use of Budget Equalisation Reserve for balancing 2023/24		(9.1)	9.1		-
One off Use of Budget Equalisation Reserve for part balancing 2024/25			(7.4)	7.4	-
BUDGET GAP FEB 2022	**-**	**0.0**	**10.7**	**16.4**	**27.1**
Adjustments coming through from High Level MTFS Review					
Contract Inflation					
Increase in CPI assumptions from 4% to avg of 7.5% from April 2022	6.4				**21.7**
Increase in CPI assumption from 2% to avg of 5% from April 2023 on revised base		11.9			
Increase in CPI assumption remains at 2% from April 2024 but on revised base			3.4		
Pay Award					
Increase in Pay Award from 2% to 4.5% from April 2023 on revised base	3.7				**6.1**
Increase in Pay Award from 2% to 4.5% from April 2022 on revised base		2.7			
Increase in Pay Award remains at 2.5% from April 2024 but on revised base			(0.3)		
Demand					
Increase Growth Assumptions in line with Outturn	1.8	1.0	0.5		**3.3**
Capital Financing adjusted to reflect Capital Programme re-profile for 2022/23 Q1		(3.6)	(0.7)		**(4.3)**
Increase Income assumptions in line with Outturn 2021/22 and Q1 Forecast 2022/23	(3.1)				**(3.1)**
Funding - Upping of Govt Specific Grants (Services Grant & SBRR Multiplier comp)		(5.2)			**(5.2)**
Revision to the Bottom Line MTFS July 2022	**8.8**	**6.8**	**2.9**	**-**	**18.5**
Annual Funding Gap	**8.8**	**6.8**	**13.6**	**16.4**	**45.6**
Cumulative Funding Gap		*15.6*	*29.2*	*45.6*	

122. The assumption made on government funding at the time the MTFS and budget was approved was one based on funding reforms being implemented for the 2023/24 financial year. It has been announced that reform will not now be delivered during 2022/23 and the additional grants announced in the funding settlement for 2022/23 can now be assumed to continue into 2023/24. These additional specific grants include the Services Grant and the Business Rates Multiplier compensation grant and total £5.2m, which has a favourable impact on the budget.

123. Significant pressure is being forecast as a result of the 'hyper-inflation' seen nationally since the budget was set. The original assumption when setting the budget for 2022/23 was that inflation indices at the time would be applicable and a cost added in line with a 4% inflation increase for 2022/23 dropping to 2% for the following years of the MTFS. The latest assessment across services is an average inflation increase of 7.5% for 2022/23 dropping to 5% for 2023/24 is more likely. These increases see a pressure of £6.4m in 2022/23 and £11.9m in 2023/24, increasing the overall base budget by an additional £18.3m.

124. During the budget setting process an assessment of the likely national pay award was made, and an increase of 2% was assumed for the current year's budget and the 2023/24 budget. It is likely that the increase for both these years will be in excess of this amount with indications estimating the increase to be in the region of 9-10% over the 2 years (2022/23 and 2023/24). As a result of this, the assumed pay award has been recast and calculated using 4.5% for both 2022/23 and 2034/24. This results in a pressure of £3.7m and £2.7m respectively.

125. As part of the final year end financial position for 2021/22 financial year additional demand was seen, mainly in SEN transport and additional SEN provision. The

impact of this is a base budget pressure in 2022/23 of £1.8m and £1m in 2023/24 which adversely affects the budget gap.

126. The value of capital spend funded by borrowing that is set within the Capital Programme has a direct impact on revenue as it sets the minimum revenue provision (MRP) charge for the following financial year. Due to the assessment of the Capital Programme during 2021/22 there has been re-profiling of schemes funded by borrowing and the MRP for 2023/24 can be reduced by £3.6m as a result.

127. Included in the Q1 budget monitoring position additional income is forecast above that assumed in the budget. Although forecasting in this area is difficult it is assumed that £3.1m of this will be on-going and has been included as an increase in income in the base budget for 2022/23 which has a direct impact on the future years budgets and reduces the budget gap.

128. The Q1 Budget Monitoring position is showing a net forecast variance for 2022/23 of £6.020m, this is lower than the pressure presented in the MTFS of £8.8m as it is the position after management and other actions and includes one off items. Only actions that result in a permeant change have been updated in the MTFS. The management and other actions are all described under the service narrative above, examples of one of actions include holding vacancies, use of one off grant, reduction in services etc. while these are being used in 2022/23 to mitigate the base pressures, they are not maintainable and/or do not have approval for a permanent update to the MTFS.

129. The above paragraphs set out the progress of the MTFS and impact on the budget gap and assumptions will continue to be updated as we progress through the budget setting process. The key date above all else is the Council Meeting on 21 February 2023, and prior to that the Cabinet meeting on 31 January 2023 which will set out the Cabinet's final budget proposals in order to set a balanced budget. Papers will be made available early to allow consultations and scrutiny to take place during January.

Budget 2023/24 Key Timescales:

Activity / Meeting	Date
Cabinet – Draft Budget Proposals published	Early January 2023
Overview & Scrutiny Management Committee	24 January 2023
Statutory consultation with Businesses	January 2023
Cabinet – Final Budget Proposals	31 January 2023
Overview & Scrutiny Management Committee	7 February 2023
Full Council Budget & Council Tax setting	21 February 2023

Overview and Scrutiny Engagement

130. This report will be considered by the Financial Planning Task Group on 9 September 2022 and Overview and Scrutiny Management Committee on 21 September 2022.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

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

136. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on reserves. The level of reserves is limited and a one-off resource that cannot be used as a long-term sustainable strategy for financial stability.

137. There is a statutory requirement to set a balanced budget. To delay this update report would introduce additional risk to the ability to delivery to this requirement.

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

138. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken. Risks associated with service delivery and the level of reserves will be raised as and when proposals are brought forward as part of the budget setting process.

139. This report marks the start of the setting of the next financial year budget, part of that process will set out the risks facing the Council, quantify them financially and then also advise on the level of reserves that should be held to deal with those risks.

140. The rate of inflation increases is a significant risk for the budget setting for the next financial year and well documented within this first budget monitoring report. This position will be regularly reviewed as we lead into the formal budget setting for the 2023/24 financial year.

141. Risks associated with service delivery will be raised as and when proposals are brought forward.

Financial Implications – Section 151 Officer Commentary

142. This report is the first report for the 2022/23 financial year and the forecast for the financial year as at quarter 1 indicates an underlying pressure on the base budget of £12.350m which is partly mitigated by items of a one-off nature, through management action. This includes an estimate on the pay award for 2022/23, and although the negotiations continue the employers offer can now be used as the minimum level of cost that will be experienced in the Councils budget. This will be formally reported by services in the Q2 report.

143. Given the current cost of living crisis and the levels of inflation since the budget was approved in February 2022 it was anticipated that the Councils budget would not be sufficient to cover the rising costs in this financial year. Prudently £9m has been set aside in earmarked reserves to deal with the increased cost in 2022/23.

144. This will only cover one year, and it remains to be seen what Government will do in funding inflationary pressures for 2023/24 onwards; nationally it is believed the cost of inflation is around a £3.6bn unbudgeted pressure to the Local Government sector.

145. The MTFS has been updated in light of the exceptional levels of inflation and reflects an increase in the financial gap the Council will have to close in order to balance its budget in future years. Again, the Council prudently holds a budget equalisation reserve of £16m to help balance the budget, but reserves are one off in their nature and the costs are ongoing.

146. There is a significant level of uncertainty and risk contained within this forecast. Whilst officers have worked hard to ensure the significant savings programme of £25m in this financial year is achieved, with % of being delivered high, there is the possibility that further savings not yet delivered fail to be delivered either at all or by their original time frame.

147. In addition, the management action contained in the report centres mainly around holding vacancies and containing inflation to a lesser amount than either negotiated or the prevailing rate of CPI, even then the impact in 2022/23 is unlikely to be a full year impact but will inevitably mean a worsening position in later years. However, the latest Bank of England forecast expects CPI to peak around January 2023, potentially as high as 16%, only to fall back to around 11% at the end of the financial year (March 2023). There is a risk therefore that inflation levels cannot be contained as currently forecast.

148. Therefore, although there are no further management actions proposed at this time the Councils Corporate Leadership Team will be ensuring close scrutiny and challenge of the forecasts and management actions in the coming months. Should those indicate a deterioration in the adverse variance being reported at Q1, then further action will be taken before the Quarter 2 report. This is likely to focus on, but not limited to, further controls around recruitment and spending.

Legal Implications

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

Workforce Implications

150. If the Council fails to take actions to address in-year forecast shortfalls, overspends or increases in its costs it may need to implement further spend controls, or if the position is deemed critical unplanned service rationalisation may be required. This could impact on the workforce, and may include changes to roles or redundancies. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

151. Proposals around how the budget gap will be bridged and ultimately closed will be formulated over the coming weeks and months. These proposals will look at all avenues open to the Council and will inevitably look at the service the Council provides from a statutory and discretionary level as well 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. Any impact on the workforce will follow the council policies and will include union consultation when appropriate

Options Considered

152. Budget monitoring forms part of the financial control environment and it is important to provide reporting on all aspects of financial management and performance to Cabinet and the public, including delivery to plans, variances and risks and impacts.

153. There is a statutory requirement to set a balanced budget. This report is an update report that outlines to members the latest position in respect to the Budget 2023/24 and the Medium-Term Financial Strategy following the setting of the 2022/23 budget in February 2022.

Conclusions

154. The report supports effective decision making, ensures a sound financial control environment and ensures members are updated on the latest position for the budget for 2022/23 and informed of the proposed budget setting process timetable and an update on the latest position for the budget for 2023/24.

Andy Brown (Deputy Chief Executive and Corporate Director - Resources)(S151 Officer) andy.brown@wiltshire.gov.uk

Report Authors:
Andy Brown, Sarah Rose, Leanne Sykes, Marie Taylor, Lizzie Watkin

Appendices

Appendix A: Revenue Budget Movements

Background Papers

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

Wiltshire Council's Financial Plan Update 2022/23, Medium Term Financial Strategy 2022/23-2024/25 - Full Council, 15 February 2022
[Agenda for Council on Tuesday 15 February 2022, 10.30 am | Wiltshire Council](#)

Appendix A – Revenue Budget Movements

	2022-23 Original Budget	Budget movements approved by CLT Q1	Revised Budget Q1
	£m	£m	£m
Corporate Director People			
Living and Ageing Well	72.096	2.760	74.856
Whole Life Pathway	78.004	- 0.192	77.812
Education & Skills	22.729	0.427	23.156
Family & Children Services	62.175	- 1.221	60.954
Corporate Director Resources			
Finance	3.895	- 0.028	3.867
Assets & Commercial Development	16.261	- 0.716	15.545
ICT	11.595	0.019	11.614
Procurement & Commissioning	5.309	- 0.330	4.979
Corporate Director Place & Environment			
Highways & Transport	37.761	0.088	37.849
Economy & Regeneration	2.490	- 0.077	2.413
Planning	1.670	- 0.504	1.166
Environment	43.215	1.259	44.474
Leisure Culture & Communities	7.474	- 1.396	6.078
Chief Executive Directorates			
Public Health	1.597	- 0.194	1.403
Legal & Governance	7.482	1.928	9.410
HR&OD and Transformation	5.468	- 5.468	-
HR&OD	-	2.336	2.336
Transformation & Business Change	-	1.246	1.246
Corporate Directors & Members	3.041	0.171	3.212
Commercial Savings	-	-	-
Corporate			
Movement on Reserves	- 1.138	-	- 1.138
Capital Financing	26.841	-	26.841
Corporate Costs	3.113	0.642	3.755
Corporate Levies	6.625	- 0.750	5.875
General Fund Budget	**417.703**	**- 0.000**	**417.703**
HRA Budget	-	-	-
Total	**417.703**	**- 0.000**	**417.703**
WC Funding			
General Government Grants	- 49.261	-	- 49.261
Council Tax	- 309.942	-	- 309.942
Business Rates Retention Scheme	- 58.500	-	- 58.500
Total Funding	**- 417.703**	**-**	**- 417.703**
Total	**0.000**	**- 0.000**	**- 0.000**

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Financial Year 2022/23 - Quarter One Capital Budget Monitoring**
Cabinet Member:	**Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning**
Key Decision:	**Non-Key**

Executive Summary

This report sets out the Capital Programme for 2022/23 as of 30 June 2022 for the first quarterly budget monitoring period. It includes the movements from the original budget set by Full Council in February 2022 to the revised programme and sets out how the programme is forecast to be financed. It provides an update on the significant schemes that are planned to be delivered and those that have been reprofiled to future years.

Quarter 1 Capital Budget Monitoring
The quarter 1 Capital Programme is based on information as of 30 June 2022. The report confirms the current forecast movement of approvals between years as schemes have been assessed and the spend profile recast.

Proposals

Cabinet is asked to note:

a) The additional budgets added to the programme of £12.848m under Chief Finance Officer delegated powers;

b) the movement of £22.598m of budgets into future years under Chief Finance Officer delegated powers;

c) Budget Movements between Schemes;

d) the revised 2022/23 Capital Programme as at quarter 1 of £269.427m; and

e) the capital spend as of 30 June 2022 of £21.866m

Reason for Proposals

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

To inform Cabinet on the financial position of the Council on the 2022/23 capital programme as at quarter 1 (30 June 2022).

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

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Cabinet Member:	**Cllr Nick Botterill – Cabinet Member for Finance, Development Management and Strategic Planning**
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Purpose of Report

1. To advise Members of the 2022/23 Capital Programme position as at quarter 1 (30 June 2022).

Relevance to the Council's Business Plan

2. Budget monitoring and reporting supports effective decision making and the alignment of resources and financial performance to the Council's priorities and objectives as laid down in the Business Plan.

Background

CAPITAL PROGRAMME MONITORING 2022/23 – QUARTER 1

3. Full Council approved a net capital programme budget for 2022/23 of £307.115m at its meeting on 15 February 2022. As part of the final year end position Cabinet approved the reprogramming of £79.362m into future years, the transfer of £51.508m into 2022/23, and the reduced budget of £0.084m, all of which reduced the 2022/23 Capital Programme to £279.176m.

Main Considerations for the Council

4. During quarter one the Chief Finance officer has authorised the addition of £12.848m budget under his delegated powers. These increases are set out in Appendix B and discussed later in the report. The increases have no effect on the net funding position of the programme or the approved borrowing level as they are funded by external sources such as grants and s106 contributions.

5. Capital schemes have been reviewed and £22.598m has been reprogrammed into future years to align with forecast programme delivery. There are no negative financial or reputational implications to report from this re-programming.

   The Capital Programme for 2022/23 stands at £269.427m as of 30 June 2022 after the above changes have been made. The table below summarises the budget

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

Table 1 – 2022/23 Q3 Capital Programme Amendments

	£'m
Original Capital Programme Approved by Full Council Feb 2022	**307.115**
Amendments to Capital Programme as part of 2021/22 Year end Position	
Budgets reprogrammed into 2022/23	-79.362
Year end position budget transfer from 2021/22 into 2022/23	51.508
Budgets Removed from programme	-0.084
Amendments to Capital Programme from Qtr. 1 Review to Note:	
Additional budgets added to the programme	12.848
Budgets reprogrammed from 2022/2023 into future years	-22.598
Capital Programme 2022/23 as at 30th June 2022	**269.427**

6. The programme remains ambitious and historically Wiltshire Council's average annual Capital Programme spend is in the region of £100m. There are however some significant schemes included in the programme that are driving the higher budget level and these are detailed in the report below.

7. As reported nationally shortages in supply chain in relation to materials, drivers and workforce is creating high risk with deliverability and price for capital projects. Construction material prices have seen increases in the region of 30%-40% and availability of key materials is becoming an increasing issue. This is currently being managed within built in contingencies but could present bigger issues in future months as this position looks set to continue. To assist with this pressure as part of 2021/22 final year end outturn position £1.191m budget was transferred to a corporate budget under Resources to help mitigate inflation pressures and allow scheme to progress. As part of the Qtr 1 review £0.120m budget has been moved from the Corporate Budget to Porton Science Park to cover forecast budget pressures.

8. The total capital expenditure as at quarter 1 is £21.866m, approx. 8% of the revised total budget. The low spend figure is an indication that schemes are progressing slower than anticipated, however officers are still forecasting that these schemes will progress and spend to budget in 2022/23. It should also be noted that the spend figure does not include commitments.

9. As reported in the Year End Financial Outturn Position 2021/22 report the biggest implication from not delivering the capital programme as planned is linked to schemes funded by borrowing. This impacts on the Financing and Investment Income and Expenditure revenue budget which is set based on the programme for the previous financial year. As a result of the underspend in 2021/22 there will be a £1.197m saving on the Minimum Revenue Provision (MRP) budget this year (2022/23).

10.   The 2022/23 capital schemes funded by borrowing inform the Financing and Investment Income and Expenditure budget for 2023/24. If the programme is set too high and is not delivered at this level the revenue budget set aside will not be required and is diverted away from key services. The programme needs to be reviewed to ensure it is robust and achievable and to inform the 2023/24 budget setting process. For 2022/23 a new process has been implemented and the capital programme will be reviewed quarterly by the Asset Gateway Board to provide further assurance on deliverability.

11.   The table below shows the summary position for the 2022/23 Capital Programme, this is broken down further under each directorate.

Table 2 – 2022/23 Q1 Capital Programme

Service	Revised Budget 2022/2023 **B** £'m	Actual Spend as at Qtr. 1 2022/2023 **C** £'m	% Actual to Budget **C/B** £'m
Corporate Director - People	50.321	4.113	8%
Corporate Director - Resources	111.243	10.595	10%
Corporate Director - Place	72.284	4.232	6%
General Fund Total	**233.848**	**18.940**	**8%**
Housing Revenue Account	**35.579**	**2.926**	**8%**
General Fund and HRA Programme 2022/23	**269.427**	**21.866**	**8%**

People

12.   The table below shows the Capital Programme 2022/23 Qtr 1 at programme level for the People Directorate. The revised budget stands at £50.321m and spend is currently at 8%.

13.   The Capital Budget was set at £52.308m, £8.170m was transferred from 2021/22 as part of the final year end position for schemes that are continuing but did not spend to programme. Full details of these movements can be found in the Year End Financial Outturn Position 2021/22 July Cabinet reports.

14.   As part of the Qtr 1 review, £7.176m of additional budgets have been added to the programme, these additions are grant and s106 increases and are detailed in appendix B and discussed below.

15.   A total of £17.333m budget has been reprogrammed into future years in line with forecast delivery programmes.

Table 3 – 2022/23 Capital Programme, People Services

Scheme Name	Capital Programme Budget and Spend 2022/2023 Qtr 1			
	Original Budget	Revised Budget	Actual Spend	% Actual Spend to Revised Budget
	£m	£m	£m	£m
Whole Life Pathway				
Sensory Stimulation & Development Play Equipment	0.000	0.020	0.000	0%
Whole Life Pathway Total	**0.000**	**0.020**	**0.000**	**0%**
Ageing & Living Well				
Disabled Facilities Grants	5.000	3.200	0.383	12%
Ageing & Living Well Total	**5.000**	**3.200**	**0.383**	**12%**
Education & Skills				
Access and Inclusion	0.100	0.126	0.000	0%
Army Rebasing	0.000	0.012	0.000	0%
Basic Need	18.221	10.332	1.159	11%
Stonehenge School Replacement of Lower Block	3.342	3.638	0.012	0%
Devolved Formula Capital	0.500	0.629	0.002	0%
Schools Maintenance & Modernisation	6.557	6.033	0.419	7%
Early Years & Childcare	0.000	0.456	0.000	0%
Early Years Buildings	1.170	1.170	0.000	0%
DfE Funded SEN Specialist Placement Expansion	0.000	0.003	0.000	0%
Silverwood Special School	16.068	16.712	2.138	13%
SAIL Free Special School Abnormal Costs	0.350	0.350	0.000	0%
SEND Special School Capacity & Alternative Provision	0.000	0.403	0.000	0%
High Needs Provision Capital Allowance	0.000	5.737	0.000	0%
Education & Skills Total	**46.308**	**45.601**	**3.730**	**8%**
Families & Children's Service				
Childrens Homes	1.000	1.500	0.000	0%
Families & Children's Total	**1.000**	**1.500**	**0.000**	**0%**
Corporate Director - People	**52.308**	**50.321**	**4.113**	**8%**

<u>Aging & Living Well</u>

16. The Disabled Facilities grant programme is a grant scheme for adaptations and facilities to enable disabled residents to stay in their home. In addition, it is used for other initiatives and programmes to deliver the same outcome, including the Optimising Care Initiative and Occupational Therapist Service to ensure clients are assisted to move to more suitable accommodation.

17. The budget was increased by £0.714m to reflect the actual grant award for 2022/23. £2.969m has then been re-profiled to future years to reflect the current expected delivery programme.

<u>Education & Skills</u>

18. A total of £6.462m has been added to the programme under delegated Chief Finance Officer powers to reflect 2022/23 grant awards and contributions, which are

detailed in Appendix B. £14.364m budget has been transferred to future years in line with current expected delivery programmes.

19. This summer the Council will be delivering a number of maintenance projects at schools over the summer holidays, totalling over £2.5m. These works include roof replacements, rewiring, boiler replacements etc. Maintenance works will also be undertaken during other holiday periods and during term times when work is deemed urgent. Adaptations to improve access for pupils with disabilities will also be taking place over the summer holiday period in preparation for the new academic year, to support accessibility.

20. The expansion projects at Mere Primary, Lea and Garsdon Primary and Springfield South will complete for September 2022. The replacement of Lower School at Stonehenge School will commence over the summer holidays and is due to complete for September 2024. Works will also be commencing shortly at Forest and Sandridge school.

21. The Silverwood build programme started construction in April 2022. This will deliver significant additional places from September 2023 for learners with SEND. The SEND Special School Capacity and Alternative Provision budget has been utilised to create circa 44 new specialist provision places across the county for the start of 2022/23 academic year.

22. A significant proportion of the High Needs Provision Capital Allowance from 2021/22 was slipped into 2022/23. In quarter 1, budget has been committed to a number of schemes to build capacity in both special schools and resource bases. This includes investments in Exeter House (creating 27 additional special school places); Kiwi and Clarendon (creating 20 resource base places); investments in Castle Mead and River Mead (to secure 15 places); and Charter (5 places). There has also been a sizable investment in a double mobile classroom at Springfields South (9 special school places). The works have already commenced, with completion due for the start of the new academic year.

Families & Children's

23. The service is exploring options including the residential marketplace in identified locations of highest need to acquire a residential house(s) for use as a children's home.

Resources

24. The table below shows the Capital Programme 2022/23 Qtr 1 at programme level for the Resources Directorate. The revised budget stands at £111.243m and spend is currently at 10%.

25. The Capital Budget was set at £157.622m, £17.760m was transferred from 2021/22 as part of the final year end position for schemes that are continuing but did not spend to programme. £65.930m was reprogrammed from 2022/23 into future years and £1.191m budget has been moved from Highways & Transport to Resources to create a new Corporate budget as part of the year end review. Full details of these

movements can be found in the Year End Financial Outturn Position 2021/22 July Cabinet reports.

26. As part of the Qtr 1 review, £0.6m budget has been added to the programme under Capital Receipt Enhancement in line with Cabinet resolutions in December 2022 on the Melksham House Cabinet report. This will be funded through capital receipts and is for the demolition of Melksham Blue pool. Budget of £0.120m has been moved from the Corporate Budget to Porton Science Park to address forecast budget pressures.

Table 4 – Capital Programme 2022/23, Resources

| Scheme Name | Capital Programme Budget and Spend 2022/2023 Qtr 1 | | | |
	Original Budget	Revised Budget	Actual Spend	% Actual Spend to Revised Budget
Finance				
Corporate	0.000	1.071	0.000	0%
Evolve Project	4.982	7.741	0.259	3%
Finance Total	**4.982**	**8.812**	**0.259**	**3%**
Assets & Commercial Development				
Capital Receipt Enhancement	0.170	1.268	0.196	15%
Commercial - Commercial Investment	24.849	9.998	0.000	0%
Lackham College Land Purchase	0.000	1.300	1.372	106%
Depot & Office Strategy	4.160	4.772	0.754	16%
Facilities Management Operational Estate	2.651	4.206	1.137	27%
Gypsies and Travellers Projects	1.300	1.300	0.000	0%
Housing Infrastructure Fund (HIF)	7.501	9.377	0.337	4%
Porton Science Park	3.709	5.557	1.294	23%
Health and Wellbeing Centres - Live Schemes	7.850	9.446	2.313	24%
Non-Commercial Property Purchases	0.059	0.134	0.025	19%
North Wiltshire Schools PFI Playing Fields	0.300	0.300	0.000	0%
Property Carbon Reduction Programme	8.400	4.976	0.316	6%
Park & Ride Solar Panel Canopys	3.500	3.500	0.000	0%
Public Sector Decarbonisation Scheme Projects	0.000	0.072	0.062	86%
Salisbury Central Car Park & Maltings	32.630	0.001	0.001	100%
Facilities Management Investment Estate	0.630	0.630	0.000	0%
Social Care Infrastructure & Strategy	0.634	0.634	0.000	0%
Assets & Commercial Development Total	**98.343**	**57.471**	**7.807**	**14%**
Capital Loans				
Stone Circle Housing Company Loan	33.488	21.294	1.919	9%
Stone Circle Development Company Loan	11.050	12.173	0.014	0%
Capital Loans Total	**44.538**	**33.467**	**1.933**	**6%**
Information Services				
ICT Applications	4.258	4.935	0.070	1%
ICT Business as Usual	1.627	1.722	0.060	3%
ICT Other Infrastructure	0.400	1.430	0.384	27%
ICT Get Well	3.474	3.258	0.082	3%
Microsoft Cloud Navigator	0.000	0.148	0.000	0%
Information Services Total	**9.759**	**11.493**	**0.596**	**5%**
Corporate Director - Resources	**157.622**	**111.243**	**10.595**	**10%**

<u>Finance</u>

27. The Evolve programme reports within the Finance budget line and is for the procurement and implementation of a new Enterprise Resource Planning (ERP) system for the Council. The new system, Oracle is planned to go live towards the latter end of the 2022/23 calendar year with SAP expected to be decommissioned from April 2023.

<u>Assets & Commercial Development</u>

28. Following cabinet decision on 12th July the Future Chippenham programme is paused pending discussions with HE on the GDA. As such spend in current year on fees and survey work will be reduced.

29. Opportunities for Commercial Investment are being explored in line with the policy requirements for yield and new Government accounting arrangements.

30. The Depot Phase One programme covers five main refurbishment and expansion projects for Highways Winter Maintenance depots. The projects at Royal Wootton Basset and High Post Depots were completed in 2021. Warminster Depot was completed in the spring of 2022 and Parsonage Way Depot is due to complete in October 2022 The final project, the construction of a new depot in the southwest, Hindon Stagger, is due to complete in 2023.

31. Property Carbon Reduction Programme and Generation and Public Sector Decarbonisation budgets have multiple projects underway to reduce the council's carbon emissions and generate utility cost savings from the property estate. These projects include lighting upgrades, PV installations, upgraded air handling units, and the installation of air source heat pumps and include all types of property in the estate including leisure centres, depots, respite centres and hub buildings.

32. The Facilities Management Operational Estate and Facilities Management Investment Estate budgets totalling £4.733m are for projects delivering essential and planned maintenance works across the council's property estate to repair and maintain buildings and systems to keep them open and safe. Projects this year include major structural works to two multi-storey car parks.

33. Melksham Campus construction has completed, and the site opened on the 1st August 2022.

34. The main contractor has been appointed for Melksham House to undertake the refurbishment works. Work on-site has commenced and will conclude winter 2023

35. Porton Science Park completion has been moved back to early October 2022 due to delays getting power to the building and problems with the procurement of some materials.

36. The second phase building was designed to be connected to the same substation as the existing building for electricity however this has not proved possible. After seeking professional advice and assessing various options the best solution supported by the experts was to install a new substation, which could accommodate

the second building and a third. Whilst this could potentially be a lengthy process to source and install, the service has managed to order a substation to be installed within a matter of months and have worked closely with SSE Energy Services and the landlord Defence Science and Technology Laboratory (Dstl) to ensure the building can be handed over and fully operational. This essential infrastructure, along with the variations to contract reported previously, has created additional pressure on the budget and could lead to a overspend of circa £0.120m (1%). Cabinet is asked to note a budget movement of £0.120m from the Corporate Budget to Porton Science Park to address this pressure.

37. Unfortunately, both Nova systems and Porton Biopharma Ltd (PBL) have decided not to take the ground floor of the grow-on space, however discussions are moving forward with Dstl to take half the space on the first floor. Designs are being completed with fit-out work hoped to take place in January. The fit-out funding allocated for PBL is to be used to pay for Dstl's fit-out and will be recovered either through rental payments or on completion of works in line the original cabinet approval.

38. There is interest from several tenants for both the fitted out areas and the grow-on space, the overall revenue position can then be reviewed. The plan is for the fitted-out half of the building to be fully occupied within 12 months of opening.

Capital Loans to Stone Circle

39. This represents the capital loan funding to Stone Circle companies for 2022/23.

40. At the 31/03/2022 the Stone Circle Housing company had acquired 51 properties and has a Capital Loan of £11.055m and a working capital loan of £0.184m from Wiltshire Council.

41. The Business Plan programme is set to acquire 250 units by 2024/25. The Plan was revised, and new house price parameters established to enable the company to be more competitive.

42. The target for 2022/23 is to purchase circa 70 properties, 10 properties were purchased in Quarter 1.

43. Stone Circle Development Company has six development sites across Wiltshire for delivery of market properties. The proposal is to deliver Carbon Zero homes with affordable housing provided at policy compliant levels. As at the 31/03/2022 Stone Circle Development company has a Capital Loan of £0.535m and a Working Capital Loan of £0.162m from Wiltshire Council.

Information Services

44. The ICT capital programme is shown across Applications, Get Well, Other Infrastructure and Business as Usual and covers staff costs and project costs to deliver key infrastructure, applications, cost of replacing staff devices and for further digital transformation and activities and emerging fields like business intelligence.

Housing Revenue Account (HRA)

45. The table below shows quarter 1 capital programme summary position for the Housing Revenue Account. The revised budget stands at £35.579m and spend is currently at 8%.

46. The Capital Budget was set at £45.159m, £4.926m was transferred from 2021/22 as part of the final year end position for schemes that are continuing but did not spend to programme. £11.932m was reprogrammed from 2022/23 into future years as part of the year end review. Full details of these movements can be found in the Year End Financial Outturn Position 2021/22 July Cabinet reports.

47. As part of the Qtr 1 review £2.574m budget has been reprogrammed into future years for Planned Capital Maintenance in line with the current forecast delivery programme.

Table 5 – Capital Programme 2022/23, HRA

Scheme Name	Capital Programme Budget and Spend 2022/2023 Qtr 1			
	Original Budget	Revised Budget	Actual Spend	% Actual Spend to Revised Budget
Housing Revenue Account				
HRA - Council House Build Programme	0.000	0.038	0.000	0%
HRA - Council House Build Programme (Phase 2)	1.387	1.400	0.205	15%
HRA - Council House Build Programme (Phase 3.1)	10.326	6.999	0.403	6%
HRA - Council House Build Programme (Phase 3.2)	12.125	6.800	0.568	8%
HRA - Council House Build Programme (Phase 3.3)	4.032	4.067	0.155	4%
HRA - Refurbishment of Council Stock	17.289	16.275	1.595	10%
Housing Revenue Account Total	**45.159**	**35.579**	**2.926**	**8%**

48. HRA Capital programme consists of two elements, the planned capital maintenance and the council house build programme. The planned capital maintenance of the existing housing stock covers bathrooms, kitchens, roofs, boilers etc. and the Council House Build programme, which has been split into different phases, is planned to deliver 1,000 homes over the next ten years.

49. The current 30 year business plan is being reviewed in light of the increased inflation which has had a significant impact of the cost of new build programme and planned capital maintenance.

Place

50. The table below shows the quarter 1 capital programme summary position for Place Directorate. The revised budget stands at £72.284m and spend is currently at 6%.

51. The Capital Budget was set at £52.026m, £20.652m was transferred from 2021/22 as part of the final year end position for schemes that are continuing but did not spend to programme. £1.5m was reprogrammed from 2022/23 into future years, £0.084m budget was removed from the programme and £1.191m moved from a scheme that is not progressing to Resources to create a new Corporate budget as

part of the year end review. Full details of these movements can be found in the Year End Financial Outturn Position 2021/22 July Cabinet reports.

52. As part of the Qtr 1 review, £5.072m has been added to the programme as shown in Appendix B this is aligning forecast Grant allocations to actual awards.

53. A total of £2.691m budget has been reprogrammed into future years, in line with forecast delivery programmes.

Table 6 – Capital Programme 2022/23, Place

Scheme Name	Capital Programme Budget and Spend 2022/2023 Qtr 1			
	Original Budget	Revised Budget	Actual Spend	% Actual Spend to Revised Budget
Highways & Transport				
Churchyards & Cemeteries	0.000	0.028	0.000	0%
CIL Funded Schemes	0.000	0.053	0.000	0%
Parking Contactless Machines	0.127	0.127	0.000	0%
Fleet Vehicles	4.091	4.211	0.000	0%
Integrated Transport	1.781	3.042	0.597	20%
Local Highways and Footpath Improvement Groups	0.800	1.334	0.104	8%
LED Street Lighting	0.200	0.763	0.098	13%
Structural Maintenance & Bridges	16.140	22.031	2.759	13%
Churchfields Depot Drainage and Traffic Management	0.000	0.081	0.000	0%
Passenger Transport RTPI	0.695	0.692	0.016	2%
Drainage Improvements	0.500	0.500	0.000	0%
Major Road Network M4 Junction 17	1.007	1.007	0.048	5%
A338 Salisbury Junction Improvements MRN	0.759	0.759	0.000	0%
A350 Chippenham Bypass (Ph 4&5) MRN	1.091	1.091	0.187	17%
A3250 Melksham Bypass LLM - Full Scheme	2.825	2.825	0.076	3%
Highways & Transport Total	**30.016**	**38.544**	**3.922**	**10%**
Economy & Regeneration				
Chippenham Station HUB	0.000	0.204	0.001	0%
Corsham Mansion House	0.000	0.048	0.000	0%
Salisbury Future High Streets	5.005	7.279	0.018	0%
Trowbridge Future High Streets	5.827	5.024	0.103	2%
West Ashton Urban Extension Project	0.000	8.784	0.000	0%
Carbon Reduction Projects	0.009	0.070	0.000	0%
Wiltshire Ultrafast Broadband	0.000	1.073	0.000	0%
Wiltshire Online	0.847	2.402	0.000	0%
Economy & Regeneration Total	**12.879**	**24.884**	**0.122**	**0%**
Environment				
Waste Services	1.019	1.487	0.158	11%
HRC Savings Infrastructure	0.100	0.100	0.000	0%
Environment Total	**1.119**	**1.587**	**0.158**	**10%**
Leisure Culture & Communities				
Area Boards and LPSA PRG Reward Grants	0.400	0.642	0.000	0%
Community Projects	0.400	0.400	0.000	0%
Fitness Equipment for Leisure Centres	0.800	0.800	0.000	0%
Libraries - Self Service	0.500	0.500	0.000	0%
Other Schemes including cross cutting systems	0.000	0.019	0.000	0%
Trowbridge Leisure Centre	2.000	0.500	0.000	0%
Leisure Requirements	3.912	4.408	0.030	1%
Leisure Culture & Communities Total	**8.012**	**7.269**	**0.030**	**0%**
Corporate Director - Place	**52.026**	**72.284**	**4.232**	**6%**

Economy & Regeneration

54. There are three significant schemes included in the revised 2022/23 programme under Economic Development and Planning; £8.784m for West Ashton Urban

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Extension Project, £7.279m for Salisbury Future High Street and £5.024m for Trowbridge Future High Street.

55. The Council has agreed with Homes England extensions to some of the milestones in the Grant Determination Agreement for £8.784m of Housing Infrastructure Funding (HIF) to support the costs of road infrastructure required to deliver 2,200 new homes at West Ashton, Trowbridge. This has been to ensure that the project can be managed such that the available funding is spent on the scheme by the funding availability deadline of 31 March 2023. Unfortunately, it was not possible to resolve all outstanding matters of an administrative nature concerning the preparation of plans, redactions, and technical amendments to the section 106 agreement by the new milestone of 14 July 2022. The council's strategic planning committee has extended the deadline for signing the 106 agreement to January 2023 so the developer's planning permission is not at immediate risk, however it remains critical to meeting the timescale for HIF expenditure that the s106 agreement be signed as soon as possible and certainly by October so that the funded infrastructure may still be delivered by the funding deadline. The council is doing everything it can within its powers to support the developer in completion of the s106 agreement at pace.

56. The Salisbury Future High Street Fund (FHSF) Programme will focus on the Station Forecourt, Blue Boar Row and Fisherton Street schemes in Salisbury. This will create some residential space, enhance the public realm, and improve accessibility to make it easier, safer, and more convenient to travel into the city centre.

57. The Trowbridge Future High Streets Fund (FHSF) Programme will be spent across a range of projects aiming to strengthen the sustainability of Trowbridge Town centre by creating a more diverse offer and increasing footfall. Ensuring this long-term sustainability involves maximising the use of some key buildings, bringing vacant retail units back into use, as well as improving connectivity, the public realm and active travel opportunities within the town centre. The programme is fully grant funded.

58. Both programmes are dealing with financial reprofiling, and slight programme delays because of inflation and supply chain pressures, alongside delays to the funding approval from DLUHC. Trowbridge FHSF programme is seeking the reallocation of some funds between projects to ensure deliverability within the funding criteria and fixed budget envelope. Salisbury FHSF programme is currently maintaining projects within the budget contingency; however, the Station Forecourt is currently reporting delays to the programme due to permission requirements with Network Rail. A full update report on FHSF progress will be reported to Cabinet in September.

Highways & Transport

59. Included under Highways & Transport are the Structural Maintenance and Bridges programmes. These are funded by grant from the Department for Transport (DfT) and the schemes cover maintaining, improving and renewing carriageways and footways including reconstruction, resurfacing, surface dressing and patching. The grant funding is also used for lighting column and traffic signal replacement and re-decking, resurfacing, masonry repair and strengthening of bridges. It ensures the renewal, repair and preventative maintenance of carriageway/footway and land

drainage infrastructure to prevent flooding. The service is managing significant inflation pressure by reducing the level of work that is undertaken to remain within budget.

Capital Programme 2022/23 Funding

60. The Capital Programme for 2022/23 has been financed as shown in the table below as at quarter 1.

Table 7 – Capital Programme 2022/23 Funding

Funding	£'m
Grants	86.153
S106 Contributions	4.196
CIL Contributions	0.603
Other Contributions	0.234
HRA	35.580
Capital Receipts	4.537
Borrowing Funded by Revenue Savings in Service	10.760
Borrowing	93.897
Stone Circle Capital Loan	33.467
Total Capital Programme 2022/23	**269.427**

61. The Council bid for and receive grants from Government and third parties, and these come from various departments including Department for Transport, Homes England, Department for Business, Energy and Industrial Strategy, Department for Levelling Up, Housing and Communities and Department for Education.

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

63. The HRA finances its capital programme depending on sources available in that financial year with the aim of minimising borrowing. The new build programme financing has been delegated to the Corporate Director of Resources & Deputy Chief Executive (S151 officer) and the Director of Housing and Commercial Development. Funding sources are the HRA Revenue and Capital Reserves, Right to Buy receipts, shared ownership receipts, commuted sums, grants, and as a last resort borrowing.

64. The General Fund borrowing total of £104.657m, together with historic Council borrowing, will generate a Minimum Revenue Provision (MRP) charge, which is the amount councils have to statutorily set aside to repay the debt. For 2022/23 a revenue saving of £1.197m for MRP has been reported as a result of the 2021/22 capital programme year end position.

65. A forecast net underspend of £1.205m has also been reported in Qtr 1 for Interest payable and receivable. The Council took a treasury management decision to borrow £80m in March 2022 and based on the current cashflow forecast the Council will not need to borrow again in 2022/23. As a result of this borrowing and the increases in interest rates, interest payable is forecast to exceed budget by £1.386m. This is offset by a forecast overachievement of £2.591m on interest receivable due to the

increased level of cashflow and increased interest rates, alongside amounts forecast for loan interest from Stone Circle and Wiltshire College.

66. The 2022/23 capital schemes funded by borrowing inform the Financing and Investment Income and Expenditure budget for 2023/24. The programme therefore needs to be deliverable to ensure that revenue budget is not set aside unnecessarily and diverted away from key services. This will be ensured through the new Asset Gateway process which will provide assurance through regular review and challenge of the capital schemes.

67. The Council brought forward into 2022/23 £5.797m of capital receipts from previous years and is forecasting to achieve £3.219m receipts from the disposal on assets in 2022/23. £4.537m of capital receipts are planned to be used to finance the capital programme and £1.000m under Capital Receipts Flexibilities regulation to fund revenue costs of transformational projects. This would leave a balance to roll forward to 2023/24 of £3.479m.

Overview and Scrutiny Engagement

68. This report will be considered by the Financial Planning Task Group on 9 September 2022 and Overview and Scrutiny Management Committee on 21 September 2022.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

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

74. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on reserves or undertake further borrowing. The level of reserves is limited and a one-off resource that cannot be used as a long-term sustainable strategy for financial stability and additional borrowing will bring additional revenue costs.

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

75. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Financial Implications – S151 commentary

76. The financial implications are implicit throughout the report.

77. As part of the budget monitoring process reviews are carried out of the likely timing of the delivery of the schemes within the Capital Programme.

78. These reviews will continue as part of the quarterly budget monitoring process so that forecasts are made with greater confidence and the understanding of future funding requirements for borrowing and impact on future budget requirements is understood. This is critical as we move into setting the MTFS and Budget for the next financial year.

Legal Implications

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

Workforce Implications

80. No workforce implications have been identified as arising directly from this report. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification of variances and action is taken so that impacts to the workforce are minimised.

Options Considered

81. Budget monitoring forms part of the financial control environment and it is important to provide reporting on all aspects of financial management and performance to Cabinet and the public, including delivery to plans, variances and risks and impacts.

Conclusions

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

Andy Brown (Deputy Chief Executive and Corporate Director - Resources),

Report Authors:
Andy Brown, Sarah Rose, Leanne Sykes, Marie Taylor, Lizzie Watkin,
andy.brown@wiltshire.gov.uk, sarah.rose@wiltshire.gov.uk,
leanne.sykes@wiltshire.gov.uk, marie.taylor@wiltshire.gov.uk,
lizzie.watkin@wiltshire.gov.uk
Leanne Sykes, Head of Finance, Place, Resources & Financial
Planning,leanne.sykes@wiltshire.gov.uk

Marie Taylor, Head of Finance, Children & Education, marie.taylor@wiltshire.gov.uk
Sarah Rose, Head of Finance, Adults, sarah.rose@wiltshire.gov.uk
Appendices
Appendix A: Capital Programme Budget Movements 2022/23 Qtr 1
Appendix B: Capital Programme Adjustments Q1 2022/23

Background Papers

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

Wiltshire Councils Budget 2022/23
Year End Capital Investment Programme Financial Outturn Position 2021/22

Appendix A: Capital Programme Budget Movements 2022/23 Qtr 1 (page 1)

Scheme Name	Capital Programme Budget Movements 2022/2023 Qtr 1							
	Original Budget	Budgets Reprogrammed into Future as part of 2021/22 Outturn	Reduced Budgets as part of 2021/22 Outturn	Year End Budget Transfer 2021/2022 into 2022/2023	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix B)	Budgets reprogrammed from 2022/2023 into future years (Section 2 Appendix B)	Revised Budget
	£m	£m	£m	£m	£m	£m	£m	£m
Whole Life Pathway								
Sensory Stimulation & Development Play Equipment	0.000	0.000	0.000	0.020	0.000	0.000	0.000	0.020
Whole Life Pathway Total	**0.000**	**0.000**	**0.000**	**0.020**	**0.000**	**0.000**	**0.000**	**0.020**
Ageing & Living Well								
Disabled Facilities Grants	5.000	0.000	0.000	0.455	0.000	0.714	(2.969)	3.200
Ageing & Living Well Total	**5.000**	**0.000**	**0.000**	**0.455**	**0.000**	**0.714**	**(2.969)**	**3.200**
Education & Skills								
Access and Inclusion	0.100	0.000	0.000	0.026	0.000	0.000	0.000	0.126
Army Rebasing	0.000	0.000	0.000	0.012	0.000	0.000	0.000	0.012
Basic Need	18.221	0.000	0.000	2.744	(1.800)	2.476	(11.309)	10.332
Stonehenge School Replacement of Lower Block	3.342	0.000	0.000	0.296	0.000	0.000	0.000	3.638
Devolved Formula Capital	0.500	0.000	0.000	0.000	0.000	0.129	0.000	0.629
Schools Maintenance & Modernisation	6.557	0.000	0.000	0.558	1.800	0.173	(3.055)	6.033
Early Years & Childcare	0.000	0.000	0.000	0.456	0.000	0.000	0.000	0.456
Early Years Buildings	1.170	0.000	0.000	0.000	0.000	0.000	0.000	1.170
DfE Funded SEN Specialist Placement Expansion	0.000	0.000	0.000	0.003	0.000	0.000	0.000	0.003
Silverwood Special School	16.068	0.000	0.000	2.697	(2.053)	0.000	0.000	16.712
SAIL Free Special School Abnormal Costs	0.350	0.000	0.000	0.000	0.000	0.000	0.000	0.350
SEND Special School Capacity & Alternative Provision	0.000	0.000	0.000	0.403	0.000	0.000	0.000	0.403
High Needs Provision Capital Allowance	0.000	0.000	0.000	0.000	2.053	3.684	0.000	5.737
Education & Skills Total	**46.308**	**0.000**	**0.000**	**7.195**	**0.000**	**6.462**	**(14.364)**	**45.601**
Families & Children's Service								
Childrens Homes	1.000	0.000	0.000	0.500	0.000	0.000	0.000	1.500
Families & Children's Total	**1.000**	**0.000**	**0.000**	**0.500**	**0.000**	**0.000**	**0.000**	**1.500**
Corporate Director - People	**52.308**	**0.000**	**0.000**	**8.170**	**0.000**	**7.176**	**-17.333**	**50.321**

Appendix A: Capital Programme Budget Movements 2022/23 Qtr 1 (page 2)

Scheme Name	Capital Programme Budget Movements 2022/2023 Qtr 1							
	Original Budget	Budgets Reprogrammed into Future as part of 2021/22 Outturn	Reduced Budgets as part of 2021/22 Outturn	Year End Budget Transfer 2021/2022 into 2022/2023	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix B)	Budgets reprogrammed from 2022/2023 into future years (Section 2 Appendix B)	Revised Budget
Finance								
Corporate	0.000	0.000	0.000	0.000	1.071	0.000	0.000	1.071
Evolve Project	4.982	0.000	0.000	2.759	0.000	0.000	0.000	7.741
Finance Total	**4.982**	**0.000**	**0.000**	**2.759**	**1.071**	**0.000**	**0.000**	**8.812**
Assets & Commercial Development								
Capital Receipt Enhancement	0.170	0.000	0.000	0.498	0.000	0.600	0.000	1.268
Commercial - Commercial Investment	24.849	(14.854)	0.000	0.003	0.000	0.000	0.000	9.998
Lackham College Land Purchase	0.000	0.000	0.000	1.300	0.000	0.000	0.000	1.300
Depot & Office Strategy	4.160	0.000	0.000	0.612	0.000	0.000	0.000	4.772
Facilities Management Operational Estate	2.651	0.000	0.000	1.555	0.000	0.000	0.000	4.206
Gypsies and Travellers Projects	1.300	0.000	0.000	0.000	0.000	0.000	0.000	1.300
Housing Infrastructure Fund (HIF)	7.501	0.000	0.000	1.876	0.000	0.000	0.000	9.377
Porton Science Park	3.709	0.000	0.000	1.728	0.120	0.000	0.000	5.557
Health and Wellbeing Centres - Live Schemes	7.850	0.000	0.000	1.596	0.000	0.000	0.000	9.446
Non-Commercial Property Purchases	0.059	0.000	0.000	0.075	0.000	0.000	0.000	0.134
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0.000	0.000	0.000	0.000	0.000	0.300
Property Carbon Reduction Programme	8.400	(4.000)	0.000	0.576	0.000	0.000	0.000	4.976
Park & Ride Solar Panel Canopys	3.500	0.000	0.000	0.000	0.000	0.000	0.000	3.500
Public Sector Decarbonisation Scheme Projects	0.000	0.000	0.000	0.072	0.000	0.000	0.000	0.072
Salisbury Central Car Park & Maltings	32.630	(33.004)	0.000	0.375	0.000	0.000	0.000	0.001
Facilities Management Investment Estate	0.630	0.000	0.000	0.000	0.000	0.000	0.000	0.630
Social Care Infrastructure & Strategy	0.634	0.000	0.000	0.000	0.000	0.000	0.000	0.634
Assets & Commercial Development Total	**98.343**	**(51.858)**	**0.000**	**10.266**	**0.120**	**0.600**	**0.000**	**57.471**
Capital Loans								
Stone Circle Housing Company Loan	33.488	(14.072)	0.000	1.878	0.000	0.000	0.000	21.294
Stone Circle Development Company Loan	11.050	0.000	0.000	1.123	0.000	0.000	0.000	12.173
Capital Loans Total	**44.538**	**(14.072)**	**0.000**	**3.001**	**0.000**	**0.000**	**0.000**	**33.467**
Information Services								
ICT Applications	4.258	0.000	0.000	0.677	0.000	0.000	0.000	4.935
ICT Business as Usual	1.627	0.000	0.000	0.095	0.000	0.000	0.000	1.722
ICT Other Infrastructure	0.400	0.000	0.000	1.030	0.000	0.000	0.000	1.430
ICT Get Well	3.474	0.000	0.000	(0.216)	0.000	0.000	0.000	3.258
Microsoft Cloud Navigator	0.000	0.000	0.000	0.148	0.000	0.000	0.000	0.148
Information Services Total	**9.759**	**0.000**	**0.000**	**1.734**	**0.000**	**0.000**	**0.000**	**11.493**
Corporate Director - Resources	**157.622**	**-65.930**	**0.000**	**17.760**	**1.191**	**0.600**	**0.000**	**111.243**

Appendix A: Capital Programme Budget Movements 2022/23 Qtr 1 (page 3)

Scheme Name	Capital Programme Budget Movements 2022/2023 Qtr 1							
	Original Budget	Budgets Reprogrammed into Future as part of 2021/22 Outturn	Reduced Budgets as part of 2021/22 Outturn	Year End Budget Transfer 2021/2022 into 2022/2023	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix B)	Budgets reprogrammed from 2022/2023 into future years (Section 2 Appendix B)	Revised Budget
Highways & Transport								
Churchyards & Cemeteries	0.000	0.000	0.000	0.028	0.000	0.000	0.000	0.028
CIL Funded Schemes	0.000	0.000	0.000	0.053	0.000	0.000	0.000	0.053
Parking Contactless Machines	0.127	0.000	0.000	0.000	0.000	0.000	0.000	0.127
Fleet Vehicles	4.091	0.000	0.000	0.120	0.000	0.000	0.000	4.211
Integrated Transport	1.781	0.000	0.000	0.824	0.000	0.437	0.000	3.042
Local Highways and Footpath Improvement Groups	0.800	0.000	0.000	0.000	0.516	0.018	0.000	1.334
LED Street Lighting	0.200	0.000	0.000	0.563	0.000	0.000	0.000	0.763
Major Road Network (MRN)	0.000	0.000	(0.084)	0.084	0.000	0.000	0.000	0.000
Structural Maintenance & Bridges	16.140	0.000	0.000	1.790	(0.516)	4.617	0.000	22.031
Churchfields Depot Drainage and Traffic Management	0.000	0.000	0.000	0.081	0.000	0.000	0.000	0.081
Passenger Transport RTPI	0.695	0.000	0.000	(0.003)	0.000	0.000	0.000	0.692
Drainage Improvements	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.500
Major Road Network M4 Junction 17	1.007	0.000	0.000	0.000	0.000	0.000	0.000	1.007
A350 Salisbury Junction Improvements MRN	0.759	0.000	0.000	0.000	0.000	0.000	0.000	0.759
A350 Chippenham Bypass (Ph 4&5) MRN	1.091	0.000	0.000	0.000	0.000	0.000	0.000	1.091
A350 Melksham Bypass LLM - Full Scheme	2.825	0.000	0.000	0.000	0.000	0.000	0.000	2.825
Highways & Transport Total	**30.016**	**0.000**	**(0.084)**	**3.540**	**0.000**	**5.072**	**0.000**	**38.544**
Economy & Regeneration								
Boscombe Down	1.191	0.000	0.000	0.000	(1.191)	0.000	0.000	0.000
Chippenham Station HUB	0.000	0.000	0.000	0.204	0.000	0.000	0.000	0.204
Corsham Mansion House	0.000	0.000	0.000	0.048	0.000	0.000	0.000	0.048
Salisbury Future High Streets	5.005	0.000	0.000	2.274	0.000	0.000	0.000	7.279
Trowbridge Future High Streets	5.827	0.000	0.000	1.879	0.000	0.000	(2.682)	5.024
West Ashton Urban Extension Project	0.000	0.000	0.000	8.784	0.000	0.000	0.000	8.784
Carbon Reduction Projects	0.009	0.000	0.000	0.070	0.000	0.000	(0.009)	0.070
Wiltshire Ultrafast Broadband	0.000	0.000	0.000	1.073	0.000	0.000	0.000	1.073
Wiltshire Online	0.847	0.000	0.000	1.555	0.000	0.000	0.000	2.402
Economy & Regeneration Total	**12.879**	**0.000**	**0.000**	**15.887**	**(1.191)**	**0.000**	**(2.691)**	**24.884**
Environment								
Waste Services	1.019	0.000	0.000	0.468	0.000	0.000	0.000	1.487
HRC Savings Infrastructure	0.100	0.000	0.000	0.000	0.000	0.000	0.000	0.100
Environment Total	**1.119**	**0.000**	**0.000**	**0.468**	**0.000**	**0.000**	**0.000**	**1.587**
Leisure Culture & Communities								
Area Boards and LPSA PRG Reward Grants	0.400	0.000	0.000	0.242	0.000	0.000	0.000	0.642
Community Projects	0.400	0.000	0.000	0.000	0.000	0.000	0.000	0.400
Fitness Equipment for Leisure Centres	0.800	0.000	0.000	0.000	0.000	0.000	0.000	0.800
Libraries - Self Service	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.500
Other Schemes including cross cutting systems	0.000	0.000	0.000	0.019	0.000	0.000	0.000	0.019
Trowbridge Leisure Centre	2.000	(1.500)	0.000	0.000	0.000	0.000	0.000	0.500
Leisure Requirements	3.912	0.000	0.000	0.496	0.000	0.000	0.000	4.408
Leisure Culture & Communities Total	**8.012**	**(1.500)**	**0.000**	**0.757**	**0.000**	**0.000**	**0.000**	**7.269**
Corporate Director - Place	**52.026**	**(1.500)**	**(0.084)**	**20.652**	**(1.191)**	**5.072**	**(2.691)**	**72.284**

Appendix A: Capital Programme Budget Movements 2022/23 Qtr 1 (page 4)

| Scheme Name | Capital Programme Budget Movements 2022/2023 Qtr 1 | | | | | | | |
	Original Budget	Budgets Reprogrammed into Future as part of 2021/22 Outturn	Reduced Budgets as part of 2021/22 Outturn	Year End Budget Transfer 2021/2022 into 2022/2023	Budget Movements between Schemes	Additional Budgets added to the Programme (Section 1 Appendix B)	Budgets reprogrammed from 2022/2023 into future years (Section 2 Appendix B)	Revised Budget
Housing Revenue Account								
HRA - Council House Build Programme	0.000	0.000	0.000	0.038	0.000	0.000	0.000	0.038
HRA - Council House Build Programme (Phase 2)	1.387	(0.435)	0.000	0.448	0.000	0.000	0.000	1.400
HRA - Council House Build Programme (Phase 3.1)	10.326	(4.754)	0.000	1.045	0.382	0.000	0.000	6.999
HRA - Council House Build Programme (Phase 3.2)	12.125	(6.743)	0.000	1.850	(0.432)	0.000	0.000	6.800
HRA - Council House Build Programme (Phase 3.3)	4.032	0.000	0.000	(0.015)	0.050	0.000	0.000	4.067
HRA - Refurbishment of Council Stock	17.289	0.000	0.000	1.560	0.000	0.000	(2.574)	16.275
Housing Revenue Account Total	**45.159**	**(11.932)**	**0.000**	**4.926**	**0.000**	**0.000**	**(2.574)**	**35.579**
2022/2023 Capital Programme General Fund and Housing Revenue Account Total	**307.115**	**(79.362)**	**(0.084)**	**51.508**	**0.000**	**12.848**	**(22.598)**	**269.427**

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

Cabinet Meeting	**13-Sep-22**
Financial Year:	2022/2023

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net i.e. Additional resources available in the form of Grant, Section 106 contributions etc which

Project Name:	Devolved Formula Capital		
Reason for movement:	Uplift to reflect DfE Award 22/23		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.128		
Funding Source:	DfE Grant		

Project Name:	Higher Needs Capital Allowance		
Reason for movement:	Additions to reflect DfE Award		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	3.684	5.33	
Funding Source:	DfE Grant		

Project Name:	Durrington Junior Online **Reason for movement:**		
Reason for movement:	DfE Digital Platform Grant		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.002		
Funding Source:	DfE Grant		

Project Name:	Burbage Primary School		
Reason for movement:	Funding contribution towards project		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.019		
Funding Source:	S106 contributions		

Project Name:	Holt Primary School		
Reason for movement:	Funding contribution towards project		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.206		
Funding Source:	S106 contributions		

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

Cabinet Meeting	13-Sep-22
Financial Year:	2022/2023

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net i.e. Additional resources available in the form of Grant, Section 106 contributions etc which

Project Name:	Marlborough St John SAFM		
Reason for movement:	Funding contribution towards project		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.050		
Funding Source:	S106 contributions		

Project Name:	Forest & Sandridge Expansion		
Reason for movement:	Funding contribution towards project		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	1.682		
Funding Source:	S106 contributions		

Project Name:	Disabled Facilities Grant		
Reason for movement:	Uplift to reflect Award 22/23		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.714		
Funding Source:	Grant		

Project Name:	LTP Maintenance General		
Reason for movement:	Uplift to reflect DfT Award 22/23		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	4.588	4.59	4.59
Funding Source:	DfT Grant		

Project Name:	LTP Integrated Transport - General		
Reason for movement:	Uplift to reflect DfT Award 22/23		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.017	0.02	0.02
Funding Source:	DfT Grant		

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

Cabinet Meeting	13-Sep-22
Financial Year:	2022/2023

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net i.e. Additional resources available in the form of Grant, Section 106 contributions etc which

Project Name:	Local Highway Footway Improvement Groups		
Reason for movement:	Parish & Town Council Contributions to LHFIG		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.018		
Funding Source:	Parish & Town Council Contributions		

Project Name:	LTP Maintenance General		
Reason for movement:	Developer contribution to project		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.005		
Funding Source:	S106 contribution		

Project Name:	Bridges General		
Reason for movement:	Insurance payout Kennet Bridge		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.024		
Funding Source:	Insurance payment		

Project Name:	School Maintenance General		
Reason for movement:	Uplift to reflect DfE Award 22/23		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.000		
Funding Source:	DfE Grant		

Project Name:	School Maintenance General		
Reason for movement:	Insurance Rowdeford Flooring		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.173		
Funding Source:	Insurance pay-out		

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

Cabinet Meeting	**13-Sep-22**
Financial Year:	2022/2023

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net i.e. Additional resources available in the form of Grant, Section 106 contributions etc which

Project Name:	Additional Accommodation General		
Reason for movement:	Uplift to reflect DfE Award 22/23 - 24/25		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.341	-0.40	0.81
Funding Source:	DfE Grant		

Project Name:	Basic Need Devizes School		
Reason for movement:	S106 Contribution to overall work		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.178		
Funding Source:	S106 Education		

Project Name:	Capital Receipt Enhancement		
Reason for movement:	Additional funding for Melksham Blue Pool		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.600		
Funding Source:	Capital Receipts		

Project Name:	Traffic Signals Maintenance Fund		
Reason for movement:	Top up grant for traffic signals		
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**
	0.420		
Funding Source:	DfT grant		

Total Delegated Changes	12.848	9.531	5.416

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER:	Andy Brown
DATE:	Sep-22

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

Cabinet Meeting	**13-Sep-22**
Financial Year:	2022/2023

SECTION 2 - DELEGATED CFO POWERS

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

Project Name:	Disabled Facilities Grant			
Reason:	Reprofile to reflect anticipated expenditure			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-2.969	2.969		
Funding Source:	Grant			

Project Name:	Lea & Garsden School Maintenance			
Reason:	Reprofile to reflect delayed completion			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.075	0.075		
Funding Source:	Grant DfE			

Project Name:	School Maintenance - general			
Reason:	Moved to be used in future years School projects			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-4.000	4.000		
Funding Source:	DfE Grant			

Project Name:	Warminster Kingdown School Expansion			
Reason:	Delayed post pre-application + new headteacher			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-6.554	2.000	4.554	
Funding Source:	DfE Grant			

Project Name:	Abbeyfield School			
Reason:	Scheduled completion now moved to Sept 25			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.280	-2.620	2.900	
Funding Source:	CIL / Dfe Grant			

Project Name:	Mere Primary School			
Reason:	Reprofile for late in-year start			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.050	0.050		
Funding Source:	DfE Grant			

Project Name:	Holt Primary School			
Reason:	Reprofile to schedule			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.350	0.350		
Funding Source:	DfE Grant			

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

Cabinet Meeting	13-Sep-22
Financial Year:	2022/2023

SECTION 2 - DELEGATED CFO POWERS

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

Project Name:	Holbrook Primary School			
Reason:				
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.500	0.500		
Funding Source:	DfE Grant			

Project Name:	Studley Green PS			
Reason:				
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.500	0.500		
Funding Source:	DfE Grant			

Project Name:	Chippenham Primary Accom			
Reason:				
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.255	0.255		
Funding Source:	DfE Grant			

Project Name:	Trowbridge FHSF Town Hall			
Reason:	Reprofile to anticipated work schedules			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-3.028	-3.614	5.878	0.764
Funding Source:	Future High Streets Fund			

Project Name:	Stonehenge Sch Replace Lower Block			
Reason:				
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-1.800	1.800		
Funding Source:	DfE grant			

Project Name:	Local Authority Treescape Fund			
Reason:	Project start 1 yr late reprofile to reflect grant			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-0.009	0.000	0.009	
Funding Source:	Forestry Commission Grant DEFRA			

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

Cabinet Meeting	13-Sep-22
Financial Year:	2022/2023

SECTION 2 - DELEGATED CFO POWERS

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

Project Name:	HRA - Miscellaneous General			
Reason:	Reprofile to business plan			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	-2.574	0.000	1.863	0.711
Funding Source:	HRA			

Project Name:	Trowbridge FHSF STRIVE			
Reason:	Reprofile to anticipated work schedules			
Budget Change:	**2022/2023**	**2023/2024**	**2024/2025**	**2024/2025**
	0.345	-0.345		
Funding Source:	Future High Streets Fund			

Total Re-programming between years	**-22.599**	**5.920**	**15.204**	**1.476**

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Andy Brown

DATE: Sep-22

Wiltshire Council

Cabinet

27 September 2022

Subject: **Council Performance and Risk 2022/23 – Quarter One Monitoring**

Cabinet member: **Councillor Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing.**

Key Decision: **Non Key**

Executive Summary

This report provides an update on performance against the stated missions in the Council's Business Plan 2022-32, its strategic risks and proposed future developments.

Proposals

Cabinet to note the updates and outturns:

1. Against the measures and activities ascribed against the Council's priorities and that targets for the measures will be included in the quarter two performance report.
2. To the Strategic Risk Register, issues and emerging risks.

Reason for Proposal

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

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

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

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Council Performance and Risk Monitoring Report: Q1 2022/23**
Cabinet member:	**Councillor Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing.**
Key Decision:	**Non Key**

Purpose of Report

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.

2. To note: it provides information on measures of performance at the end of Q1 (June 2022) and risks as they are in Q2.

3. The Q1 2022/23 Performance Scorecard is attached to the report as **Appendix 1.**

4. The Strategic Risk Summary is attached as **Appendix 2**.

5. A supporting commentary is available in **Appendix 3**.

Relevance to the Council's Business Plan

6. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032, at the end of quarter Q1 2022/23.

Background

7. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.

8. These measures fell into three categories:

    i)   Main indicators – the key metric for that particular mission.
    ii) Supporting indicator(s) – a metric that helps add weight or explanation to the main indicator.
    iii) Basket indicators – where it was impossible to identify one or two main indicators measures were grouped together to be able to report on elements of each mission.

9.   The resulting scorecard includes each main measure (the latest reported figure) and the most relevant/recent supporting and basket indicators.

10.   Measures on the scorecard are owned and reported by the service to which they relate. Intended to evolve. Cabinet and scrutiny

11.   The Strategic Risk Summary is attached as **Appendix 2** and provides information on the challenges, and potential challenges, the Council faces in delivering its services and ambitions.

12.   Included in the risk summary is the Strategic Risk Register which contains risks that, if they were to become issues, could hamper the Council's ambition to achieve its stated aims whether that be empowering the people of Wiltshire, building thriving economies or leading the response to climate change. Risks are identified, defined, reviewed and managed in service areas.

13.   There are over 250 risks identified and scored in the Council's risk management process. The Strategic Risk Register is made up of those risks which have either a potential impact on the wider council or are the responsibility of the wider council to mitigate.

14.   A full explanation of the makeup of the Strategic Risk Register can be found at the bottom of Appendix 2.

15.   Two previous risks – inflation and staff recruitment and retention – have now been classified as issues meaning that the potential problems identified have materialised.

16.   The council's teams are now working to mitigate the impact of these issues and will continue to do so until they are no longer having a direct impact on delivery.

17.   This is in line with and outlined in more detail within the Council's Corporate Performance and Risk Policy.

Future Developments

18.   Throughout the course of 2022 and beyond, the Council's Scorecard will be undergoing significant review and improvement, and changes will be brought to Cabinet.

19.   Working with Directors and Cabinet Members, targets will be set for quarter two, and measures iteratively challenged and improved at Performance Outcome Boards and Groups to ensure they are most representative of performance against a mission and allow for advanced scrutiny.

20.   This is in addition to presentational changes to ensure it provides an easy read dashboard with improved data visualisation, which provides greater context, longer time series and an enhanced narrative about progress against service delivery plans which highlights where there are risks of failure or slippage.

21.	Alongside these changes, a programme is underway to align financial reporting so that reporting cycles are correctly timed, and reports can be presented and synchronised with wider Council performance.

22.	Future risk summaries will feature the Council's revised response to national-level risks. This will be completed in partnership with the Local Resilience Forum who will produce a Wiltshire response to the National Risk Assessment when it is published.

23.	An exercise is also being undertaken with the Extended Leadership Team to ensure that items that do not yet make risk classification or cannot be quantified as emerging risks are considered in more depth, and future summaries are reflective of the live and dynamic nature of council services.

Overview & Scrutiny Engagement
24.	The Overview and Scrutiny Management Committee is considering this report on 21 September.

Safeguarding Implications
25.	A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults. Action is taken where improvements in performance are required.

Public Health Implications
26.	Not applicable as no decision is required.

Procurement Implications
27.	Not applicable as no decision is required.

Environmental and Climate Change Considerations
28.	Not applicable as no decision is required.

Equalities Impact of the Proposal
29.	Not applicable as no decision is required.

Risk Assessment
30.	Not applicable as no decision is required.

31.	Performance and risk indicators will continue to draw on the framework set out in the Business Plan and will continue to be refined through engagement with the relevant services.

Financial Implications
32.	Not applicable as no decision is required.

33.	Performance and risk as outlined above will inform the current service planning cycle and in turn the development of the budget for February 2023.

Legal Implications
34.	Not applicable as no decision is required.

Options Considered

35.   Not applicable as no decision is required.

Conclusions

36.   This report brings together updates performance indicators that make up the performance framework as well supplementary commentary to provide further context around the Council's activities in these areas and the risks faced by the Council.

Perry Holmes
Director, Legal and Governance

Report Authors:
Martin Nicholls, Head of Executive Office | martin.nicholls@wiltshire.gov.uk
Toby Eliot, Corporate Support Manager | toby.eliot@wiltshire.gov.uk
August 2022

Background reading
Corporate Performance and Risk Policy

Appendices
- Appendix 1: Wiltshire Council Performance Scorecard - 2022/23 Quarter One
- Appendix 2: Strategic Risk Summary Q1 2022/23
- Appendix 3: Performance and Risk Commentary Q1 2022/23

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Wiltshire Council Performance Scorecard - 2022/23 Quarter One

Of the 27 indicators on this scorecard 20 (74%) were ranked as either green or amber in terms of improved performance.

7	**9**	**11**
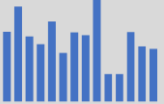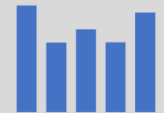
Arrows show the direction of travel. Green is a positive change, red a negative a change and orange neither positive or negative.
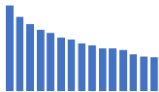
Gold shaded measures are main indicators	Unshaded indicators support a main indicator	Grey shaded indicators are selected from a basket of possible measures - the name of that basket appears above the measures

Measure description	Previous positions		Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We Get the Best Start in Life								
Educational Gap: Phonics (The percentage point gap between all pupils at KS1 and those receiving pupil premium - achieving phonics)	18.1%	20.0%	**21.2%**	Aug-21	annual - academic year	⬆ (red)		It is difficult to make judgments about recent trends with these indicators as different approaches to assessment taken during the pandemic mean 2020 and '21 are uncomparable with previously years.
Educational Gap: KS4 (The percentage point gap between all pupils and those receiving pupil premium - achieving 5+ in English and Maths at KS4)	31.1%	26.2%	**29.4%**	Aug-21	annual - academic year	⬆ (red)		
We Stay Active								
Percentage of Children who are Physically Active	43.7%	50.5%	**53.7%**	Mar-21	annual	⬆ (green)		The trend shows the last four financial years. The improvement shown in Wiltshire in the past three years has not been mirrored in the national or regional figures. Wiltshire now shows better levels of activity than the England or South West average. Results for 2021/22 are yet to be published.
Percentage of Adults who are Physically Active	71.2%	72.1%	**72.9%**	Mar-21	annual	⬆ (green)		The trend shows the last four financial years. Small improvements in each of the last three years put the activity levels in adults in Wiltshire above the national and regional average.
Referrals into the Reablement Service (total monthly number)	266	228	**263**	Jun-22	monthly	⬌ (amber)		The trend shows the last five months. Total referrals remain at a fairly consistent level since the start of the year.

Measure description	Previous positions		Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We are Safe								
Re-referrals to Children's Services (% referrals within 12 months of previous referral)	14.6%	14.9%	**15.4%**	Jun-22	monthly	⬆		The trend shows the last 15 months. Every month of the financial year 2021/22 returned a lower re-referral rate than the 16% for 2020/21. The first three months of 2022/23 have each seen a small proportion rise. Despite this our re-referral rate is lower than comparative local authorities.
Public Protection								
Total number of Licensing Interventions (Notifications received, Number of Licensing Hearings, Number of Animals Inspections carried out and Number of Licensing Transactions)	2,227	1,268	**2,329**	Jun-22	quarterly	⬇		The trend shows the last nine quarters. As business activity increased following the pandemic so did the number of licensing interventions which were 71% higher in the three months to the end of June than in the same period in the previous year.
Adult Safeguarding								
Percentage of S42 Outcomes Met (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met)	94.0%	100.0%	**99.0%**	Jun-22	monthly	↔		The trend shows the last 15 months. This indicator counts enquires as they are closed and only counts incidents where an individual is asked what they want to achieve from the process. The overall proportion of met outcomes remains high.
Percentage of Outcomes Complete in Three Working Days (% of all 'first conversations' where the outcome was completed within 3 working days from first contact)	81.0%	81.0%	**83.0%**	Jun-22	monthly	↔		The trend shows the last 15 months. The proportion of completed outcomes in the time frame remains consistently within a range of less than 8 percentage points over the period shown. Each of the last three months was a slight improvement on the same position last year.

Measure description	Previous positions		Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We Live Well Together								
Stability for Looked after Children								
Percentage of Looked After Children Placed more than 20 Miles from Home (Excludes unaccompanied asylum seeker children)	37.0%	38.0%	**38.0%**	Jun-22	monthly	↔		The trend shows the last 15 months. The proportion has been stable for the last 12 months; fluctuating between 35% and 38%. The final 2021/22 position was 36%, down one percentage point from 2020/21.
Care Leavers in Suitable Accommodation (% of 19-21 year old care leavers in suitable accommodation in a four month window)	92.0%	94.0%	**93.0%**	Jun-22	monthly	↑		The trend shows the last 15 months. An improvement in the last few months has seen a return to the levels seen at the end of 2020/21.
We ensure decisions are evidence-based								
Participation								
Voter Turnout in Neighbourhood Plan Referendums	35.1%	28.0%	**26.6%**	Mar-22	latest vote	↓		The trend shows all referendums dating back to 2019. The median turnout over the last three years is 34.3%. There have been two NP referendums in the final quarter of the financial year both with below average turnout. There have been 14 referendums in the last three years with the largest turnout being 51.8% in Broad Chalke in July 2021.
Voter Turnout in Unitary By-Elections	29.5%	29.9%	**35.6%**	Mar-20	latest vote	↑		The trend shows all byelections dating back to 2019. The latest vote was in Till and Wylye Valley in March 2020. The median turnout since the start of 2019 in five unitary by-elections is 29.5%.

Measure description	Previous positions		Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We have the Right Housing								
Delivery of Affordable Housing	171	167	**156**	Jun-22	quarterly	⬌		The trend shows the last six quarters. The cumulative total for affordable homes completed in 2021/22 was 688 which surpassed the target of 650. The April to June 2022 figure of 156 is almost identical to the same period in the previous year.
The number on the Housing Register (total number on the register at the end of the period, not including those on the open market register)	3,786	3,870	**4,136**	Jun-22	quarterly	⬆		The trend shows the last nine quarters. The numbers on the housing register have been growing over the last 24 months. At the end of June the number was 23.8% higher than the same point in 2021 and 46.4% higher than the same point in 2020.
Total Households in Temporary Accommodation	76	69	**78**	Jun-22	quarterly	⬆		The trend shows the last nine quarters. An improvement on the situation in June 2020 where there were 135 households in temporary accommodation but a 13% rise in the current quarter.
We have the Right Skills to Prosper								
Unemployment (number of the work age population [16+] claiming out of work benefits)	6,745	6,400	**6,210**	Jun-22	monthly	⬇		The trend shows the last 15 months. The claimant number has fallen in every of the last 12 months. The June total of 6, 210 is a 38% reduction on the June 2021 figure.
Youth Claimant Rate (percentage of 18-24 year olds claiming out of work benefits)	3.3%	3.1%	**3.0%**	Jun-22	monthly	⬇		The trend shows the last 15 months. A downward trend of nearly a year-and-a-half means that in June the youth claimant rate was 3 percentage points below where it was at the same time in the previous year.

Measure description	Previous positions		Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We have Vibrant, Well-Connected Communities								
Transport and links								
Use of Public Transport (Number of passenger trips on both the commercial and supported bus network)	529,418	609,318	**591,260**	Jun-22	monthly	⟷		The trend shows the last 15 months. Growth shows change in activity but also follows an annual cycle. Even so, there is a 17% increase in June from the same period last year as passengers return to public transport.
We Take Responsibility for the Environment								
Waste economy								
Household Waste (Kilograms of waste produced per household)	247	257	**253**	Jun-22	annual (Q1)	⬇		
Recycling Rate (Percentage of household waste recycled or composted)	44.7%	45.5%	**44.1%**	Jun-22	annual (Q1)	⟷		The trends shows the final Q1 position in each of the last three years.

These four new indicators should to be reviewed together as they provide data on the amount of household waste produced, and the routes of disposal. Overall, tonnages are down compared with the peaks seen over the period of the pandemic. |
| **Waste Recovery Rate** (Percentage of household waste sent for treatment/energy recovery) | 44.9% | 39.6% | **40.0%** | Jun-22 | annual (Q1) | ⟷ | | |
| **Residual Waste Rate** (Percentage of household waste sent to landfill) | 10.4% | 15.0% | **16.0%** | Jun-22 | annual (Q1) | ⬆ | | |

Measure description	Previous positions		Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We are on the path to Carbon Neutral (Net Zero)								
Wiltshire's Carbon Emissions (kilotons carbon dioxide, and the equivalent of other greenhouse gasses. Territorial emissions only, i.e. these are emissions that arise within the county)	2,637	2,534	**2,209**	Dec-20	annual with a 2-year lag	↓		The trends show the most recent three annual returns. This measure counts only the gasses produced within the county and the complexity of measuring it means that data is only available after two years. The direction of travel is positive.
Wiltshire Council's Carbon Emissions (measured in CO2e - greenhouse gases in a common unit. For any quantity and type of greenhouse gas, CO2e signifies the amount of CO2 which would have the equivalent global warming impact)	12,321	4,401	**5,275**	Mar-21	annually	↑		The trend shows the five latest annual returns. The small rise in 2021/22 is due to the resumption of services following the pandemic.
Energy Performance Certificates at Levels A - C (% or registered EPC recorded at one of the top three levels - a three year rolling average)	43.0%	49.0%	**50.0%**	Dec-21	annually	↑		The trend shows the five latest annual returns. This does not show the EPCs of all homes in Wiltshire only the EPCs registered over a rolling three-year period. Half of Wiltshire's homes were classified in the top three (of seven) levels in the most recent count compared with 34% in 2015-18.
Public Electric Vehicle Charging Points (all publicly available charging points including those owned by the council)	120	167	**179**	Mar-22	annually	↑		The trend shows the position at the end of the last four financial years. Slow growth in the last two years of just 49% but these figure do not include private EV charging where there is more growth.

Wiltshire Council Strategic Risk and Issues Summary - 2022/23 Quarter One

This summary gives details of issues the council is dealing with, the strategic risk register and the emerging risk that may need to be quantified in the future. A guide to reading the risk register is included at the back of this summary.

Issues

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

Macro economic pressures on our budgets: Inflation	Nationally, we are facing a 'cost of living crisis' and inflation has experienced a significant increase above that forecast in the budget. As part of the final financial outturn reporting the Council took the opportunity to prudently set aside reserves to offset the unforeseen costs of inflation likely to arise in 2022/23, with £7m set aside for Contractual Inflation & £2m set aside for Pay Inflation to address the in-year pressure.

Staff Capacity: Recruitment and retention	Some, but not all service areas, have identified that this has now become an issue. There are a range of factors at play in different labour markets. These include: - A smaller national workforce (less European immigration, earlier retirement/semi-retirement following the pandemic, increased numbers of those on out of work benefits) and closer to full employment. - Specific skills shortages. - Competition from the private sector and from other public sector organisations. - The impact of the increase in the cost of living making higher wages more important. - The cost increase of driving for those who have to travel in their role. The result is that some services are now impacted by insufficient staffing.

Risks on the Strategic Risk Register
Size of the bubble represents the number of risks in that position

Higher Likelihood

Higher Impact
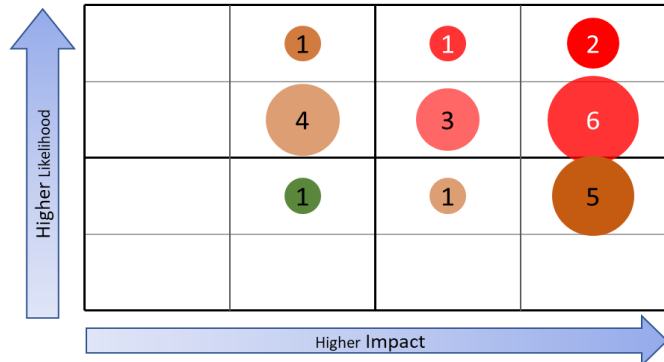
The potential reduction of risks on the Strategic Risk Register with planned mitigation

Risk Rating

Inherent Risk Ratings

Residual Risk Ratings

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

#	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating
1	Unable to meet demand for special educational needs or disability (SEND)	Cost of provision exceeds the High Needs Block (HNB) of the Dedicated Schools Grant (DSG)	More of the DSG spent on providing education for SEND	Shortfall in the funding for schools	Financial	Legal	Helean Hughes	Treat	4	4	16	▶	Outside	We remain in frequent dialogue with the DfE and will be starting joint work with them on their Delivering Better Value (DBV) Outcomes programme in the autumn which will enable some support and challenge in relation to this area.	Low	4	4	16
2	Lack of capacity in the social care market	Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Home Care, Independent Fostering Agencies, Children's Homes, provision for complex needs (including people with complex behavioural needs)	Too often provision has to be secured out of county, often in competition with other local authorities at a cost higher than the local market	The right type of care is not always available, people able to be discharged have to wait longer in hospital and budgetary pressure increases if people are placed in out of county or spot provision	Service Delivery	Financial	Helen Jones	Treat	4	4	16	▶	Outside	Block purchased day care. New tender going live in September. Still issues about sufficiency and handbacks	Low	3	3	9
3	Uncontrolled cost of social care (predominantly adults)	Changes in regulation (including the cost of increased infection prevention & control measures), workforce pressures and inflationary pressures in the care market	Each individual care package cost increases	Greater budgetary pressure to meet statuary requirements impacting on preventative and other spend	Financial	Service Delivery	Helen Jones	Tolerate	3	4	12	▲	Within	Identified inflationary pressures-going to Cabinet in September	Moderate	3	3	9
4	Failure to manage housing development	Lack of a 5 year land supply	Loss of control over the location of new development	Non-plan led housing development may be granted consent through the appeal process; Allowing development where we don't want it; Increase in costs - defending appeals; Pressure on staff.	Legal	Reputation	Jean Marshall	Treat	4	3	12	▶	Outside	Updated our 5 year land supply in April. Development Management teams are seeking to approve applications where there are no major policy obstacles, Spatial Planning continue to support neighbourhood plans to bring forward housing sites, in addition to encouraging developers to bring forward allocated sites. We do have an improved position, but still short of the 5 years. Progress on the local plan is still being given a priority.	Moderate	3	3	9
5	Cyber Resilience	Malicious attacks from either internal or external individuals or organisations with the intent of stealing data or impacting the council's ability to deliver services.	Wiltshire Council's security is compromised opening up access to councils systems and personal and corporate data for malicious activity.	Loss of personal or corporate information OR loss or interruption of some or all council services delivered to citizens of Wiltshire.	Service delivery	Reputation	Mark Tucker	Treat	4	3	12	▶	Within	Working towards National Cyber Security Centre essential level of practice. Making uses of internal audit process to keep on top of required developments.	High	3	3	9

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	
6	Pandemic influenza	Influenza strain that is highly transmissible and with a high mortality rate.	Up to 2.5% death rate Up to 50% population infected	Strain on death management system Requirement for body storage Business continuity of services Managing distribution of prophylactics	Health & Safety		Kate Blackburn	Treat	4	3	12	▶	Outside	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	3	12	*
7	Flooding	Heavy rain and/or saturated ground.	Houses flooded Businesses flooded Roads blocked Infrastructure damaged Contamination of water supply	Homeless and vulnerable people need evacuation/accommodation Infrastructure repair or replacement Loss to local economy Transport networks disrupted Public Health issues Environmental damage Business continuity of services	Health & Safety		Parvis Khansari	Treat	4	3	12	▶	Outside	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	3	12	*
8	Impact of negative media/social media coverage on council	Potential negative reaction to council decision making and delivery of services.	Negative public reaction expressed via social media and through the media	Negative impact on council's reputation.	Reputation	Reputation	Perry Holmes	Tolerate	2	4	8	▲	Within		High	2	4	8	
9	Ability to deliver an effective response and implementation of the Local Authority Outbreak Management Control Plan	Public health agencies remain in response to pandemic without additional funding	A variant of concern emerges that causes greater levels of illness and rising case numbers	Lack the capacity in the workforce meaning business as usual unable to run while Outbreak Plan put into place.	Service Delivery	Staffing/People	Kate Blackburn	Treat	4	2	8	▶	Within	Forward planning on health protection roles using Contain Outbreak Management Fund and flexibility across the team means mobilisation for outbreak support will be maintained.	High	4	2	8	*
10	Failure in Safeguarding Children	The council and / or multi- agency partners failing to follow procedures or to undertake a thorough assessment	The council and / or multi- agency partners providing inappropriate intervention or no intervention.	Children not being protected from harm.	Service Delivery	Reputation	Lucy Townsend	Treat	4	2	8	▲	Within	1. Workforce strategy in place to aid recruitment and retention of practitioners. 2. Quality Assurance Framework in place which assures monitoring of performance (qualitative and quantitative). 3. Increased resource directed into the Integrated Front Door to effectively manage the increase in referrals and ensure consistent threshold application, thus preventing unnecessary escalation into statutory service where there is more pressure on workforce i.e. social workers. 4. Continued prioritisation of the family help/hub agenda, including consideration of commissioning efficiencies.	High	2	2	4	

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	
11	**Widespread electricity failure**	Infrastructure fault or severe weather.	Loss of electricity	Danger to health due to loss of heating Loss of some telephone communication Loss of access to food shops Loss of access to cash machines Loss of access to fuel	Health & Safety		Parvis Khansari	Tolerate	4	2	**8**	▶	Within	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	2	**8**	*
12	**Catastrophic terrorist attacks**	Radicalisation Extremist views	Attack of public places, events or infrastructure	Loss of life Fear in the community loss of infrastructure Increased community tension	Health & Safety		Terence Herbert	Treat	4	2	**8**	▶	Within	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	2	**8**	*
13	**Poor air quality events**	Pollution and/or extreme weather events.	Particulate or chemical release from industry or caused by fires Severe weather events carrying pollution or particles in the air.	Increase in respiratory issues Leading to increase in hospital admissions	Health & Safety		Kate Blackburn	Tolerate	4	2	**8**	▶	Within	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	2	**8**	*

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating
14	[Composite] Information Governance	Failure to manage information effectively in keeping with Data Protection Act Principles leading to reportable incidents and potential data breaches	1. Personal Information not obtained and / or processed fairly 2. Excessive information obtained and held beyond service purpose 3. Information held for longer than purpose requires 4. Information not accurately captured / maintained or kept current 5. Information not protected by adequate technical measures 6. Sensitive information inappropriately disclosed either verbally, on paper or electronically.	Unlawful use and / or disclosure of personal data results in Risk and distress to individuals concerned, potential fines from Information Commissioners Office (ICO), reputational damage and loss of confidence in the authority.	Legal	Financial	Perry Holmes	Tolerate	3	2	6	▶	Within		High	3	2	6
15	[Composite] Income Collection	Decrease in levels of income due to lower payment rates, take up of services or increase default rates	Failure to collect income as expected and budgeted for	Increased financial pressure on other service areas in order to deliver a balanced budget across the Council as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2	3	6	▶	Within	Additional budget monitoring with all heads of service	High	2	2	4
16	[Composite] Corporate Health, Safety & Wellbeing	Inadequate or ineffective control strategy is established	Lack of application by managers and individuals of corporate policy and procedures	Likelihood of personal harm increases.	Health & Safety		Kate Blackburn	Tolerate	2	3	6	▲	Within	Increasing availability of manager training. Seeking improved means to inform employees about	High	2	2	4
17	Hospital discharges resulting in high cost and highly restrictive packages of care	Increase in number people needing to be discharged from hospital not being discharged	Challenge from external partners on the quality/quantity of available provision	Increase in out of county placements and / or high cost packages, hospital beds being unavailable for others with complex needs.	Service delivery	Financial	Claire Edgar	Treat	2	3	6	▶	Within	Liaison with health partners. Weekly Community Team for People with Learning Disabilities (CTPLD) update call with health and Dynamic Support Register (DSR) meetings. Accommodation needs shared with commissioning to inform strategy. MADE events identifying discharge pathway plans.	Moderate	2	2	4

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating
18	[Composite] Budget management	New unfunded project, unforeseen demand or failure to make planned savings	Inability to deliver key statutory services within the service-level budget envelope	Increased financial pressure on other service areas in order to deliver a balanced budget across the authority as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2	3	6	▶	Within	New planned savings delivery work	High	2	2	4
19	[Composite] Not on track for the Council to be carbon neutral by 2030	Lack of prioritisation for carbon reduction by other council departments	Financial considerations mean decisions are made not to undertake carbon reduction activity	Wiltshire Council fails to be carbon neutral by 2030	Service Delivery	Reputation	Parvis Khansari	Tolerate	2	2	4	▲	Within		High	2	2	4

*There are occasions where the planned or available mitigation does not reduce the overall risk rating.

Emerging Risks

Events that have the potential to interrupt the work of the Council but of which not enough is yet known to quantify the risk to the delivery of our services.

| Financial impact of global events | International capital and energy markets impacted by conflict and speculitave investmnet adding additional inflationary pressure in the UK.

Disruption to global supply chains causing shortages, more inflation and potentially more demand for support of council services.

A more uncertain world means a more insular economy and lower UK market sentiment meaning less investment in Wiltshire. |
|---|---|
| Change of Government approach in the UK | The commitment of a new PM and Cabinet from September, or a whole new government in two years, to programmes of work, expenditure and taxation. Changes in policy resulting in required change of emphasis for the Council.

One such change might be the review of the Bank of England mandate and the setting of interest rates becoming politicised.

Another might be a change in commitment to locally planned and delivered social services.. |

How to read the strategic risk register

There are significant challenges for Wiltshire Council as it looks to empower people, build stronger communities, grow the county's economy and lead the way in tackling climate change. The Strategic Risk Register reflects these challenges.

The Strategic Risk Register draws together information recorded on risk registers of individual services across Wiltshire Council.

Information that has significance across the council as a whole is displayed in two categories on the Strategic Risk Register.

1. Critical service risks: significant risks that sit in a single service but which, should they become an issue, will have a significant impact on the council as a whole.

2. Composite strategic risks: where similar risks exist in a number of different services which would not have a significant impact on the organisation on their own but put together represent a significant impact. These risks are compiled into a single strategic composite risk and included within the strategic risk register. These risks are scored by reviewing the service component risks.

3. National level risks: Wiltshire Council's response to the risks recorded by central government on the National Risk Register (NRR). The updated NRR is due to be published in the near future. When it is, Wiltshire Council will work within the Local Resilience Forum to produce an appropriate response. In the meantime Wiltshire Council's pre-existing response to the previous NRR is shown in the grey rows above.

Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk).

Each risk is scored for impact and likelihood to give an overall score. A risk is scored twice; firstly, as inherent (the current level of risk) and then as residual (the risk as it would be once all the planned mitigating actions are in place).

The confidence in the implementation of these mitigating actions is assessed as high, moderate or low. This guides the reader of the register to understand the true current risk.

A whole range of service risks are kept under observation each quarter.

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Appendix 3: Performance and Risk Commentary

1. Measures from the Council Scorecard and risks from the Strategic Risk Register are detailed below in terms of the missions from the business plan against which they sit. This commentary includes all relevant risks from the corporate process – not just those on the Strategic Risk Register.

We Get the Best Start in Life

2. The main indicators for this outcome are reliant on educational attainment information which is published only once a year and will not be available until the middle of quarter three.

3. Recent trends in both these indicators are hard to establish as the approach to assessment was altered during the pandemic.

4. In both 2020 and 2021, the check on phonics progress was undertaken months after the usual assessment period. As for key stage four (GCSE), results required teacher-based assessment rather than independently marked coursework and exams.

5. The advice from the Department for Education is that comparison with previous years is not made for these indicators. 2022 results should provide an opportunity for a greater level of comparison with previous results and with other areas.

The greatest risk to achieving this outcome is currently the ability of the Council to meet the demand for provision for support for special educational needs and disability (SEND).This is a high financial risk and the Council's Education and Skills Directorate is working with the Department for Education to plan recovery and reduce the impact.

We Stay Active

6. Rates of referral into the Reablement Service remain higher than seen in previous years and have not decreased, despite coming out of winter pressures. This is evidence of the continued to demand to support system flow and discharges from the acute hospitals.

7. Uncertainty around the amount of care Wiltshire Council will be responsible for providing is the stand out risk for this mission. The risk relates to the financial burden of providing expensive ad hoc care for people leaving hospital.

8. The risk is well controlled with further partnership working planned as additional mitigation.

We are Safe

9. The rate of re-referrals into Children's Services is a measure of how effective the work of those services are. Despite increases in the rate in

recent months, the current rate is below the Council's expected rate (17-19%).

10. This positive performance indicates strong practice in step down arrangements. Wiltshire's re-referral rate is lower than comparative local authorities (24%). Council teams also monitor repeat contact rates (those not progressing to assessment) and undertake routine dip sampling activity which ensures that the right people are getting the right support.

11. The percentage of Section 42 outcomes met within time scale remains high is evidence that demand into social care via the Advice and Contact Team is effectively managed and done so in a timely way. That demand is either resolved at this first point of contact or by being passed to a more appropriate team.

12. There are three high level risks for this mission on the Strategic Risk Register. All three relate, in different ways, to the provision of appropriate and timely social care.

13. The most critical of these is a failure of the social care market. With an additional economic pressure this risk is seen as likely to become an issue. There is some additional mitigation planned in terms of commissioning more social care but the impact of this is yet to be evaluated.

We Live Well Together

14. The overall number of looked after children placed more than 20 miles from home is very small. In the most recent quarter, the number increased by fewer than 10. Of that increase, 86% were young people who were placed beyond that 20-mile range but still within the county boundary meaning it is easier to offer them the correct level of support.

15. The risk of failing to help support refugees to integrate into Wiltshire society is scored as low and is highly controlled with well-established processes in place.

We ensure decisions are evidence-based

16. There were no neighbourhood plan referendums or unitary byelections in Q1.

17. When looking at the figures for previous polls it is important to consider that voter turnout in local polls is historically lower than in for larger elections. Promoting higher voter turnout, reflecting that voting is a personal choice, is seen as reflective of positive democracy.

18. Based on best practice and academic study the Council will consider (where it is within its control) the impact of timing, access and communication (including an educational aspect of the benefits of voting, focus where appropriate on hard-to-reach groups and trying to communicate where we might expect the biggest impact) to increase voter turnout.

19.   None of the nine service-identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We have the Right Housing

20.   The rise in the number of families living in temporary accommodation is in part due to the pandemic response. During the pandemic, the Council followed government guidance to clear temporary accommodation and, as a result, the Council offered direct lets to clients in temporary accommodation which significantly reduced the numbers. The Council is now seeing a monthly average of around 80 clients in temporary accommodation.

21.   However, the number of homeless applications tiggered has doubled since April 2020, from 105 a month to 379 in June 22 so although TA is showing a slight decrease this does not reflect the increasing demand on homelessness services.

22.   In March 2022, the Council had 98 clients in temporary accommodation, this equates to 0.45% per 100,000 of the population, which is excellent compared to other local authorities in the South West. The regional average is 1.59% per 100,000, with Wiltshire therefore managing temporary accommodation extremely well based on increasing homeless demand.

23.   Maintaining a low level in temporary accommodation is also important for the council as if demand exceeds the places available the costs will be extensive and have to be found form other parts of the services.

24.   Increased demand is also reflected when looking at the numbers on the housing register. Pre-COVID, the Council was receiving around 450 online applications a month. In June 2020, this reached 952 online applications received, and has remained at a monthly average of around 800. This is nearly a 50% increase in online applications which has resulted in a steady increase of clients joining the housing register.

25.   This was mainly due to applicants' concerns about the COVID crisis: people worried about jobs, their business, being asked to leave by family and friends, and sharing accommodation became a health concern. More recently, it is connected to resident's concerns around the cost of living, recession and inability to find affordable alternative accommodation in the private sector.

26.   As part of the Council's restructure of housing teams and new way of working, from 15 August 2022, anyone who would like to make an online application would first need to speak with a Housing Caseworker who will provide individual tailored advice and determine if applying on the housing register is the right option for them. Customers will no longer have the ability to just apply on line as it needs to be ensured that they are aware of our limited supply of social housing and that only those with a confirmed housing need will be offered the option to make a housing application.

27.   Housing risks relate to both the potential for an increase in demand and the Council's ability to influence the housing market.

28.   Planned activity to reduce risks against this mission include the use of Housing Perseveration Grants to build prevention teams to help avoid homelessness, a plan to update Wiltshire's five-year housing land supply within an updated Local Plan and the employment of a new Chief Planning Officer.

We have the Right Skills to Prosper

29.   Both measures of employment show positive progress.

30.   The unemployment rate equates to 2.1% in Wiltshire which compares favourably with 2.6% across the South West and 3.8% in England as a whole.

31.   The youth claimant rate also shows positive progress heading below the pre-pandemic level of 3.2%.

32.   None of the 13 service identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We have Vibrant, Well-Connected Communities

33.   The use of public transport indicator shows that passenger numbers continue to grow slowly in Wiltshire. Growth in the use of concessionary passes lags the wider growth in bus use.

34.   The Council will be taking part in the national *Catch the Bus Month* in September with a view to further prompting public transport use across Wiltshire.

35.   None of the 19 service identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We Take Responsibility for the Environment

36.   The overall amount of waste produced per household has fallen in the last year by 1.6%.

37.   The proportion of residual waste (that gets sent to landfill) is up by one percentage point on the previous year. Typically, the only waste sent to landfill are bulky items collected at the kerbside that are unsuitable for waste treatment, and residual waste from HRCs which includes bulky items.

38.   None of the 36 service identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

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

39.	The scale of the measures around carbon emissions means that they are only measured annually and that there can be significant time lags between the point of measurement and reporting.

40.	The role of the pandemic can be clearly seen in the results as activity fell in 2020, so did both the Council's and the County's carbon output. In the case of the Council there has been a rise in the carbon output in the most recent year but not to the levels seen pre-pandemic.

41.	Activity to reduce, and help reduce, carbon output continues and each directorate has been supporting the development of the climate strategy delivery plans that are due to be published by the end of September.

42.	The risk to the Council's ambition to be carbon neutral by 2030 is currently ranked as low and well controlled. Plans and strategies are being developed and all services are engaged.

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Wiltshire Council

Cabinet

27 September 2022

Subject: **Wiltshire Council Adoption Service: 2021-2022 Year End Report**

Cabinet Member: **Cll Laura Mayes – Deputy Leader and Cabinet member for Children's Services, Education and Skills**

Key Decision: **Non-Key**

Executive Summary

It is a statutory requirement that the Wiltshire Council Adoption Service provides a year-end report to the Council. It describes the management arrangements, outcomes, priorities, and finances of the Agency for the period 01 April 2021 to 31 March 2022.

This is the Wiltshire Council Adoption Service report, with the Council retaining responsibility for the child's journey to adoption.

The Regional Adoption Agency (RAA), Adoption West (AW), launched on 01 March 2019. This is the third annual report which relates to three full years of the new organisation being operational. Adoption West is a Local Authority Trading Company that is owned by the six partner Local Authorities and commissioned by them to provide defined adoption services, including responsibility for recruiting, assessing and approving adopters for our children. Adoption West is registered with Ofsted as a Voluntary Adoption Agency, and it is managed by a Service Director who reports to the Board of Directors.

Wiltshire Council retains overall responsibility for the adoption of our children whilst other functions are undertaken by Adoption West.

There are national scorecard measures that cover a three-year period and thus aspects of this report relate to Wiltshire Council performance, where functions have since moved to Adoption West. The most recent nationally published scorecard available is from 2020 which covers 2017-2020. The scorecard data for 2018-21 will be published by the DfE in the Summer of 2022.

Since the last annual report, Adoption West has been inspected by Ofsted (January 2022), with an overall inspection Judgement of Good with Requires Improvement to be Good for leadership and the inclusion of a requirement in the report related to compliancy with Adoption regulations.

It Stated:
'Children placed by the agency make progress and achieve positive outcomes. This is because the agency places them with adopters who can meet their

needs and provide them with a stable and loving family, adopters speak of love and pride about the progress their children are making since being in their care'. 'Adopters are comprehensively assessed and prepared to adopt a child' 'It has been a momentous task and much hard work and commitment from leaders and managers to bring six local authority adoption services together, to form one agency and merge different standards of practice and different systems. There is a realistic awareness by leaders and managers of the agency's achievements to date and what needs to be achieved to further develop the agency. This work is effectively supported through comprehensive management scrutiny and oversight from the board.'

In respect of the Requires Improvement to Good in relation to Leadership, the Ofsted inspection took place during a critical time when issues regarding compliancy with Adoption Regulations were emerging nationally, following a High Court ruling relating to medical information required for children being adopted and adopters that is now commonly known as the 'Somerset Ruling' (Somerset County Council v NHS Somerset Clinical Commissioning Group & Anor [2021] EWHC 3004(Fam). Unfortunately, one of the constituent Local Authorities (not Wiltshire) of Adoption West identified non-compliance regarding appointment of the Agency Medical Adviser which had a direct consequence for Adoption West with some of the agency's adopters' medicals not being compliant. Having sought legal advice, Adoption West took immediate action to address and remedy the medical reports that were non-compliant, and all adopters had the issues addressed and amended by April 2022.

In relation to the Somerset Judgment, Wiltshire Council undertook an immediate audit of all children in the adoption journey and sought assurance from the Clinical Commissioning Group (CCG) regarding the appointment of Medical Agency Advisers, which provided assurance that all medicals undertaken previously and in the future are and will remain compliant.

In 2020/21, 23 Adoption Orders were granted, and 33 families living in Wiltshire were approved as suitable to adopt. For the year 2021/22, 19 Adoption Orders have been granted for Wiltshire children, and 18 families living in Wiltshire have been approved as suitable to adopt. Across the Adoption West area there have been 87 adopter approvals; within the target of 85-95 approvals. This is less than last year as the last quarter was impacted by issues relating to medical regulatory compliance as described above. Positively, 32% of adopters approved in 2021/22 are available to adopt siblings, which is well within the target range of 25-35% set in 2021/22, compared to only 15% in the previous year. The target for approvals for adoptive families remains at 85-95 approvals for 2022/2023.

Over the last six years, the number of children entering care where adoption is in their best interest has decreased. This has been more pronounced in the last 2 years, primarily driven by an increase in the number of children where a Special Guardianship Order (SGO) or Child Arrangement Order has been determined to be a more desirable and suitable permanence option for them; adoption being the last resort. Nationally over the last six years there has been a gradual decline in adoption being the outcome: from 17% in 2014/15 to 12% in 2019/20. The % decline for Wiltshire was from 14% in 2014/15 to 12% in

2019/20. In the same period, Special Guardianship Orders have increased from 11% to 13% nationally. For Wiltshire there has been a steady increase in SGO's with 25 in 2019/20, 31 in 2020/21 and 30 in 2021/22, equating to 14%, 18% and 22% respectively in children leaving care as a result of an SGO being made. For Wiltshire this is particularly the case for very young children under the age of 4 years old who are often able to find a loving and supportive home environment with a set of grandparents or connected carers.

Whilst it is anticipated that over future years this trend will continue, there has in this last 6 months been a change in the profile of children with a marked increase of single children under 2 years old with Should Be Placed for Adoption decisions. We have seen spikes previously and thus this does not indicate an overall change in the direction of travel. Four out of seven of these families have a key risk factor related to substance misuse; Wiltshire Council working with the Wiltshire Family Justice Board launched a Family Drug and Alcohol Court (FDAC) in June 2022 and it is envisaged that this innovative project will reduce the number of children coming into care where substance misuse is a key factor.

In the Adoption West region, there have been fewer children waiting for adoptive homes than the number of families available to adopt and this has remained the position since tmid-2020. Whilst this is positive, Adoption West need to continue to focus recruitment efforts for the children who wait the longest for an adoptive family; older children, those with additional needs, children from black and minority ethnic communities and sibling groups.

The recruitment, assessment and approval of adopters is completed by Adoption West; children from Wiltshire can be placed for adoption with any Adoption West approved adopters, not only those living in Wiltshire. Previously, interagency placements have been made outside Wiltshire, so these now only apply where children move to live outside the Adoption West area, meaning a reduced spend on such placements. In 2021/22 within the Adoption West region as a whole, 26% of children have been placed with adopters outside of Adoption West compared to 34% in 2020/21. For Wiltshire children in 2021/22 10% were placed with adopters outside of Adoption West compared to 17% in 2020/21.

Within Adoption West, as of 31 March 2022 there are currently 32 prospective adopters in Stage 1 and 30 in Stage 2 of the assessment process. As of 31 March 2022, there are 63 approved adopters waiting for a match, excluding those with an Early Permanence (EP) placement. An EP placement refers to the situation where children in care may be placed in a home at the earliest opportunity by being placed with adopters who are also approved as foster carers, who initially foster the child(ren) and may become their adopters once the court proceedings have concluded.

Comparative performance for local authorities is via the Adoption Scorecard which, for Wiltshire, shows that performance remains strong whilst recognising some fluctuations related to factors which may make it more challenging to find a match i.e. older children, and children with complex health needs. The Government has not yet given clarity about how the Scorecard will be used by the Regional Adoption Agencies.

The three key scorecard measures each local authority Adoption Agency currently uses are as follows:

- A10: the average time between a child entering care and moving in with its adoptive family (date of adoptive placement or fostering for adoption placement i.e. Early Permanence approved Adopters that have joint Fostering approval), for children who have been adopted:

The local authority estimated figure for the single year 2021-22 is estimated at 369 days, down from the previous year at 420.

- A2: the average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family:

The locally estimated reported one-year figure for 2021-22 is 145 days, a decrease from 157 days in 2020-2021. 140-160 is our target and through practice auditing we have identified ways to decrease the days, as we aspire to be at the lower end of this target.

- A20: the average time between entering care and placement order:

The locally estimated reported one-year figures for 2021-22 is 282, an increase from 234 days in 2020/21. Our target is 210-230 days, and as above, practice auditing has identified ways in which we can reduce the number of days moving forwards (as outlined in detail below).

A full account of these scorecard measures is detailed below starting on page 6. Each child/sibling group outside of the expected timescales has been reviewed for practice learning. There are no themes indicating timescales could have been reduced based on our practice alone. We have however set up additional internal quality assurance and scrutiny measures to enable any possible positive impact on timeliness there can be, however small.

Proposal(s)

It is requested that this report is for approval. Recommended that the contents of this report are considered against the Corporate Parenting Strategic Priority for children looked after to have a loving home, good relationships, and respect.

Reason for Proposal(s)

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

Adoption West is subject to separate scrutiny arrangements through its own Scrutiny Board.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject: **Wiltshire Council Adoption Service: 2021-2022 Year End Report**

Cabinet Member: **Cllr Laura Mayes – Deputy Leader and Cabinet member for Children's Services, Education and Skills**

Key Decision: **Non-Key**

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1. Purpose of Report

1.1 This report provides a year-end report to Cabinet regarding the performance of the Wiltshire Council Adoption Service, alongside a consideration of the effectiveness of Adoption West. It is a requirement of the condition of registration, as described in the 2014 Adoption Minimum Standards and 2013 Statutory Guidance, that Cabinet is satisfied the Adoption Agency complies with the conditions of registration, is effective and is achieving good outcomes for children. These Standards and Guidance have not yet been specifically revised to describe the reporting requirements for the Regional Adoption Agency (RAA).

1.2 Cabinet received an Annual Report regarding the Adoption Service in October 2021, covering the period from 1 April 2021 to 31 March 2022. This report relates to the full year 2021/22 reporting period.

1.3 The Ofsted inspection of Adoption West in January 2022 concluded with a judgement of Good, recognising the momentous task and much hard work and commitment from leaders and managers to bring six local authority services together to form one agency.

1.4 This report includes information regarding the management and performance of the Wiltshire Council Adoption Service and the Wiltshire Adoption Scorecard, relating to children who require adoptive families and those who are placed, the disruption of placements and children where the plan for adoption changes. It also includes summary information about the recruitment and approval of adopters by Adoption West and the work of the Adoption West Panel. It should be noted that details of the performance of Adoption West as an organisation can be accessed in that organisation's annual report.

1.5 It is recommended that the contents of this report are for approval.

2. Relevance to the Council's Business Plan

2.1   The Wiltshire Council Adoption Service contributes to a central priority as set out in the Wiltshire Council Business Plan 2022-2032; namely to protect those who are most vulnerable and provide permanent homes for children in care.

2.2   The identification of adoptive families for Wiltshire children remains a priority for the Council. Wiltshire Council remains an adoption agency because it retains responsibility for children requiring adoption. Adoption West has responsibility for the recruitment, assessment and approval of adoptive families, family finding and adoption support.

3.   Main Considerations for the Council

3.1   The main consideration for the Council is to be assured about statutory compliance and the effectiveness of the Adoption Service. In 2019/20, 22 children were adopted and in 2020/21 23 children were adopted. In 2021/22 19 children were adopted, of these 89% were placed within 12 months. In 2019/20, 21 adoptive families living in Wiltshire were approved, in 2020/21, 33 families living in Wiltshire were approved and in 21/22 18 families living in Wiltshire were approved as suitable to adopt. In the Adoption West region (including Wiltshire) 87 families were approved to adopt for 2021/22. Sufficiency of approved families must be maintained through the work of Adoption West.

3.2   The next National Adoption Scorecard for 2018-2021 will be published by the DfE in the summer of 2022. We have seen some fluctuation in the past year; this is not significant and given the considerable change brought about through the launch of Adoption West, this is not a cause for concern but will continue to be monitored. Due to the time lag in the nationally published data, no scorecard has been produced for the period that all RAAs have been in operation. At present, each local authority Adoption Agency still has a scorecard and there are three key measures that are included:

A10: the average time between a child entering care and moving in with its adoptive family (date of adoptive placement or fostering for adoption placement i.e. Early Permanence approved Adopters that have joint Fostering approval), for children who have been adopted:

- The latest nationally published adoption scorecard three-year average (2017-20) for Wiltshire is 300 days. This is shorter than the three-year average of 315 days in 2016-19 and shorter than the England three-year average for the same period of 367 days. The statistical neighbour average in 2017-20 was 333 days.

- Locally reported data estimates the figure for 2019-22 to be 381 days, an increase on the 2017-2020 published data and largely reflective of a greater proportion of adoptions in 2020-21 and 2021-22 being from a 'harder to place' demographic which has had an impact.

- The local authority figure for the single year 2021-22 is estimated at 369 days, down from the previous year at 420. Factors contributing to time taken are discussed below.

- The graph below depicts Wiltshire's published performance since 2010 against England and statistical neighbour comparators. As can be seen, our performance has improved significantly since 2010 and since 2014-17, we have performed better than the England and statistical neighbour average.

A10: Average time between a child entering care and moving in with its adoptive family. Where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days)

	2010-13	2011-14	2012-15	2013-16	2014-17	2015-18	2016-19	2017-20	% change from 2016-19 to 2017-20	
Wiltshire	601.0	580.0	545.0	505.0	402.0	343.0	315.0	300.0	Down	-5%
England	544.0	524.0	489.0	459.0	429.0	401.0	377.0	367.0	Down	-3%
Statistical Neighbours	519.9	505.6	454.4	428.9	408.8	377.0	351.4	333.0	Down	-5%
Threshold	-	-	-	-	-	-	-	-	-	-

A10: Average time between a child entering care and moving in with its adoptive family. Where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days)

A2: the average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family:

- The latest published local authority three-year average (2017-20) is 120 days for Wiltshire. This is a decrease on the previous year's data of 154 days (2016-19) and shorter than the national average of 175 days over the same period. The statistical neighbour average in 2017-20 was 172 days.

- Locally reported data estimates the figure for 2019-22 as 143.

- The locally reported one-year figure for 2021-22 is estimated at 145 days, a slight decrease from 157 days in 2020-2021 and 137 days in 2019-20. Performance for this indicator remains lower than the latest published average for England and our statistical neighbours.

- The graph below depicts Wiltshire's published performance since 2010 against England and statistical neighbour comparators. Performance on this indicator has remained consistently below the England average since 2010, and in 2017-20 improved considerably.

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A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)

	2010-13	2011-14	2012-15	2013-16	2014-17	2015-18	2016-19	2017-20	% change from 2016-19 to 2017-20	
Wiltshire	**169.0**	**165.0**	**161.0**	**158.0**	**186.0**	**173.0**	**154.0**	**120.0**	**Down**	**-22%**
England	210.0	216.0	223.0	226.0	219.0	201.0	178.0	175.0	Down	-2%
Statistical Neighbours	155.8	164.6	174.6	182.8	177.6	178.3	163.9	172.1	Up	5%
Threshold	-	-	-	-	-	-	-	-	-	-

A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)
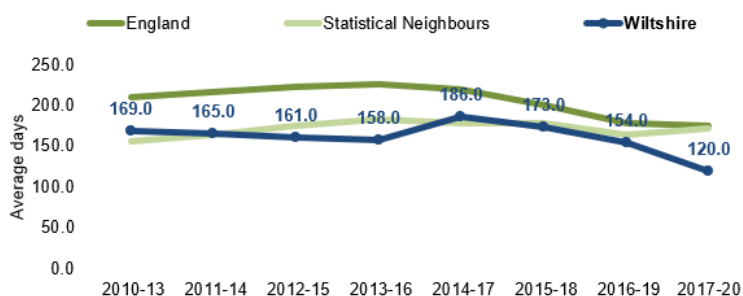
A20: the average time between entering care and placement order:

- In the latest published data (2017-20), the three-year average was 214 days against a national average of 256 days and a statistical neighbour average of 231 days.

- Locally reported data estimates the figure for 2019-22 as 239 days. The one-year figures for the 2021-22 is 282, slightly above the latest 2020 averages for England and our statistical neighbours.

- The graph below depicts Wiltshire's published performance since 2010 against England and statistical neighbour comparators. As can be seen, up until 2014, Wiltshire's performance was significantly worse than the England and statistical neighbour averages however for the last three data periods performance has remained consistently lower than these comparators.

A20: Average time between a child entering care and a local authority receiving court authority to place a child, for children who have been adopted (days)										
	2010-13	2011-14	2012-15	2013-16	2014-17	2015-18	2016-19	2017-20	% change from 2016-19 to 2017-20	
Wiltshire	552.0	502.0	461.0	386.0	273.0	221.0	218.0	214.0	Down	-2%
England	418.0	392.0	351.0	314.0	282.0	264.0	257.0	256.0	Down	0%
Statistical Neighbours	432.0	414.0	351.5	318.0	288.5	268.0	247.0	230.8	Down	-7%
Threshold	-	-	-	-	-	-	-	-	-	-

A20: Average time between a child entering care and a local authority receiving court authority to place a child, for children who have been adopted (days)

3.3 The most recent scorecard three-year averages relate to 2017-20. The scorecard data for 2018-21 will be published by the DfE in the Summer of 2022. Due to reporting delays with the scorecard, this report includes the indicative locally reported figures described above. This data highlights a slight decrease in performance in 2020-21 and 2021-22 compared with previous years. Indicator A10, for example, shows that it took longer for children to be placed in their adoptive families after being received into care whilst indicator A20 shows that it has taken slightly longer between entering care and a child being subject of a placement order.

These children's journeys have been reviewed and the reasons for this increase are not practice related or within our control i.e. relate to protracted care proceedings, and the impact of additional assessments being ordered within the court arena and family members coming forward to be assessed at a late stage.

- In one situation where there was delay from being placed into care to moving in with adopters (Indicator A10), siblings of 2 and 8yrs had been made subject to a Special Guardianship Order (SGO) with family carers. The SGO carers made the decision to withdraw in the early stages of the children transitioning to their care. This resulted in the Local Authority having to re-issue care proceedings which became a contested hearing as the parents and Guardian opposed the Local Authority's Care Plan for adoption in favour of the children remaining with their foster carers long term under a Care Order. Once made subject to placement orders these children's adoption journey was further delayed due to the covid pandemic impacting on the timeliness for them to transition to their adoptive carers.

- For another child where there was delay from being placed in care to moving in with adopters (Indicator A10) Care Proceedings were

protracted, due to international elements with assessments needing to be considered of grandparents who lived in Poland.

- In one situation where there was delay from coming into care and Placement Order being issued (Indicator A20) siblings of 4 and 5 years had experienced protracted Care Proceedings with addendum assessments completed for mother and then timetabling delays for the final hearing.

- For another 2 siblings aged 4 and 8 years, there were delays in both coming into care and being made subject to placement orders and being placed for adoption (Indicators A10 and A20). The children came into care at the start of pre-proceedings there was an initial delay in completing assessments at this stage in part due to mother having a mental health crisis and when the matter was then in the court arena additional and addendum expert assessments were requested for the mother and the children which protracted the care proceedings creating further delays. For one of these children, her teacher came forward to adopt her at the stage she became aware this was the child's care plan, with the necessary assessments being required for the family to be formally approved.

In relation to A2, there has also been a slight increase in the days taken. The reason for this being that following reforms in Public Law there is a more prominent expectation to secure children within their extended family if they are unable to be cared for by their parents. This has led positively to an increase in the percentage of children being made subject to Special Guardianship Orders. The impact of this however is that children requiring adoptive carers will more often be those with more complex needs or older children; this will make family finding more challenging and can impact on the length of time it takes to achieve this.

- One child whose match took longer had complex health needs, and 2 children were older and had complex needs (aged 4 and 8 years at the time they were matched to adopters).

Adoption West has a recruitment strategy in place to address this. There also remain challenges with care proceedings concluding within the 26-week timescale, due to a number of factors outside of the Local Authority's control. These challenges are subject to debate and scrutiny via the Wiltshire Family Justice Board, and the newly appointed Designated Family Judge (DFJ) for Wiltshire has indicated her views of the need to reduce the number of experts being appointed in Care Proceedings which can lead to delays. There is a view that court decisions are impacting upon delays and that the new DFJ intends to make changes to reduce these moving forwards.

Recognising the numbers are small, these indicators can be influenced and improved upon by the local authority's persistence in delivering permanence for a child where adoption continues to be in their best interest, despite factors which make it more challenging to find a match i.e. older children, sibling groups and children with complex health needs. In the 2021-22, for example, 6% of the children aged 5 and over who left care were adopted compared to 5% in 2020-21, 1% in 2019-20 and 2% in 2018-19.

3.4 Overall, this demonstrates continued commitment to secure permanent arrangements for all children where adoption is in their best interests, even though it could take longer to find an adoptive match. To ensure continued progress and improvement, careful attention will be given to all aspects of adoption work that remain the responsibility of Wiltshire Council Adoption Service, whilst ensuring, through governance arrangements and challenge, the effectiveness of Adoption West.

3.5 Robust processes have remained in place and have continued to be developed within the Council functions and in Adoption West to ensure that family finding starts at the earliest opportunity and that all activities are monitored and completed in a timely way. Adoption West has developed best practice to ensure good outcomes for Wiltshire's children who require adoptive families.

3.6 Management arrangements and staffing within the Council are compliant with regulation in terms of qualification and experience. The Director of Children's Services (DCS) has overall responsibility for aspects of adoption retained by the Council. Reporting to the DCS is the Director with responsibility for the Families and Children's Service. The Head of Service for Support and Safeguarding and one of their Service Managers ensure the effectiveness of overall adoption provision and this Service Manager is the designated link with Adoption West. The Service Director for Adoption West came into post in July 2018. This provides strength and clear accountability with an opportunity to develop and enhance the strategy for improvement and ensure best outcomes for children.

3.7 Wiltshire Council retains case responsibility for children who require adoptive families. These children are usually allocated to social workers within the Support and Safeguarding part of the organisation (occasionally in Children in Care Teams, when a child is relinquished), where work is carried out, with support from colleagues in Adoption West, to ensure appropriate and timely decision making to achieve adoption. Each of these case holding teams is appropriately managed within the Families and Children's Service.

3.8 The core task of adoption work, as carried out by Wiltshire Council and Adoption West, is to provide secure, stable adoptive families for children who require legal permanence and are no longer able to remain living safely with their parents or other family members. The Council retains case holding responsibility and, therefore, responsibility for the outcomes for children, although direct services are provided by Adoption West, as follows:

- The recruitment, assessment and approval of adopters: this provides permanency options for children through the recruitment, assessment and preparation of prospective adopters. Recommended for approval by the Adoption West Adoption Panel, with decisions made by the Service Director of Adoption West, adopters are then matched with children through the family finding

process. Wiltshire social workers work closely with colleagues from Adoption West to do this in a timely way.

- <u>The support of adoptive families and their children to ensure placement stability and that the needs of children are fully met</u>: Services that can be made available including therapeutic support, counselling, training, family days, newsletters and a link to Child and Adolescent Mental Health Services (CAMHS). Staff are also responsible for managing referrals to the Adoption Support Fund which increases adopters' access to specific services for adoption support.

- <u>The provision of an intermediary service for adopted adults and birth relatives wishing to trace family members, for those wishing to trace adopted children, support for non-agency adoptions (typically step-parents wishing to adopt), support for birth families and those wishing to adopt children from overseas.</u>

4. The Council has policy and guidance regarding permanence for children which ensures that those requiring adoptive families move towards that outcome in a timely way.

4.1 The Adoption West Statement of Purpose is available on that organisation's website and states the key objectives of the agency as:

- More children will be identified earlier for an adoption plan.
- We will recruit a larger pool of adopters with diverse skills and abilities including more adoptive parents able to consider "hard to place" children.
- Fewer children will wait more than 6 months for an adoptive family.
- Children will experience fewer moves before being settled into a permanent home.
- Our adopters will be better prepared with relevant training and support.
- There will be fewer disrupted adoptions.
- We will be more efficient with our resources to achieve best value.
- An increased range of post-adoption services will reach more adoptive families to improve the quality of family relationships.
- Children and young people will have a strong sense of their identity.

5. The key governance task is to continue to ensure that the work of Adoption West is effective, that management is robust and can deliver sustained improvement which can meet the needs of the region through each of the six local authorities working in partnership with other Voluntary Adoption Agencies. There are benefits to be gained in terms of the recruitment and sharing of a pool of adopters across the area who can best meet the needs

of children requiring adoptive families and therefore increased opportunity for timely matching of children with those families, particularly those who may be considered 'harder to place'.

6. Profile of Wiltshire children in the Adoption Journey as the end of the year 31 March 2022: As of 31 March 2022, thirty-one children were in their adoption journey, this includes all children who have had an Agency Decision Maker decision of Should Be Placed For adoption (SBPFA) to those placed with adopters, and not yet adopted.

Children waiting to be placed for adoption: 17

Legal status	2019/20	2020/21	2021/22
Section 20	7	0	0
Interim Care Order	5	4	5
Care Order and placement Orders	5	9	12*
None	0	0	0
Total	17	13	17

Ethnic Origin	2019/20	2020/21	2021/22
White British	16	10	11
Mixed White Black Caribbean	0	3	4*
White Irish	0	0	0
White Eastern European	1	0	2
Total	17	13	17

Age	2019/20	2020/21	2020/21
0-11 months	3	4	6*
12-23 months	1	2	4
2-4 years	7	5	3
5-10 years	6	2	0
11 and over	0	0	0
Total	17	13	17

one child placed with early permanence carers not formally matched as of 31 March 2022

To be noted is that some children remained at home with birth family whilst subject to care proceedings with a care plan for adoption. This means that other permanence options (such as Special Guardianship Orders) can be considered by the court for these children.

Timescales for Children waiting to be placed for adoption from date of Placement Orders (PO) relates to 11 children:

Children with PO (waiting	0-3 months	3-6 months	6-12 months	13 months	total

days to match)					
	9	1	0	1	11

Positively of those children waiting to be placed from the date of a Placement Order being made 9 have waited less than 3 months, the one child waiting 13 months is a child who has complex health needs and her present foster carers have now put themselves forward to adopt her.

Children matched as 31 March 2022 not yet placed:

One child, subject to Care and Placement Orders as at the end of March 2022 was matched with adopters and transitions to the adopter's fulltime care were underway.

	Age	Ethnicity
Child 2	11 months	White British

Children placed for Adoption not yet adopted:

Thirteen children, subject to Care and Placement Orders, as at the end of March 2022 were placed with adopters.

	Age	Ethnicity	Date placed for adoption	Adoption application made
2 siblings	2yrs 1yrs	White British	18/05/2021	01.03.2022
2 siblings	6yrs 3yrs	White British	28.05.2021	11.01.2022
1 Child	4yrs	White British	31.08.2021	Not yet made due to therapeutic work to support adopters' confidence in managing child's emotional needs – application due July 2022
1 Child	3yrs	White British	31.08.2021	Not yet made due to impact of sudden and unexpected family bereavement and Covid illness for adopters. Application confirmed as scheduled to be made later this month (June 2022).
1 Child	5yrs	White British	26.07.2021	02.02.2022
1 Child	4yrs	White British	06.12.2021	Not yet made due to the older child requiring time to form

				attachments, therapy being provided.
1 Child	2yrs	Mixed White/Black Caribbean	25.10.2021	Not yet made due to younger sibling also due to be matched and joint application will be made for both children together.
2 siblings	1yrs 5yrs	White British	24.01.2022	Pending.
1 Child	8yrs	White British	02.03.2022	Pending.
1 Child	2yrs	White British	30.03.2022	Pending.

In all situations where there have been delays in making a formal application for Adoption, these have been endorsed through the child's review with oversight of the child's Independent Reviewing Officer (IRO).

7.   Wiltshire Children Adopted in 2021/22

Age	2019/20	2020/21	2021/22
0-11 months	2	1	3
12-23 months	12	6	6
2-4 years	6	8	5
5-10 years	2	8	5
11 and over	0	0	0
Total	22	23	19

Ethnic Origin of children placed for adoption	Number
White British	17
White Eastern European	1
White European	1
Total	19

Wiltshire Children Matched within and externally to Adoption West Region:

	2019/20	2020/21	2021/22
Wiltshire Children matched within Adoption West	15 children placed with Adoption West Families	19 children placed with Adoption West Families	17 children placed with Adoption West Families
Wiltshire Children matched external to Adoption West	6 children placed with families outside of Adoption West	4 children placed with families outside Adoption West	2 children placed with families outside Adoption West

With the establishment of Adoption West, we are beginning to benefit from the wider cohort of adopters available for our children and year on year fewer placements external to the region which reduces the cost of external placements. Of the two children placed externally in 2021/22 one was for an 8-year-old boy with complex emotional needs and another of a 2-year-old girl with complex health needs.

8. **Rescissions of ADM Decisions, and Disruptions:**

8.1 In 2021/22, 6 rescissions of ADM decisions that children should be placed for adoption were made where the plan for the child moved away from adoption (6 in the previous year).

In one case the Court ordered in favour of an SGO to grandparents who resided in Poland, legal advice was sought and advised that the Judgement was well balanced, the Judge had reflected on the evidence and law in considering his Judgement and there were no grounds for appeal.

For three siblings aged 9, 7 and 6 years, the Court ordered Care Orders with a plan for long term fostering, this was supported by the Court appointed Guardian. The decision of the Court was on the basis that the children had complex needs and, as older children there would be challenges in finding adoptive placements in a suitable timeframe for them together or separately, and to allow the continuation of positive family time between the girls if placed separately, and with their baby sister who had remained in mother's care. Mothers' ability to care for her youngest child also evidenced that she could in future seek to care for all her children and seek revocation of the Care Order. No additional evidence could be provided to the court to achieve Placements Orders for these children.

For one child aged 8 years the court ordered a Care Order, this was supported by the court appointed Guardian. The Judgement concluded that the child's needs would be best met by a Care Order and remaining in long term foster care which would enable him to maintain a relationship with his mother and wider family. The Judge had reflected on the evidence and law in her decision, the decision was finely balanced and there were no grounds for appeal.

For one child aged 4 years with very complex health needs the court endorsed the Local Authority's plan of adoption with a plan for twin tracking searches for the child to be placed either with or separately from her younger sibling. National and local searches for both children together did not identify a placement and a decision was made to place her younger brother for adoption separately given his younger age and need for securing early attachments to adopters. Robust family finding continued for this child; twin tracked with long-term fostering searches recognising the potential limitations on finding adopters who could met her needs. Eighteen months of robust twin tracked searches identified skilled foster carers with experience of caring for children with disabilities and the decision was made to rescind the decision for adoption and support a long-term match with these foster carers.

Wiltshire Council applies rigorous scrutiny to care planning and it is inevitable that there will be developments in a case or a child's situation that means that adoption is no longer in that child's best interest; for example, a family member or parent can resume the care of a child where it had not previously been envisaged, a court may not grant a Placement Order requested by the Local Authority but may make a Special Guardianship Order instead or a plan will move to long term fostering, particularly for older children and those with complex health needs. In August 2021 we introduced a new protocol whereby the ADM will urgently review any case where a court does not grant a Placement Order. This will include involvement of Legal Services to provide legal advice and will ensure Senior Management has oversight wherever there is a change of Care Plan away from adoption.

8.2   During 2021-2022, there has been no adoption placement disruption, relating to a Wiltshire child before an Adoption Order was made and there have been no placement breakdowns that occurred post-order when the child returned to being looked after. This demonstrates strong matching overall.

8.3   Full details of the recruitment and assessment activity of Adoption West is available in their Annual Report and so is not included here. However, Cabinet requires assurance of sufficiency for Wiltshire children and so, in summary:

On 31 March 2022, Adoption West had approved 87 families in the year of which 18 live in the Wiltshire area. Positively 32% of adopters approved in 2021/22 are available to adopt siblings, which is well within the target range of 25-35% set in 2021/22, compared to only 15% in the previous year. The target for approvals for adoptive families remains at 85-95 approvals for 2022/2023.

During 2021/22 seventeen families in Wiltshire have had children placed with them for adoption, and as of 31 March 2022 13 families in Wiltshire have children placed for adoption all children have been placed for less than 6 months. In the Adoption West area there are currently 63 families approved who do not yet have a child placed with them of which 13 live in Wiltshire. There are 16 Wiltshire based families in the assessment and Approval process and 78 families in the assessment and approval process across the Adoption West region. This indicates the scope of the pool of adopters that is potentially available for our children and it is anticipated that this will be a sufficient pool of adopters in Adoption West for Wiltshire's children.

One principle of Adoption West is that there will be more people becoming approved as adopters who are more immediately accessible to social workers looking for families for Wiltshire children. It is not necessarily the case that these children will be placed with adopters living in Wiltshire as the match with the family best placed to provide permanence through adoption, and meet the needs of the child, is paramount. The wider access to adopters will support children where there are concerns about the proximity of birth parents and families to adopters' homes. It is nationally

recognised that it is more challenging to find placements for children with complex needs, older children, and sibling groups and so a larger pool of prospective adopters, who Adoption West knows well, is a benefit. This will still mean that 'out of region' placements will be required, but with a decreased reliance on them.

9. Financial summary for Wiltshire

9.1 The tables below indicate the budget, and actual expenditure for the financial year 2021/22 compared to the actual spend for 2020/21. Spend on Special Guardianship allowances continues to increase; however, adoption Allowances spend for 2021/22 has reduced. The increased expenditure of the Special Guardianship allowances reflects children moving up through the age-related bands with more children aged 11 years and over. There has been a steady increase in Special Guardianship Orders being made; in 2019/2020, 25 SGO's were granted, 2020/2021 this increased to 31 and in 2021/2022 this has maintained at 30. Residence Order allowances continue to decrease and given these Orders are no longer made, and children with such orders will reach 16 we will continue to see a decrease in this spend.

	21-22 Budget (£)	21-22 Year End Final Spend (£)	Comparison 2020-21 Year End Final Spend (£)
Adoption Allowances (all types)	729,410	430,627	497,103
Special Guardianship Allowances	2,425,760	2, 291,931	2,014,203
Residence Order allowance	87,520	59,049	64,405
Adoption income	0	-126,000	-140,333
Contractual Payment: Adoption WEST	805,660	801,181	762,634
Total	**4,048,350**	**3,456,788**	**3,198,021**

9.2 There have continued to be adoptive families who are financially supported to look after Wiltshire children in addition to those who are supported through Residence Order (RO) and Special Guardianship Order (SGO) allowances. Numbers of families and total costs are indicated below:

	On 31 March 2020 Children/Carers	On 31 March 2021 Children/Carers	On 31 March 2022 Children/Carers
RO Allowance	8/8	7/7	6/6
Adoption Allowance	33/27	28/22	23/18
SGO Allowance	243/185	195/150	305/223
Total	284/220	280/211	334/247

	2020/21		2021/22	
	Budget (£)	Actual Expenditure (£)	Budget (£)	Actual Expenditure (£)
RO Allowance	87,520	64,405	87,520	59,049
Adoption Allowance	368,590	309,718	399,660	261,594
SGO Allowance	1,833,190	2,014,203	2,425,760	2,291,931
TOTAL	2,289,300	2,388,326	2,912,940	2,612,574

9.3   In this reporting period, and prior to Adoption West becoming operational, the local authority continued to apply for funds from the Adoption Support Fund (ASF) to enable families to access commissioned therapeutic services. At 31 March 2021 there were 132 allocated Wiltshire families who were receiving adoption support (93 in the previous year) and 183 (131) applications had been made to the ASF (this is the number of applications relating to therapy delivered in the reporting period, the actual applications may have been made earlier), with the current budget being administered of approximately £559,087. Adoption West works actively within the £5,000 fair access limit per child and has sought match funding from the local authority for 2 children when there has been significant risk of placement breakdown. As in previous years, the most common types of therapy provided remain DDP, Sensory Integration Therapy and creative therapies such as art or play therapy.

9.4   The outturn budget for Adoption Allowances is broadly in line with the activity. Costs per adoption have increased over time. This reflects more "complex" adoptions being supported (often in adolescence, as the needs of the child change or are better understood, and to prevent placement breakdown as the cohort of children grows older). In addition, the limitations of the Adoption Support Fund only financing therapy for children plus the requirement of the local authority to contribute, means that some adoptive placements require additional financial support to maintain stability.

10.   Adoption Panel

	2019/20 (Wiltshire Council and Adoption West (AW))	2020/21 (Wiltshire Council and Adoption West (AW))	2021/22 (Wiltshire Council and Adoption West (AW))
Panels held	56	68	58
Adoptive families considered	30	101	93

Matches considered	90 (21 Wiltshire children)	73 (14 Wiltshire matches)	97 (16 Wiltshire matches)
Relinquished Children	4(0wiltshire children)	4 (1Wiltshire Council)	3 (1 Wiltshire child)
Reviews of Adopters notified	0	0	0

10.1 The Adoption West Adoption Panel complies with Regulation. This is important assurance as children who are the responsibility of Wiltshire Council are matched with adopters at these panels. One Panel is hosted by the Council under the partnership "hub" arrangement although the management and dedicated administration rests with Adoption West. Adoption Panels are not the direct responsibility of the local authority. The panel is chaired by a suitably skilled and experienced Independent Chair who ensures that the functions of panel are delivered effectively. There are Agency Panel Advisers from Adoption West to ensure that the panel is always adequately supported. To ensure that panels are quorate, there is an Adoption West central list of panel members established which includes members with direct experience of adoption, including adopters, and those who have been adopted.

10.2 To comply with regulation, all Panel members, including the Chair, receive annual appraisals which consider their effectiveness as panel members and any areas for development. There is an annual training day; the most recent for Adoption West took place in November 2021 with a focus on lessons learnt from disruption. This ensures that panel members consider their effectiveness and are updated regarding statutory and legislative changes along with Adoption West developments and improvements to practice. The Chairs meet regularly with the Panel Advisors to discuss operational and developmental matters relating to the panels' work and consistency, making any changes and improvements as required. There are regular liaison meetings between Council managers and Adoption West managers and the Panel Advisor.

10.3 The arrangement for Panel recommendations being considered by the Agency Decision Maker (ADM) is robust. ADM decisions about Matches are made by the Local Authority responsible for the child with decisions about suitability to Adopt being made by the ADM within Adoption West. This ensures that adopters are informed of decisions promptly following Panel recommendations.

10.4 To ensure capacity and availability within Wiltshire Council, there are currently three senior managers who take the ADM responsibility for children on a rota basis within the organisation, with administrative support and a clear process in place to make sure that ADM decisions are made within timescale.

11. Commentary

11.1 The main externally reported performance information for Wiltshire Council is included in the Adoption Scorecard and is summarised above. Of note are some aspects of performance that have slowed or have decreased due,

in part, to the age and complexities of individual children who need adoptive families, and the complexities within the Court decision making arena. The journeys of children to adoption are tracked and scrutinised to ensure timely progression.

11.2 Continued improvement of performance of indicator A10 requires permanence planning to be timely and responsive to a child's needs. The second review (held four months after a child becomes looked after) must identify an appropriate plan where the decision is that permanence is the preferred option. To ensure timely planning and decision making, the role of the Independent Reviewing Officer, working alongside the child's Social Worker, provides challenge and oversight to a case. This is checked through audit and supervision. Permanency Options Meetings are used on all cases to decide which options are right for a child and required actions are identified, supporting the care planning process.

11.3 The terms of reference of the monthly Permanence Panel ensures that children have an appropriate plan for permanence, including adoption, at the right time in their care pathway. The average duration of proceedings for 21/22 was 36.9 weeks, whilst this is slightly down from 32.9 weeks in March 2020/21; through robust tracking, we know that the key factors are beyond the control of the Local authority and relate to international elements, late identification of family members, judicial delay, and need for expert witness/assessments. The Care Proceedings Case Manager has recently been given additional responsibility for specific oversight of adoption from pre-proceedings, this has also highlighted some aspects of practice which could positively impact on court outcome timeliness; including greater emphasis on the use of family group conferences at each stage of a child's journey to identify kinship carers, and ensuring assessments in pre-proceedings specifically identify where parents capacity to care will not improve with time, thus reducing the need for addendum assessments in care proceedings, this, supported by the new Wiltshire Family Justice Designated Judge's commitment to reduce the use of expert witnesses; should see a reduction in weeks children stay in the court arena and positively impact on timescales from when children come into care to when they become subject to a placement order (A20) and are placed with adoptive carers (A10).

11.4 Whilst there have been some fluctuations in the number of newly approved adopters over recent years, as noted, there needs to be more choice for our 'harder to place' children. Adoption West continue to undertake a targeted campaign to recruit adopters who are interested in adopting sibling groups and older children, which will increase the pool for those children. Specific recruitment for children with complex medical needs is planned for the latter part of this year. Whilst this is positive, perhaps a better indication of overall effectiveness and impact upon outcomes for children is how many children are adopted and in what timescale. The percentage of children leaving care through adoption in 2021/22 in Wiltshire was 14% (12% nationally in 2018-19, the most recent national comparative figure). Currently Adoption West has 78 assessments in progress, of which 16 are "Wiltshire based". As previously indicated, it is this larger pool, which is available for Wiltshire children, but this will only meet our needs if the adopters for older children

and complex needs are approved and if the overall pool is sufficient to meet the needs of the other six Local Authorities in Adoption West.

11.5   As of 31 March 2021, there were 17 children "waiting" for adoption, of these 5 children remain subject to care proceedings and thus formal family finding cannot yet progress. Of those 11 children with Care and Placement Orders only 1 of these children had waited for over 12 months, with a positive plan to be formally adopted by her foster carers, and with the majority having been waiting less than 3 months. Promoting the needs of Wiltshire's children, Adoption West uses Link Maker for all children, initially using anonymised profiles to identify potential links before Placement Orders are secured. When a Placement Order is made, a fuller profile is added and if children are considered "hard to place", the circulation of the profile will be broadened, this may include submission to national and regional activity days where potential adopters can "see" the children. Adoption West have a dedicated Family Finding Team from within existing resources to improve this area of work. Link Maker is a national on-line resource that is adopter-led and provides adopters with information about children needing adoptive families. It has produced quicker matching for some children and national searches are made for children considered 'hard to place'. The use of Link Maker continues to have a vital place in family finding for children since the National Adoption Register was closed on 31 March 2019.

11.5.1 In some situations, and if required, adopters may be recruited either locally or via another adoption agency for specific children waiting. This strategy has not recently been used for Wiltshire children as placements have been identified from Adoption West, from Voluntary Adoption Agencies or other Local Authorities. Adoption West has a positive impact on the timely placement of children with adoptive families as it widens the pool of approved adopters available. Since December 2020 the Service Manager within Wiltshire Council with lead for adoption has established monthly meetings with the Manager of the Adoption West Family Finding team to track and monitor all children on the adoption journey in Wiltshire and ensure any potential blocks are considered and discussed at an early stage, as of June 2022 the decision has been made to change the tracking meeting to a formal adoption permanence panel meeting, which will include attendance of the Wiltshire Operational Service Manager, Care Proceedings Case Manager Wiltshire, Team Manager Family Finding Adoption West and all operational Wiltshire Team Managers who are responsible for case holding children in the adoption journey. This Panel will provide for more robust and dynamic tracking of children, improve joint working with the family finding team, prevent any unnecessary delay, and improve timeliness for children in the adoption journey.

11.6   Early Permanence (EP) practice is established in Wiltshire with all EP carers within Adoption West being potentially available for Wiltshire children. In 2021-22, 4 Wiltshire children were referred for EP and 2 were placed with EP carers. In the preceding year 6 children were referred and 3 placed. The issue of location can be key in placing children in an EP placement due to the need to facilitate regular contact and ensure young children are not travelling long distances on a regular basis. Working

collaboratively with other Regional Adoption Agencies and Voluntary adoption agencies across the Southwest, Adoption West has been successful in a bid for National Adoption Strategy monies. This will enable the appointment of a project worker for 12 months to work across the Southwest to promote Early Permanence champions in each Local Authority and work nationally to develop webinar-based training materials. The aim is to ensure Early Permanence is promoted as an option for children to include older children and groups of brothers and sisters.

11.7 The Agency Decision Maker (ADM) process is designed to meet statutory requirements and not bring undue delay into the system. It is under continual review to ensure it is effective, by ensuring that family finding, and matching work can begin at the earliest opportunity so that the time is reduced that children wait to be matched. This activity, linked to good Early Permanence practice and the opportunities provided by the pool of Adoption West adopters, allows placements to be made and matches agreed through Panel quickly and without reducing the rigour applied to ensure that all decisions are in the child's best interest. This will support improvement of A2.

11.8 It is anticipated that A20 performance will improve as the scrutiny and challenge provided by the Independent Reviewing Service and the work of Adoption Permanence Panel continue to drive timeliness and permanence planning.

11.9 It is important to note that the target has "tightened" in recent years and the measure is now taken over 14 months (previously 16 and 18 months), with progress remaining broadly positive. The emphasis placed on effective planning means that several children, where adoption was identified as being in the child's best interest, have had the ADM decision reversed and the Placement Order rescinded (6 this year), with an alternative permanence plan agreed without further undue delay for the child. Current care planning practice and robust challenge will not allow cases to drift, thus securing permanence for children. The Local Authority updated the Recission Policy in 2021 to ensure more timely decision making where the Court decision does not reflect ADM decision for adoption.

11.10 An Adoption West Joint Scrutiny Panel (JSP) is now in place, bringing the scrutiny function of the six local authorities into one panel. In summary, the purpose of the JSP is to provide scrutiny and assurance to the respective local authorities regarding the effectiveness of Adoption West. Acting as a "critical friend", it will provide independent scrutiny whilst making constructive recommendations for improvement. The JSP will produce its own annual report.

11.11 Improving adoption practice within the Council and, in turn, supporting and improving the effectiveness of Adoption West remain priorities for the local authority. In doing so, the Council will ensure best outcomes for Wiltshire's children.

12. Actions

In considering this report, Cabinet is asked to endorse the following actions to continue to improve outcomes for children who need adoptive families. Wiltshire Council will:

i. Use a range of management and performance information to track the effectiveness of adoption practice in terms of children requiring adoptive families to be confident that the work the Families and Children's Service and the partnership with Adoption West has positive impact on outcomes for Wiltshire's children.

ii. Through the Board of Directors and the Service Leads Group, maintain a high level of involvement and challenge with Adoption West, meeting the needs of Wiltshire's children through ensuring good matching and support of adopters. The service leads meet bimonthly with Adoption West with their newly developed family finding Team. Wiltshire ADM's meet quarterly with other ADM's in the Adoption West area and Panel Chairs to discuss quality and areas for development.

iii. Use the scrutiny and challenge of the Adoption West Joint Scrutiny Panel to improve outcomes for Wiltshire's children.

iv. Regularly convene operational and strategic meetings between Council staff and Adoption West staff regarding the decision-making processes for children. Adoption West will also be asked to provide a copy of their quarterly return to the Adoption and Special Guardianship Leadership Board (ASGLB).

v. As new leads in the Directorate the Support and Safeguarding Service lead on adoption and are the link to the manager to Adoption West. We will work closely with Adoption West to ensure proactive and effective family finding practice to bring about timely identification of potential adoptive matches for children who require adoption. Quarterly performance data will continue to be scrutinised by the Performance and Outcomes Group chaired by the Head of Support and Safeguarding.

vi. Through specific discussion and regular liaison meetings with the Wiltshire Family Justice Board we aim to improve the way that all parties involved in the court arena deal with care cases in a timely manner, recognising the potential delays for children where additional family members (sometimes multiple) may be considered as carers late in proceedings or where additional assessments are indicated. The Service Lead is a member of the Wiltshire Family Justice Board and oversees Pre-Proceedings and the Care Proceedings Manager. This gives improved oversight of cases across the service.

vii. Continue to provide training, led by Adoption West, for children's social workers in writing Child Permanence Reports which are used in court, to match children to adopters and to be the central record of

their life story. Child Permanence Training has taken place this year and further dates will be agreed to ensure that all staff undergo this training. Life Story Training is also be offered as part of our Directorate training plan.

viii.   The Scrutiny Board need to hold Adoption West to account to ensure a sufficiency of adopters who can meet the diverse needs of the population of children requiring adoption in Wiltshire with oversight of what Wiltshire children need and consider targets for the recruitment of adopters for older children, siblings and those with complex needs. This would reduce delay for these children's, improve timeliness of our scorecard but more importantly achieve lasting permanence for these children via adoption.

ix.   In cases where it is recognised that the agency may struggle to match children with in-house prospective adopters, request Court consent to feature the children's profiles beyond Wiltshire's boundaries and, through Adoption West, be pro-active in referring children to regional and national family finding services once a Placement Order has been granted (sooner with the consent of the court).

v.   Ensure that where required and appropriate, match funding is applied to ASF applications to provide high quality support to adoptive families.

xi.   Hold formal Disruption Meetings where adoption placements breakdown before Adoption Orders are made to consider key learning to inform whole service improvement.

13.   Background

13.1   Adoption is a route to provide permanence for children who are no longer able to live safely with their parents or other family members. This is achieved through the provision of quality adoptive placements for Wiltshire's children where a decision has been made that adoption is in their best interest. This is achieved through effective working between the local authority and Adoption West.

13.2   The fundamental requirement is that children are placed with families who have been assessed as being suitable to adopt. A recommendation of suitability is made by the Adoption West Panel, and this is ratified as a decision by that organisation's Agency Decision Maker (ADM). Through this process, there is rigorous assurance that approved adopters can provide safe, secure and enduring family placements for this vulnerable group of children. In turn, this allows them to grow, develop and thrive in a nurturing, supportive and loving family environment, removed from the stigma of being looked after by the local authority. To do this, there must be an appropriate range of enduring adoption placements to meet the assessed needs of children who need permanent adoptive families. These families must

promote stability, safety and positive outcomes for children by working in partnership with all agencies, as required.

13.3 The legislative basis of this work is the Adoption and Children Act 2002 and the accompanying 2005 Regulations. As indicated, Ofsted inspected the Service as part of the wider Ofsted inspection of the Families and Children's Service in June 2019. Adoption West is the Regional Adoption Agency and Wiltshire no longer carries out the full range of adoption functions as it did. The Council retains some aspects of adoption work and is an Adoption Agency; the requirement to be inspected and for Cabinet to be assured remains.

13.4 The local authority, through reporting to Cabinet, must be assured of regulatory compliance and effectiveness through performance monitoring, challenge and improvement planning.

13.5 Adoption West has the responsibility to recruit, assess and approve adopters for children. This includes those who can provide permanence for children who may be considered "harder to place". This group includes older children, sibling groups and children with disabilities. Adoption West remains part of the South West Adoption Consortium (SWAC) which works regionally to identify matches for children across the area and it is also developing close working relationships with RAAs across the South West and nationally. Adoption West subscribes to Link Maker, an online adopter-lead resource.

13.6 Adoption West is a Voluntary Adoption Agency; a partnership of six local authorities working with a small number of locally operating Voluntary Adoption Agencies. It is the Regional Adoption Agency, providing adoption services in line with government requirement, from the point of expression of interest to adopt, through to assessment and approval at panel and beyond, to Adoption Support. Over time, it is anticipated that Adoption West will have an increasingly significant impact on outcomes for Wiltshire's children as it delivers an effective regional response to adoption and the needs of children. The case responsibility for children remains with Wiltshire Council.

14. Safeguarding Implications

14.1 Children who require adoptive families remain the responsibility of Wiltshire Council's Families and Children's Service. This service is delivered in accordance with Wiltshire Children's Services Policy and Procedures, overseen by the Wiltshire Safeguarding Vulnerable People Panel. The local authority has clear and effective safeguarding procedures in place for children and vulnerable adults.

14.2 The partnership with Adoption West is carefully regulated and Adoption West has the appropriate safeguarding policies and procedures in place.

14.3 This report is for note by Wiltshire Council Cabinet.

15. **Public Health Implications**

The risk of poor health and wellbeing outcomes is known to be greater for children looked after. We also know from the evidence that safety and mattering are critical to a healthy functioning nervous system and healthy brain development. Safe and caring environments provided by quality adoption placements are, therefore, an opportunity to mitigate these risks and improve long term outcomes for these children and young people.

16. **Procurement Implications**

Not applicable - for note by Wiltshire Council Cabinet.

17. **Equalities Impact of the Proposal**

(detailing conclusions identified from Equality Analysis, sections 4 and 5)
Adoption West continue to undertake a targeted campaign to recruit adopters who are interested in adopting sibling groups and older children, which will increase the pool for those children. Specific recruitment for children with complex medical needs is planned for the latter part of this year.

18. **Environmental and Climate Change Considerations**

Not applicable - for note by Wiltshire Council Cabinet.

19. **Overview and Scrutiny Engagement**

A Standing Task Group will meet on 05 September 2022 to consider this report prior to Cabinet on 06 September 2022

20. **Risk Assessment**

20.1 Risks that may arise if the performance and management of adoption work, and that of Adoption West with whom the Council is in partnership, is not effective and does not achieve good outcomes for children:

- Safeguarding risk to looked after children if they are placed with adopters who have not been fully assessed, prepared and supported. Safeguarding is considered a high-level risk within the corporate risk register

- An inadequate supply of adopters to meet the needs of children requiring permanence through adoption

- Reputational risk if the Agency or Adoption West is not effective and does not achieve good outcomes for children who require adoption

- Reputational risk if statutory timescales are not met regarding adoption

- Reputational risk if the Agency or Adoption West is rated as Inadequate through inspection

- Financial risk if placements are made, are unstable and subsequently breakdown leading to children returning to local authority care

- Financial risk if Adoption West is not effectively managed

- Risks associated with the safety and effectiveness of overall service delivery provided by Adoption West.

20.2 Effective delivery of the provision of adoptive families to children who need them, supported by appropriate improvement and service plans, reporting and challenge will mitigate these risks. The secure operation of Adoption West, with appropriate accountability and reporting to the Board and to Wiltshire Council, as required, will support this.

21. Risks that may arise if the proposed decision and related work is not taken
See above. Not applicable - for approval by Wiltshire Council Cabinet.

22. Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks
See above. Not applicable - for approval by Wiltshire Council Cabinet.

23. Financial Implications
The previous budget for the Adoption Service is indicated, in summary, above. The Service has been managed within budget, supported by external incomes collected. The cost of supporting an adopted child is less than the average cost of looking after a child in the care system and is often time limited as opposed to costs of care which extend to 18 years old and beyond. Cabinet has previously received information relating to the financial implications of Adoption West and the contribution that the Council makes to that organisation. This annual report relates to how well Wiltshire Council carries out responsibilities regarding the adoption of children, it cannot be separated from considerations of the effectiveness of Adoption West and the appropriateness of the level of funding from local authorities compared to the demand for services and therefore adoption activity is dealt with annually as Adoption West (AW) agrees its annual budget.

24. Legal Implications
It is a requirement of registration as an Adoption Agency that the Executive side of the Council receive regular written reports regarding the effectiveness, compliance and management of the Agency. It has been agreed that this will be in the form of an annual report and an interim report, ensuring that legal requirements are met. There are no additional legal implications arising.

25. Options Considered
Not applicable - for approval by Wiltshire Council Cabinet.

26. Conclusion
Recent years have seen considerable change within the world of adoption with the introduction of RAAs and a focus on improving adoption performance. This has led to the need to review and develop services, amend policy and practice and so increase the effectiveness in achieving best outcomes for children to be adopted. At the heart of this is the belief that, for some children, adoption is the best route to legal permanence, security and the opportunity to achieve their potential. Wiltshire Council is committed to improving service delivery and, therefore, outcomes for children, including those for whom adoption is considered to be in their best

interest. Adoption West has brought significant change to this landscape. The Council is an Adoption West partner, working collaboratively and regionally to ensure a whole service approach to prevent delay in securing appropriate adoptive placements for children in a timely and safe way.

Jen Salter (Interim Director - Families and Children)

Report Author: Pier Pritchard
pier.pritchard@wiltshire.gov.uk,

June 2022

Appendices

None

Background Papers

None

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Wiltshire Independent Living Strategy 2022-2027**
Cabinet Member:	**Cllr Jane Davies – Cabinet Member for Adult Social Care, SEND and Transition and Inclusion**
Key Decision:	**Key**

Executive Summary

The Wiltshire Independent Living Strategy aims to maximise independence, choice and control for people with a mental health condition, learning disability, and/or autism spectrum condition (MH/LD/A) in Wiltshire by providing the right accommodation and support in the right place at the right time. This vision is underpinned by a need to ensure excellent quality and value for money.

The strategy will reduce dependence on residential care and ensure that people are supported to live independently, with their own tenancy wherever this is possible. This means developing new supported accommodation and providing innovative, flexible care to enable people to live in the community.

The strategy identifies challenges and sets out priorities and a plan of action as to how we can overcome them. The priorities are:

1. We will change how we commission accommodation and support
2. We will implement recovery pathways which enable people to get the right support in the right place at the right time
3. We will create more housing options for people, including by building and/or buying suitable housing where it is most needed
4. We will review our ways of working and where they are not fit-for-purpose, we will change them
5. We will provide clear information which helps people to find the accommodation and support which best meet their needs

Hearing from people with lived experience is at the heart of this strategy, and we will work with people and providers to co-produce new housing and support.

To deliver these ambitions, we need a local market of providers with the right expertise and culture to provide excellent, enabling support to people; and we need suitable housing in the areas where people want or need to live.

In reality, we know that the housing and care markets are challenged. In some parts of Wiltshire, adults cannot live with friends or flatmates because housing providers will not accept multi-tenancies; we also have major challenges in supporting tenancies for people who may lack capacity to sign a tenancy, particularly where housing providers require Deputyships.

Likewise, the market is not always able to deliver the care and support that people need, particularly in certain areas of Wiltshire where labour supply is limited.

The Council will therefore take a more proactive role in developing housing and care solutions. We will use data about the children, young people and adults we support to forecast and plan what housing we will need and where and will involve people in the design of future housing. We will also use population data to predict future demand.

The Council will explore building on the successes of in-house Shared Lives and Intensive Enablement Service and, where there is a viable business case, we will lead the way in providing the kind of time-limited, enabling support that people need.

Proposals

It is recommended that Cabinet agrees the five principles outlined above and the following key actions:

In the short-term (next 12 months) we will:
- Make sure our processes are clear to everybody, to ensure smooth pathways for housing and social care
- Build on our needs analysis and agree new ways of delivering and commissioning the right housing and care
- Establish arrangements for indemnifying housing providers if a person lacks capacity to sign a tenancy, to give housing market confidence
- Explore the feasibility of deregistering residential care and be in the process of remodelling to supported living
- Identify where there are opportunities to provide value for money and improve outcomes by Council having a role in the provision of housing and/or care
- See excellent joint working across Bath & North East Somerset (BSW) Integrated Care Board (ICB)

In the medium-term (the next 2-3 years), we will have:
- Recommissioned our framework of care and support providers (known as the Good Lives Alliance (GLA)
- Fully implemented a dynamic system Provider Assessment and Market Management Solution (PAMMS) which will improve the collection and analysis of data
- Implemented the South West Association of Directors of Adult Social Services (ADASS) framework for out-of-County residential care

In the longer-term (the next 4-5 years), we will:
- Have developed a pipeline of accommodation schemes to meet needs, and be well on the way to delivering these
- Be consistently measuring people's satisfaction and outcomes

Reason for Proposals

We currently face several challenges which stop us realising the vision set out above:

- **Housing and care markets** in Wiltshire provide limited quality and choice – we need a new approach to commissioning accommodation and support, including where appropriate intervening in the market, building or buying new housing in the right places, providing support and modelling good-practice.
- There is a **lack of focus on recovery** – especially for people with mental health conditions. With robust needs analyses, we will develop business cases for new models of support which promote independence and recovery.
- There is a **lack of housing and care options** in the right place – especially for people with learning disabilities and autism spectrum conditions. This leads to an over-provision of out of County and/or residential settings, where independent living closer to home would deliver better outcomes. We will create more housing choices for people, including building where they are most needed.
- **Housing and care provision is often not well aligned** – through our commissioning functions, we are developing stronger relationships with and between housing and care providers. Internally, we will review our own processes to make sure these are clear and seamless.
- **Pathways are not always clear to the public** – we will provide clear information to help people find accommodation and support which meet their needs.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Wiltshire Independent Living Strategy 2022-2027**
Cabinet Member:	**Cllr Jane Davies – Cabinet Member for Adult Social Care, SEND and Transition and Inclusion**
Key Decision:	**Key**

Purpose of Report

1.   This report summarises the draft Wiltshire Independent Living Strategy 2022/27, which is attached as an appendix.

2.   Cabinet is asked to consider the Strategy and support its ambition to maximise the independence, choice and control for people with a mental health condition, learning disability and/or autism spectrum condition (MH/LD/A) in Wiltshire by providing the right accommodation and support in the right place at the right time.

Relevance to the Council's Business Plan

3.   Wiltshire's joint commissioning priorities for 2022/23 are to ensure services are in the right place at the right time, delivered by the right people; and that people get the right services at the right price. Wiltshire's Market Position Statement (MPS) for Whole Life Commissioning emphasises that people should receive the support they need at the earliest opportunity to live independently and safely within their community.

4.   The Wiltshire Independent Living Strategy will ensure that everybody in Wiltshire is empowered to live full, healthy and enriched lives, and is able to live as part of a vibrant local community. By putting co-production and engagement at the heart of delivering this strategy, we will strengthen the voice of young people and adults with MH/LD/A and strengthen their place in society. The Strategy will not only protect the most vulnerable but enable them to live independent lives.

5.   The aims of both the Market Position Statement and the Independent Living Strategy link directly to the Council's Missions to make Wiltshire a place where 'we are safe' and where 'we live well together'.

Background

6.   In Wiltshire, we have made significant improvements in recent years in improving outcomes for people with learning disability, mental health needs and/or autism spectrum conditions.

7.   However, there is a lack of choice, quality and consistency across our local housing and social care markets.

8.   This means that too often Wiltshire residents have to move outside of the County. We need to develop a range of independent living options which give people tenancy rights, or to care settings which are not overly restrictive, in order to have their needs met. In particular, we know that the needs of autistic people, younger people who are leaving school/college and who wish to live independently, and people with learning disabilities are not consistently well met.

9.   Whilst some people get excellent support which supports them to realise their ambitions, we have heard from other people that there are barriers to them being able to live their best life. Some people describe a way of working which is over-protective and risk-averse, and that this can be more disabling to a person's wellbeing than their disability.

10.   We currently have a number of challenges around housing. Registered housing providers in Wiltshire require any person who lacks capacity to sign a tenancy to have a full Deputyship in place. It is the Council's view that this is overly restrictive and infringes on the tenant's human rights. It also creates significant delays to signing the tenancy, as there is a long waiting list for the Court of Protection to authorise Deputyships. Wiltshire Council, as housing provider, will agree tenancies without Deputyships in place whilst appropriate and proportionate applications are made to the Court of Protection to authorise the tenancy.

11.   Some registered providers – particularly Aster Group and GreenSquareAccord will also not offer joint tenancies to adults who have not lived together for at least 12 months. Providers will generally offer joint tenancies to spouses, civil partners and cohabitees in established relationships and some will offer joint tenancies to people in family relationships e.g. parent/adult child, adult siblings. Whilst there is limited action the Council can take to influence providers' policies, we have asked all providers for their policies in regard to multi-tenancies. Practitioners and members of the public who wish to join the register and apply for multi-tenancies have been informed of the limitations they will face, so that expectations are managed.

12.   We also know that our housing and care provision is not well-aligned, which means people face challenges when applying for housing, bidding and signing tenancies. The strategy resolves to clarify our protocols and processes around housing applications, and to clarify the Council's position that it will provide indemnity for registered housing providers where a person lacks capacity to sign a tenancy. We will strengthen our relationships with providers and ensure housing and care services are clearly joined up and working in a more strategic way to deliver the outcomes that people in Wiltshire need and want.

13.   As part of the development of the Strategy, officers have undertaken an analysis of the needs of approximately 160 people with LD/MH/A who need to and are ready to move now, or for whom we know a move will be needed in the coming years. Over 80% of this group are under 40 years of age, over half have a learning disability, and many have multiple conditions. This analysis allows us to plan for the future and consider what we need to build, provide or commission in the years to come.

14. Section 2 of the Strategy describes the extensive co-production and engagement that has been undertaken by people with lived experience. The voices of people with MH/LD/A and their parents and carers underpin the vision and ambitions of the Strategy. For example, in 2022 Wiltshire CIL asked over 2,000 people what a good life looks like, what people already have that helps them to live that good life, and what else they need. From these conversations, it is clear that people want:

   a. a place they can call home, where they belong and feel safe
   b. equal and meaningful relationships, where people trust and love the people around them,
   c. to be a part of their community, to be valued and accepted
   d. choice and control over the support they get, and who they get it from
   e. hope for the future, and not to feel written off for being different

15. The Independent Living Strategy therefore makes a number of recommendations for how we will overcome these challenges. This starts with a change of culture, which we can only achieve by listening to the voices of people, valuing their unique skills and contributions, and understanding what is important to them.

16. The Strategy has been developed by a wide range of stakeholders from within the Council (including Commissioning, Social Care, Housing, Education and Planning), Health (BSW Integrated Care Board, Avon & Wiltshire Mental Health Partnership NHS Trust, Oxford Health NHS Foundation Trust, Wiltshire Health and Care), voluntary sector (including Wiltshire Centre for Independent Living and Wiltshire Parent Carer Council) and the independent sector (including housing and social care providers). The implementation of the Strategy will form part of the Adult Social Care Transformation programme.

Main Considerations for the Council

17. There are 5 key priorities within the Strategy:

   a. We will change the way we commission accommodation and support
   b. We will implement a recovery pathway which enables people with mental health needs to get the right support in the right place at the right time
   c. We will create more housing choices for people, and this includes building new supported living in the places where they are most needed
   d. We will review our ways of working, and where they are not clear or fit-for-purpose, we need to change them
   e. We will provide clear information which helps people to find the accommodation and support which best meets their needs

18. To deliver these priorities, we will need to develop new accommodation and models of support, so that everybody has the opportunity to live as independently as possible in Wiltshire. Given the challenges we face both with our housing providers and commissioned social care providers, the Council will therefore take a more proactive role in developing housing and care solutions. We will use data

about the children, young people and adults we support to forecast and plan what housing we will need and where and will involve people in the design of future housing. We will also explore building on the successes of our in-house Shared Lives and Intensive Enablement Service and, where there is a viable business case, we will lead the way in providing the kind of time-limited, enabling support that people need.

19.   In the short term, we will drill down into the needs analysis to identify key cohorts of people to focus on, and to find out exactly what they want from their home and their support. The voices of peopled with LD/MH/A will champion this strategy, just as their views have shaped it. We will develop detailed service specifications and business cases to plug the gaps in service we have identified. We will also review our internal processes to ensure they are fit-for-purpose – e.g. by establishing Deputyship procedures to give housing providers confidence, clarifying housing providers' policies around multi-tenancies, clarifying our own internal Housing Application protocol, etc.

20.   In the medium-to-long term, we will evaluate the Good Lives Alliance framework and learn lessons from Wave 1 as we re-commission the framework. We will establish a pipeline of new accommodation and support in the places in Wiltshire where we know the need is greatest – particularly in Salisbury and Trowbridge.

21.   An ambitious action plan has been co-produced and will sit underneath this strategy and be refined as we develop new models of care and support. A high-level summary of actions can be found in the executive summary of the strategy.

Adult Social Care Transformation Programme

22.   The delivery of the strategy will be managed and monitored through Wiltshire Council's Adult Social Care Transformation programme. An implementation group for the Independent Living Strategy will report to the Adult Social Care Transformation Operations Board.

23.   The Independent Living Strategy project will influence and be influenced by a number of other projects within the programme, including:

- **Technology Enabled Care strategy** – creating a technology first culture for adult care delivery
- **Practice development** - ensuring all staff in Adult Social Care develop practice, knowledge and experience
- **Mental Health Act reforms** – the successful implementation of the new Mental Health Act Amendments
- **Market Oversight** – reducing the average cost of supporting working age adults and continuing to improve practice across service

Overview and Scrutiny Engagement

24.   The recommendations within the Strategy were presented to Health Select Committee on 5 July 2022. The Committee resolved to welcome and support the recommendations of the Strategy and invited further updates on its delivery.

Safeguarding Implications

25.   The aim of this transformation is to enable disabled and older people to enjoy meaningful activities, take positive risks and stay safe. This approach aligns with Wiltshire's Safeguarding Plan, which emphasises safeguarding children and vulnerable adults from abuse and neglect, as well as increasing community resilience.

26.   It also aligns with the safeguarding principles enshrined in the Care Act of:

- **Empowerment** – people will be encouraged to make their own decisions about what they want to do during the daytime or evening.
- **Prevention** – building individual and community resilience.
- **Proportionality** – day opportunities offer a non-intrusive, person-centred way of meeting a person's needs and wishes.
- **Protection** – supporting people who are in the greatest need.
- **Partnership** – through supporting community-based activities, communities themselves becomes key partners in preventing, detecting and reporting neglect and abuse.
- **Accountability** – the tender will ensure accountability and transparency in how organisations are commissioned.

27.   Abuse and/or neglect can happen in any setting, including a person's own home or a residential/nursing care home. Safeguarding children, young people and adults from abuse and/or neglect will be at the heart of care planning and reviews; as part of its commissioning and provider oversight responsibilities, the Council will rigorously check that providers have in place safeguarding children and safeguarding vulnerable adults' policies and ensure that any member of staff has been checked under the Disclosure and Barring Scheme as being fit to work with vulnerable people.

Public Health Implications

28.   Improving health and wellbeing is core to the Wiltshire Independent Living Strategy. There is significant evidence that suitable housing is critical in maintaining good physical and mental wellbeing. Insecure, overcrowded or inappropriate housing can increase stress, anxiety and depression. Living in housing settings which are noisy or crowded (e.g. an estate, or a house on a busy main road) can present challenging sensory problems for some autistic people. For some people, holding a tenancy, paying rent or bills, cleaning and maintaining one's home can be very difficult; the draft action plan for this Strategy includes exploring a role to support people with MH/LD/A to register for, access and maintain a tenancy.

29.   The Strategy also takes a life-course approach to independent living. This echoes Public Health England's (now Office for Health Improvement and Disparities) recognition that focusing on life course rather than diagnosis or condition helps to identify both protective and risk factors. A life course approach values the health and wellbeing of both current and future generations, and acknowledges that maintaining good functional ability is the main outcome of the life course approach to health. Functional ability can be enhanced throughout life

by a supportive environment (e.g. good quality housing for an adult with MH/LD/A will also give that adult's child/ren the best start in life).

30. There is a diverse range of social, economic and environmental factors which often cluster together within a population, and addressing these wider determinants of health as set out in this strategy, such as housing and connections into a local community, can make a big difference in promoting or restoring health and wellbeing. For example, by adapting the environment to meet the needs of people with MH/LD/A (e.g. by creating autism-friendly housing), we will enhance the environment for the wider population whilst also improving opportunities for individuals to thrive.

Procurement Implications

31. There are no specific procurement implications arising from this strategy. Any procurement arising from or linked to the delivery of the strategy – e.g. the re-tender of the Good Lives Alliance in 2023 – will be proposed via a separate Cabinet report.

Equalities Impact of the Proposal

32. Section 4 of the Strategy sets out the changing demographics and prevalence of people with MH/LD/A over the lifetime of the Strategy and beyond. In particular, it highlights the increasing numbers of children and young people being diagnosed with autism spectrum disorder. We know from co-production that housing and support are not set up to meet the needs and aspirations of this group of young people, and we need to modernise our offer accordingly.

33. Whilst the number of working-age adults with learning disabilities and/or mental health conditions will not increase significantly in the next 10 years, due to increasing life expectancy we will see a growing population of older learning disabled people. The Council will need to respond to this by developing bespoke sheltered housing, extra care, home care which meet the needs of learning disabled people and support their independence and choice. The Independent Living Strategy therefore has inter-dependencies with other Council workstreams focusing on older people.

34. Analysis undertaken during the production of the Wiltshire Independent Living Strategy and the Wiltshire Joint All-age Autism Strategy shows the significant health inequalities that people with MH/LD/A face. For example, autistic people experience higher rates of mental ill health compared to neurotypical people; research collated by the national organisation Autistica suggests that up to 11% of people who die by suicide each year are autistic, compared to 1% of the general population. The Learning Disabilities Mortality Review (LeDeR) shows that compared to the general population, people with learning disabilities are over three times as likely to die from an avoidable medical cause of death (671 per 100,000 compared to 221 for the general population in 2019). Life expectancy for men and women with a learning disability is between 14 and 17 years less than the general population; for people with severe mental illness, the gap is between 15 and 20 years.

35.   By putting wellbeing, recovery, enablement and early intervention at the heart of the Wiltshire Independent Living Strategy, the Council aims to reduce these inequalities and to work closely with partners in the NHS and wider community to improve health and wellbeing outcomes for people with MH/LD/A.

36.   As stated in paragraph 9 in this report, the Council is concerned that the requirement of some housing providers for people who lack capacity to sign a tenancy to have full Deputyship is overly restrictive and potentially discriminates against these people. A key action of this Strategy will be to ensure that appropriate steps are taken to provide security for incapacitated adults and challenge approaches inconsistent with housing providers' duties pursuant to section 149 of the Equalities Act 2010.

Environmental and Climate Change Considerations

37.   The Wiltshire Independent Living Strategy 2022-27 aligns with the Council's pledge to become carbon neutral by 2030. Wiltshire's Climate Strategy 2022-27 acknowledges the need for new buildings to be net zero carbon as soon as possible, and for existing buildings to be retrofitted along the same principles.

38.   When building new housing or adapting existing housing, the Council will ensure that design and construction minimises energy consumption by maximising energy efficiency. All new homes built by the Council are being built to zero carbon standards using Modern Methods of Construction. The homes also have reduced the embodied carbon from the building materials. Where the Council is retrofitting existing housing, it will ensure that all retrofitting achieves an EPC rating B. These standards will also apply to supported living accommodation. Where housing is built by other developers, the Council will use its contractual and regulatory levers to maximise energy efficiency.

39.   The strategy will lead to fewer people being placed out of County, and where appropriate to people who are already placed out of County being supported to return to Wiltshire. This will lead to fewer carbon emissions as friends, family and other networks will not have to travel so far to visit their loved ones. By supporting people, as far as possible, to live close to their existing networks and locating housing in suitable places, we will encourage the public to make fewer and shorter car journeys. We will also continue to provide travel-training to people with learning disabilities to encourage the use of public transport.

40.   The Independent Living Strategy aligns to other Adult Social Care transformation workstreams, including the development of Technology Enabled Care (TEC). We recognise that Wiltshire's rurality can mean that paid carers have to travel significant distances between customers. We will encourage creative approaches to using technology (e.g. apps, wearables, sensors) which support safety and independence.

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

41.   A detailed log of risks, assumptions, issues and dependencies (RAID) has been developed as part of the ASC Transformation programme.

42.   If the Wiltshire Independent Living Strategy is not agreed and no action is taken to create housing and care choices for people with MH/LD/A, there are a number of risks for the Council, the market and Wiltshire citizens:

- The Council will remain overly dependent on residential care for adults of working age, meaning that some people live in settings which are restrictive and do not promote their independence.
- If we do not develop solutions in Wiltshire, there is a risk that more people will have to continue to move out of County to access the support they need, which will separate them from family, friends, professional networks etc. There is also a risk that people who have the potential and wish to return to Wiltshire from out of County will not be able to do so.
- If we do not take action around the housing challenges set out in this report – particularly the under-provision of suitable housing in some areas, the requirement for Deputyships from some housing providers, etc – there is a risk that people with a mental impairment resulting in incapacity may not have an equal opportunity of gaining a tenancy, living independently and moving on with their lives.
- There is a risk that Wiltshire's care market remains under-developed; with providers unclear about Wiltshire's needs analysis, direction of travel and strategic intent; this in turn may make it more difficult to recruit.
- There is a significant financial risk to not agreeing and implementing this strategy. Residential care is generally more expensive than supported living or other forms of independent living; people in residential care are less likely to move on. As the strategy makes clear in section 5.7, data from January 2022 shows that of 207 adults with MH/LD/A placed out of County, 121 (58%) were placed in neighbouring Local Authority areas and 86 were placed further afield. The average weekly cost of out of County residential and nursing care home placements was £1,856.70 (compared to £1,419.27 for residential and nursing care placements overall). The average weekly cost of out of County supported living was £1,269 (compared to £850.75 for supported living overall).

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

43.   The vision of this strategy is that everybody should be given the opportunity and support they need to live an independent life. This may create anxiety from some parents, carers and families who fear that their loved one's support may be reduced, and that this may increase the need for care to be delivered by families. We will mitigate this by carrying out extensive co-production and engagement with families, and by briefing elected Members and MPs on the change of approach for delivering services to people with MH/LD/A and the rationale for this.

44.   There is also a risk that without clear partnership working, social care and health practice will not be sufficiently aligned and centred around the person. NHS officers and clinicians have been involved in the development of this strategy, and we will continue to work alongside the BSW Integrated Care Board (ICB) and

Wiltshire Integrated Care Alliance (ICA) to ensure they fully understand the impact of the proposed changes. This needs to feed into the LD/A/MH programme board and the community service framework.

Financial Implications

45.   Residential care is generally more expensive than supported living and other forms of independent living therefore there is a financial benefit in this strategy being implemented. There is a risk that costs will continue to rise if Wiltshire continues with the current dependence on residential care if this strategy is not implemented.

46.   If approved, when implementing the strategy, there is a need to ensure there is planning and mitigation on the suppliers used to provide supported living arrangements. For certain suppliers the Council can only claim Housing benefit up to a level set by the rent officer for costs associated with supported living and any costs over this will be borne by the Council.

Legal Implications

47.   No specific legal implications arise from the strategy. Any legal implications that arise as the strategy matures will need to be considered at the appropriate stages.

48.   Any commissioning arrangements will need to be procured in accordance with the relevant procurement legislation.

Workforce Implications

49.   The principles and short terms actions outlined in this paper fall within the remit of the existing workforce and there are no direct workforce implications. However, in the medium and longer term, there may be workforce considerations in relation to the council's potential interventions in the market, which will be detailed and considered in any future papers.

Options Considered

50.   A number of options have been considered during the development of the strategy:

51.   **Option 1:** do nothing. This option would involve maintaining existing commissioning arrangements and operational practice and keeping the status quo in place. It would not tackle the over-dependence on overly-restrictive residential care for working age adults, it would not develop Wiltshire-based alternatives to out-of-provision, and it would not address the demand we know is coming through from children's services in the next 5 years.

52.   **Option 2:** depend on the private and voluntary sector markets to deliver all housing and care. Whilst we will continue to develop the market, e.g. through the re-commissioning of the Good Lives Alliance, the needs analysis which informs the Wiltshire Independent Living Strategy demonstrates that there is no sufficient capacity in the market to deliver what we need. For example, we know the

market is not currently able to supply enough provision in Wiltshire for autistic adults. In order to change the culture of housing and support to become more enabling and to create sufficiency across the County, the Council will need to intervene in the market.

53. **Option 3:** development of a Wiltshire Independent Living Strategy which is solely adult social care focused. Whilst this option would enable us to focus on the challenges within adult social care and commissioned social care services, it would not be person-centred or enable us to plan for the future. The challenges set out in the strategy and this report are system-wide and require a whole Council approach (spanning children's and adult social care, housing, education, planning etc), as well as close working with partners in the NHS and the voluntary and independent sectors.

Conclusions

54. The Strategy represents an ambitious programme of work for the Council and its partners. As it succeeds, we would expect to see:

    a. Fewer Wiltshire residents in out-of-County placements
    b. People spending less time in hospital, because the community better meets their needs
    c. Customers involved at every step of the commissioning journey
    d. Clearer, more accessible information for the public about what is available and processes for applying
    e. More people having tenancy rights and fewer people in residential care
    f. Young people feeling confident about the future and feeling prepared and supported as they reach adulthood

55. The Wiltshire Independent Living Strategy recommends that we:

    a. change the way we commission accommodation and support
    b. implement a recovery pathway which enables people with mental health needs to get the right support in the right place at the right time
    c. create more housing choices for people, and this includes building new supported living in the places where they are most needed
    d. review our ways of working, and where they are not clear or fit-for-purpose, we need to change them
    e. provide clear information which helps people to find the accommodation and support which best meets their needs

56. It is recommended that Cabinet agrees the five principles outlines above and the key actions:

    In the short-term (next 12 months) we will:
    • Make sure our processes are clear to everybody, to ensure smooth pathways for housing and social care
    • Build on our needs analysis and agree new ways of delivering and commissioning the right housing and care

- Establish arrangements for indemnifying housing providers if a person lacks capacity to sign a tenancy, to give housing market confidence
- Explore the feasibility of deregistering residential care and be in the process of remodelling to supported living
- Identify where there are opportunities to provide value for money and improve outcomes by Council having a role in the provision of housing and/or care
- See better joint working across Bath & North East Somerset (BSW) Integrated Care Board (ICB)

In the medium-term (the next 2-3 years), we will have:
- Recommissioned our framework of care and support providers (known as the Good Lives Alliance (GLA)
- Fully implemented a dynamic system Provider Assessment and Market Management Solution (PAMMS) which will improve the collection and analysis of data
- Implemented the South West Association of Directors of Adult Social Services (ADASS) framework for out-of-County residential care

In the longer-term (the next 4-5 years), we will:
- Have developed a pipeline of accommodation schemes to meet needs, and be well on the way to delivering these
- Be consistently measuring people's satisfaction and outcomes

Helen Jones (Director - Procurement and Commissioning)

Report Author: Robert Holman – Commissioning transformation Lead

13 September 2022

Appendices

Wiltshire Independent Living Strategy 2022-27

Background Papers

None

"A place I call home"

Wiltshire independent living strategy

2022/2027

EXECUTIVE SUMMARY

This strategy aims to maximise the independence, choice and control for people with a mental health condition, learning disability and/or autism spectrum condition (MH/LD/A) in Wiltshire by providing the right accommodation and support in the right place at the right time. This vision is underpinned by a need to ensure high quality and value for money.

Our focus in Wiltshire is to move away from residential care and ensure that we support people to live independently, with their own tenancy wherever possible. This means developing new supported accommodation and providing innovative and flexible care to enable people to live in the community.

We currently face several challenges which stop us realising this vision:

- **Housing and care markets in Wiltshire provide limited quality and choice** – we need a new approach to commissioning accommodation and support, including where appropriate intervening in the market, building new housing in the right places, providing support and modelling good-practice.
- **There is a lack of focus on recovery** – especially for people with mental health conditions. Through robust analysis of people's needs, we will develop business cases for new models of support which promote independence and recovery.
- **There is a lack of housing and care options in the right place** – especially for people with learning disabilities and autism spectrum conditions. This leads to people sometimes having to move out of County, or to residential care, where a more independence-enhancing option closer to home might provide better outcomes. We will create more housing choices for people, including building where they are most needed.
- **Housing and care provision is often not well aligned** – through our commissioning functions, we will develop stronger relationships with and between housing and care providers. Internally, we will review our own processes to make sure these are clear and seamless.
- **The public do not always understand the options available** – we will provide clear information to help people find accommodation and support which meet their needs. Hearing from people with lived experience is at the heart of this strategy, and we will work with people and providers to co-produce new housing and support. We will also be clear about what is available and feasible and what is not, in order to manage expectations.

The strategy identifies these challenges and sets out a plan of action as to how we can overcome them.

In the short-term (the next 12 months), we will:
- Make sure our processes are clear to everybody, to ensure smooth pathways for housing and social care
- Build on our needs analysis and agree new ways of delivering and commissioning the right housing and care
- Establish arrangements for indemnifying housing providers if a person lacks capacity to sign a tenancy, to give housing market confidence
- Explored the feasibility of deregistering residential care and be in the process of remodelling to supported living

In the medium-term (the next 2-3 years), we will have:
- Recommissioned our framework of care and support providers (known as the Good Lives Alliance (GLA))

- Fully implemented a dynamic system Provider Assessment and Market Management Solution (PAMMS) which will improve the collection and analysis of data
- Implemented the South West Association of Directors of Adult Social Services (ADASS) framework for out-of-County residential care

In the longer-term (the next 4-5 years), we will:
- Have developed a pipeline of accommodation schemes to meet needs, and be well on the way to delivering these
- Be consistently measuring people's satisfaction and outcomes
- See strong joint working across Bath & North East Somerset (BSW) Integrated Care Board (ICB)

This action plan is organised around five key priorities:

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1. We will change the way we commission accommodation and support
- Review GLA and use learning to re-commission new framework for accommodation and support.
- Proactively manage and support the market to
  - improve quality,
  - reduce placement breakdowns
  - avoid spot-purchasing / off-framework commissioning
- Use data about supply and need to inform new models of care, support and housing, and to generate service specifications
- Implement effective and consistent approach to performance management of care providers, with greater focus on outcomes.
- Agree Brokerage dataset to assess provider engagement and performance
- Build key strategic partnerships with providers who perform well and demonstrate shared value base
- Work with BSW and South West (SW) England regional commissioners to grow local market providing specialist accommodation and support
- Facilitate partnerships between GLA and Homes4Wiltshire (H4W) providers
- Ensure commissioned staff are sufficiently skilled and experienced (e.g. staff working with autistic people understand the different experiences of autistic people and are trained and competent in Positive Behavioural Support)
- Involve people who use services meaningfully in every aspect of the commissioning cycle
- We will generally move away from commissioning residential care for adults of working age; we will use the SW ADASS framework when we commission out-of-County residential care

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2. We will implement a recovery pathway which enables people with mental health needs to get the right support in the right place at the right time
- Analyse needs of people with mental health conditions, now and in the future
- Based on this analysis, develop five-year pipeline of new supported living projects to move away from our over-reliance on residential care – to include Care Support Plus model for people with more complex mental health needs
- Grow local market of effective supported living providers for people with mental health needs
- Work with BSW commissioners to develop short-term accommodation and/or support which effectively responds to crises, avoids the need for admission, supports people in an enabling way and supports them towards recovery.
- Develop business case for Care Support Plus in Wiltshire (see Appendix 4)

- We will ensure that pathways to recovery and independence include employment opportunities for people, and we will champion work placements, internships and opportunities for work, as well as working with our commissioned providers to increase paid work for people with mental health needs, learning disabilities and/or autism spectrum conditions.

3. **We will create more housing choices for people, and this includes building new supported living in the places where they are most needed**
   - Review and further develop pipeline of new housing projects for people with learning disabilities and/or autism which are designed around the physical, mental, cognitive and sensory needs of the individual
   - Ensure people who use services are involved in design of new projects, and that all regulated services meet Care Quality Commission (CQC) standards for registration and are cost-effective and agreed in advance by Housing Benefit
   - Ensure pipeline of people to move into each project – including care leavers with Special Educational Needs and Disabilities (SEND)
   - Promote other alternatives to residential care – including Shared Lives, co-housing, use of Direct Payments, Individual Service Funds (ISF) etc.
   - Develop a range of tenure options in each geographical area; more respite provision; more tailored support around substance misuse. We also need to manage expectations of families and individuals.
   - Explore feasibility of de-registering residential care to become supported living
   - Ensure existing extra care offer meets the needs of older people with learning disabilities

4. **We will review our ways of working, and where they are not clear or fit-for-purpose, we need to change them**
   - Start planning with people around their future transitions as early as possible (this includes understanding the profile of people currently living with parents, so that we can plan for when parents are unable to continue supporting.
   - All new packages of care will be reviewed after 6-12 weeks, with an expectation that many packages can be reduced as people's needs change
   - Develop pathways for people with learning disabilities who are ageing and / or may have dementia
   - Clarify roles, responsibilities and pathways
   - Agree and implement a consistent and shared dataset to capture activity and outcomes for people with MH/LD/A
   - Clarify H4W allocations process, particularly around prioritisation of housing
   - Explore inter-Authority arrangements with neighbouring Counties (especially Bath & North East Somerset (B&NES) and Swindon) where there are high numbers of Wiltshire people placed and vice versa (i.e. high numbers of Swindon residents in Wiltshire)

5. **We will provide clear information which helps people to find the accommodation and support which best meets their needs**
   - Manage expectations, particularly in the transition from children's to adults' services. Schools to support these discussions, setting expectations early, planning what a person's life looks like beyond their education, health and care plan (EHCP).
   - We will indemnify housing providers if a person lacks capacity to sign a tenancy; if things go wrong, we will indemnify the provider, as part of our duty of support.

Market disruption

To deliver these ambitions, we need a local market of providers with the right expertise and culture to provide excellent, enabling support to people; and we need suitable housing in the areas where people want or need to live.

In reality, we know that the housing and care markets are challenged. In some parts of Wiltshire, adults cannot live with friends or flatmates because housing providers will not accept multi-tenancies; we also have major challenges in supporting tenancies for people who may lack capacity to sign a tenancy, particularly where housing providers require Deputyships.

Likewise, the market is not always able to deliver the care and support that people need, particularly in certain areas of Wiltshire where labour supply is limited.

The Council will therefore take a more proactive role in developing housing and care solutions. We will use data about the children, young people and adults we support to forecast and plan what housing we will need and where and will involve people in the design of future housing. We will also explore building on the successes of our in-house Shared Lives and Intensive Enablement Service and, where there is a viable business case, we will lead the way in providing the kind of time-limited, enabling support that people need.

Adult Social Care Transformation Programme

The delivery of the strategy will be managed and monitored through Wiltshire Council's Adult Social Care Transformation programme. An implementation group for the Independent Living Strategy will report to the Adult Social Care Transformation Operations Board.

The Independent Living Strategy project will influence and be influenced by a number of other projects within the programme, including:

- **Technology Enabled Care strategy** – creating a technology first culture for adult care delivery
- **Practice development** - ensuring all staff in Adult Social Care develop practice, knowledge and experience
- **Mental Health Act reforms** – the successful implementation of the new Mental Health Act Amendments
- **Market Oversight** – reducing the average cost of supporting working age adults and continuing to improve practice across service

1.   Our vision

1.1   We have high aspirations for people in Wiltshire. We believe everybody has the right to live an independent life, to make choices about how, where and with whom they live, and to achieve the things they want out of life. Our starting point is to celebrate people's strengths and give people the support they need to build on those strengths.

1.2   Accommodation and support should promote healthy, independent, meaningful lives. Living in the right type of housing, in the right place, with the people we choose, makes all of us feel secure and provides a sense of place and community.

1.3   The vision of this strategy is to maximise the independence, choice and control for people with a learning disability, mental health condition and/or autism spectrum condition in Wiltshire by providing the right accommodation and support in the right place at the right time. By enabling people to take risks, we will enable individuals to live the kinds of lives they want for themselves.

Purpose & scope

1.4   The strategy addresses where we are now, highlights the gaps and obstacles that stop us achieving our vision, and provides a plan for getting there. The strategy has been led by Wiltshire Council, but it won't be possible to achieve our vision without us all working together. To create real choice and quality, we also need to develop our local markets further.

1.5   The strategy focuses on people with learning disabilities, mental health conditions and/or autism spectrum conditions[1]. We follow a "whole life" approach, which means that we emphasise the person over their diagnosis and that we support people to manage the stages and transitions in their lives. We will use the information we have about today's 11 year olds to plan the right support when they become adults. However, this strategy does not address the needs of younger children; and whilst it will highlight the needs of an ageing learning disabled population, it will not address wider needs around frailty and dementia.

1.6   Specifically, this strategy will:

- Increase the **choice and quality** of accommodation and support for people with MH/LD/A as their lives progress
- **Move away from residential care** as far as possible towards housing and support that promotes independence and control
- Address gaps so that we **enable people to access and keep their own tenancies**
- Understand, review and **develop pathways towards recovery and independence** – especially for adults with mental health conditions
- **Engage with housing and social care providers** (including the Council) and **stimulate the market** to create new accommodation and support in the right places
- **Inform capital spend planning** and clarify revenue/rents affordability
- **Provide certainty and stability** – enabling us to plan for next 5+ years
- **Promote employment opportunities** for people with learning disabilities, mental health needs and/or autism spectrum conditions

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[1] Definitions of these terms can be found at Appendix 1.

- Ensure that people who use services, carers and professionals can access **clear, simple information** to help them make informed choices – this includes having a shared language around different types of services and support
- Address health and housing **inequalities** faced by people with mental health needs, learning disabilities and/or autism spectrum conditions
- Address exceptionally **high spend/unit care costs** in Wiltshire
- Create **flexibility**, so that where possible people don't have to move home when their needs change (except in exceptional circumstances)
- **Learn** from other areas identified as best practice
- Improve and clarify our **processes** – both within our organisations and across partnerships

1.7 During the COVID-19 pandemic, young people, adults, parents and carers have faced significant challenges. The social care market has been under enormous pressure to meet needs, and many of the national challenges facing social care – labour shortages, a depleted workforce, funding etc – apply in Wiltshire too. However, we have also seen new solutions during the pandemic – new innovations in how people are supported (including through better use of technology), stronger relationships between the Council, NHS and independent sector, and a sharper focus on quality and outcomes.

2. What people in Wiltshire want

2.1 The vision and objectives of this strategy are based on what people in Wiltshire say they want from accommodation and support. In this section, we provide a summary of some of these conversations to bring out some of the key themes and messages.

2.2 In June 2021, Wiltshire Parent Carer Council (WPCC) interviewed parents, carers and young people who still lived in the family home. Whilst two thirds of parents and carers wanted their child to continue living with them, the remaining third felt they would flourish more by living more independently[2]. One young person said:

> "I don't have enough independence living with my parents. I am nearly 19 and should be with similar aged people in supported living, but I want to live part time with my parents."

In the same survey, 100% of people said there is not enough information to help them plan for the future. One young person said:

> "I have no idea about what my future holds once my family are unable to take care of me. I think these conversations should start a lot earlier than they currently do."

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[2] This was for several reasons, including the need for friends and other relationships, to gain more independence, because parents were or would soon be struggling to provide the necessary support for their child or young person.

2.3   When asked *What is the one thing you would change?* parents, carers and young people gave a range of answers including:

"To have the autonomy to do what I like"

"To be treated with dignity and respect"

"There are not many choices"

"I would like to live with friends in my home town"

"It should not be a minimum wage job. We trust our most vulnerable to sometimes the youngest and most inexperienced, who are usually paid the least, and then wonder why it all goes wrong"
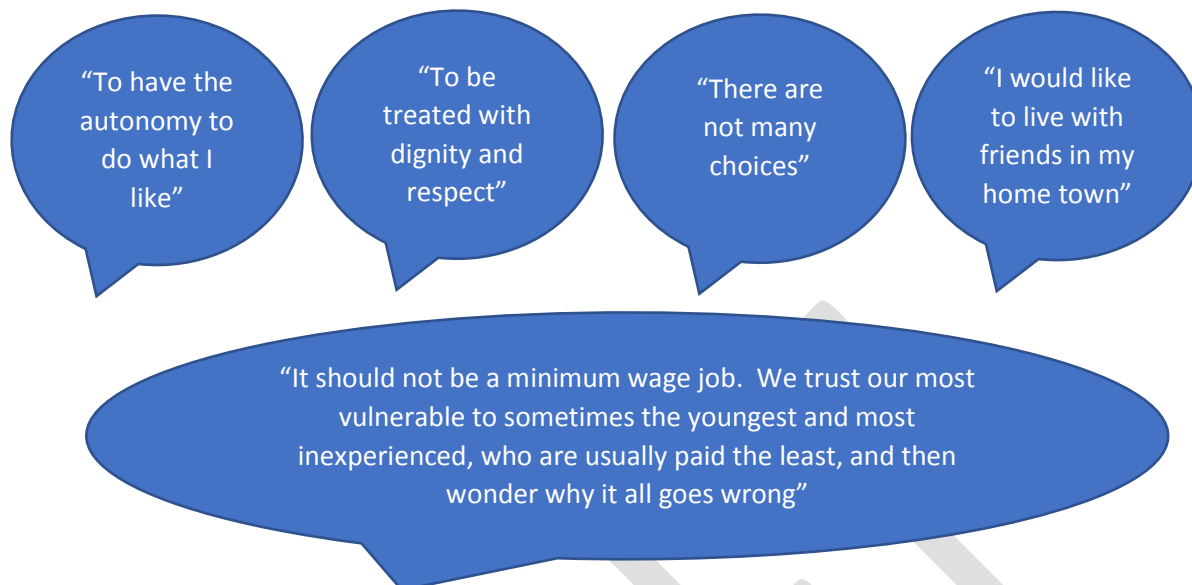
2.4   Wiltshire Centre for Independent Living (CIL)'s report "A place I call home" (2021) summarises the voices of people with mental health conditions, learning disabilities and/or autism spectrum conditions in Wiltshire. The report's key messages were:

- Accommodation options need to reflect that everybody is different, they need to be varied, adaptable and responsive to the needs of people in Wiltshire.
- People want to live in a place they call home, with the people they choose in their local community.
- A priority for any accommodation is that it supports positive relationships both with close networks and with people in the wider community.
- The most important factors for people when considering where they live is that they feel safe, they can be independent, and they can choose where they live

2.5   A survey completed by people who use Good Lives Alliance services in May 2021 found that the majority of people are happy where they live, like the people they live with and the people who support them and feel safe and part of their local community.

3.   National and local context

3.1   In November 2021, the Government published its White Paper on adult social care reforms. The White Paper identifies that too many people live in unsuitable homes that do not provide a safe environment for care and support to be effective. It states that older and disabled people are more likely to be digitally excluded, and many care home staff cannot access the Internet and lack digital skills. It adds that there is insufficient innovation of new models nationally that have the potential to transform the ways care and support are provided. It makes national commitments of:

- £500m for social care workforce training and qualifications
- £300m to integrate housing into local health and social care strategies
- £150m to adopt new technologies and digitisation

- A new support service to make repairs and changes to people's homes
- £25m to unpaid carer support
- £30m innovation fund

3.2 The White Paper follows other policy documents in recent years:

- **Building the right home**[3] highlights the need for personalised housing for adults with learning disabilities and/or autism spectrum conditions, with security of tenure/ownership and housing rights, a separation of landlord and care provision, design adjustments and flexible support which minimises restrictions for the person.
- **Building the right support**[4] aims to shift resources from acute or institutional settings to the community. It argues the case for re-designing pathways and provides commissioners with a National Service Model, so that people with a learning disability (LD) and/or autism spectrum condition (ASC) who have been in hospital for a long time can move into the community. This is part of the Learning Disabilities and Autism Programme (formerly known as the Transforming Care Programme), which emphasises the need for commissioners to take a positive and enabling approach to risk.
- **Right support, right care, right culture**[5] emphasises the leadership and staff ethos, values, attitudes and behaviours that are needed to ensure that people who use services lead confident, inclusive and empowered lives. This document, which supports the regulation of registered providers, places good-quality care and support within a framework of human rights and citizenship.
- The **NHS Long Term Plan**[6] aims to improve community based support so that people can lead lives of their choosing in homes, further reducing reliance on specialist hospitals.
- **Out of sight – who cares?**[7] states that successful outcomes come from treating difference with dignity and respect, and that the built environment and the right support can promote this. The report finds that too often difference is dealt with through restraint, seclusion and segregation – this is especially the case in hospital settings, but sometimes in the community too. The report recommends timely diagnosis, earlier intervention, better training (e.g. around de-escalation, communication tools such as Picture Exchange Communication System (PECS) and Makaton), review of psychotropic medication (which should only be used as a last resort), and a culture of openness whereby providers routinely tell commissioners/regulators about incidents of restraint and seclusion.
- The **recovery model** has been central to mental healthcare for over a decade. It is a strengths-based approach that emphasises resilience and control over life's challenges. Research suggests that important factors on the road to recovery include good relationships, satisfying work, personal growth and the right living environment. This strategy describes how we will embed pathways to recovery within our care and support model in Wiltshire.

3.3 In December 2021, NHS England and Improvement published the independent review into the death of Clive Treacey[8], a man with learning disabilities who tragically died at the age of 47 in January 2017. An independent review found that a lifetime in

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[3] NHS England, 2016

[4] NHS England, 2016

[5] Care Quality Commission, 2020

[6] NHS England, 2019

[7] Care Quality Commission, 2020

[8] https://www.england.nhs.uk/midlands/wp-content/uploads/sites/46/2021/12/Confidential-Embargoed-Copy-Clive-Treacey-Independent-Review-Final-Report-8.12.21.pdf

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institutional settings had seriously impaired his quality of life and safety, and that he was failed by a system that did not work together to make sure he lived independently with good quality care and treatment. The review found that these failings placed Clive at a higher risk of sudden death. There are a range of recommendations for practitioners and commissioners to ensure that this tragedy does not happen again, and to support people to live in psychologically safe spaces that they can call home, with support flexing as their needs change.

3.4 In September 2021, Norfolk Safeguarding Adults Board also published a Safeguarding Adults Review (SAR) into the avoidable deaths of three young adults: Joanna, "Jon" and Ben (all in their 30s), all of whom had learning disabilities and had been patients at Cawston Park Hospital[9]. One key recommendation in the SAR is that Clinical Commissioning Groups complete an in-depth review for all individuals (all age) with a Learning Disability and/or Autism in a mental health hospital[10], including anyone on s.17 leave. BSW ICB has (as of 31 January 2022) completed these reviews, and once an Executive panel has provided assurance, oversight and challenge, an Action Improvement Plan will be developed in response to lessons learned.

Local vision, challenges and opportunities

3.5 Wiltshire Council's vision is to create strong communities where people can fulfil their potential, be actively involved and included in their communities, make informed decisions, have control over their lives, and be valued and included within society. In Wiltshire, we start from people's strengths, talents and assets – this means looking beyond their diagnosis or needs, however important these may be. This vision reflects what people in Wiltshire have told us they want to live well.

3.6 In 2021, Wiltshire Council published its first market position statement (MPS) for whole life commissioning[11]. This will influence our local care and support provider market, so that it provides an excellent service to people in Wiltshire. The MPS notes several challenges that currently prevent us realising this vision of excellence, including:

- **Too many people move outside of Wiltshire to get the support they need.** We are over-reliant on residential, and around half of placements outside of Wiltshire occur because our local market could not provide an appropriate service to that person. Around two thirds of these placements are for residential care, so we must enhance supported living in Wiltshire to meet demand.
- **There is not enough early intervention, prevention and enablement support provided to people with mental health conditions, learning disabilities and/or autism spectrum conditions.** We must ensure that people are offered the least restrictive option to meet their needs – this means expanding our Shared Lives provision and Intensive Enablement Service and re-specifying supported living so that it is the default option for people with complex needs, giving them tenancy rights and housing security. We will also indemnify housing providers if a person lacks capacity to sign a tenancy; if things go wrong, we will indemnify the provider, as part of our duty of support.

[9] https://www.norfolksafeguardingadultsboard.info/publications-info-resources/safeguarding-adults-reviews/joanna-jon-and-ben-published-september-2021/

[10] Admissions after 31/10/21 are not in scope of this reviewing activity

[11] https://www.wiltshire.gov.uk/media/6318/Whole-life-commissioning-market-position-statement/pdf/Whole_Life_Commissioning_-_Market_Position_Statement.pdf?m=637534130533670000

- **There is not enough support for autistic people.** Our emerging joint all-age autism strategy will be published in 2022. One of its key aims is to make Wiltshire a more inclusive place for autistic people to live, learn and work. This means that universal services must be accessible for autistic children, young people and adults, from Mainstream education and libraries to housing and social care.
- **Transitions sometimes feel like falling off a cliff-edge.** We need to support people earlier and ensure that children, young people and families are supported on a pathway to adulthood – our *Growing up and moving on* guide is the framework for this work[12].
- **People and their families don't always know what is available.** We will ensure that the information we produce is accessible, useful and kept up-to-date. We will signpost people towards the most relevant information.

3.7 We need to make a fundamental shift away from residential care by commissioning the right amount of high-quality, responsive supported living and transitional step-down services. Nursing and residential care will be needed for small numbers of people with particularly complex needs, but we would expect most people to have their own tenancy (or ownership), their own front-door and sharing with others or living alone if this is appropriate.

3.8 As we commission and develop more supported living options, we will expect the providers we commission to abide by the CQC's principles, as set out in *Registering the right support[13]*. We expect providers to work with us from the start of any planned development to ensure that any new service is:

- Designed to meet a clearly identified local need
- Co-designed by people who use services, their family and representatives
- Prioritised for people who already live nearby or whose families live nearby, so they maintain their local networks
- Located in a place where people can participate in the local community
- Located near to local health, social care and other services
- Sufficiently small-scale to avoid being institutional or "campus-style[14]"

3.9 The organisation which provides care and support to an individual should be separate from the organisation that provides their accommodation. Personal care and accommodation arrangements should be provided under separate legal agreements to ensure tenancy rights are protected even if care provision changes.

3.10 We will develop and expand our high-performing Shared Lives and Shared Days services, so that people with learning disabilities, autism spectrum conditions and/or mental health conditions can benefit from being matched with a Shared Lives carer. During 2021/22 (up to end of February 2022), 43 people with learning disabilities, 8 people with mental health conditions and 2 people with autism spectrum conditions used this service. The service has continued to recruit new carers and is marketed across social media, as well as on Wiltshire websites.

3.11 The aims and actions of this strategy will be developed in the context of an emerging integrated care system (ICS). Bath & North East Somerset, Swindon

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[12] https://www.wiltshire.gov.uk/article/4629/Introduction
[13] Care Quality Commission, 2017
[14] Campuses are defined by CQC as "group homes clustered together on the same site and usually sharing staff and some facilities. Staff are available 24 hours a day".

and Wiltshire (BSW) Partnership is an ICS made up of NHS and local authority organisations working together. The Partnership brings together one ICA, three local authorities, three hospital trusts, private providers, a mental health trust, an ambulance trust and voluntary sector organisations. Within the Partnership, Wiltshire integrated care alliance (ICA) has focused on supporting people to go home from hospital more easily, helping people with long term conditions get the care they need, and providing support for our ageing population and those with complex needs. Wiltshire ICA is moving away from a sole focus on service improvement and integration to improving the health and wellbeing of our population and working collaboratively with the interests of the Wiltshire population at the heart of all decisions. This independent living strategy reflects these priorities.

4. Forecasting demand

4.1 Wiltshire is a mostly rural county in the South West of England. It borders the Council areas of Gloucestershire, Swindon, West Berkshire, Hampshire, Dorset, Somerset, B&NES and South Gloucestershire. The county is relatively affluent. However, there are substantial pockets of deprivation.

4.2 New Census data released in 2022 shows that 510,400 people live in Wiltshire. This makes Wiltshire the ninth largest local authority in England by population size, but the eleventh lowest by population density. Wiltshire's population has increased by 8.4% since the last Census - a higher rate of increase than the overall rate of increase in England (6.6%). Wiltshire has an ageing population – whilst 22.1% of residents are aged 0-19, 21.8% are aged 65 or older. Overall, in England, there has been an increase of 20.1% in people aged 65 years and over between 2011 and 2021; by contract, in Wiltshire there has been an increase of 30.5% in people aged 65 and over. Wiltshire is one of only three local authorities in the South West whose 65+ population has increased by more than 30%. People are generally living longer and healthier than ever before. However, our Joint Strategic Needs Assessment[15] shows that these gains are not enjoyed equally across the population, and we have a number of long-term health challenges. In particular, we know that adults with long-term mental health problems and/or learning disabilities have much lower life expectancy.

4.3 The national Projecting Adult Needs and Service Information System (PANSI[16]) and Projecting Older People Population Information System (POPPI[17]) databases forecast how many adults with learning disabilities, autism spectrum conditions and mental health conditions live in Wiltshire now, and how this will change over the next 20 years. They show that the overall numbers of working-age adults with these needs will stay much the same over this period, but the numbers of older people with LD and/or autism – whilst small in comparison with working-age adults – will increase significantly. Our view locally is that these forecasts should be treated with caution, as they have historically not been accurate indicators of our population. (NB: most of these residents will not have Care Act-eligible needs; figures for people with personality disorder or psychosis aged 65+ are not available on POPPI.)

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[15] See https://www.wiltshireintelligence.org.uk/

[16] https://pansi.org.uk/

[17] https://poppi.org.uk/

		2020	2025	2030	2035	2040
LD	**18-64**	7,057	7,077	7,053	7,007	6,991
	65-84	2,006	2,207	2,454	2,641	2,786
	85+	293	337	409	522	570
ASC	**18-64**	2,928	2,929	2,904	2,880	2,871
	65-74	566	575	657	713	693
	75+	467	572	633	701	793
Personality disorder	**18-64**	16,775	16,815	16,679	16,543	16,479
Psychosis	**18-64**	2,040	2,046	2,030	2,013	2,005

This indicates that we need to develop a greater range of options for older disabled people, such as extra care designed around people with learning disabilities, in the coming years. Approximately 200 learning disabled adults aged 55+ in Wiltshire currently live in residential care. Where supported living is not suitable, due to age-related frailty or cognitive disorders such as dementia, extra care will be our preferred option as, unlike residential care, it provides the person with a tenancy and is more cost-effective than more restrictive alternatives such as residential care.

4.4   Our market position statement provides more detail about our demographics, and in particular the prevalence of learning disabilities, autism spectrum conditions and mental health conditions. This section summarises what this means in terms of forecasting demand for accommodation and support:

- As of May 2022, there are around 4,800 households on the housing register. Of these, around 1,000 are on the open market register – this means they do not qualify to join the main Housing Register, but they are interested in housing options such as Low Cost Home Ownership.
- There are around 18,000 serving military personnel living in Wiltshire, many of whom will have partners and families.
- There are around 4,400 children and young people (CYP) with EHCPs, of whom around 60% are secondary school age (i.e. year group 7 onwards). The number of CYP with EHCPs is rising. 9% of school-age children and young people are from non-White British backgrounds.
- There are around 425 children looked after (CLA), of whom 20% are non-White British. There are around 20 unaccompanied asylum seeking children and around 275 care leavers at any one time. We know that poor social, emotional and mental health are more prevalent in these groups.
- There are around 55,000 adults of working age living in Wiltshire with common mental illnesses such as anxiety and depression, 17,000 with a personality disorder, 2,000 with a psychotic condition such as bipolar disorder and schizophrenia, 15,000 with post-traumatic stress disorder (particularly prevalent, given Wiltshire's military population) and 6,000 with an eating disorder[18].
- There are likely to be around 4,300 autistic adults and 2,000 autistic children and young people in Wiltshire. The rate of children and young people diagnosed with an autism spectrum condition increased by 83% between 2015 and 2020, whilst the rate of autistic adults per 1,000 population has remained static. Around one third of autistic people are likely to also have a learning disability. 40% of autistic people experience anxiety[19].

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[18] POPPI/PANSI
[19] Figures taken from Wiltshire Autism Strategy, to be published in 2022.

- The national PANSI System estimates that there are around 7,000 adults with an LD in Wiltshire, of whom around 1,600 have moderate to severe LD[20].
- The overall number of people with LD is unlikely to change much over the next 10 years, but the number of older people (aged 65+) with a moderate to severe LD is forecast to increase from 308 in 2020 to 428 in 2040. This is likely to mean a higher prevalence of learning disabled people with dementia and other age-related frailties in the coming years.

4.5   We have seen the impact of the pandemic on mental health. National research in 2020 and 2021 has predicted that up to 10 million people, including 1.5 million children, are likely to need new or extra mental health support as a direct result of COVID-19[21]. Carers UK estimated in June 2020 that an additional 4.5 million people nationally had become unpaid carers since the pandemic began. By October 2020, 81% of unpaid carers said that they were providing more care since the start of the pandemic. Charities have reported significant increases in demand for advice and information[22] and there are reports of more people experiencing mental distress presenting in emergency departments and acute trusts struggling to find appropriate care and support in the community[23]. A Young Minds survey of 2,500 CYP with mental health needs in January 2021 found 67% believed the pandemic would have a long-term negative effect on their mental health[24].

4.6   At any one time there are 40-50 patients registered with a Wiltshire GP who are inpatient in a mental health hospital bed, around a fifth of whom have a learning disability and/or autism spectrum condition. Many of these people will need support and accommodation once they are discharged, which helps them live well in the community.

4.7   In November 2021, there were 1,154 adults from the Council's Learning Disabilities & Autism Service and Mental Health adult social care teams placed in supported living or residential care. The table below breaks this down by customer group, and shows how many of these people are placed outside of Wiltshire:

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[20] Locally, we believe this is an over-estimate. The PANSI gives the following background for how this figure is calculated: "These predictions are based on prevalence rates in a report by Eric Emerson and Chris Hatton of the Institute for Health Research, Lancaster University, entitled Estimating Future Need/Demand for Supports for Adults with Learning Disabilities in England, June 2004. The authors take the prevalence base rates and adjust these rates to take account of ethnicity (i.e. the increased prevalence of learning disabilities in South Asian communities) and of mortality (i.e. both increased survival rates of young people with severe and complex disabilities and reduced mortality among older adults with learning disabilities). Therefore, figures are based on an estimate of prevalence across the national population; locally this will produce an over-estimate in communities with a low South Asian community, and an under-estimate in communities with a high South Asian community."

[21] Centre for Mental Health, *Covid-19 and the nation's mental health: October 2020* (https://www.centreformentalhealth.org.uk/publications/covid-19-and-nations-mental-health-october-2020)

[22] https://www.rethink.org/news-and-stories/news/2021/03/demand-for-mental-health-advice-soars-in-year-after-first-lockdown/

[23] CQC, *The state of health care and adult social care in England 2020/21*, October 2021.

[24] Young Minds, *Coronavirus: impact on young people with mental health needs*, February 2021.

A horizontal bar chart comparing Out-of-County and Total figures:
- LDAS - Supported living: Out-of-County 26, Total 419
- LDAS - residential care: Out-of-County 102, Total 302
- Mental Health - Supported living: Out-of-County 32, Total 157
- Mental Health - residential care: Out-of-County 44, Total 276

Legend: ■ Out-of-County ■ Total
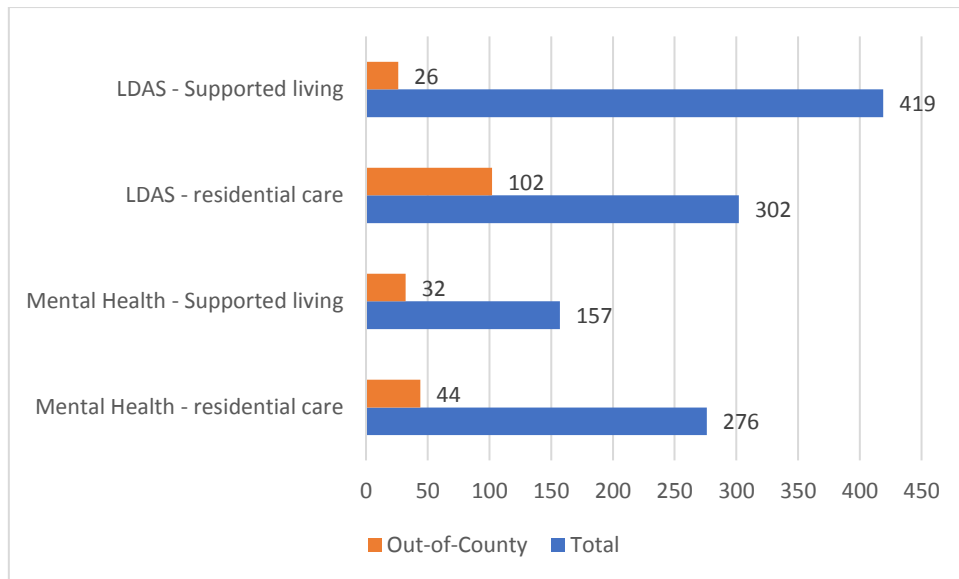
4.8   There are currently around 2,200 young people who are secondary school age and above with an education, health and care plan. The chart below shows this broken down by educational Key Stage:

CYP (secondary age and over) with Education, Health & Care Plan - by Key Stage

Pie chart values: Y14+ 300, Y12-13 425, KS4 539, KS3 965

Legend: ■ Y14+ ■ Y12-13 ■ KS4 ■ KS3
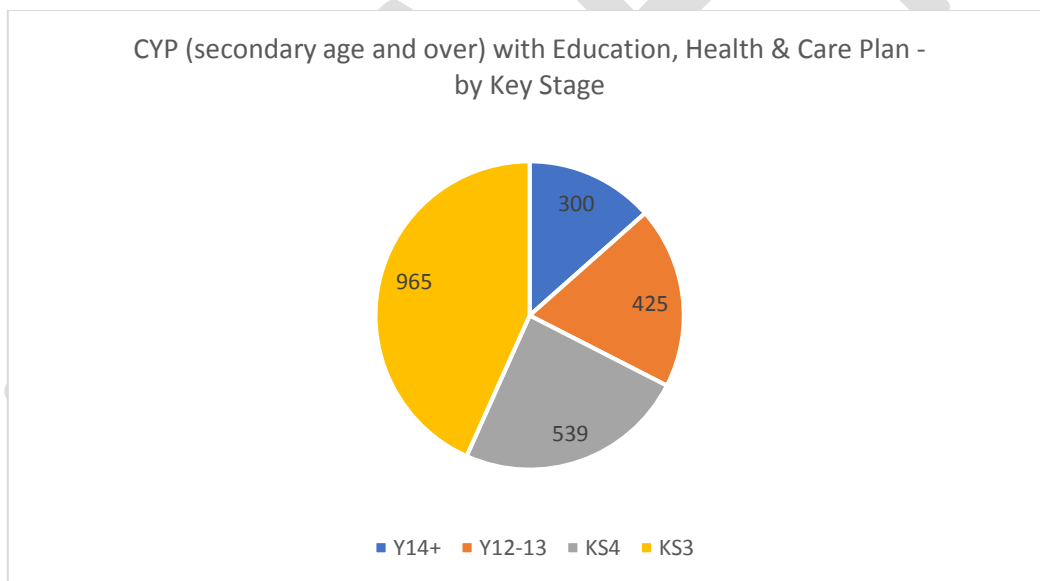
4.9   The following chart shows the primary need of this group of children and young people with an EHCP:

CYP (secondary age and over) with Education, Health & Care Plan - by primary need

- Speech, language, communication need
- Autism spectrum condition
- Learning disability
- Social, emotional and mental health
- Sensory impairment
- Physical disability
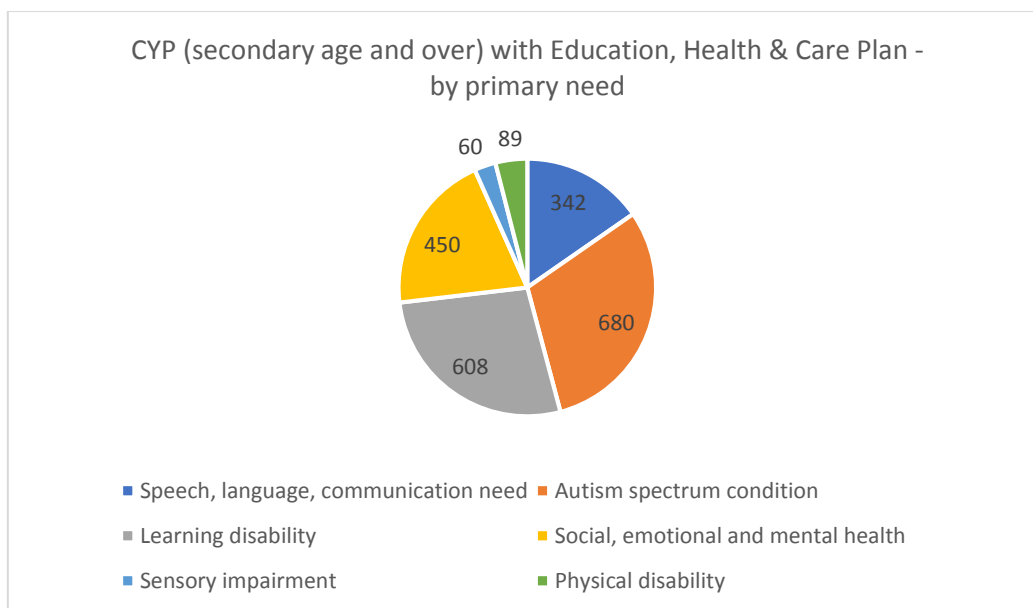
Whilst not all these young people will need support from adult social care when they reach adulthood, we can begin planning and designing this accommodation and support to help young adults to live independent lives.

4.10   In May 2022, a needs analysis was undertaken of all young people and adults with disabilities who have been identified by social care teams as needing or wishing to move, but for whom finding appropriate accommodation and support is challenging. A detailed breakdown of their needs can be found in Appendix 3. There are some gaps in the data, which points to the need to improve data quality to help us plan for the future. The needs analysis can be summarised as follows:

4.11   There were 162 people ready to move, of whom:
- **Gender:** around 60% were male, 40% female
- **Age:** most were relatively young, with more than 80% being under 40, and nearly 60% being under 25
- **Primary needs:** The majority of people had two or more different needs; more than half had a learning disability, and over a third had a mental health condition; perhaps surprisingly, less than a quarter had an autism spectrum condition.
- **Current location:** 39% lived in the South of Wiltshire, 31% lived in the West, and 14% lived in the North. The most popular locations are Salisbury (53 people), Trowbridge (18 people) and Chippenham (11 people).
- **Current situation:** Over a third were living with family (with a significant number in full-time education).
- **Capacity to share:** Over half said they were able to and/or wanted to share with others (for some, it was specified that they could/would share with people of a similar age, similar ability, a specific person, or either males or females only).
- **Where people want to live:** the most popular destinations for people were Salisbury (38 people), Trowbridge (15 people) and Chippenham (12 people). For 40 people, geographical preference was not stated.

5 Supply analysis

5.1 In 2019, Wiltshire Council launched the Good Lives Alliance of providers. The GLA has enabled greater transparency and consistency, particularly around costs. However, there are still challenges in the market's ability to meet people's complex needs in a way that is person-centred and empowering. As a result, too many people are placed in residential care, not getting the most enabling support, placed outside of Wiltshire away from family, friends and networks, or moving from one placement to another because of placement breakdown.

5.2 We need to mitigate our reliance on the independent sector by leading the way in providing housing and/or support for certain groups – for example, younger people or those with particularly complex needs – and demonstrating both the quality and value for money that we expect. We will use data to inform exactly what this market disruption will mean for us as a Council, and within the context of the BSW Partnership. Alongside this, we also need to manage performance and outcomes more effectively, and commission better accommodation and support in County.

5.3 Within the County, Wiltshire Council places people in a range of residential care homes specialising in mental healthcare and/or support for people with learning disabilities (including two nursing care homes) and a range of supported living for people with learning disabilities and/or autism spectrum conditions. Most provision is in and around the larger populations of Salisbury, Trowbridge, Chippenham and Devizes. The map below shows where these care homes and supported living schemes are in the County:
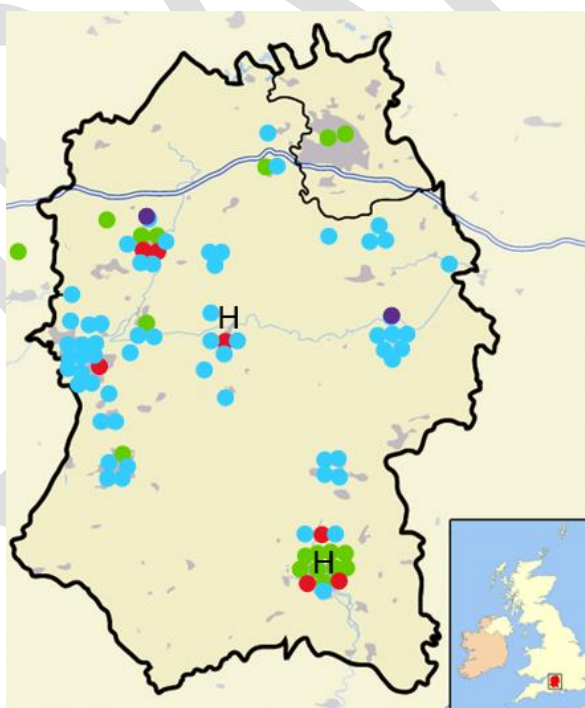
5.4 Wiltshire Council is also growing its Shared Lives and Shared Days schemes. Shared Lives Wiltshire offers long-term and short-term matches, respite and home from hospital provision for people who need support. This includes people with mental health needs, autism spectrum conditions, learning disabilities, physical disabilities and older people. People sometimes use a shared lives scheme as a way of learning

the skills they need to live independently and to help them put down roots in the area or community before moving into a place of their own.

5.5   In January 2021, joint NHS and social care funding was approved to pilot a new Intensive Enablement Service within the Council. The service provides time-limited enablement support which aims to build up people's independence and resilience, particularly for people at risk of hospital admission and/or for people being discharged from acute psychiatric hospital and/or rehab. We will share the lessons we learn from this new way of working and ensure that commissioned providers support people to become less dependent on long-term care.

5.6   The chart below shows CQC inspection ratings for care homes in Wiltshire specialising in learning disabilities, autism spectrum conditions and/or mental health. CQC ratings in Wiltshire are broadly in line with national ratings with 89% of homes at Outstanding or Good (compared to 85% nationally in December 2021). The Council and ICB expect all providers to achieve 'good' as an overall rating from their CQC inspections. Where this is not achieved the Council and ICB expect the provider to develop an action plan with CQC that will result in a move towards 'good' or 'outstanding'.
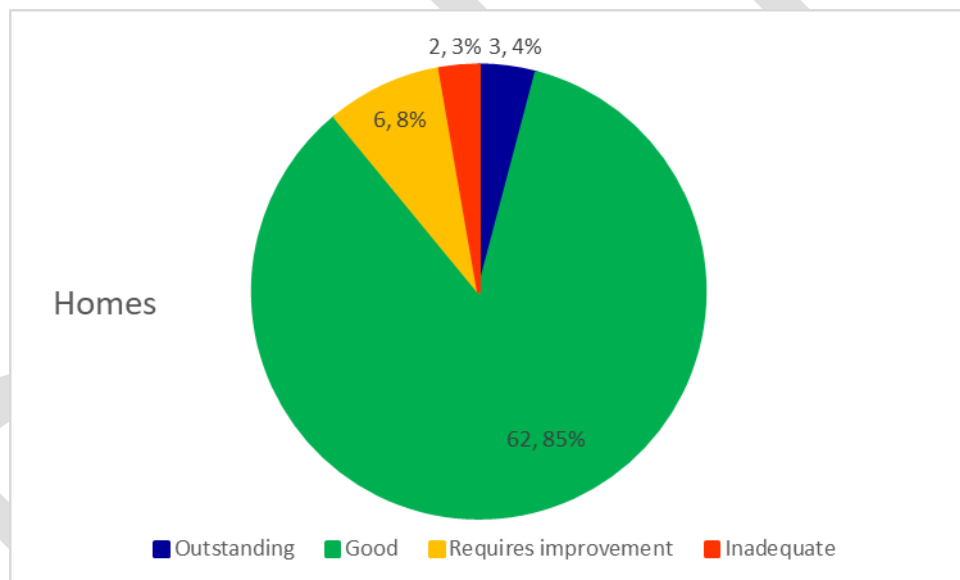
5.7   In January 2022, there were 207 people with mental health conditions, learning disabilities and/or autism spectrum conditions placed out of County. 121 of those (58%) were placed in neighbouring Local Authority areas[25] and 86 were placed further afield. The average weekly cost of out of County residential and nursing care home placements was £1,856.70 (compared to £1,419.27 for residential and nursing care placements overall). The average weekly cost of out of County supported living was £1,269 (compared to £850.75 for supported living overall).

5.8   The median distance between a customer's home (i.e. where they lived before moving into the placement) and the placement itself is 52.5 miles. The graph below shows the distance for each placement (each blue bar represents a Wiltshire customer):

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[25] B&NES, Dorset, Hampshire, Oxfordshire, Somerset, South Gloucestershire, Swindon, West Berkshire

Out of County placements - distance in miles between original home and placement
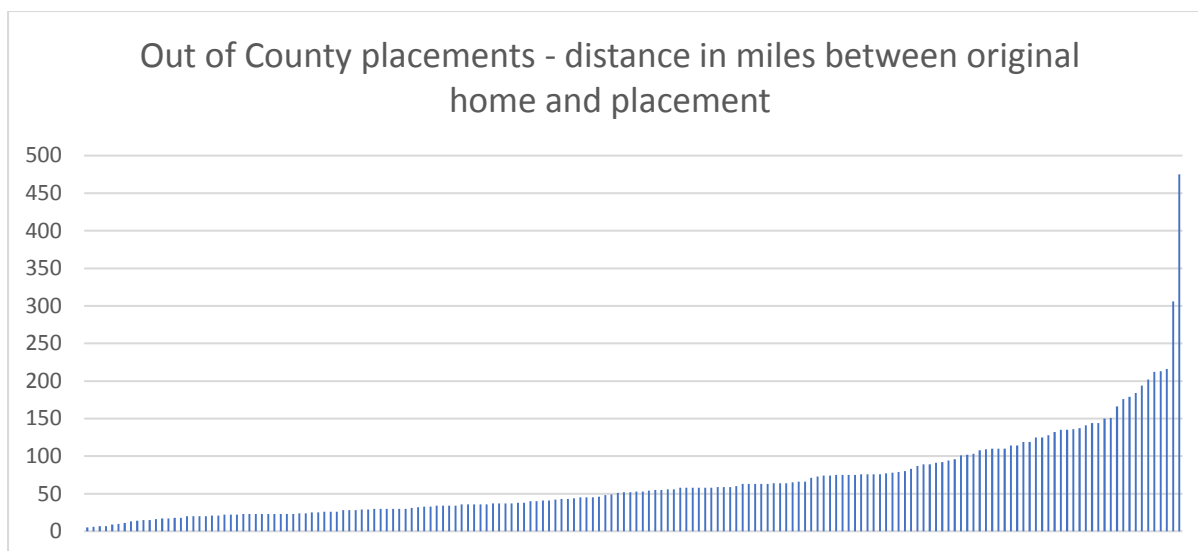
5.9   Analysis done in 2020 found that around half of Out of County placements were made because there was no available appropriate option in Wiltshire (for people with mental health needs, this was often because of a forensic history), a quarter were placed due to the person's and/or their family's choice, and for 20% no reason was given. This shows that current supply in Wiltshire does not consistently meet the needs of our residents.

5.10 Conversely, there is a similar number of non-Wiltshire residents in Wiltshire provision: 177 people placed by other Authorities live in Wiltshire placements. 170 of these are residential placements, and seven supported living. By far the biggest placing Authorities are Swindon (59) and London Boroughs (17 in total). Wiltshire is increasingly working with B&NES, Swindon and other Local Authorities in the South West region to ensure a joined-up approach to out of area placements.

5.11 **Developing a mental health pathway.** As stated above, there is no clear accommodation-based recovery pathway for people with mental health needs in Wiltshire. Practitioners are often unclear of the skills and limitations of particular services, and there is a lack of appropriate support in Wiltshire, especially for people with more complex needs (e.g. forensic and offending histories, substance misuse, hoarding etc). This means that, in reality, residential care is often more recovery and move-on focused than supported living. Support needs to be flexible, adapting to a person's needs as they increase or decrease over time, so that people don't have to move home just because their needs have changed.

5.12 Research compiled by the Mental Health Foundation and Mental Health Provider Forum in 2016[26] focuses on how different types of supported housing can meet different types of need. Broadly, the report recommends a flexible model of support – from support which is intensive, 24/7-onsite and includes clinical health support such as psychology and occupational therapy, through that which is onsite during the day, to floating support which enables people to maintain independent tenancies – and a range of accommodation solutions, including purpose-built new-build accommodation, existing buildings re-developed to meet the needs of particular customer groups, and specialist housing providing shared and non-shared living, and general needs housing.

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[26] https://www.mentalhealth.org.uk/sites/default/files/Mental_Health_and_Housing_report_2016_1.pdf

5.13   The report includes a **Care Support Plus** model of supported housing for people with complex mental health needs who might otherwise be in hospital or long-term residential care (see Appendix 4). This provides a strong rehab and recovery focus; self-contained accommodation with tenancy rights; building adapted to particular sensory or physical needs; safety features such as airlock doors and CCTV, but designed sensitively to ensure a non-institutional, homely feel, with shared lounge, space for socialising, regular activities etc. Key to the success of this model is the quality of the multi-disciplinary staff team (with higher levels and skillsets than would be usual), and a joint commissioning model where the NHS and Council have joint responsibility for funding and accountability.

5.14   Accommodation and support for people with complex and/or lower-level needs should both be designed around the needs of people. There is significant research that good-quality, modern accommodation which is light, airy and well-maintained is a significant factor in good recovery and wellbeing. Where possible, people should enjoy tenancy rights and live in a home that combines privacy with space for socialising, learning skills etc. Again, safety features (such as wet rooms, sightlines for communal areas, non-intrusive CCTV) should be sensitively designed to make people feel safe, and this should be supported by robust risk assessments and protocols (again, undertaken sensitively in ways that feel social and inclusive). Where possible, communal outdoor space can be provided, such as gardens, allotments, space for ecotherapy etc[27].

5.15   This purpose-built accommodation should be staffed by staff who are experienced and skilled in supporting people with mental health needs. The service should prepare people to move onto independent tenancies by supporting them to manage money, form healthy, safe relationships, learn independent living skills, etc. The model of Psychologically Informed Environments[28] embeds reflective practice and enables staff to understand, rather than bluntly react to, a person's behaviour or emotions. Commissioning arrangements must clarify the Council's requirements and expectations around the competencies of staff who will support people with complex needs.

5.16   People who have been supported in this way may be able to step down to independent tenancies. This will help people towards further independence by providing support with paying bills, attending appointments, accessing activities and services in the community, forming friendships and social groups. To do this effectively, staff will need to be experienced and skilled in supporting people with mental health needs and be able to build rapport, demonstrate empathy and form positive relationships. Employers, whether commissioned or in-house, will need to provide practical training – e.g. around psychosis, medication, dual diagnosis, personality disorder, recovery model etc.

New developments

5.17   To develop new accommodation in Wiltshire, we must bear in mind that land is finite and often prohibitively expensive to buy. We must prioritise individuals or groups, so that when land becomes available for redevelopment, or when there is an opportunity to re-purpose buildings, we can start planning and delivering quickly. In order to

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[27] See Mind, *Feel better outside, feel better inside: ecotherapy for mental wellbeing, resilience and recovery* for evidence of the effectiveness of ecotherapy.

[28] https://www.homeless.org.uk/connect/blogs/2017/feb/08/why-pie-rationale-for-psychologically-informed-environments

achieve this, and particularly for groups of people who wish to live together in shared accommodation, we need to have a clear policy on how the risk of voids is managed.

5.18   Most people who do not wish to share will apply for housing via Homes4Wiltshire. Each person's needs and (where necessary) connection to Wiltshire will be assessed to determine eligibility for social housing. Prioritisation for housing depends on a variety of factors, including medical and/or social care needs. Once assessed as eligible, people can bid for and access housing as and when it becomes available. H4W advertises social rented homes, its own affordable homes and those owned by Registered Providers, as well as private landlords. Most of the Council's own housing is in the Salisbury area or south of the County, although it is expanding into other areas in the next few years. It is important that people who are ready to move are on the housing register and provide support for them to apply and bid when such support is required.

Multi-tenancies

5.19   There is a challenge in Wiltshire where a group of people want to share a property (e.g. a 3-bedroom family home) and potentially a joint package of support.

5.20   For a group of people wanting to share a property, some registered housing providers will not grant individual tenancies and some registered housing providers will not grant a multi-tenancy to a group of people who are not related, due to the risk of the multi-tenancy breaking down. Where the Council is the housing provider, multi-tenancy applications will be accepted – however, most of the Council's housing is in the south of the County. Whilst housing providers are responsible for their own allocations policies, this may mean that some properties will be overlooked even where such a group of people is in urgent housing need.

5.21   The Council has contacted local housing providers to clarify their allocations policies, so that it can manage expectations and make sure applicants are given clear information to help them understand where multi-tenancy applications for unrelated people may be rejected.

5.22   The Council will review its procedures, practices and the training given to housing and social care staff around how choice-based lettings work in relation to unrelated adults who want to apply to join the housing register together. Where unrelated adults who have not previously lived together choose to apply to join the housing register, we will discuss and confirm the limitations of any potential offer of accommodation as it will be extremely limited and we need to ensure we don't raise expectations.

Adaptations and design features

5.23   Some people will require housing that has been adapted or designed to meet needs arising from a physical disability or sensory impairment. Such adaptations may include level access or ramps, wider doorways or turning circles to allow wheelchair accessibility, bathroom adaptations such as level-access shower or wet room, adapted kitchens with lowered units, stairlifts (in multi-level houses) etc. Where such properties already exist, people can access them via the standard bidding process. However, this strategy has identified a lack of accessible or adapted homes, particularly in certain areas of the County where there is a need.

5.24　The Council is in the process of reviewing how it acquires bespoke housing for people with disabilities and/or sensory needs (including needs relating to autism spectrum conditions). In the past, the Council has sometimes purchased specialist accommodation on the open market; however, whilst this has made the right property available, it has not always been possible to identify care providers to support the person in that property. The person has not been able to live in the property, and the Council is left with a property that may, in some instances, be difficult to re-let to another tenant.

5.25　The Council is exploring an alternative approach where it includes adapted housing within broader housing developments. All new homes built by the Council will be to a standard that is adaptable, albeit without the much needed ground floor facilities to meet (say) wheelchair needs, and it may be possible to meet additional needs with a "pod" solution – i.e. an addition to a new build, with the planning process allowing for the pods to be added as needed and the specification agreed to meet specific family needs (subject to limitations on the variances). The "pod" solution is intended for families with an individual with specific needs rather than for single person households, with the latter needing their accommodation needs to be met in a different way.

5.26　To support this approach, the Council, Registered Providers and commissioned social care providers need to work closely together to ensure a coordinated approach to sourcing housing and support, and to support people to manage tenancies and mitigate any risk of the breakdown of a tenancy. This tripartite working will be supported through the Homes4Wiltshire partnership and the Good Lives Alliance.

5.27　We will use the data we hold to develop a series of business cases and service specifications which, once created, will fill the gaps we currently have in Wiltshire. To build the right accommodation and provide the right care and support is likely to require a range of models and solutions – from direct provision to the establishment of strategic partnership with market leaders

Registering the right support

5.28　When building, re-developing or de-registering specific schemes, we will work with providers to ensure that the principles of the CQC's registration guidance[29] are applied. Whilst it is not the Council's policy generally to develop additional residential care, any such care should meet an identified local need and be focused on enablement; be co-designed by individuals and families; prioritise local people; be based near to communities and services which can be easily accessed. The Council supports CQC's move away from campus-style provision, where due to the scale of the scheme, person-centred care becomes difficult to deliver. Care homes and supported living should be small in scale, and usually be home to no more than six residents.

5.29　Principle of person-centred care, co-production, choice and control should also be at the heart of supported living services. Arrangements for a person's housing should be legally separate from care arrangements, and people should be able to choose who provides support to them. Whether a person is an owner or tenant, they should have control over their "front door" – in other words, have private space over which they decide who can enter and when and they have unrestricted access to every part

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[29] https://www.cqc.org.uk/sites/default/files/20170612_registering_the_right_support_final.pdf

of their home, apart from any co-tenants' private space. Accommodation and support provision should meet REACH standards[30] and the Real Tenancy test[31].

5.30   In the event of a provider choosing to change the registration of a service from residential care to supported living, there should be a demonstrable change in culture and feel for tenants and staff should be trained to support this.

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[30] https://paradigm-uk.org/what-we-do/reach-support-for-living/
[31] https://www.ndti.org.uk/assets/files/TheRealTenancyTestFINAL.pdf

Appendix 1: DEFINITIONS

Mental health is "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" (World Health Organisation). Mental health conditions – including so-called "common mental illnesses" such as anxiety and depression, more severe affective disorders (e.g. personality disorders), eating disorders, and psychoses such as bipolar disorder and schizophrenia, etc – often impact negatively on well-being, but with the right support people can live well with hope and resilience.

Autism is defined in Wiltshire's market position statement for whole life pathways as a spectrum condition which affects different people in different ways. Autistic people may experience difficulties with social communication and interaction, repetitive and restrictive behaviour, sensitivity to light, sound, taste or touch, highly focused interests or hobbies, and anxiety and depression. This document uses the term autism spectrum conditions (ASC) in preference to autism spectrum disorders. It also uses the term "autistic people" over "people with autism," as research by the National Autistic Society nationally and by Wiltshire Parent Carer Council locally found this was generally the preferred description.

The Department of Health and Social Care states that a **learning disability** means the person will have difficulties understanding, learning and remembering new things, and in generalising and learning new situations. Due to these difficulties with learning, the person may have difficulties with a number of social tasks for example, communication, self-care and awareness of health and safety.

Appendix 2: GLOSSARY OF ABBREVIATIONS

ADASS	Association of Directors of Social Services
ASC	Autism spectrum condition
B&NES	Bath & North East Somerset
BSW	B&NES, Swindon & Wiltshire
CLA	Child/Children looked after
CQC	Care Quality Commission
CSP	Care Support Plus (see Appendix 4)
CYP	Children & young people
EHCP	Education, health and care plan
GLA	Good Lives Alliance
H4W	Homes 4 Wiltshire
ICB	Integrated Care Board
ICS	Integrated Care System
ISF	Independent service fund
LD	Learning disability
MH/LD/A	Mental health / learning disability / autism spectrum condition
MPS	Market position statement
PAMMS	Provider Assessment and Market Management Solution
SAR	Safeguarding adults review
SEND	Special educational needs & disabilities
WCIL	Wiltshire Centre for Independent Living
WPCC	Wiltshire Parent Carer Council

Appendix 3: NEEDS ASSESSMENT

This is a summary of children, young people and adults who were identified as being ready to move to alternative accommodation, or for whom we should start planning now for independent accommodation in a few years time. It is a snapshot of needs and preferences in May 2022. There are some gaps in the data, which points to the need to improve data quality to help us plan for the future.

Total:
162 customers

Gender:
Male: 99
Female: 63
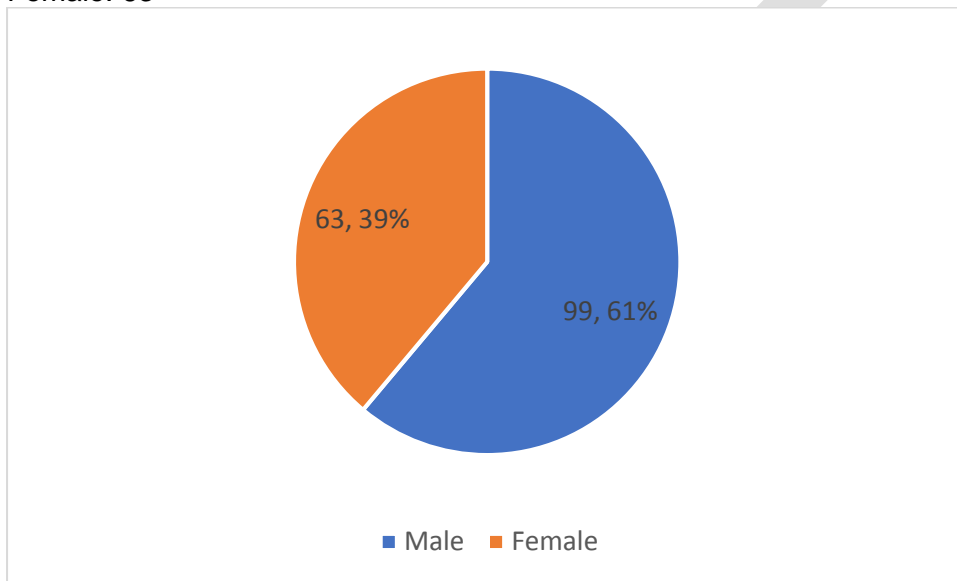
Age:
>18: 11
18-25: 82
26-39: 37
40-49: 12
50-59: 12
60-69: 3
≤70: 1
Not stated: 3
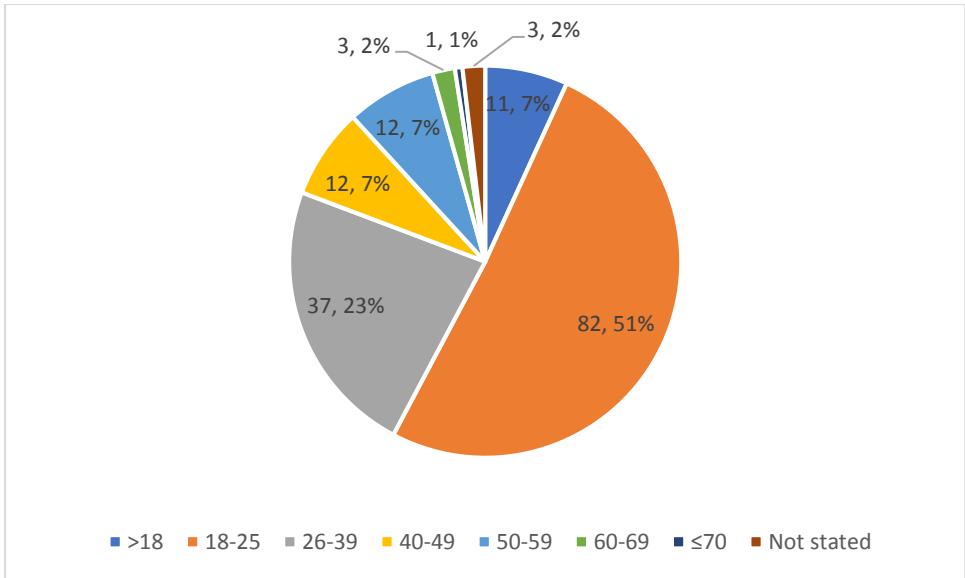
Primary need:

- 92/161 have a learning disability. Of these: 48 are listed as having <u>only</u> an LD; 24 also have an ASC; 9 also have a PD; 5 also have an MH;
- 61/161 have a mental health condition. Of these, 52 are listed as having <u>only</u> an MH conditions; 9 also have an LD and/or ASC.
- 37/161 have an autism spectrum conditions. Of these, 24 also have a learning disability; 6 are listed as having <u>only</u> an ASC.
- 18/161 have a physical disability or health condition. Of these, 9 also have a learning disability.
- 5/161 have a sensory impairment.

Team:
CYPDT: 60
MH: 52
LDAS: 46
N/S: 4
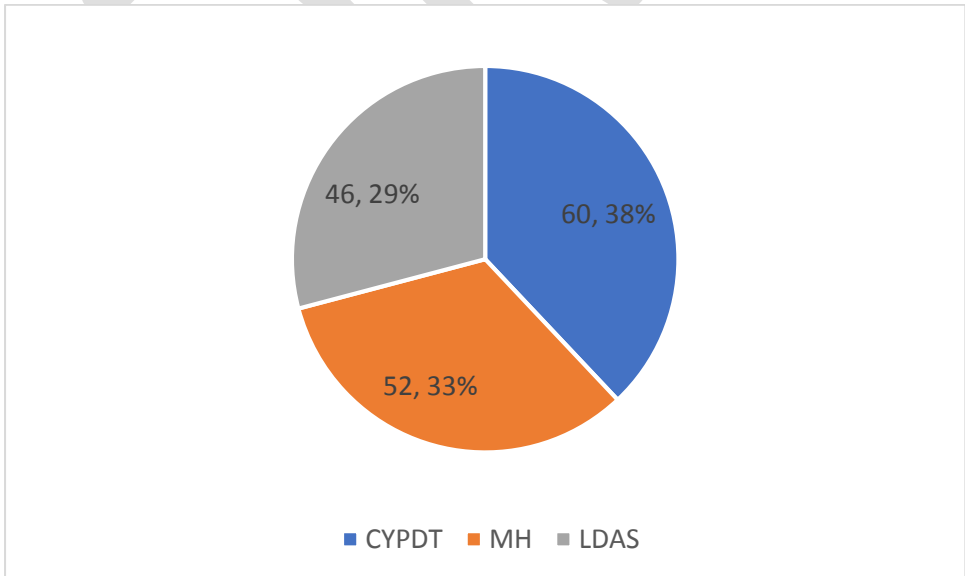
Current location:
Salisbury: 53

Trowbridge: 18
Chippenham: 11
Devizes: 7
Warminster: 7
Melksham: 5
Westbury: 5
OOC: 25
(All other locations have fewer than 3 people living there.)

Current situation:
- 62 are living with parents – of these, 21 are in full-time education and 11 have either recently finished or are about to finish an education placement. In 7 cases, it is stated that parents/family can no longer care for the customer (in one case, due to overcrowding); in 5 cases, the customers wants to move out of the family home to become more independent.
- 31 customers with MH needs live in move-on supported housing schemes.
- 18 are in residential schools, college or children's home placements. Most of these are CYP with SEND – 2 at specialist VI provision, 1 at specialist HI provision.
- 22 are in residential care – 16 of these have a primary need of MH, 5 with LD, 1 is in a respite placement.
- 14 are living in their own flat/house with support – around half want to move elsewhere either to share with others or to stop living with current housemates; another half are being evicted or served notice.
- 8 are in hospital – 6 as long-stay patients (3 of these are in the Daisy unit), 1 as a voluntary inpatient.
- There are also individual customers in hostel, low secure, sheltered housing and foster placement.

Support required:
Data provided around what levels and types of support people need is very incomplete. Of 161 customers:
- Sharing ability/preference is not stated for 41 customers.
- Type of property required is not stated for 85 customers.
- Night support needs are not stated for 104 customers.
- Housing registration status is not stated for 100 customers.
- Timescale for move-on is not stated for 79 customers.

These very significant gaps in data make it difficult to say comprehensively what support is required. However:
- **Sharing:** 70 can share, 42 cannot (or do not wish to) share, 9 may be able to share; for 41, sharing ability/preference is not stated.
- **Type of property/adaptations:** 13 people need wheelchair accessibility inside and outside of the property; 13 need adapted bathroom; 11 need adaptations to support with behaviour; 9 need significant outdoor space.
- **Type of support:** 39 people are noted as needing supported living, but it is clear that the vast majority of the 161 customers listed would need SL rather than residential care. 2 need residential care. For 6, both SL and residential have been listed. Shared Lives is needed for 1 person.
- **Level of support required:** Exact hours required are only given for 23 customers. 9 people are stated as needing 1:1 support only (X needing 2:1 at times), 9 as needing shared support only, and 27 as needing a combination of both.
- **Night support needs:** 38 people need sleep-in support, 15 need waking nights, 6 are listed as having no night-time support needs. However, for 104 people night-time support needs are not stated.

- **Housing registration:** for 100/161 customers, housing registration status is not stated. For 45 customers, registering them on H4W has not commenced, for 5 it is stated as "not applicable," for 3 the registration process is "in progress," and for 9/161 the customer is registered and (in most cases) actively bidding.
- **When the property/service is required:** 54 people need a service/property in 2022 (some have been waiting to move since before the start of 2022), 4 in 2023, 5 in 2024, 4 in 2025, 7 in 2026, 8 in 2027 or beyond. For 79 customers, it is not stated when the service/property is required.

Location required:
Salisbury: 38
Trowbridge: 15
Chippenham: 12
WEST: 18
SOUTH: 10
ANYWHERE: 9
Not stated: 40
(All other locations have fewer than 5 wishing to move there.)

Appendix 4: CARE SUPPORT PLUS model

Excerpt from:
**https://www.mentalhealth.org.uk/sites/default/files/Mental_Health_and_Housing_repor
t_2016_1.pdf**

Definition

Care Support Plus is a model of supported housing, launched in 2012, in response to the
need to create supported housing which could accommodate people with a high level of
mental health support needs who might otherwise be in hospital or residential care.

The scheme was developed through a tripartite agreement between the housing provider,
the local NHS Foundation Trust, and the local authority to develop a new type of supported
accommodation specifically geared towards people who had often been excluded from
supported accommodation due to their complex mental health needs.

The approach has proven successful on several of levels, including recovery of customers
and improved quality of life. There is also a clear economic case to using this model with an
overall annual saving per customer estimated at around £450,000.

The scheme was able to tackle a local problem across several areas of concern: A high
number of people being placed in expensive out of area care; care that was not particularly
suitable for the client group; a system lacking rehabilitation work; as well as concerns over
the quality of care being received.

From another angle, the Care Support Plus model also provided an appropriate level of
support for people in hospital unable to find suitable supported accommodation which could
meet their needs. Although the impetus to develop the scheme was created by local
demand, in practice the core elements of building and service can be reproduced to see how
they might apply to customer needs across the country.

Building

At present the Care Support Plus model is not widespread. However the principles behind
the construction are indicative of what other schemes might look like. Evidence from
interviews
suggests that the building formed part of the success of the scheme, proving a core element
of effective support and may well be for further housing aimed at customers with similar
mental health and support needs.

The scheme is purpose built supported accommodation, but to same specifications as
private sale housing by the same provider. According to a member of the team:

"The organisation has the philosophy that anyone with a mental health problem should get
the same quality of accommodation as anyone else".

However, there were specific technical considerations, given that the model is aimed at
customers with a high level of support needs:

- The scheme provided fully self-contained flats with each customer holding their own
  tenancy.
- The flats contained essential items which might otherwise preclude someone from
  moving on from hospital, such as a bed, dining table, and cookware.

- Regarding physical access needs, the building itself is step-free and fully accessible. This included a lift to all three floors with the first floor containing all wheelchair accessible rooms, so as not to prevent someone with mobility problems needs from accessing the scheme.

The effectiveness of the accessibility measures was confirmed by the resident interviewed who felt the building met all their physical access needs.

The safety features of the building comprised an important part of the scheme. There were three elements of the building in particular which contributed: a 'front facing office, airlock doors, and sensitive use of CCTV'. In each of these areas, the safety appeared mindful of the specific concerns of people with high level mental health needs.

The position of the office functioned as a safeguarding feature as it enabled staff to be aware of who is entering and leaving the building and prevent unauthorised visitors from entering the scheme. This was bolstered by the 'airlock' system, which is a two-stage glass entry door, which helps to manage visitors' access to the scheme.

According to staff this has resulted in fewer safeguarding incidents compared to other schemes.

The levels of staffing also mean that visitors can be closely monitored and customers supported in this area; however in lower level supported housing with nine to five staffing it may not be possible to support customers in the same way.

CCTV in the scheme provided a final security feature, however it was set up to avoid being 'too obtrusive' and therefore mindful of the fact that it can make the scheme feel too 'big brother'-like. The building clearly responded to the support needs of customers by installing an appropriate level of security.

The importance of creating the right 'feel' for the building was evident across other areas. The staff member interviewed believed that the physical environment supported the mental wellbeing of residents:

"I think having an environment which is non-institutionalised, homely, is quite important, it enables residents to feel part of the project".

Part of this was making sure that information was displayed but would not be too intrusive, drawing away from a supported housing stereotype.

This was reflected in the views of one of the residents, who thought that the physical environment supported their mental wellbeing, and was happy with the look of the flats on first seeing them:

"I thought the flats were very nice… I still do think they are very nice".

The building also has a shared lounge and kitchen for customers to use, alongside the self-contained flats. This is a space for residents to socialise if they want to use the lounge, as well as maintaining space for privacy in their own apartments, and the resident interviewed felt that the space made it easy to interact with other residents.

However there were some drawbacks to the current building as highlighted through the interview. There was no private space outside of the development such as a garden, although
this was not an issue picked up by the resident interviewed.

Concerning inside space, another drawback of the building was the lack of a separate room that would staff space to meet with residents.

These characteristics demonstrate the significant role that the building has to play in the provision of excellent care in supported housing. Understanding the customer needs was evidently central to this building, although shortcomings of the building through experience demonstrate shortcomings to be learned from.

Service

The package of services put together for the Care Support Plus model was pioneering in the way it drew together three different stakeholders to provide high level wraparound support for
a group previously excluded from supported accommodation.

The principal difference of the arrangement was that it enabled NHS staff to be embedded into the scheme itself, through sub-contracting agreements. Having clinical staff based in the scheme meant that customers can receive a higher level of support, and equally it enabled staff to work with different customers.

The two clear differences in staffing in the Care Support Plus scheme compared to more traditional models were the level of staffing, and the presence of NHS staff on site.

Concerning the level of staffing, this meant that the scheme could work with individuals who may previously have been too high risk for supported housing schemes to manage, for example those with forensic backgrounds. Provisions therefore included double staff cover twenty four hours per day. Staff were also required to have prior experience of working with people with mental health problems, and were also supported by risk management procedures embedded
in the scheme.

On top of the higher level of staffing provided by the housing scheme, there was also a higher level of clinical input. This meant that more intensive work could be done with residents and issues could be addressed more quickly than if clinical staff were off site.

Among other clinical staff, the care coordinator, psychologist, and Occupational Therapist would be on site each week:

"We can sit down with the Deputy Manager and the psychologist and Care Coordinator and work out a plan. In a traditional model you fire off emails and meet in three weeks' time while people are struggling. We can deal with things very quickly and very effectively here."

The high level of support also enabled staff to work intensively on the skills that customers need to develop in order to move on to more independent accommodation.

Feedback from a staff member suggested that this service provided the independence and rehabilitation work needed to empower people towards more independent living. This included
intensive work around areas such as boundaries and safeguarding, to provide customers with the skills to avoid incidents such as financial exploitation when they move to less intensive
support. As above, the key difference which complements the intensity of the service provided is the speed with which support plans can be put in place when issues arise.

From the customer perspective the most important element of the service from the interview was the activities:

"I just think it's brilliant we do an activity every day".

This reflected the work toward skills for independent living and the personal goals that had been achieved by the customer through the scheme. The activities available in the scheme were also compared to the customer's experience of residential care, where daily activities were not available to the same level. This was also reinforced by the customer as they said the availability
of daily activities was the main thing for a future development to bear in mind. This reflected that beyond the essential provision of clinical support, there are a wide range of interventions which support and enhance daily life.

Certain shortfalls were also identified in the services provided by the scheme. In particular this included the need renegotiate the exact level of clinical input at the scheme in order to provide
customers with the right level of support.

This highlights the need for open dialogue between partners and the role that a joint commissioning can play in bringing about effective support for excluded groups. Overall the member of staff interviewed said that joint commissioning of the scheme addressed a problem which was both costly, and not serving a community which could benefit from a better level of care in supported accommodation.

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Wiltshire Council

Cabinet

27 September 2022

Subject:	**Allocation of the Supplementary Substance Misuse Treatment and Recovery Grant (SSMTR grant)**
Cabinet Member:	**Cllr Ian Blair-Pilling - Cabinet Member for Public Health, and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets**
Key Decision:	**Key**

Executive Summary

The Supplementary Substance Misuse Treatment and Recovery Grant has been awarded to Wiltshire Council as part of a three-year scheme to support a process of investment in a whole system approach to tackling illicit drug use, including enforcement, diversion, and treatment and recovery interventions.

This funding is managed by the Office for Health Improvement & Disparities (OHID) and is subject to annual confirmation of funding from HM Treasury. This grant will be provided pursuant to section 31 of the Local Government Act 2003.

Wiltshire Council have been allocated the following amounts subject to annual approval by HM Treasury; The amount was approved following a consultation process with key stakeholders to inform the spend, which was signed off by OHID.

2022/23	£351,756.00
2023/24	£360,000.00
2024/25	£630,000.00

The amount for 2022/23 has been confirmed and awarded to Wiltshire Council.

The purpose of this report is to:

Seek authority from Cabinet to support the proposals outlined in the paper for use against the Supplementary Substance Misuse Treatment and recovery grant (SSMTR grant).

Proposals
That Cabinet:

a) Endorse the proposals outlined to use against the Supplementary Substance Misuse Treatment and recovery grant;
b) Delegate authority for the decision of future spend against the Supplementary Substance Misuse Treatment and Recovery Grant to the Director of Public Health in consultation with the Cabinet Member for Public Health.

Reason for Proposals

The Home Office have awarded Wiltshire Council the sum of £351,756.00 for the financial year 2022/23 and indicative amounts of £360,000.00 for 23/24 and £630,000.00 for 24/25. Due to the total value of this three -year scheme, Cabinet are asked to support the proposals outlined in the paper for use against the Supplementary Substance Misuse Treatment and recovery grant (SSMTR grant). Cabinet are also requested to delegate responsibility for future spend of the additional monies awarded for years two and three of the grant as per the proposals above.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Allocation of the Supplementary Substance Misuse Treatment and Recovery Grant (SSMTR grant)**
Cabinet Member:	**Cllr Ian Blair-Pilling - Cabinet Member for Public Health, and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets**
Key Decision:	**Key**

Purpose of Report

1. The purpose of this report, as required under the Council's constitution regarding grant funding is to seek authority from Cabinet to support the proposals outlined in the paper for use against the Supplementary Substance Misuse Treatment and recovery grant (SSMTR grant).

Relevance to the Council's Business Plan

2. The effective resourcing of substance misuse services in Wiltshire, to reduce health inequalities and improve health outcomes is underpinned by the key themes of the Wiltshire Council Business plan 2022- 2032:

   - Prevention and early intervention
   - Improving social mobility and tackling inequalities
   - Understanding communities
   - Working together

3. These themes support the guiding mission statements within the Business plan of 'we live well together', and 'we are safe'.

Background

4. Tackling substance misuse has been a priority both nationally and locally in Wiltshire for many years. Wiltshire Council's Public Health team is the lead commissioner of both young people and adult's substance misuse services.

5. In December 2021, the national drug strategy **'Harm to Hope'** published its 10-year policy ambition with a key focus on the following points:

   - Break drug supply chains
   - Deliver a world-class treatment and recovery system
   - Reduce the demand for recreational drugs.

6. As a result of this strategy, the Department of Health & Social Care have awarded local authorities the Supplementary Substance Misuse Treatment & Recovery

funding. A three-year grant that seeks to enable local authorities to act and implement the strategic priorities, ensuring the local needs are met associated with the substance misuse.

7. This will not detract from the core substance misuse services already delivered in Wiltshire but will enhance delivery and support for those in need.

8. This will be managed nationally by the Office Health Improvement and Disparities (OHID) who will work closely with Local Authorities on local implementation and delivery.

9. Local Authorities' use of the SSMTR grant should directly address the aims of the treatment and recovery section of the drug strategy. On a national basis the additional funding should deliver:

   - 54,500 new high-quality treatment places including:
   - 21,000 new places for opiate and crack users
   - a treatment place for every offender with an addiction
   - 30,000 new treatment places for non-opiate and alcohol users
   - a further 5,000 more young people in treatment
   - 24,000 more people in long-term recovery from substance dependency
   - 800 more medical, mental health and other professionals
   - 950 additional drug and alcohol and criminal justice workers
   - adequate commissioning and co-ordinator capacity in every local authority

10. OHID have produced a menu of interventions that the monies can be used towards which include the following options:

    - System coordination and commissioning
    - Enhanced harm reduction provision
    - Increased treatment capacity
    - Increased integration and improved care pathways between the criminal justice settings, and drug treatment
    - Enhancing treatment quality
    - Residential rehabilitation and inpatient detoxification
    - Better and more integrated responses to physical and mental health issues
    - Enhanced recovery support
    - Other interventions which meet the aims and targets set in the drug strategy
    - Expanding the competency and size of the workforce

11. In Wiltshire, a number of stakeholders were engaged in a series of events to discuss and consult on the proposals for the spend. This was with both internal services across the local authority and external partners including service users and the drug and alcohol sub group.

12. Wiltshire substance misuse commissioners worked with OHID, who approved the full plan in accordance with the terms of the grant from the Home Office and this is listed in Appendix A. This included increasing the work force to deliver improved outcomes across both young people and adults substance misuse services, with a particular focus on the 'transition period between young person to adulthood' and 'criminal justice' to align to the strategy's aims. There is a clear harm reduction focus, to support the treatment journey for those at greater risk and additional commissioning capacity to deliver the programme of activities

Main Considerations for the Council

13. To endorse the recommendations outlined in Appendix A.

Overview and Scrutiny Engagement

14. The Cabinet Member for Public Health, Councillor Blair-Pilling, has also been consulted with in advance of this Cabinet meeting.

15. The Chair and Vice-Chair of the Health Select Committee were informed that this report would be presented to Cabinet. The Committee will be informed of the Cabinet decision and the agreed provider(s).

16. The Chair and Vice-Chair of the Community Safety Partnership were informed that this report would be presented to Cabinet. The partnership will be informed of the Cabinet decision and the agreed provider(s).

Safeguarding Implications

17. Safeguarding cross cuts the substance misuse agenda and as such, there are strong processes in place to ensure that service providers identify those at risk of harm and/or exploitation and those concerns are reported appropriately. Public Health work closely with both adult safeguarding teams and children's support and safeguarding teams to ensure that any risks, concerns, or incidents are escalated in line with council protocols and procedures.

18. The safeguarding of vulnerable people may be impacted upon should there be a delay in the implementation and delivery of this grant.

Public Health Implications

19. This proposal will have an impact on, or implications for, people's health and well-being and factors which determine people's health. This may include, but is not restricted to, direct health implications, sustainability, maintaining a healthy and resilient environment, economic impacts, reducing or widening inequalities and the wider determinants of health (e.g. good housing, employment opportunities, social isolation). Data relating to the Wiltshire population and community areas can be found at: https://www.wiltshireintelligence.org.uk/

20. Substance misuse can have a detrimental impact on anyone. A key function of public health is to reduce potential risks of harm caused by substance misuse, by

increasing protective factors and addressing root causes. This will reduce health inequalities and improve wider health outcomes for our population.

Procurement Implications

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

Equalities Impact of the Proposal

22. An equalities impact assessment has not been undertaken on this proposal. However, it should be noted that some users of some of this service may fall into certain protected characteristics under the Equality Act 2010 (age, sex, gender, sexual orientation, race). The council will ensure that the newly commissioned provider will meet any duties under the Act.

Environmental and Climate Change Considerations

23. Environmental and climate change considerations do not affect the decisions required within this proposal, however, the changes with digital access will ensure that the service supports climate change by reducing travel across the county.

Legal Implications

24. Use of the grant will need to be carefully monitored in accordance with any Department of Health & Social Care terms and conditions to mitigate any risk of repayment.

25. Payment of the grant to any third parties will need to be compliant with procurement legislation and/or subsidy control.

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

26. Should the options not be approved, and the grant not be spent this will have to be returned to the Department of Health & Social Care.

27. This could impact on the amounts allocated to Wiltshire for years two and three of the Supplementary Substance Misuse Treatment and Recovery Grant.

Risks that may arise if the proposed decision is taken and planned mitigation

28. Recruitment of staff to support the spend of the grant is crucial. A work force strategy has been developed to ensure this is mitigated against including competitive pay and conditions.

29. Conflicting views of how the monies should be prioritised would pose a significant risk to the grant allocation and spend. The Home Office have set out clear criteria for the spend, which are reflected in Wiltshire's plans and have been approved by the Home Office

30. Increasing inflation may cause a risk to the allocated spend, the budgets will be reviewed on an annual basis and adapted accordingly to ensure there is no risk to the Council.

Financial Implications

31. Conditions of this funding stipulate that Wiltshire Council must maintain investment in drug and alcohol treatment and recovery in line with Wiltshire Council's outturn in 2020/21.

32. The spend is in accordance with our agreed proposal for the SSMTR grant; This has been approved by OHID and the appropriate documentation will be submitted to OHID pertaining to the spend on request.

33. The local authority must provide provisional revenue outturn data of local authority revenue expenditure and financing for substance misuse treatment and prevention. Failure to comply may result in the recall of all or part of the funding.

34. In line with the requirements of the Cabinet Office Functional Standards, and to ensure compliance with HM Treasury "Managing Public Money," Wiltshire Council will be asked over the next three-years to complete and sign the following documents:

- Statement of Grant Usage (SOGU)
- Financial (Actual versus Budget) breakdown

Workforce Implications

35. All elements of the grant will be outsourced to the current providers and therefore it is not anticipated that there will be any transfer of Wiltshire Council employees, however, depending on the outcome of the procurement exercise there may be a transfer of existing outsourced staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Conclusions

36. The Supplementary Substance Misuse Treatment and Recovery Grant has been awarded to Wiltshire Council as part of a three-year scheme to support a process of investment in a whole system approach to tackling illicit drug use, including enforcement, diversion, and treatment and recovery interventions.

37. Cabinet are asked to agree to the proposals outlined to use against the Supplementary Substance Misuse Treatment and Recovery Grant (SSMTR grant).

38. Cabinet are asked to delegate authority for the decision of future spend against the Supplementary Substance Misuse Treatment and Recovery Grant to the Director of Public Health in consultation with the Cabinet Member for Public Health.

Professor Kate Blackburn - Director of Public Health

Report Author: Kelly Fry – Public Health Principal

Appendices:
Appendix A: Wiltshire SSMTRG Planning Table

Background Papers:

Harm to Hope – 10-year Drug Strategy

Appendix 1: Wiltshire SSMTRG Planning Table

Area	Intervention	Your proposal	Detail of staff and consumables	Q2	Q3	Q4	SSMTR grant spend in 2022-23	% of additional spend in 2022-23
System coordination and commissioning	Increased commissioning capacity to support regional or sub-regional commissioning, including for residential rehabilitation and inpatient detoxification.	Ring-fence funding for regional coordination and administration costings for IPD consortia. Local alignment with Central South coast IPD consortium.	Contribution of Inpatient Detoxification (IPD) budget for central coordination and commissioning costs	£ 2,000.00			£ 2,000	1%
	Increased drug and alcohol treatment commissioning capacity, covering adult and/or young peoples' services.	Increased commissioning capacity within Public Health commissioning team, projects worker to support with reporting & data requirements, bid compliance and death and alcohol related death processes.	1 FTE Commissioning Support Officer within the Local Authority	£ 4,000.00	£ 4,000.00	£ 14,000.00	£ 42,000.00	12%
	Capacity to support enhanced local system-wide drug and alcohol related death and non-fatal overdose investigations.	This will be managed by the increased capacity within the Commissioning team by appointed project support worker and in collaboration with the newly appointed First Point of Contact (FPOC) worker within main adult commissioned service.	1 FTE Commissioning Support Officer within the Local Authority				£ -	0%
Enhanced harm reduction provision	Enhanced outreach and engagement, (including outreach for people with disabilities and new parents) including targeted street outreach for: • people experiencing rough sleeping and homelessness (aligned with and complementing rough sleeping grant initiatives where relevant) • targeted vulnerable/priority groups including sex workers • crack, heroin users and alcohol users who are not in contact with treatment • young people not accessing services.	2 FTE Trainee harm reduction workers to support out-reach to vulnerable cohorts, including a focus on Criminal Justice System (CJS) clients and in-reach to community pharmacy and acute hospital settings; to upskill CJS, pharmacy and medical staff to deliver sustainable interactions from 2023.	2 FTE Trainee harm reduction workers (Continuation of Universal Funding posts) See section 10					0%
	Enhanced needle and syringe programmes (including more use of low dead space syringes), covering specialist as well as pharmacy-based provision.	Equipment and associated costs of implementation of mobile "pick and mix" needle exchange and harm reduction interventions. Including utilising two needle exchange	Purchasing of two needle dispensing machines (2 x £650 per machine) and an activity budget for purchasing of stock for	£ 1,833.00	£ 1,833.00	£ 1,833.00	£ 5,499.00	2%

Increased treatment capacity

dispensing machines, to be used in police custody suite and homeless hostel.	dispensing machines. Dispensing machines will disense packs containing a sharps box, needle and syringe (varying gauges), alcohol swabs, sterile spoon and vitamin C sachet.						
Enhanced naloxone provision, including through peer networks and the police.	Work with Wiltshire Police to roll out naloxone, consider training and awareness programme. Provision of 150 x nasal naloxone to vulnerable and multiple-complexity groupings	Purchasing of naloxone supplies	£ 2,666.00	£ 2,666.00	£ 2,666.00	£ 7,998.00	2%
Treatment capacity to respond to increased diversionary activity, including through out of court disposals, liaison and diversion and drug testing on arrest and workforce capacity for psycho-educational diversionary interventions for low level drug offences for adults and young people.	Criminal justice workers to continue Out of Court Disposal (OOCD) pathway and deliver Psycho-Educational interventions as a combination of digital and F2F interventions across county including evening and weekend delivery as appropriate for this cohort. Dedicated and protected criminal justice caseloads for these workers.	3 FTE Criminal justice workers see section 10					0%
Targeted services/provision for parents in need of treatment and support for children of drug and alcohol dependent parents and families.	Development and marketing of The Wrap website (https://www.thewrapdhi.org.uk/) resource. No additional cost to this.	Existing commissioning arrangements				£ -	0%
Additional young people's treatment places.	This will be supported by the joint funded criminal justice (CJ) worker post which will sit within the young people service. Which will actively increase numbers in mainstream service and allow a key worker to focus solely on criminal justice cases. Which will also support the quality of treatment element of the bid.	Young Peoples CJ worker. Section 10				£ -	0%
Increased/piloted provision of novel long-acting opioid substitution treatments.	Buvidal (opiate substitution) for 5 individuals, with evaluation and consideration in ways to sustain this intervention	Purchase of Buvidal which will be administered by existing clinical staff.	£ 2,400.00	£ 2,400.00	£ 2,400.00	£ 7,200.00	2%

Increased integration and improved care pathways between the criminal justice settings, and drug treatment	Improved collaboration and joint working arrangements with police, Liaison and Diversion schemes, courts, probation, and secure settings to: Increase the number of community service treatment requirements particularly Drug Rehabilitation Requirements (DRR)/Alcohol Treatment Requirements (ATR) and support improved compliance with court mandated orders. Increase the engagement and retention in community treatment of individuals referred from prison.	Liaison with Liaison and Diversion service, (LADS) reconnect service and custody health care to provide in reach support and 'warm referrals' into mainstream treatment. Attend the prison release panel to ensure effective transition from the secure estates into community treatment. Working with key partners such as Probation to ensure a successful transition from Prison to Community Services. Attend where necessary wider meetings such as Multi-Agency Public Protection Arrangements (MAPPA) to ensure a collaborative approach to coordinated care and support.	As part of the 2 FTE Trainee harm reduction workers, denoted in section 2, 3 FTE CJ workers detailed in section 3. Section 10				£ -	0%
	Enhanced treatment service capacity to undertake police and court custody assessments to improve pathways into treatment.	This pathway improvement work will be supported by 3 Criminal Justice (CJ) workers as detailed in section 3, regular meetings will be held with partners to ensure the pathway is fit for purpose and working to support the needs of service users and increasing uptake of community services.	3 FTE criminal justice workers as detailed in section 3 and 10				£ -	0%
Enhancing treatment quality	Key working/case management quality improvement, including reducing caseload sizes, implementing caseload segmentation approaches, increased clinical supervision and training and development.	The additional posts will enhance treatment quality by reducing caseloads, in addition the training we plan to offer all front-line staff will ensure the work force are upskilled and there is continuity of care across all service areas.	As part of the 2 FTE Trainee harm reduction workers, denoted in section 2, and 3 FTE CJ workers detailed in section 3. Section 10				£ -	0%

	Psychosocial intervention quality improvements, including reducing caseload sizes, implementation of evidence-based programmes, increased/enhanced clinical supervision and training and development.	We will be reducing caseload sizes through creating new posts and also through reviewing pathways and offers of treatment packages; we will work closely with our provider to specialise the CJ caseloads & workloads allowing them to solely focus on CJ work and developing these pathways. We will be increasing the resource for the FPOC team to reduce workers from other teams supporting with assessment work, allowing recovery workers to focus on their workloads; the new FPOC worker will also work to deliver harm reduction interventions and work on hospital pathways including to clients who are at risk of suicide or near miss overdoses. Employment of 1.5 FTE recovery workers to support with a reduction in caseload sizes. We will be increasing the use of our peer mentor service to support the throughput of clients and will enhance this provision though investing in their development and training opportunities. All of this will be underpinned by an investment in training and development and utilising an external training provider to upskill the workforce. By reducing caseload sizes, we will ensure a much more personalised and person-centred approach to treatment and psychosocial interventions.	As part of the 2 FTE Trainee harm reduction workers, denoted in section 2, and 3 FTE CJ workers detailed in section 3. Section 10				£ -	0%
Residential rehabilitation and inpatient detoxification	Increased residential rehabilitation placements, to ensure the option is available to everyone who would benefit. (Locally agreed targets should be set against the national benchmark/ambition, as in the planning table) Consideration should be given how to support service expansion and improvement through available capital funds, and through regional or sub-regional commissioning partnerships with other local councils.	Utilise commissioning capacity to consolidate current Prison to Rehab pathway to encompass male establishments. Consider how to increase time in rehab to 24 weeks as necessary and appropriate. Consideration of regional framework or dynamic purchasing system to reduce costs for LA and improve outcomes and maximise the use of our Tier 4 framework through rigorous contract management arrangements.	1 FTE Commissioning Support Officer within the Local Authority see Section 1				£ -	0%

	Increased number of inpatient detoxification placements to meet increasing demand following community treatment expansion, and in addition to the provision commissioned through the dedicated in-patient detoxification grant and multi-area commissioning consortia.	Recently joined the South central coast consortia, without IPD allocation. The facility is the new Dame Carol Black unit based in Fareham. We anticipate increased numbers in inpatient detox and onward rehabilitation as a result of this joint venture.	IPD grant				£ -	0%
Better and more integrated responses to physical and mental health issues	Enhanced partnership approaches with physical and mental health services, including the co-location of services and interventions.	Utilise SHOUT, a confidential text messaging support service, for individuals struggling with mental health to support individuals who are at crisis point.	SHOUT	£ 2,400.00			£ 2,400.00	1%
	Enhanced psychosocial interventions so they effectively assess, manage, and make supported referrals for common mental health problems, including anxiety, depression, and trauma.	Trauma informed training to be provided to all front line workers, to support their development, understanding and responses to common mental health problems. This will also be supported by a reduction in caseload sizes and increasing the size of the workforce, allowing for a more person-centred approach to responding to mental health needs and appropriate referrals to mental health services.	2 day course at £1250 - 3 sessions (16 places each).	£ 3,750.00			£ 3,750.00	1%
	Enhanced partnership approaches with physical and mental health services, including the co-location of services and interventions.	The additional commissioning support will bolster this area of work, the dual diagnosis and complex needs agenda is a high priority in Wiltshire and we will use this opportunity to enhance pathways and support across the system linking into the new Integrated Care System (ICS) framework. In addition, we will look to improve physical health opportunities working with Leisure colleagues to develop social prescribing options. We will also look at opportunities with our voluntary and community sector to maximise leisure input in each community area.	1 FTE Commissioning Support Officer within the Local Authority				£ -	0%

Enhanced recovery support	Development and expansion of a recovery community and peer support network, including in treatment, to sustain long-term recovery, increase the visibility of recovery and support social integration. This could include: • peer-based recovery support services • recovery community centres • recovery support services in educational settings • facilitating access to mutual aid • recovery housing • long-term recovery management such as recovery check-ups	The bid proposal includes an increased training package for peer support, we want to enhance this area to include the voice of the service user to help the co-production of onward service delivery and management. With better pathways created from secure estates we anticipate better uptake and increased use of our support accommodation provision to support long term sustained recovery.	Training for peer mentors see section 10.				£ -	0%
	Enhanced partnership with collaboration with employment and housing service to improve pathways and integrated system of care.	The increased recovery work force will support the reconnected pathway into employment. There will also be opportunities to increase referrals into the supported accommodation scheme, following community treatment and inpatient detox and rehab to support this area of the bid.	As part of the 2 FTE Trainee harm reduction workers, denoted in section 2, and 3 FTE CJ workers detailed in section 3. Section 10				£ -	0%
Expanding the competency and size of the workforce	Training and development programmes for peer workers and volunteers.	Investment in the development of our peer mentor service, providing training and development opportunities to enrich the skillset of our peers. The peer mentor service will be integral to supporting longer term recovery options and recovery support for our clients.	Peer mentor training and counselling qualifications		£ 3,221.00	£ 3,221.00	£ 6,442.00	2%
	Increased number of drug and alcohol workers.	Recruitment of 0.5 FTE First Point of Contact (FPOC) Assessment worker to deliver harm reduction advice, reduce wait times from referral to assessment which will prevent people from dropping out of service and to complete assessments; this role will also build links and a pathway with acute trusts and wider partners to make contact with those at high risk of intentional or accidental overdose.	0.5 FTE FPOC Assessment worker (Adult service) (£34,635 per FTE)	£ 5,772.50	£ 5,772.50	£ 5,772.50	£ 17,317.50	5%
	2 FTE Trainee harm reduction workers		2 FTE Trainee harm reduction workers (Adult service) (£27,895 per FTE) (Continuation of Universal Funding posts)	£ 18,596.66	£ 18,596.66	£ 18,596.66	£ 55,789.98	16%

		Recruitment of 1.5 FTE Recovery Workers to increase the number of drug & alcohol workers within the core service	1.5 FTE Recovery Workers (Adult service)(£34,635 per FTE)	£ 17,317.50	£ 17,317.50	£ 17,317.50	£ 51,952.50	15%
	Increased number of criminal justice drug and alcohol workers.	Transitional Worker (DHI) to be employed in YP service and embedded across Youth Offending Team service, to increase links with Child Exploitation Service and support & develop transitional pathways.	0.5 FTE Transitional Worker (YP service) (£41,751.51 per FTE)	£ 6,958.59	£ 6,958.59	£ 6,958.59	£ 20,875.77	6%
		0.5 FTE Criminal Justice worker - (DHI)	0.5 FTE Criminal Justice worker (YP service) (£41,751.51 per FTE)	£ 6,958.59	£ 6,958.59	£ 6,958.59	£ 20,875.77	6%
	Increased number of criminal justice drug and alcohol workers.	Criminal justice workers to continue Out of Court Disposal (OOCD) pathway and deliver Psycho-Educational interventions as a combination of digital and F2F interventions across county including evening and weekend delivery as appropriate for this cohort.	3 FTE Criminal justice workers (Adult service) (Continuation of Universal Funding posts) (£34,635 per FTE)	£ 34,635.00	£ 34,635.00	£ 34,635.00	£ 103,905.00	29%
	Training, education, and continuous professional development including training and support for line managers	Training opportunity and package for all frontline workers to upskill and increase the competency of our frontline staff	Outsourced training package purchased through an external training provider. 2 day course at £1250 - 3 sessions (16 places each).		£ 3,750.00		£ 3,750.00	1%

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Wiltshire Council

Cabinet

27 September 2022

Subject:	**Service Delegation & Asset Transfer Policy**
Cabinet Member:	**Cllr Phil Alford, Cabinet Member for Housing, Strategic Assets, Asset Transfer**
Key Decision:	**Key**

Executive Summary

This report refreshes the existing Service Devolution and Asset Transfer Policy that was approved by Cabinet in October 2017.

The policy enables the transfer of services and assets to Town and Parish Councils, this activity had to be subsequently paused as resources were focused on responding to the pandemic. With a new Business Plan approved, the policy is being refreshed and updated to continue the transfer of assets and devolution of services to local councils.

The report also sets aside one-off investment to ensure any packages can be progressed and delivered in a reasonable timeframe.

Proposals

Cabinet is recommended to:

1) Approve the revised Service Devolution and Asset Transfer Policy.
2) Approve a drawdown of up to £200K from the transformation earmarked reserve to enable sufficient resource to deliver on requests.

Reason for Proposals

The pandemic paused the SDAT programme and with the new Business Plan there is a drive to refresh the desire to ensure local Councils are best placed to look after the services and assets at a local level.

The revised policy will streamline the protracted negotiations experienced in the previous programme with an aim to make the policy clearer to those Councils wishing to pursue service devolution and asset transfer.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Service Delegation & Asset Transfer Policy**
Cabinet Member:	**Cllr Phil Alford, Cabinet Member for Housing, Strategic Assets, Asset Transfer**
Key Decision:	**Key**

Purpose of Report

1. This report refreshes the existing Service Devolution and Asset Transfer Policy that was approved by Cabinet in October 2017.

2. The policy enables the devolution and transfer of services and assets to Town and Parish Councils which had to be subsequently paused as resources were focused on responding to the pandemic. With a new Business Plan approved, the policy is being refreshed and updated to continue the process to transfer of assets and devolution of services to local councils where appropriate.

3. The report also sets aside one-off investment to ensure any packages can be progressed and delivered in a reasonable timeframe.

Relevance to the Council's Business Plan

4. The Councils Business Plan 2022-2032 sets out the mission to have vibrant, well-connected communities. Within this mission the business plan sets the aim to make the best use of Council owned assets for the benefit of communities, including transferring those assets to communities where appropriate.

Background

5. The previous policy approved in 2017 continued the Councils approach to devolving services and transferring the associated assets to Town and Parish Councils who are best placed to deal, resource and operate according to local need.

6. The previous programme and policy was based on a package approach and ongoing negotiation to secure a transfer. A programme was initiated that set out tranches for Towns and Parishes to undertake their proposed service devolution and asset transfer, with the original programme for this to be completed by the end of 2021.

7. COVID-19 pandemic in March 2020 effectively paused the programme with the Council going into response and deploying resource on to priority activities that were required during the response phase of the pandemic.

8. With a new Business Plan approved in February 2022, a review of the policy has been undertaken and appended. This will reinstate the planned activity around service devolution and asset transfer.

9. At the Town and Parish council conference held on 27 May 2022, Councils were updated on the planned review of the policy and asked to submit interest in the potential for service devolution and asset transfers.

Main Considerations for the Council

10. The Council previously undertook a programme of service devolution and asset transfer to local communities who are best placed to control, operate and resource those services and assets.

11. COVID-19 pandemic resulted in that programme being put on indefinite pause, with the internal resource being utilised on the response programmes required to support Wiltshire's residents. Communities and businesses. Equally some of the resource was time limited owing to the planned conclusion of the programme by the end of 2021.

12. With the county now in long term recovery from the implications of the pandemic, and with a new business plan approved, the Council is in a position to review the policy and re-establish the activity and discussions with local councils around the potential for future service devolution and asset transfer.

13. The revised policy is appended to this report and on the whole remains largely unchanged from the previous policy.

14. The learning from the previous policy was the drawn-out negotiations and resource intensive process experienced from both organisations undertaking the process. Therefore, the policy aims to streamline this with providing clarity on the proposal and commitment that local Councils must accept when undertaking any proposed agreement.

15. The policy therefore sets out a minimum set of services and/or assets to be devolved and transferred to provide clarity and enable the process and discussions to start. Councils must accept this minimum to enable the agreement to proceed.

16. The Town and Parish Conference held on 27 May set out the likely direction of travel on the review of the policy and the feedback received post the conference has provided a snapshot of those Councils interested in discussing further the potential to reach agreements in the future. This list will be used to follow up with those Councils following the approval of the revised policy.

17. Inevitably resources will be required to progress agreements and negotiations. There is a commitment to ensure the programme is appropriately resourced to give expectations that agreements will be delivered upon, and this report seeks upfront one-off investment to ensure a proportionate level of resource is put in place to enable this to happen.

18. It is envisaged that future agreements will lead to savings for the Council, and any further resource requirements will have to be met from the savings generated from any future agreements.

19. The Council is in active discussions with Trowbridge Town Council on a potential service devolution and future asset transfer and these negotiations will be bound within the revised policy.

Overview and Scrutiny Engagement

20. The Executive responded to a report by the rapid scrutiny exercise group tasked with looking at the service devolution and asset transfer policy. This report went to Overview & Scrutiny Management Committee on 14 July 2022.

21. All 13 recommendations were responded to, and the Executive accepted or amended all recommendations put forward, with this report providing further detail to those responses, particularly with response to the concerns around the commitment by the executive to resource the programme going forward.

22. The Overview & Scrutiny Management Committee further resolved to ask the Asset Transfer Policy Rapid Scrutiny Group to review and comment on the new Asset Transfer Policy prior to is consideration by Cabinet.

Safeguarding Implications

23. No direct safeguarding implications arising from this report.

Public Health Implications

24. The policy should enable those assets and services that support communities and residents physical and mental wellbeing to continue and where possible be enhanced.

Procurement Implications

25. None identified.

Equalities Impact of the Proposal

26. Equality Impact assessments will be undertaken as part of the individual agreements and process.

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

27. The risk is that future possible service devolutions and asset transfers would either not proceed or would proceed in a haphazard, uncontrolled way or would continue to be subject to lengthy delaying negotiations.

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

28. The resources of the programme will need to be monitored and managed, and if appropriate increased to ensure successful agreements in a timely manner. The amendments to the policy make it more prescriptive which could dissuade Councils to put forward proposals going forward.

Financial Implications

29. The programme will, on the whole, be resourced from within existing resources within services. The allocation of one-off funding will be used to support those services e.g. legal, where additional resource is required upfront to ensure successful completion of future agreements.

30. It is envisaged that savings will materialise from future agreements, and these will either be factored into the Councils Medium Term Financial Strategy or be used to fund any further additional resource required to deliver on the programme.

Legal Implications

31. Section 123 of the Local Government Act 1972 ("the LGA 1972") imposes a general restriction on disposals by local authorities which means that Wiltshire Council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State. Disposals by way of short-term tenancies are not caught by this restriction.

32. The power of the Secretary of State to give a general consent for the purpose of land disposals by local authorities is set out in section 128 (1) of the LGA 1972. Specific consent is not required for the disposal of any interest in land at less than best consideration where the authority considers that the disposal will help it to secure the promotion or improvement of the economic, social or environmental wellbeing of its area. However, disposal at less than best consideration is always subject to the condition that the undervalue does not exceed £2 million. Therefore, all proposed transactions where the aggregate of "undervalue" exceeds the £2 million threshold will require the specific consent of the Secretary of State. These statutory restrictions will need to be considered when agreeing the assets to be transferred to the Town/Parish Council.

33. The model community asset transfer and leasehold documentation is drafted on the basis that the use of the property will continue for the benefit of the local community.

Open Space Land

34. A local authority has a statutory duty to advertise its intention to dispose of open space land in a local newspaper for two consecutive weeks and to consider objections. This will need to be done before any final decision is taken on the disposal so that proper consideration is given to the responses that are received. This process will need to be factored into the programme of asset disposals to the Town and Parish Councils.

Subsidy Control

35. Subsidy Control is intended to avoid any state aided subsidies which could distort competition and affect trade between members states. Subsidy Control law can

potentially apply to town and parish councils and third sector organisations when they receive community assets and/or financial contributions from Wiltshire Council towards the cost of delivering delegated services. Subsidy Control can only be found in the situation where the organisation receiving the aid acts on a market. Local Authorities (as well as charities) can in some of their functions be assessed as acting on a market. This assessment is unlikely to be made where the recipient is engaged in carrying out not for profit activities to meet local community need. However, the use of each individual asset or financial contribution must be considered, and Legal Services must be engaged to advise Wiltshire Council on the subsidy control implications for the transfer package.

36. If subsidy control has been granted without approval (either through a separate notification or by following the terms of the relevant exemption) this would be an illegal subsidy. The government has the ability to make such orders to correct the perceived market distortion caused by the illegal aid. This could take the form of an order to the recipient to return to Wiltshire Council any assets and/or repay the value of any financial aid, plus interest from the date of the aid to the date of repayment.

37. Even where there is no illegal subsidy in favour of the recipient, care needs to be taken to avoid accidental leakage of aid in the future when the recipient itself deals with the asset or funding.   For instance, care needs to be taken by the recipient to avoid giving a third party a competitive advantage by letting a community asset at below market rate, and a legally compliant procurement process must be followed by the recipient when engaging any third party to carry out delegated services.   There are clauses in the model legal documentation between Wiltshire Council and the recipient to deal with this.

Workforce Implications

38. There are no direct workforce implications arising from the report, additional resources required will be assessed by the relevant service.

Options Considered

39. The Cabinet have three options available, either cease the process entirely, to approve the revised policy or to retain the existing policy.

Conclusions

40. To re-establish the activity of service devolution and assets transfer the Cabinet is recommended to:

   a. Approve the revised Service Devolution and Asset Transfer Policy.
   b. Drawdown of up to £200K from the transformation earmarked reserve to enable sufficient resource to deliver on requests.

Andy Brown (Corporate Director Resources & Deputy Chief Executive)

Report Author: Andy Brown, Corporate Director Resources / Deputy Chief Executive (Section 151 Officer), andy.brown@wiltshire.gov.uk,

Appendices

Appendix 1 – revised Service Devolution and Asset Transfer Policy

Background Papers

None

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Service Devolution and Asset Transfer Policy

This policy can be made available in a range of accessible formats if required.

Contents

1. **Introduction**

   Wiltshire is a thriving and innovative County that continues to build on its tradition to enable its residents to live healthy lives in strong, prosperous communities. Over the last decade the Council, with its partners, has improved the outcomes of people's lives and businesses in Wiltshire.

   Wiltshire Council is committed to continuing to improve and enhance the outcomes of people's lives and businesses in Wiltshire working closely with our communities and partners.

   The council's business plan 2022 – 2032 sets out to make the best use of council owned assets for the benefit of communities, including transferring those assets to communities where appropriate.

   The council recognises that the devolution of assets and services to local communities, Town and Parish councils makes a significant contribution to enabling them to be stronger, more resilient and sustainable. Experience gained from a number of asset and service transfers completed to date, has shown that the development of this policy presents significant opportunities to create stronger, more cohesive and sustainable communities. It enhances the role of Town and Parish councils; enables the use of buildings to be enhanced with the ability to modify them to embrace local needs; the ability to source and secure additional resources from sources not available to Wiltshire Council to do so as well as the ability to deliver and modify services to match the needs and expectations of local communities.

   This document aims to set out the council's policy for service devolution and asset transfers to Town and Parish councils. All single asset transfers to community groups as facilitated by Community Area Boards will continue to be managed by the approved Community Asset Transfer Policy July 2011.

2. **Background**

   2.1. Wiltshire Council will promote and facilitate the devolution of appropriate services and transfer of associated assets (by way of freehold or leasehold) to Town and Parish councils where it is deemed more appropriate for those assets and services to be delivered by third tier Local Government.

   2.2. The devolution will seek to take a pragmatic approach to provide the community with the ability to influence the level of service it feels is appropriate. In some instances, only services may be devolved to Town and Parish councils without the ownership of the land or building being transferred.

   2.3. This policy sets out Wiltshire Council's approach to service and asset transfers to Town and Parish councils. It also recognises and takes into account significant legislative requirements and supports central governments commitments to devolve assets and services to local community groups, summarized in appendix 1.

   2.4. Wiltshire Council has responsibility for land and buildings through various means:

   2.4.1. Owned assets – Wiltshire Council hold either a freehold interest or long lease (usually in excess of 100 year) of the asset;

   2.4.2. Dedicated assets – Wiltshire Council has responsibility to maintain land due to a historical contractual obligation but does not have the freehold ownership,

for example areas of public open space or play areas under planning agreements; or

2.4.3. Statutory responsibility – Wiltshire Council has the responsibility for maintaining assets and provide services under legislations, for example highway land or closed burial grounds.

2.5. The disposal of assets by Wiltshire Council broadly fall under two types:

2.5.1. Market sales – where "best consideration" is obtained, widely interpreted as the best price/market value (as defined by the *Red Book*).

2.5.2. Disposal at less than best consideration - this could either be a transfer for a nominal sum or reduced purchase price but will certainly be lower than the market value.

3.   Service and Asset Devolution

3.1 The Service and asset devolution package to prospective Town and Parish Councils will differ depending on the services provided and the assets held, however the following principles will be applied initially with any additional elements considered on a Parish/Town by Parish/Town basis:

3.1.1. Defined minimum of all services to be devolved include:
- Grounds Maintenance of all land for which Wiltshire Council has responsibility
- All Streetscene services currently provided within the boundary of the Town/Parish
- Weed control with Town/Parish Boundary
- Cemeteries
- Maintenance of closed churchyards

3.1.2. Defined minimum of all assets to be transferred:
- Play areas
- Monuments
- Parks and Open Spaces
- Cemeteries
- Any area for which section 106 monies are held
- Any other assets which are not covered by the exemption criteria in Appendix 2

3.2. The transfers will be managed in two ways:

3.2.1. Service delegation agreement– transfer of responsibility for delivering services currently performed by Wiltshire Council where the Council only has dedicated or statutory responsibility (see 2.4.22 & 2.4.3 above), as there is no asset to transfer.

3.2.2   There may also be strategic reasons for Wiltshire Council to retain ownership of the asset but are willing to transfer the responsibility to provide services. Wiltshire Council will consider the transfer of both statutory and discretionary

services; although where statutory services have transferred the ultimate responsibility will remain with Wiltshire Council

3.2.3   Freehold transfer – transfer of total ownership of the service related asset. subject to certain exceptions – in some cases a freehold transfer of the asset to Town and Parish councils may not be acceptable to Wiltshire Council due to:

- adjoining / surrounding land not being transferred; and/or

- potential for redevelopment, either with or without Wiltshire Council land, and/or

- historic and/or complex land issues which would make a freehold transfer resource prohibitive to both Wiltshire Council and the Town or Parish Council.

  In these cases, (where Wiltshire Council owns the freehold) Wiltshire Council will grant a fixed term tenancy of 7 years (less 5 days) of the asset, subject to appropriate break clauses. (A lease of this length is exempt from s123 "best consideration" tests.)

- there being a large number of small non-strategic open space land parcels.

  These are most efficiently and effectively managed via a service delegation agreement. Should the Town or Parish council wish to have these legally transferred it will be the responsibility of that Town or Parish council to undertake all the required due diligence and fund all legal costs.

3.3   Service Delegation

Wiltshire Council recognises certain services are more appropriately delivered by the local community in which they are required. The service delegation of amenity services recognises those activities that are best delivered locally - appendix 3 and 4 detail those services.   These amenity services are cross cutting and the service delegation should ensure that the responsibility for delivery of all services is transferred to the local Town or Parish.

3.3.1 The decision to delegate services to the Town or Parish council may form part of a package including a freehold transfer or leasehold disposal referred to in section 4.1 OR the service delegation may be offered as a single package approach where there may be reasons for Wiltshire Council to retain the freehold ownership or not grant a lease of the site.

- Wiltshire Council's statutory services – transfer of service delivery only. Wherever Wiltshire Council decides to transfer a statutory function, Wiltshire Council will retain ultimate responsibility for that function.   However, responsibility for delivering the service may be transferred to a Town or Parish council under clear contractual arrangements. The Town or Parish council will then become responsible for the delivery of those services in accordance with the terms of the service delegation agreement. In view of the Council's underlying statutory responsibility, the Council must be able to terminate the service delegation agreement at any time.

- Wiltshire Council's discretionary services – transfer of responsibility for the services. This type of delegation can only apply where Wiltshire Council has a high degree of discretion about the provision of the service. Wiltshire Council will cease to be responsible and accountable for the delivery of these services. There is also no guarantee that the council would consider re-assuming responsibility or accountability for the service. A clear, written delegation must be made by the Council and accepted by the Town or Parish council.

- there being a large number of small non-strategic open space land parcels. These are most efficiently and effectively managed via a service delegation agreement. Should the Town or Parish council wish to have these legally transferred it will be the responsibility of that Town or Parish council to undertake all the required due diligence and fund all legal costs

3.3.2 In some circumstances Wiltshire Council, will only delegate services to Town and Parish councils rather than devolve assets. Examples of where a service delegation will only be appropriate include

- The council has a statutory obligation, such as highway or a housing authority to provide.
- Land maintained for the benefit of the community by the council, but not owned by the council.
- Land where commuted sums for the maintenance have been paid to the council
- Where there is only a small area of council owned land, which means the cost of the legal land transfer is prohibitive (negated where the local Town or Parish council are prepared to fund the transfer).

  However, in the above cases a service delegation on those areas will allow the local Town or Parish to set the standard and deliver the Amenity Maintenance Services within their defined boundary.

3.3.3 Following the date of transfer Wiltshire Council would not be responsible for delivery of any of the services listed in appendix 3 or 4 within the defined boundary. The Town or Parish council will perform the services within the boundary indefinitely on and from the transfer date to the minimum standards required by any relevant legislation. The decision thereafter on enhancement to the legal minimum standard of provision of services will be delegated to the relevant Town or Parish council. The Town or Parish council would take responsibility for all consequences: financial, contractual, safety or otherwise for the services delivered and the management of the amenity asset and their services provided on the highway.

3.3.4 The delegation of services will not affect any rights Wiltshire Council may have to dispose of, transfer, assign, lease or otherwise deal with its amenity land in its capacity as freehold owner.

3.4   Freehold Asset Transfer
3.4.1 The freehold transfer will be drafted on the following basis:

- The transfer will not normally include a provision to offer the asset back to Wiltshire Council **if it is no longer needed for community use** ("the reverter") unless there are compelling legal reasons for doing so.

- If the transfer needs to contain the reverter in the circumstances referred to above, Wiltshire Council will not be under any obligation in the transfer to accept the asset back.   However, Wiltshire Council will need to assess at the time if there are still wider legal issues that mean Wiltshire Council should take the land back.

- If Wiltshire Council decides to take the asset back it will be under no obligation to continue to use it for community purposes, furthermore if Wiltshire Council disposes of the asset at a future date there will be no requirement to split the capital receipt with the Town or Parish Council.

- The transfer will include a provision whereby should Town and Parish councils dispose of those assets for non-community uses, a 50% split of the capital receipt will be payable to Wiltshire Council.

- In the case of community buildings and land, the permitted community use is defined in the standard lease or freehold transfer.

3.4.2 When considering the devolution of assets to Town and Parish Councils, the main functions and services together with the financial implications for Wiltshire Council of transfer will be considered. With that in mind, the list of assets that will not be considered through this policy can be seen in Appendix 2.

3.4.2 In some circumstances an asset may result in more than one of the list in Appendix 2 being relevant, and in which case **if any** of the above should apply an asset devolution would not be considered.

3.4.3 Requests over and above the defined minimum assets and services and not included in appendix 2 can be considered during the negotiation of an agreement.

3.4.4 Following agreement with the Town or Parish council, the asset devolution package will be presented to Wiltshire Council's Cabinet for a resolution or delegated authority thereof for a resolution.

4. Appendices

1. Relevant Legislation

2. Exempt Assets

3. Soft Maintenance Services for devolution

4. Hard Maintenance Services for devolution

Appendix 1 - Relevant Legislation

Local Government Act 1972 ("1972 Act") – s123 sets out that local authorities must obtain "best consideration" for all disposals, and s101 allows a local authority to delegate certain functions to another local authority (subject to express provisions in the 1972 Act and subsequent legislation).

Local Government Act 1972: General Disposal Consent 2003 ("General Consent Order") - gives permission for Councils to disposal at less than best consideration provided the value forgone is less than £2m (in capital terms) and the transaction benefits the economic, social or environmental well-being of the area. If the value forgone is greater than £2m approval from the Secretary of State is required.

Local Government Finance Act [1988]

RICS Valuation - *Professional Standards* ("Red Book") – defines market value when considering the price obtained from a disposal

Localism Act 2011 – introduced the concept of local communities taking more control of assets in their area.

Public Contracts Regulations 2015 - ensure that public spending on goods, services and works is subject to EU procurement rules. Pure land transactions are exempt from EU procurement rules, but the rules may apply where specified services are provided in exchange for receipt of an asset.

European Commission's State Aid Rules – may apply to any use of public money and resources which is not subject to EU procurement rules (e.g. asset transfers and grant awards). These rules are intended to avoid state aided subsidies which could distort competition and affect trade between member states.

Transfer of employees: TUPE - There are two different types of transfer of employees under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) – Service Provision Change or a Transfer of Whole or Part of an Undertaking

Appendix 2 – Exempt Assets

The types and nature of assets and or services that will transfer are set out in the policy. The Transfer of property assets are likely to be associated with transfers of services, where agreed between the parties.

Assets that are exempt for transfer or devolution through this policy are:

Assets held for investment purposes - both assets that generate an immediate income to Wiltshire Council and those held for future capital realisations
Assets of a rural nature - given Wiltshire Council's roles as a small holdings authority
Assets held with Wiltshire Council's Housing Revenue Account (HRA) - utilised to deliver the statutory housing functions
Vacant land or buildings that can generate a capital receipt in excess of de-minimus level for capital accounting purposes - with capital receipts required to fund the capital programme of Wiltshire Council
Land held for future development of Wiltshire Council or partner schemes - as it would not be financially prudent to devolve the land and be required to repurchase in the future
Education and statutory early years premises - due to Wiltshire Council's roles as a Local Authority for education purposes
Car parks defined by Wiltshire Council for retention under the 2015 Parking Review or any subsequent reviews or land held or adopted as public highway - due to Wiltshire Council's role as Highway Authority
Assets held to deliver Leisure and Library services to residents and local communities

APPENDIX 3

Soft Maintenance Services		
Task	**Comment**	**Conditions**
Litter Picking	• Litter examples include: • Dead animals (road kill) • Dog/ animal faeces • Cigarette waste & cigarette packets • Beverage and drinks containers • Food containers or utensils • Publications, magazines and newspapers • Shopping and other bags • Illegal deposits of bagged commercial and household waste which shall be cleared as fly tipping, see further below • Removal of pigeon droppings from pathways and footways • Removal of fallen branches, wood, metal and plastic objects • Removal of leaf and blossom falls to an approved programme • Other similar waste types up to 1 cubic meter	Must be carried out on both Amenity Land and the Highway
Emptying of Litter Bins		Must be carried out on both Amenity Land and the Highway
Removal of Dead Animals on the Highway		Must be carried out on both Amenity Land and the Highway
Removal of Fly Tipping (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway

Removal of Fly Posting (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway
Graffiti Removal (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway
Shopping Trolley Removal (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway
Leaf Clearance		Must be carried out on both Amenity Land and the Highway
Balancing ponds, amenity footpaths, Streetscene assets and water courses	Monitor the condition and highlight any health and safety concerns on amenity footpaths, ponds, ditches and any amenity asset and effect their reasonable repair	Must be carried out on Amenity Land
Park and Highway Furniture	Monitor the condition of the furniture and highlight any health and safety concerns and effect their reasonable repair/replacement (subject on each occasion to WC's permission to repair/replace highway furniture)	Must be carried out on both Amenity Land and the Highway. **WC's prior written permission must be given in respect of repairing and replacing Highway furniture.**
Grounds Maintenance	Shrub Bed Maintenance, Maintenance of Shelterbelt/Plantation Areas/ Hedge Maintenance/ Tree/ Herbaceous Borders and any soft area maintenance.	Must be carried out on Amenity Land and the Highway. **WC's consent to maintain the verges of the Highway is hereby given.**

Grass Maintenance	• Sheltered Housing Schemes • High amenity areas • General grass areas • Low Amenity areas	Must be carried out on the Amenity Land and the verges of the Highway. **WC's consent to maintain the verges of the Highway is hereby given.**
	• Highway verge areas • Rough grass areas • Flail grass areas • Wild flower/conservation areas	
Sports Pitch Maintenance (Football and Rugby)		Must be carried out on Amenity Land
Cricket Pitch Maintenance		Must be carried out on Amenity Land
Countryside	Litter clearance and emptying of litter bins	Must be carried out on Amenity Land
Woodlands and Countryside Site	Scavenging and cleaning and/or maintenance	Must be carried out on Amenity Land
Play Areas, Multiple Use Games Areas (MUGA) and Skate Park Inspection and Maintenance		Must be carried out on Amenity Land

Allotments	General up keep and maintenance including: • Boundary fencing • Gates and Hedges • Tracks • Car parks • Grass areas and • Footpaths	Must be carried out on Amenity Land (allotments)
Open Cemeteries	General up keep and maintenance including memorial testing	Must be carried out on Amenity Land (cemeteries)
Closed Churchyards	General up keep and maintenance including memorial testing	Must be carried out on Amenity Land (closed churchyards)
Car Parks and hard areas maintained by WC immediately prior to the Transfer Date	Maintenance of car parks – grounds and street cleaning (as per contract scope)	Must be carried out on Amenity Land and hard areas subject to the exclusions in Column 1
Centre Litter Picking and Sweeping		Must be carried out on Amenity Land and the Highway
Weed Control (amenity hard areas and highways)	Responsibility for all weeds on the highways and service delegated areas	Must be carried out on Amenity Land and the Highway
Bus shelter maintenance	Litter collection and cleaning (graffiti, fly posting, moss etc. removal	Must be carried out on Amenity Land and the Highway

Appendix 4

Hard Area Maintenance Services	
Type of Land	
The public open space where the hard asset is managed is:	☐ public gardens; ☐ land used for the purposes of public recreation; ☐ parks; ☐ natural and semi-natural urban greenspaces ☐ derelict open land; ☐ sports pitches; ☐ outdoor sports areas; ☐ play provision; ☐ amenity greenspace; ☐ play areas; ☐ skateboard parks; ☐ outdoor basketball hoops; ☐ and other more informal area (e.g. 'hanging out' areas, teenage shelters); ☐ accessible countryside in urban fringe areas; ☐ cemeteries; ☐ closed churchyards.

For the avoidance of doubt, hard asset management would not be delegated for:	☐ Play & Display Car Parks
	• Highway assets (without prior agreement – see below) • Campus or Hub areas • Housing Revenue Areas

The concept of the delegation would be for hard asset maintenance to be as an asset transfer.

As such anything on the asset and anything beneath (but not adopted assets) would become the responsibility of the local council.

Hard assets would include: fences; walls; paths; lighting; seats; fixed equipment etc.

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Future High Street Fund Updates and delegated decision on delivery**
Cabinet Member:	**Richard Clewer - Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing**
Key Decision:	**Key**

Executive Summary

Wiltshire Council received funding from the Government's Future High Street Fund (FHSF) in Spring 2021 for programmes of work in Salisbury and Trowbridge. Since then further project development and programme management activities have taken place to ensure the delivery of the necessary investments to support the diversification of the high street and town centres.

This report provides an update of the FHSF projects to support enhancements to the centres of Trowbridge and Salisbury, including progress to date and necessary amendments to ensure delivery. Interventions are in line with the funding criteria as set out by Government through the FHSF Prospectus and guidance documents.

Trowbridge was awarded £16,347,056
Salisbury was awarded £9,355,731

Proposals

That Cabinet:

- Notes the contents of this report
- Delegates authority to spend allocated FHSF grant funding to the Corporate Director of Place, in consultation with the Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing in line with the FHSF funding criteria as set by DLUHC.
- Delegates authority to appropriate development, procurement and delivery of individual workstreams within the programme to Corporate Director for Place, in consultation with the Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing in line with programme outcomes.

Reason for Proposals

Town centres have been negatively affected by a number of factors over a long period of time, resulting in a significant decline of the vitality, attractiveness and perception of the town centre. Over the previous two decades, high streets across the country have been affected by widespread change in consumer behaviours and shopping habits largely in the form of out-of-town shopping and more recently online retail.

These changes have contributed to the decline of the town centre as the heart of the community and continues to threaten long-term viability of business operators. Government has sought to address these impacts through the formation of the High Street Task Force and Towns Fund, which includes the Future High Streets Fund.

Through Future High Streets Funding, Trowbridge and Salisbury have the chance to significantly kickstart the strengthening and diversification of the offers and accessibility to their high streets.

This report provides an update of the FHSF projects which are being developed and delivered to support enhancements to the centres of Trowbridge and Salisbury. Interventions are in line with the funding criteria as set out by Government through the FHSF Prospectus and guidance documents

Trowbridge was awarded £16,347,056
Salisbury was awarded £9,355,731

Successful and timely delivery of the Future High Streets Fund Programme will enable Wiltshire Council to work with partners to initiate that process and attract in other public and private sector funding to rejuvenate town centres.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Future High Street Fund Updates and delegated decision on delivery**
Cabinet Member:	**Richard Clewer - Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing**
Key Decision:	**Key**

Purpose of Report

1. To update Members on progress in delivering Future High Streets Fund programmes in Trowbridge and Salisbury.

2. To agree the proposed delegated authority provisions to enable Officers to deliver in line with programme outcomes

Relevance to the Council's Business Plan

3. Attracting funding into Trowbridge and Salisbury from the Future High Street Fund Improvements helps meet the priorities of the Council's Business Plan 2022-32 including:

> **Thriving Economy: We have vibrant, well-connected communities:**
> - Help create and support vibrant town centres.
> - Deliver infrastructure to enable local communities to live, work and play locally, businesses to invest and everyone to take responsibility for the environment.
> - Attract investment into Wiltshire's communities.
> - Deliver capital investment as part of a strategic approach to placemaking, working with partners in public and private sectors and optimising the use of assets in council and public ownership

> **We Stay Active**
> - Keeping physically, socially and mentally active has direct and positive impacts on brain function, weight management, reducing disease, and the ability to enjoy life. Improving all these things for residents will lead to greater happiness, more economic independence, and less service reliance

> **We take responsibility for the environment**
> - Maintain and improve the natural and built environment
> - Enable everyone to have access to cleaner air
> - Improve and protect biodiversity

- Ensure access to the natural environment for as many as possible.

We are the path to carbon neutral (net zero)
- Assist the county to have a smaller carbon footprint.
- Support decarbonisation of existing transport and increased use of public transport options as well as walking and cycling.
- Prepare the county for the impact of climate change.
- Invest in assets to support our lowering carbon output.

Background

4. The Council is taking forward its approach to place-shaping within the main market towns across Wiltshire. For Trowbridge this will be a specific targeted approach to delivering packages of work which will deliver transformational change within a holistic vision for the town as part of FHSF delivery. In Salisbury, FHSF funds are delivering outcomes in line with the Salisbury Central Area Framework.

5. This approach has become more pressing and relevant in a post-Covid landscape, as both private and public sector partners work collaboratively to ensure communities and businesses thrive in our towns. The Future High Streets Fund represents an exciting opportunity to take forward specific projects as part of this long-term regeneration agenda.

6. In December 2018, the Government launched the Future High Streets Fund (FHSF), to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability, delivering transformative, structural changes to overcome challenges in high streets and town centres. Both Trowbridge and Salisbury submitted bids outlining their challenges and secured funding based on those proposals.

7. The interventions in Trowbridge draw on the town's opportunities identified in the 2020 Masterplan refresh. It frames a strategy focused on the historic centre: channelling investment into the heart of the town and celebrating the history of Trowbridge.

8. The approach in Salisbury has similarly been developed over time and looks to deliver elements of the Salisbury Central Area Framework. The Central Area Framework provides an umbrella strategy and serves a number of purposes, including recommending a portfolio of projects for the Council and its partners to take forward as and when funding and resource allocations allow, informing discussions with potential investors and landowners over viable development opportunities, influencing emerging policy and strategies, and providing a platform for partners to work together constructively.

9. The government recognises that consumer patterns are changing, with spending increasingly online and expectations of high streets are changing. Alongside available capital funding, the High Streets Task Force is working to establish best practice in supporting the retail environment. This builds on work from the Institute of Place Management, which has informed both the Future High Streets and Wiltshire Towns Programme approaches.

Summary of Trowbridge projects:

10. The projects being funded by Future High Streets Funding include pedestrian and public space enhancements in the town centre, improvements to the River Biss corridor, vacant commercial unit grant and the renovation of the Town Hall.

10.1 Pedestrian improvements in the town centre

Projects designed to improve the pedestrian arrival points and access to the town centre in order to:
- improve the experience of walking into and around the town centre
- facilitate safer and accessible movement through to the town centre
- improve wayfinding (how people navigate through the town centre)

There are five areas of focus:

10.1.1 Wicker Hill and Hill Street junction, including part of Fore Street

The proposal is to provide improved space for pedestrians. This will be achieved by widening footpaths using similar materials to the previous enhancements, with the aim of providing an improved link for pedestrians to the town centre and railway station. The proposal will also link into the work being developed as part of the River Biss corridor scheme. Whereas the original bid proposal sought to remove traffic from Fore street and Wicker Hill, this proposal retains the route for traffic, but allows the opportunity for this heritage area of the town centre to become a gateway for visitors and a vibrant commercial street.

10.1.2 The junction of Manvers Street and Church Street
This is a well utilised route into the town centre for pedestrians from the Sainsbury's store and the aim is to further improve this connection by opening up the area in front of Manvers House. This could be achieved by the removal of the existing wall and some of the vegetation that currently blocks the view to Manvers house. There is an opportunity to provide a better relationship with the town centre through the use of materials which match those used in previous enhancements.

10.1.3 The junction of Union Street and Church Street
This was once a busy junction prior to the opening of County Way, but the current traffic signals are no longer needed for managing traffic flow as they reached the end of their serviceable life. This presents the opportunity to remove them and undertake improvements for pedestrians in what is a key pedestrian route into the town centre from developments north of the town centre, and the Church Street Car Park. The proposals would provide widened footpaths and new crossing points with Zebra crossings, giving pedestrian greater precedence over vehicles.

10.1.4 Castle Street
Following the building of the St Stephens Place complex with its cinema, restaurants and other attractors, Castle Street now acts as a key pedestrian link from this development into the town centre. Previous enhancement schemes did not extend into Castle Street and it can feel a little detached from the town centre. The intention is to enhance Castle Street and reinforce the connection between the Saint Stephens

place complex and the town centre. It will not be possible to remove traffic from Castle Street given the need to service businesses, but there is the opportunity to provide improvements for pedestrians by reviewing footpath widths and using materials as to define this pedestrian corridor.

10.1.5 Roundstone Street

This provides access into the town centre from the east and links to the Lovemead Car Park. The council's consultants looking at the broader public realm enhancements have identified the opportunity to provide improved access to the car park through alterations to the current ramp arrangements. They have also suggested the benefit of opening up the view when approaching the town centre to show off the local historic buildings. Other proposed improvements in this area would provide enhanced connections to the cycle link on Hilperton Road, which is currently under construction, and encourage sustainable travel methods into the town. There is also the opportunity to provide improvements for pedestrians by reviewing footpath widths and using materials to reinforce the pedestrian route along the length of Roundstone Street.

10.2 Wayfinding and public space enhancements - 'Trowbridge Trail'

Two strategic pieces of work have been undertaken to date:
- Develop a strategy for 'Bringing Out the Best' of Trowbridge that identifies the town's unique points and destinations
- Develop a strategy for 'Connecting the Dots', to include the implementation of a new signage scheme to showcase the town centre's heritage, improve links and encourage movement around the town centre

From this work we will design and implement the 'Trowbridge Trail', focusing on improving the public environment in the town centre, creating safer, easier and accessible movement and encouraging Trowbridge to be a place that people want to visit and spend time in.

Further engagement with the Town Council and stakeholders will take place in autumn 2022

10.3   Improvements to the River Biss

This project will:
- Deliver exemplary environmental improvements along the River Biss corridor between Town Bridge and Castle Street Bridge
- Enhance and expand the existing river corridor and connect Trowbridge to its river
- Make Trowbridge a pleasant place to walk and cycle, increasing visiting time and encouraging football

Working in partnership with Wiltshire Wildlife Trust, we aim to increase the amount of green space, to rejuvenate existing areas of green space by creating pocket parks and to install and improve walk and cycle ways along the River Biss corridor between Cradle Bridge and Town Bridge. The project will also include a suite of tree and understory planting.

The project is in the initial stages of creating RIBA Stage 3 designs. High level concept designs have been drawn and the final surveys needed to inform the stage 3 designs are currently being undertaken (July 2022).

Project costings are expected late summer 2022 at which point project outputs will be reviewed.

10.4   Trowbridge Town Hall renovations

The investment from the Future High Streets Fund will bring the Grade II listed building back into use so it can host a full and vibrant programme of community-led cultural and social activities for the people of Trowbridge, enabling it to fulfil its potential as a landmark asset for the town.

The proposals include:
- Improving the accessibility into and within the building
- Reducing the carbon emissions required to run the building
- Improving the community spaces and amenities in the Town Hall
- Restoring the building to its pre-1970s glory as a destination for events in the heart of Trowbridge

The project is currently at the early stages of Project Stage 2 (First-Stage Contractor Tender, Develop Design for Planning Submission, Gain Listed Building Consent)

Please see linked Cabinet paper (13/9/22) relating to Trowbridge Town Hall and Community Asset Transfer for further details.

10.5   Vacant Commercial Units Fund

FHSF will deliver a discretionary grants programme offering funding to businesses and organisations to bring vacant commercial units back into use. Through this fund Wiltshire Council will support the refurbishment of vacant commercial units to encourage independent businesses and start-ups and encourage the conversion of upper floors of commercial premises, creating additional residential accommodation.

11. Since the original project budgets were submitted some changes have been identified and proposed to Government which allows reallocation of some funds between projects to ensure deliverability within the funding criteria and fixed budget envelope. This process is ingoing with DLUHC and ensures that original value for money and outcomes are still met. This includes:

A) Project 1.1 - The original ambition was to transform the area around Hill Street into a two-way traffic system, enabling the removal of through traffic on Wicker Hill and Fore street. Given the complexity of delivery within the funding timescales due to unforeseen complexities with landownership and potential negative on businesses along Fore Street, this aspect has been deferred and the council is proposing to focus instead on improving the pedestrian arrival points and access to the town centre as reflected in the above description.

B) Project 2.2 – The initial bid proposal included the refurbishment of the old market hall to deliver a flexible retail and workspace offer adjacent to the Trowbridge Town Hall. Following further analysis on project options and financial viability, The project funding needs to be amended to reflect changes to delivery timescales and changes to the project scope it has been proposed that the £2.066m funding and proposed outputs for Project 2.2 - Market hall is re-allocated as follows:

- £0.46 to Project 1 – Better movement and legibility at the town centre gateways. The funding will improve the accessibility and amenity at key town centre gateways, steering movement toward the new town centre offer and existing high street
- £0.733m to Project 2.1 – Town Hall project – The funding will enable the intensification of uses at the town hall and achievement of a sustainable wellness and community offer.
- £0.833m to Project 3.1 – Vacant units fund. The funding will enable the transformation of vacant heritage spaces within the high street which are currently vacant or under-used (similarly to the Market Hall) to deliver an independent retail offer, as well as spaces for wellness, leisure and culture, in addition to residential units.

Summary of Salisbury projects

12. In 2021 Wiltshire Council was awarded £9,355,731 to develop a range of projects in Salisbury. The Future High Streets Funded projects seek to embrace Salisbury's classically original charm. From a sense of arrival at the proposed newly improved Station Forecourt to a sense of place at Fisherton Street with its diverse range of independent businesses and spirit, these projects are helping to reshape the city.

The funding has been split between three projects:

12.1 Salisbury Station Forecourt (£5.3 million)

Redesigning the station forecourt making it more attractive and accessible for visitors and residents. The proposed improvements aim to enhance the public realm and improve wayfinding to provide a welcoming arrival to visitors to encourage tourists and visitors to the city centre, to stay longer and spend more of their money in our local shops, cafes and restaurants.

The proposed works include enhancing the Station Forecourt area with improved landscaping, street furniture and wayfinding, along with more sustainable travel facilities such as bus stops and bicycle parking. In addition, a combination of wall-mounted and pole mounted lighting is proposed to provide safe levels of lighting for the forecourt users.

This project is currently developing technical design. There has been a minor (4 month) delay to the programme to include additional Network Rail permissions for works. The project is currently within budget, but inflationary pressures mean it will draw on its contingency.

12.2 Fisherton Gateway (£3.2 million)

Delivering improvements to the road network and public spaces along Fisherton Street. The proposed improvements aim to enhance the public realm and improve pedestrian areas making it easier, safer and more convenient to travel by foot into the city centre.

The proposed works include new landscaping, lighting and wayfinding, widened foothways, new street furniture and continuous footways at junctions providing a level crossing and giving pedestrians priority.

This project is currently in technical design stage. It is on track to deliver within the programme timescale. Fisherton Gateway is the project most at risk from inflationary pressures as it remains scalable.

12.3 Heritage Living (£800,000)

Redeveloping a vacant listed building and creating apartments in unoccupied spaces above shops

The proposals include redeveloping a vacant listed building and creating apartments in unoccupied spaces above shops encouraging young people to live, work and socialise in the city.

This project is being developed in partnership with Salisbury City Council, and independently of the other two projects. The most recent consultation does not deal with this project but updates will be provided as the scheme develops.

These projects aim to reinvigorate the city centre by ensuring a greater experience on the high street for residents and visitors to encourage them to keep coming back, supporting business growth and enhancing the city's reputation as a destination of choice for tourists.

The heritage living programme saw gap funding being allocated from the Future High Streets fund to create a commercially viable project. Given inflationary pressures further consideration of the scope and funding model is required. This is underway and will report by March 23. Due to match-funding on this project, it is able to deliver beyond the fund deadline.

Stakeholder engagement

13. A range of public and stakeholders from both the public sector and private sectors have been engaged to develop our the FHSF programmes.

14. In Salisbury engagement took place between December 2021 and April 2022 and is described in full detail [here.](#)

15. This builds on initial engagement which took place in development of the FHSF bid and development of the CAF, with over 50 engagement sessions reaching over 600 people.

16. In Trowbridge public and stakeholder engagement took place in January and February 2022, presenting the outcomes and stages of project development.

17. A full overview of Trowbridge engagement material can be found [here](#) and a full report on the engagement responses can be found [here](#). Proposals to date have been well received. Further engagement and appropriate consultation will take place as projects develop through their cycles.

Main Considerations for the Council

18. Wiltshire Council officer time is used to develop and deliver projects which includes engaging with residents and stakeholders. While a portion of officer time can be recouped there is not full cost recovery for delivery of these capital projects. In delivering under FHSF, the Council is committed to supporting a programme of monitoring and evidence that will last beyond the bid period.

19. Recent risks in association with abnormal inflation are being managed through usual project management processes as well as with the regular funding body, DLUHC.

20. The projects proposed must be delivered by 2023/24. Match funding may support delivery in later years, but all FHSF funding must be spent by March 2024. While spent funding is not at risk, as funds are issued under a Section 31 grant, there is pressure to deliver to spending profiles as agreed with the funder.

Overview and Scrutiny Engagement

21. The Vice-Chair of the Environment Select Committee was initially briefed on the programme in 2021. Further updates will be given as part of regular feedback on the Wiltshire Towns Programme.

22. Both Salisbury and Trowbridge FHSF programmes development is reported to Senior Officers and relevant Area Boards on a regular basis.

Safeguarding Implications

23. There are no safeguarding implications associated with this proposal.

Public Health Implications

24. There are no direct implications for Public Health. The proposals will improve the environment for walking and cycling in both Salisbury and Trowbridge which will promote people's health and wellbeing. More diverse high street and resilient town centres will contribute to a sense of wellbeing and help support the most vulnerable in our community.

Procurement Implications

25. There are ongoing procurement responsibilities for the Council in delivery of Future High Street Fund projects. Strategic Procurement Hub support is integrated into programme delivery to ensure fairness and value for money.

26. All procurement associated with the project will take place within the Council's procurement and commercial strategy and in conjunction with the Council's Commercial and Procurement team.

Equalities Impact of the Proposal

27. There are no direct equalities impacts arising from the proposal, however each of the projects as they develop will continue to assess equalities impacts.

Environmental and Climate Change Considerations

28. Proposals will encourage sustainable transport choices and will improve walking and cycling environments. Building retrofits will be undertaken to an optimised standard which will minimise carbon emissions and energy spend.

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

29. If the proposed decision is not taken, delivery of the FHSF schemes would become difficult to do in the timeframes available to spend the grant funding.

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

30. Economic uncertainty: changes in cost and price inflation rates might affect ability to deliver certain outcomes. As a mitigation action, the project leads are regularly reviewing costs in relation to deliverability of outcomes. These pressures are communicated to Government.

31. Regular updates on project progress are given to Place Leadership team, Area Boards and the Corporate Leadership Team. LT on request.

Financial Implications

32. The total capital grant funding is £23.85m.

33. There are no direct financial implications to the council in delivery of the Future High Streets Fund programme. No match funding is being sought at this time and the programme is delivering within a fixed cost envelope.

Legal Implications

34. The work programmes that have been brought forward as a result of successful submissions have regular input from Legal team as appropriate, with regard to land ownership, asset transfer, grant agreements and other areas. Projects of course adhere to Procurement Regulations as noted above.

Workforce Implications

35. The funding includes provision for funding of officer time for monitoring and evaluation of the projects. Officers time will be required for management of projects and market engagement activities and the necessary external professional support to deliver the projects outlined in this report. A successful allocation of funding may require external recruitment on time limited contracts or secondment(s) to meet this requirement, depending on officer availability.

Options Considered

36. Do nothing. Following the do-nothing approach would intensify the challenges that Trowbridge and Salisbury High Streets face and would result in a loss of capital grant funding for Wiltshire.

Conclusions

37. Approval of delegated authority to officers in line with funding guidelines and locally agreed outcomes will ensure efficient delivery of the Future High Street Fund programmes. The conclusions reached having taken all of the above into account.

Report Authors:

Rory Bowen, Victoria Moloney - rory.bowen@wiltshire.gov.uk, victoria.moloney@wiltshire.gov.uk

Victoria Moloney - Victoria.moloney@witlshire.gov.uk

Background Papers
Link 1 **FHSF Prospectus and guidance documents**
Link 2 **Future High Streets Fund Trowbridge Project Overview- Wiltshire Council**
Link 3 **Trowbridge High Street Engagement Survey**
Link 4 **Future High Streets Fund Salisbury - Wiltshire Council**
Link 5 **Salisbury Central Area Framework**

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Future High Street Fund - Trowbridge Town Hall Refurbishment and Asset Transfer**
Cabinet Member:	**Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing; and Cllr Phil Alford, Cabinet Member for Housing, Strategic Assets and Asset Transfer**
Key Decision:	**Non Key**

Executive Summary

As part of the successful Future High Street Fund (FHSF) bid for Trowbridge, an allocation of £8.177 million was made for the refurbishment of Trowbridge Town Hall; to develop a unique cultural offer and increase footfall in the core of the town; helping to revive Trowbridge's poor evening economy.

The building has been occupied and operated by the Trowbridge Town Hall Trust Ltd. (company registration number 08142832, charity commission number 1157058) ("TTHT") since the building ceased its public sector use, most recently, as a Coroners Court.

The Council has engaged with TTHT, to scope, design and cost refurbishment (including configuration) works to the Town Hall, to be funded by the FHSF, and to allow TTHT to build a business case, and develop as an organisation, to be confident in taking over full responsibility for the building, for the long term.

During the initial scoping exercise and the recent feasibility studies, the Council has recognised TTHT as the preferred end-user of the building and the parties entered into a Memorandum of Understanding to take them through these stages of the process.

This has resulted in an agreed scheme for the refurbishment works, with initial designs/cost forecasts, commissioned by Wiltshire Council and a business case being brought forward by TTHT.

This has highlighted that a further sum of £540,000 is required to bring forward a viable scheme. It is proposed that this amount is reallocated from within the FHSF funding, with approval from Department for Levelling Up, Housing and Communities, as the funding body.

In addition, work has been undertaken to give the Council confidence in the business case presented by TTHT, and to understand the current fitness of TTHT

to be able to develop to the point, at completion of the proposed works, of being able to take over the obligation for the long-term running of the building, via a long lease.

This report now seeks confirmation from Cabinet that TTHT will be the end-user of the building, by way of a grant of an asset transfer, through a long lease, on a full repairing and insuring basis; subject to TTHT meeting the necessary criteria, as set out within the report.

Proposals

That Cabinet:

- Notes the outcome of the scoping exercises and feasibility studies which have led to the outline designs and forecast costs for the refurbishment and reconfiguration of Trowbridge Town Hall and, subject to a deliverable scheme being achieved within the funding available from FHSF;
- Confirms Trowbridge Town Hall Trust Ltd. (company registration number 08142832 and charity registration number 1157058) ("TTHT") as the end-user and operator of Trowbridge Town Hall, once refurbishment has been completed, subject to ongoing due diligence.
- Confirms that upon completion of the refurbishment, Trowbridge Town Hall should be let to TTHT on the basis of a 125 year lease.
- Delegates authority to the Director of Assets and Commercial Development (in consultation with Solicitor to the Council) to authorise the entering into a collaboration agreement and agreement for lease, and the grant the long lease, pursuant to the agreement for lease.

Reason for Proposals

Trowbridge Town Hall ("the Town Hall) is in urgent need of modernisation and repair to enable a sustainable legacy and maximise use of all the available spaces within.

Significant refurbishment is required in the short term to prevent the Town Hall from becoming completely unusable, within the next 5-10 years, which would lead to further disintegration of not only this extremely valuable community asset, but of the high street upon which it prominently sits.

Once refurbished, the Town Hall would have greater capacity to organise events and provide a varied offer for community events, live music, arts festivals, meetings, cinema, theatre, youth clubs, business support, workspace, training and education, whilst ensuring use of the building remains financially sustainable.

Modernising the Town Hall will reduce the on-going revenue and maintenance costs and ensure its long-term sustainability.

TTHT, as existing occupiers and operators of the Town Hall are seen as the best fit for facilitating the future sustainable use of the Town Hall.

TTHT will be subject to full challenge throughout the period leading up to the grant of lease to ensure it continues to be a fit organisation to take over the use and maintenance of the Town Hall as a community asset.

A long lease is seen as the best method of achieving the outcomes outlined for the Town Hall.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

27 September 2022

Subject:	**Future High Street Fund - Trowbridge Town Hall Refurbishment and Asset Transfer**
Cabinet Member:	**Cllr Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing; and Cllr Phil Alford, Cabinet Member for Housing, Strategic Assets and Asset Transfer**
Key Decision:	**Non Key**

Purpose of Report

1.   To:

   a. update Cabinet on the progress of a scheme of works to refurbish Trowbridge Town Hall, with funding allocated from the Future High Street Fund for Trowbridge;

   b. confirm Trowbridge Town Hall Trust Ltd (company registration number 08142832 and charity registration number 1157058) ("TTHT") as the preferred end user and operator of the Town Hall, under a 125-year lease, subject to the business case presented by the TTHT, which will be further subject to development, challenge and audit as the scheme and designs are finalised.

Relevance to the Council's Business Plan

2.   Community wellbeing (Localisation) – the scheme will encourage Strong community leadership, devolution of services and assets to a community group, facilitating its growth and providing a wider range of facilities and leisure in the town.

3.   Delivering together – the scheme will be collaboration with the community to provide a new delivery model for the town hall.

Background

4.   On 3 June 2021 the Ministry of Housing, Communities & Local Government (the "MHCLG") awarded a grant of £16,347,000 under the Future High Streets Fund (the "FHSF") to Wiltshire Council for the improvement of the city of Trowbridge. The aim of the FHSF is to renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability. It will do this by providing co-funding to successful applicants to support transformative and structural changes to overcome challenges in their area.

5.	The grant allocation to the Council includes funding for improvements under three themes:

- Better movement and legibility at the town centre gateways;
- Transform heritage to a culture and leisure offer; and
- Resilient and diverse high street.

6.	Wiltshire Council and TTHT have agreed to work together to deliver a project with the objective to restore aspects of Trowbridge Town Hall to enable full use of the building for community events, live music, arts festivals, meetings, weddings, cinema, theatre, youth clubs, business support, workspace, training and education objectives. The total grant allocation for this project was set at £8.177 million. Initial feasibility and viability works have highlighted that a further sum of £540,000 is required to bring forward a viable scheme. It is proposed that this amount is reallocated from within the FHSF funding, with approval from Department for Levelling Up, Housing and Communities, as the funding body.

Main Considerations for the Council

7.	The project aims to refurbish of the Town Hall, allowing for additional space for events and community activities, and will include:

- Essential repairs to the external fabric of the building. Make good the external envelope of the building, including restoring stonework and the roof;
- Modernisation of the building's mechanical & electrical systems, making them more efficient and cheaper to run;
- Within the project budget envelope, seek good practice solutions for environmental design;
- Implementing accessible movement into the building's upper floors, enabling additional capacity to host large concerts and events in the building's great hall;
- Unpick some alterations made to the building, including returning as much of the Great Hall within as is cost-effective (in a prioritised order);
- Celebrate the intrinsic heritage qualities of the building, notably the stained glass and Great Hall;
- Improve access and connectivity to and within the building, including:
  o direct access to the Sensory Garden
  o a shared point of access for wheelchair and non-wheelchair users; and
  o Good practice to create user-friendly access within the building (equal experience for visitors);
- Communicate a welcoming message with the building including prominent and sympathetic external signage – subject to budget and all necessary consents; and
- Facilitate flexibility and latitude for diverse building functions in future.

8.	At the close of the initial scoping exercise (Strategic Stage) the Council entered into a Memorandum of Understanding with the TTHT to govern the relationship between the parties through the Options and Feasibility Study (Project Stage 1). This stage of the process was designed to establish the potential to refurbish and reconfigure the building, within the allocated budget and in a way that allows TTHT to be able to build a business case, to take forward the running of the building on a

sustainable basis. The agreed end state for both parties is the asset transfer of the building, to TTHT, on a 125-year lease and headline terms have been agreed to inform the process. These are set out at Appendix 1.

9.   The outcome of the Options and Feasibility Study (Project Stage 1) has been a refurbishment, including reconfiguration, of the building, that strikes the best agreed balance between costs and outcomes. A summary of the exercise is attached at Appendix 2. This has highlighted that a further sum of £540,000 is required to bring forward a viable scheme. It is proposed that this amount is reallocated from within the FHSF funding, with approval from Department for Levelling Up, Housing and Communities, as the funding body. Cabinet are receiving a report on wider aspects of FHSF, which seeks to give officers delegations to allocate funds within the wider scheme and the recommendations within this report are predicated on sufficient funds being available to deliver a sustainable refurbishment and reconfiguration of the building.

10.   In tandem with the design work, TTHT has been able to develop their business case, based on the spaces that the refurbishment and reconfiguration will create. In this respect, they have commissioned Real Ideas Organisation (RiO) a Community Interest Company, and established consultant, with appropriate credentials, to assist them and allow the Council to apply high levels of confidence to their findings.

11.   Also, the Council has commissioned Lemon Gazelle, an established and recognised consultant with a strong track-record in the area, to audit and support, as necessary, the business case of TTHT and provide the Council with a level of confidence in the current state and robustness, in terms of future development of TTHT as an organisation, fit to be able to take the building over, without ongoing revenue support from the Council for its maintenance.

12.   A summary of the initial assessment of TTHT's business case and organisational strength is set out at Appendix 3..

13.   The wider FHSF has been subject to extensive engagement. A 2 week period of public engagement on the Trowbridge High Street process conducted in late January and into February 2022. This provided an opportunity for stakeholders and residents to learn more about the overall programme aims and objectives as well as the initial concepts for each of the projects. The engagement was an early opportunity to ask questions and seek feedback to help shape the future delivery of the proposed programme of investment for Trowbridge.

14.   This engagement comprised:

- Stakeholder engagement session (elected members, key organisations in Trowbridge/regional, key landowners) – 27 January 6-7.30pm;
- Public engagement session – 31 January 6-7.30pm; and
- Online survey and presentation + hard copies survey + presentation – 27 till the 11 February.

15.   By the engagement period close date of 11 February, 415 valid responses had been received to the survey: 348 online, 58 on paper, and 9 by email. 308 of those said they were residents.

16. In addition, the following engagement activities took place last year:

- Trowbridge Stakeholder meeting – 19 November 2021;
- Area Board meeting – 22 Nov 2021; and
- Town Council meeting - 25 January 2022.

17. In order to progress to the more detailed design and costing stage (Project Stage 2), it is now considered appropriate to further formalise the relationship between TTHT and the Council. And it is suggested that this should be on the basis a Collaboration Agreement between the parties, which will set out the steps to be taken to progress the project to the letting of the building contract and, thereafter, the grant of a long lease to TTHT

18. Once the detailed design work has taken place, there will be a need to further test the business case and robustness of TTHT as an organisation, with the expectation that they will have improved and developed the robustness of their business case throughout Project Stage 2. The Council will continue to engage Lemon Gazelle to provide an audit in these regards. No building contract will be tendered, or let, if the due diligence requirements are not met.

Overview and Scrutiny Engagement

19. Whilst there has been wider consultation as set out above, no overview and scrutiny engagement has taken place in respect of these proposals.

Safeguarding Implications

20. There are no direct safeguarding implications with this proposal

Public Health Implications

21. There are no direct safeguarding implications with this proposal

Procurement Implications

22. Lemon Gazelle have been procured in line with the relevant procurement rules and will continue to challenge the business case and organisational development of TTHT to the point of the grant of an Agreement for Lease.

Equalities Impact of the Proposal

23. There are no direct Equalities implications with this proposal

Environmental and Climate Change Considerations

24. The Council is seeking to lead by example in the refurbishment of the Town Hal, to modernise of the building's MEP systems, making them more efficient and cheaper to run. This will include improvements to thermal efficiency and will include Electric-only solutions, and learning from refurbishing this listed building to a high environmental standard

25. Within the project budget envelope seek good practice solutions for environmental design – Whilst no formal BREEAM / other sustainability target is set within the project, there are currently in-built sustainability measures fixed within the design, such as:

- Introduction of roof insulation;
- Air-Source Heat Pumps;
- Secondary glazing (in specific areas); and
- There will be no gas supply / usage within the building

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

26. Significant refurbishment is required in the short term to prevent the Town Hall from becoming completely unusable within the next 5-10 years, which would lead to further disintegration of not only this community asset, and a loss to the High Street upon which it prominently sits.

27. Work has been undertaken to understand alternative outcomes for the building were the present proposal to not be taken forward. It did not highlight any viable alternatives for the building. Alternative community operators are unlikely to be as well placed as TTHT to bring for forward the community use of the building

28. The Council's current and ongoing revenue and capital interventions (such as the current works to prevent further water ingress and falling external masonry), to keep the building habitable for its present use, would continue and potentially worsen. The current proposal is seen as the best way of insuring that the building has a sustainable future in its own right.

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

29. *The refurbishment cannot be undertaken within the allocated budget.* The scheme budget includes appropriate contingencies. As the scheme develops it will be subject to ongoing cost monitoring and the process of value engineering will continue, to ensure that the budget envelope is not exceeded. Match funding may be sought by TTHT, to bring forward elements that are unachievable within the main scheme budget or have to be lost through value engineering.

30. *The business case of TTHT is not proven.* The use of external consultants with the relevant specialist knowledge and experience by both TTHT and Council will provide good levels of confidence of delivery in this area. This will be a iterative process and the final decisions, to let the construction contract and enter into an Agreement for Lease and Lease, will be subject to both parties being satisfied on this aspect. Areas for further development in the business case and business structures of TTHT will be captured in the proposed Collaboration Agreement.

31. *Medium term business failure.* TTHT is a voluntary organisation and is committing to taking over a substantial community asset. The work of Lemon Gazelle will give the Council a level of confidence that TTHT has the credentials to develop as an organisation and be able to run the building on a sustainable long-term basis, with a workable business plan. But, with the nature of the group, a risk will remain that business failure may occur in the future. The refurbishment and reconfiguration

works to be undertaken will give TTHT the best chance of succeeding and, in any event, will improve the potential for alternative uses, or operators, to be found in the future.

Financial Implications

32. Progress on the refurbishment and reconfiguration scheme requires commitment of further monies from the Future High Street Fund allocation of £540,000 to bring forward a viable scheme. It is proposed that this amount is reallocated from within the FHSF funding with approval from Department for Levelling Up, Housing and Communities as the funding body. The Council is not committing funding to this project from its own resources, but the expenditure of public funds should be subject to due diligence and risk analysis.

33. To proceed through the detail design stage (Project Stage 2), it is estimated that £400,000 external expenditure will be committed, over a nine-month period. Due diligence undertaken to date, in respect of TTHT's business case and organisational systems and structure, indicate that it is appropriate to progress to the next stage. A further level of due diligence will be undertaken prior to the letting of the construction contract and the entering into of Agreement for Lease which will commit the parities to the grant of lease.

34. The proposal is that the lease will be granted at nil premium and on the basis of a peppercorn rent. Local authorities are given powers, under the Section 123 of the Local Government Act 1972, to dispose of land in any manner they wish. The only constraint is that a disposal must be for the best consideration reasonably obtainable, unless the Secretary of State consents to the disposal.

35. However, the Local Government Act 1972: General Disposal Consent (England) 2003, gives consent to a disposal of land at less than market value, if the land to be disposed is likely to contribute to the achievement of any one or more of the following objects, in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

> i) the promotion or improvement of economic well-being;
> ii) the promotion or improvement of social well-being; and
> iii) the promotion or improvement of environmental well-being;

so long as the difference between the unrestricted value of the land to be disposed of and the actual consideration received does not exceed £2 million.

36. Because the Council is seeking to protect the assets for use in line with their existing community purposes it is legitimate to impose voluntary restrictions on the properties, as a condition of transfer.

37. The Cabinet, therefore, need to be satisfied that:

- they wish to continue to support the use of the property for similar uses to now, via TTHT, so that it can continue to be part of a pattern of service and community provision; rather than a new speculative source of increased capital value;

- the community outcomes being offered by the individual groups is likely to be equal to the rent or premium forgone. In this case the current Asset Value assigned to this property is £678,065.

38. The Council currently bears the bulk of the revenue burden for this property over the last four years, this has averaged c. £45,000 per annum.

Legal Implications

39. The parties will enter into a Collaboration Agreement to govern relationships and responsibilities over the period of detailed design.

40. Wiltshire Council's Legal Service will draft robust legal documentation for this matter. Legal Services will be consulted to review the final documentation before execution.

41. Entering into any legal documentation for this matter should be in accordance with the Council's requirements as set out in Part 10 of the Council's Constitution and the Council's Strategic Procurement Hub Manual ("SPH Manual").

42. Cabinet should delegate authority to the Director of Assets and Commercial Development (in consultation with the Solicitor to the Council) to enter into the Collaboration Agreement, Agreement for Lease, and the grant of the lease and any other relevant legal documentation.

43. Headline terms have been agreed between TTHT and the Council for the grant of a long lease. The Council and TTHT will enter into an Agreement for Lease which will set out, in detailed terms, matters such as the specification of the base building, works and funding to be provided by TTHT, and which will oblige TTHT to take a lease of the Town Hall following completion of the refurbishment.

44. The Council is generally required to obtain best consideration in its property transactions – Section 123 of the Local Government Act 1972. The proposed transaction is likely to be at less than best consideration. See Financial Considerations above.

Workforce Implications

45. There are no direct workforce implications with this proposal

Options Considered

46. A number of alternative uses for the Town Hall have been explored including:

- *Another operator to run the building for community purposes.* This was dismissed as alternative operators are unlikely to as well placed as TTHT to take over the building;

- *Residential conversion* – the building was considered difficult to convert giving a low number of flats, in an untested market and with substantial costs relating to the listed status of the building and its current state of repair; and

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- *Commercial redevelopment* – The building is difficult to re-purpose for commercial uses. Commercial rents in the town would not support the costs of conversion, especially given its listed status. There is no identified market for commercial uses in the town.

47. *Do nothing.* This is not seen as a sustainable or viable option for the reasons set out in the risk section above at Paragraphs 26-28. It would be likely to result in the loss of the Future High Street Funding.

48. *Delay the decision until the end of the detailed design stage (Project Stage 2, which ends c. February 2023).* It is seen as appropriate to approve the principles set out in this report at this time. Confirming TTHT as the end-user/operator of the building will allow TTHT to fully explore fund-raising opportunities and allow both parties to progress the scheme on the basis of a known outcome and prevent abortive work on alternative outcomes.

49. *Grant an overriding lease or other transfer of the whole premises to the Town Council or another organisation* with the relevant status, to provide support to the Town Hall Trust and underwrite their business case and ensure its robustness. The ongoing review and audit of TTHT's business case is positive at this stage of the process. As the project moves forward, it may be that areas of support are highlighted that mean that the benefits of this kind of arrangement mean that it should be explored, to ensure the opportunity to create a sustainable future for the Town Hall is given the best chance to succeed.

Conclusions

50. The conclusions reached, having taken all of the above into account are:

- The outcome of the scoping exercises and feasibility studies which have led to the outline designs for the refurbishment of Trowbridge Town Hall should be noted;
- Trowbridge Town Hall Trust (company registration number 08142832, charity commission number 1157058) is to be confirmed as the preferred end-user and operator of Trowbridge Town Hall, once refurbishment and configuration has been undertaken, subject to ongoing due diligence;
- Upon completion of the refurbishment, the asset should be transferred to TTHT on the basis of a 125 year lease; and
- Further due diligence to be undertaken during Project Stages 2 and prior to the letting of a construction contract - to satisfy the Council that TTHT continues to be fit to take on the responsibilities for the Town Hall, on a sustainable basis to allow for the lease to be granted and this decision should be delegated to Director of Assets and Commercial Development.

Simon Hendey (Director of Housing and Commercial Development)

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

Appendices

Appendix 1 – Draft Lease Terms
Appendix 2 – Outcome of the Options and Feasibility Study (Project Stage 1)
Appendix 3 – TTHT Organisational Evaluation Framework

Background Papers

None

Appendix 1

Agreed Head of Terms of Form of Lease

Parties	Landlord	Wiltshire council
	Tenant	Trowbridge Town Hall Trust
Term		125 years
Rent		A peppercorn if demanded
Outgoings		The tenant to be responsible for payment of rates and all other outgoings in respect of the building
Insurance		Tenant to be responsible for buildings and contents insurance for usual risks
Repair		Tenant will be responsible for keeping the premises in good and substantial repair and condition
Use		Community purposes only. Use may include some commercial uses so long as these are ancillary to the main use and support the community use
Alienation		Assignment of the whole or any part not permitted Subletting of whole not permitted Subletting of part permitted on agreed basis outside of the 1954 Act no tenancies to run beyond the determination of the term
Tenant's Option to Break		The tenant will have the option to break at any time throughout the term, upon six month's written notice.

Landlord Break		The lease will include provisions for termination by the Council where:
		• the Trust is in breach of the terms of the agreement relating to:
		    o Repair
		    o Use
		• the Trust ceases to exist or fails financially i.e. be liquidated
		In both cases the agreement will provide for possession of the property to revert to the Council in order that it can be returned to and used by the Council or transferred to another partner agency.

Agreement for lease		This will be entered into for the period of works to the building this will set out; • The works to be undertaken by the council • Any trust responsibilities - contributions • The method for determining that the building is ready for occupation • At which time the lease will be entered into

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End Stage Report
(Project Stage 1 –
Feasibility / Options
Study)

Trowbridge Town
Hall Refurbishment

Issue Date: 03/05/22

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Feasibility / Options Study Brief

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Appendix G – Project Directory (Stakeholder List)

Appendix H – Main contractor Procurement Report

Appendix I – Project Cashflow

Appendix J – Design Report

End of Project Stage 1 (Feasibility / Options Study) Report

1.0   Purpose of Document

The purpose of this document is to assess the ==viability of the project so far== and to provide a full and firm foundation for the ==next Project Stage (2== - Develop Design for Planning Submission, Listed Building Consent and Tender).

It is also a description of ==what Project Stage 1 (Feasibility / Options Study) has achieved==, compared directly to it's Brief – as set out and agreed at the commencement of Project Stage 1 and as agreed by the Project Executive (internal Wiltshire Council Client).

The Feasibility / Options Study activity has focussed upon the definition and articulation of the major quality criteria, aspirations and expectations of key stakeholders.

End Stage Reports must be ==formalised== to ensure that a shared expectation of project objectives and corresponding achievements, is achieved between all key stakeholders.

The project team are seeking a decision on whether to proceed with Project Stage 2, based upon the contents of this report. However, the current strategy is to link approval of this project with parallel approval of the TTH Trust Business Plan (which is distinct from this report). ==**Therefore it is currently understood the project is only to proceed Project to Project Stage 2 with the approval/sign off both this project report plus the distinct TTHT Business Plan report.**==

2.0   Project Background

2.1. General Project Background

The emerging 2020 Wiltshire Council vision is that ==Trowbridge will be a vibrant place,== with a balanced ==mix of retail, leisure, cultural, commercial, residential and social provision== that is well connected and placed to play a key regional role whilst meeting the day to day needs of local people living and working within a short walk or bike ride to the high street. Furthermore, the Council's ambitious commitment to become carbon neutral by 2030 is a key driver for recovery from Covid-19, with renewed focus on encouraging sustainable travel, ==making buildings more energy efficient== and increasing the quality of green and blue infrastructure in high streets.

The refurbishment of the Grade II Listed Trowbridge Town Hall is an MHCLG ==(now termed DLUHC== ; Department for Levelling Up, Housing & Communities) - funded intervention to this end (Future High Street Fund) to promote and ensure the long-term sustainability of the high street's unique historic assets, drive footfall from the town centre gateways and into the high street and improve the overall experience of moving through the town centre. By embracing its uniqueness, Trowbridge can function as part of a balanced economic ecosystem with other towns, where local people work in local and nearby high-quality jobs and enjoy a vibrant and well-connected town with a thriving town centre.

The Town Hall is owned by Wiltshire Council and currently occupied and run by the Trowbridge Town Hall Trust. The Trust run community-based services and events within the Town Hall.

The Town Hall Trust remain as the Council's 'Preferred User' of the building – this status will be confirmed (or otherwise) prior to commencement of Project Stage 2.

The Trust will be managing and funding the fixtures, fittings and equipment element of this project, for which they will rely upon separate fund-raising.

2.2. Context of End of Project Stage 1

FIG 1 – HEADLINE PROGRAMME ACTIVITIES
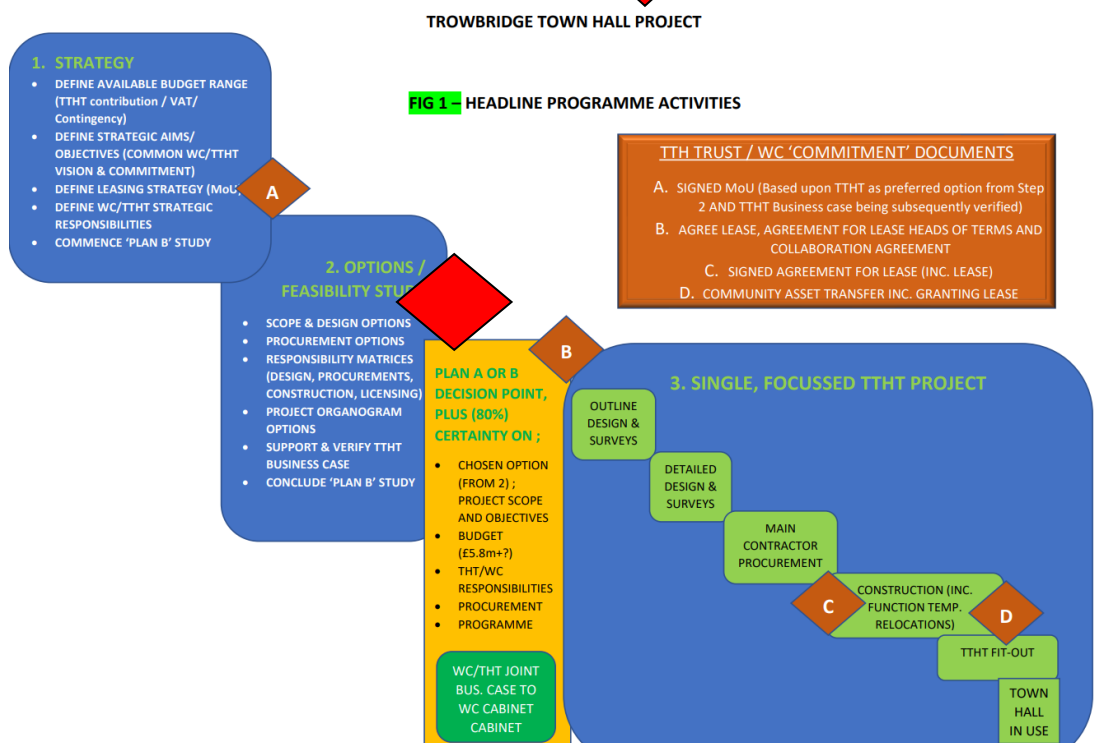
2.3. Summary of (now Complete) Project Stage 1 Outcomes / Deliverables

In addition to the Outcomes / Deliverables delivered within the Project Strategic Stage (please refer to Feasibility/Options Study Brief dated 09/12/21), the following headline outcomes / deliverables have been refined / added within Project Stage 1.

- Co-ordinated RIBA 2 Design & Report (inc. necessary BIM preparation and all necessary co-ordination with Building Control) – with 3 layout options (please refer to Appendix J)
- Cost Report – predicted project outturn cost for each Layout Option. Option 3 (cheapest scheme) is forecast to outturn at £539K over budget.*

  *(This excludes the £75K of Type 3 Stoneworks – if this project is to bear these costs, the project forecast overspend would increase to

£614K). **Post-Meeting Note – This issue is no longer relevant as it is agreed that WC FM will fund theses £75K of stone works.**

- Agreed Principle that all FF&E budgets (c. £0.25M to £1M) are enabled within the current design.ie. there are no design options based upon differing FF&E budgets.
- Agreed change to the Feasibility Study Brief ; the Town Hall Trust will now be fully responsible for providing and funding the provision /refurbishment of temporary decant space during construction activities.(ie. this will be at zero-cost to the base-build project, enabling the whole budget to provide the best possible permanent solution)
- Budgetary constraints have necessitated some compromises to the original Options/Feasibility study Brief. These compromises are both summarised and detailed within the Purcell Design Report (Appendix J)
- Full engagement with the following project stakeholders remains ongoing;
  - Conservation Officer, Helen Garside
  - Wiltshire Council Building Control
  - Wiltshire Council Economic Development
  - Town Hall Trust Project Team (Plann are Project Managers)
  - Trowbridge Town Council
  - Friends of Community Sensory Garden
  - WC FM team (until Trust FM provider is appointed)
  - WC FM Project team

- Procurement Report - The recommended main contractor procurement route is now a two-stage tender, with an NEC4 ECC Design-and-Build contract (Main Option A), with the consultant design team novated to the contractor.
- Forecast Project Cashflow
- Forecast Whole-Life-Costing (to follow by 09/05/22))
- Project Programme
- Appointment of Building Control
- Detailed Plan for Project Stage 2 (Develop Design for Planning Submission, Listed Building Consent and Tender - Equivalent to RIBA 2, 3 & 4)
- DRAFT Distinction of FF&E project and Base-Build project responsibilities between Wiltshire Council & TTH Trust (Appendix B)
- List of further surveys /investigations required in remaining Project Stages
- Project Consultant team involvement in FHSF Public Engagement event (late January '22)
- Define 'no regrets' enabling works which should be undertaken in Q1&2, 2022 whilst FM project scaffold and contractor remain in place. Propose all stoneworks to Market Street (currently scaffolded) façade.
- 'Re-introduction List' – a prioritised list of scope/design items which may (should future costs/funding make them 'affordable') be reintroduced to the scheme within Project Stage 2 onwards. (These are the differences between Option 2 and 3)

Exclusion ; Please note the Town Hall Business Plan Report is separate to this report

3.0 Project Definition

3.1 Business and Project Objectives – (All remain as Feasibility / Options Study Brief)

The Client's prioritised business and project objectives (1. being the overriding objective in descending order thereafter) should be clearly stated so that project progress and ultimate performance can be measured.

The priority of these objectives has not changed during Project stage 1. It should be explicitly brought to the attention of the Project Executive if a differing priority or objective is proposed.

1. The total project outturn **COST** must be within the total costs set out within the Outline Project Cost Report at Appendix C.
2. The **QUALITY** of completed works must be robust and facilitate the intended building usage
3. Project **TIMESCALES** are to meet the key milestones within the attached programme at Appendix D.

The main objectives of the project remain as follows;

- At construction Completion, undertake a Community Asset Transfer to the Trowbridge Town Hall Trust, who will subsequently occupy, operate and maintain the building.

- Make the building safe (structure, building regs, MEP services, stonework*, asbestos, alarms, etc)

  *(stonework *preservation* rather than *restoration*, subject to CO negotiations)

- Fully Accessible This objective has not been fully met, due to the following ;

  o the cost-prohibitive nature of providing full access to the second floor

  o Budgetary limitations with regards to accessibility to the basement

- ==Weathertightness==

- ==Efficient MEP services== inc. life safety systems & security

- ==Low future maintenance==

- ==Energy efficiency / sustainability==

- ==Modernise/redecorate internally==

- ==Major internal reconfiguration==

- Facilitate all ==Trowbridge Town Hall Trust (building operator & user) activities,== inc. Performance spaces, café, retail and other public uses

- ==Facilitate/enable== the installation of loose-fit/retrofittable fixtures, fittings and equipment (funded and supplied by Trowbridge Town Hall Trust)

- ==Carbon Neutrality (Subject to Budget)==

Please also refer to Annex 1 of the Memorandum of Understanding (Appendix E) for further detail on Project Objectives

3.2 Project Scope

The above objectives result in the following key areas of Feasibility / Options Study project scope (not exhaustive):

- Extensive works / repairs to the ==roof, stonework façade, windows and other historic features== (in addition to the WC FM project currently on site)
- Strip out of existing M&E and provide ==new MEP== systems
- ==Reconfigure and decorate== whole building
- Removal of unsightly/impractical ==‘modern’ additions==
- Appropriate toilet facilities to be included
- All elements to achieve ==Building Regs and Accessibility== compliance (inc. staircase /lift)
- Kitchenettes
- ==Performance spaces, retail and catering spaces, community-based spaces==
- Adaption/Opening up of ==Great Hall==
- Minor Landscaping / ==External Works==
- ==Built-in Fixtures, Fittings & Equipment==
- ==Enablers*== to accommodate / facilitate loose-fit / retrofittable Fixtures, Fittings & Equipment (supplied by TTH Trust – see Appendix B)
- All necessary ==utilities== diversions, connections and necessary upgrades, including any works which may be necessary outside of the site boundary

- *Examples of such Enablers include ;
  - Reconfigured partitions / structure
  - Electrical & data sockets
  - ==Structural support of FF&E==
  - ==Storage space for FF&E==

- o Roof/wall sound insulation
- o 3 phase electricity for, say kilns or commercial kitchen
- o Sliding/folding/demountable partitions
- o Containment routes

3.3   Scope Exclusions

- Town Hall Trust-procured loose-fit / retrofittable Fixtures, Fittings and Equipment (although all necessary enablers/interfaces with this equipment IS to be part of project scope)
- Provision of temporary decant space (now being managed and funded by the Trust)

- Sensory Gardens

3.4   Constraints

- Grade II Listing
- Maximum Project Outturn Cost (Appendix C)
- Target the Project Programme (Appendix D)
- Timely Design information for key Town Hall Trust FF&E elements
- Contingency funds need to be applied for in advance (with 6 week MHCLG decision timeframe)
- Strict Project Stage Controls (inc. all Stakeholder Sign Offs)
- Wiltshire Council Cabinet approval to proceed to Project Stage 2 with TTH Trust as building User/Occupier (otherwise project is likely to cease at this point in this form)

3.5   Interfaces

- Market Hall Project (part of Options / Feasibility Study)
- Town Hall Trust-procured fixtures, fittings and equipment (Appendix B). (Design AND timing of delivery for built-in elements)
- Current WC FM project to repair roof and stonework (currently on site) – use scaffold/access/contractor for immediate further surveys / works?
- Immediate Neighbours – inc. Sensory Gardens Trust, APAM (Property Agents for Market Hall), WC Highways and First Bus
- Other TTH Trust project activities (via Alan Wright and Jason Barnes), including ;
  - Producing, reviewing and submitting a robust business case (inc. the Market Hall option)
  - All fund-raising efforts

- Everything to do with ==FF&E== – strategy, plan, procure, design, design interfaces with base-build install, etc
- Manage all ==base-build project interfaces== (from the Trust's perspective)
- All TTHT ==inputs to design briefing process== – presenting 'one voice' to the design and construction team (via WC)
- All the ==commitment / legal processes== (and associated actions – such as those which will be in the Agreement for Lease)
- Establishing a ==Facilities Management== resource to maintain/operate the building upon completion of the Community Asset Transfer
- Procuring/allocating resource to provide the ==team/expertise== who will deliver all of the above (plus any other trust project tasks/responsibilities)

3.6 Existing Information

- All as Feasibility/Options Study Brief plus the following additions / updates ;
- A summary of all current ==survey/investigation== information is included at Appendix F
- Appendix G is the current Project Directory, containing a list of key project stakeholders to date.

4.0 Customer Requirements

Key design criteria (NOT in order of priority) are:.

- ==All as Feasibility/Options Study Brief==

5.0 Scope and Deliverables of (Next) Project Stage 2 (Develop Design for Planning Submission, Listed Building Consent and Tender)

5.1 Project Stage 2 (Develop Design for Planning Submission, Listed Building Consent and Tender) is to provide the following key deliverables ;

- ==**First-Stage Tender – Main Contractor**==

- **Whole Life Cycle Costs Report**
- **Monthly (Design Development) Cost Report**

- o Whole Project Cost Report (inc. Cashflow & Pre-Tender Estimate)
- o Priced Risk Log (updated regularly)
- o Priced Value Engineering List – WC Estates Operations input
- o Project Board Approval to submit for LBC/Planning
- o Exception Reports (if necessary) Monthly Executive Reports
- o End Stage Review Process
- o End of Stage 2 Report
- o Stage 3 Plan
- o Project Board Approval Proforma: Commencement of Stage 3
- o Identify, specify and procure all necessary further surveys / investigations
- o Surveys and Investigations Report
- o Final Room Data Sheets – User involvement
- o Elevations
- o General Arrangement Plans
- o External works
- o Sections
- o Schedule of Refurbishment
- o Schedule of Areas
- o New Equipment Data Sheets
- o Specialist room layouts
- o Typical Room elevations
- o Specialist Room elevations
- o Site plan
- o Site constraints Drawings (to inform main contractor)
- o Materials samples board
- o 3D Model of Key Spaces
- o Architectural Scope of Works and Specification
- o Design & Access Statement
- o Deliveries Strategy – users
- o Full LBC/Planning Application & Consultation
- o Listed Building / Planning Consent
- o Fire Engineering Drawing
- o Building Regulations Status Report
- o Buildability Review Report
- o Design Development Report

- o Design co-ordination certificate – co-ordination by lead designer
- o Technical note on Maintenance philosophy – WC Estates Operations

- o Technical note on Maintenance philosophy – WC Estates Operations
- o Civil and Structural Scope of Works and specification
- o Landscaping Scope of Works and Specification
- o Services Scope of Works and specification
- o Specialist Systems Schedule
- o Technical note on controls philosophy – WC Estates Operations inp
- o Services isolation/Diversion Strategy
- o Plant schedules
- o ==HSE Notification (F10)==
- o CDM Design Review Workshops
- o Pre-construction Information Report
- o Site Waste Management Plan – include WC Sustainability
- o Commissioning requirements Schedule – WC Estates Operations i
- o Hazardous Operations Checklist – User input
- o ==Low and Zero Carbon (LZC) report==
- o EPC/DEC Assessment – Approved assessor
- o End Stage Design Report, inc reconciliation against Project Brief
- o ==Building Control Compliance report==
- o ==Final Fixtures, Fittings and Equipment Schedule (Group 1 to 4)==
- o ==Contractor's Access Certificate==
- o Mid-design review – WC Estates Operations

5.2. ==Exclusions== from (Next) Project Stage 2 (Activities by Wiltshire Council / Town Hall Trust)

- WC/ Town Hall Trust to continue apply ==due-diligence relating to the Business Plan== for the Trust's future use of the Town Hall
- ==Wiltshire Council will review and approve / not approve== this Business Plan prior to the commencement of Project Stage 2. <u>If the Town Hall Business Plan is not approved Project Stage 2 will not proceed with the project in this form.</u>
- ==Agree lease, agreement for lease heads of terms and collaboration agreement==
- ==All Trust project responsibilities/activities (as described above at foot of Section 3.5)==

6.0. Project Programme

Please refer to Appendix D for a detailed and baselined project programme and note the assumptions at its foot.

This ==Programme will be updated== to reflect a two-stage tender (as recommended within this report), once this revised procurement approach is approved. This revised procurement approach **==may==** ==also present opportunities to slightly accelerate the programme==, subject to discussions with engaged contractor9s).

Appendix A

End Stage Report (Project Stage 1 – Feasibility / Options Study) Acceptance Certificate

End Stage Report (Project Stage 1 – Feasibility / Options Study)

Acceptance Certificate

Project: Trowbridge Town Hall Refurbishment   Date: 03/05/22

Part A

1.   The User Panel for the Project has been established with representatives of all User Groups which will use, operate, and maintain the completed facility.

2.   The Project Executives are satisfied that they understand the End Stage Report and that it contains all the essential requirements of the User Groups.

3.   The Project Executive understands that they may suggest future changes to the End Stage Report , but that these will not be implemented unless approved by the Project Board through the change control procedure, and that its future role will otherwise be limited to satisfying itself that design, supply, and construction is in accordance with the End Stage Report.

Signed on behalf of Wiltshire Council			
Title:	(Joint) Project Executive	Date:	
Signed on behalf of Wiltshire Council			
Title:	(Joint) Project Executive	Date:	
Signed on behalf of Trowbridge Town Hall Trust			
Title:	Director, Trowbridge Town Hall Trust	Date:	

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MoU Evaluation Criteria Summary

Business Case Confidence

Trowbridge Town Hall

Wiltshire Council

26th August 2022

LEMON GAZELLE

1 Introduction

The criteria for this stage of assessment is one of Wiltshire Council feeling confident in the Trust being able fulfil its side of the Memorandum of Understanding. It is also an opportunity for the Trust's Board of Trustees to look at its own resource and capacity in deciding whether it should take on such a significant commitment. The Trustees have a responsibility under their Charitable Objectives to consider such risk and commitment.

The Memorandum of Understanding states the responsibilities on the Trust's side as being:

- *"All TTHT inputs to design briefing process – presenting 'one voice' to the design and construction team:*
- *Procuring/allocating resource to provide the team/expertise required for TTHT input into delivery of the Project:*
- *Managing all base-build project interfaces (from TTHT's perspective):*
- *The design and delivery of loose-fit FF&E including, inter alia, strategy, planning, procurement, design, and design interfaces with base-build install:*
- *Producing, reviewing and submitting a robust business case (including the Market hall option);*
- *All fund-raising efforts;*
- *Establishing a Facilities Management resource to maintain/operate the building upon completion of the Community Asset Transfer."*

The following summarises the tests for each of these elements where questions have elicited responses and evidence around the Trust's ability to deliver their side of the MoU. The following assessment draws from the Director's responses to questions as well as other interviews and written evidence. It sets out an expectation on each element as to whether it can be identified that a level has been achieved which might provide sufficient confidence might be reached to allow the next stage to be entered. As it is an ever changing situation, notes have been added as to levels being reached in the near future.

The levels of assessment are shown as orange or green.

- Orange (1) – the basic level of requirement in the Trust's ability to achieve the requirement has not been achieved
- Green (2) – A basic level of requirement has been achieved in responding to the element of responsibility
- Green (3) – A higher level of requirement has been achieved in responding to the element of responsibility
- Green (4) – The highest level of requirement has been achieved in responding to the element of responsibility required for this assessment

Each element will have its own requirement in relation to the MoU. These are set under each heading in Section 2.

2 Confidence Criteria – Levels and Requirement

2.1 Inputs into Design Briefing Process

"All TTHT inputs to design briefing process – presenting 'one voice' to the design and construction team"

1	2	3	4

2.1.1 Vision

1	2	3	4
There is no single vision for design	There is a single "vision" for the design.	The vision is short, simple and specific to the project. The vision demonstrates the FHSF application objective need to "viably deliver the charitable objective(s) of the trust"	The vision is ambitious.
Requirement to meet MoU criteria: Requirement met (Level 3) – Evidence: Vision and viability set through Business Plan			

2.1.2 Point of contact

1	2	3	4
There is no specific person / persons to present the inputs to the design and construction team	There is a TTHT person / persons assigned to present the inputs to the design and construction team.	Members of the design and construction team are aware of who this person is.	Members of the Trust are aware of who this person is.
Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: Through Alignment meetings (Chair, Trustees and Director attending)			

2.1.3 Decision-making Process

1	2	3	4
There is no decision-making process	There is a decision-making process	The decision-making process is set down.	The decision-making process is clear and accountable.
Requirement to meet MoU criteria: Requirement met (Level 3) – Evidence: Initial Alignment meetings. Imminent following stages seen though Base Build Delivery Team Board. Equivalent FF&E set up by the Trust or similar has been suggested (ref Base Build Delivery Team ToR). Note involvement of as many as possible on Trust side. Suggest Oct 2022			

1	2	3	4

2.1.4 Communication

There is no set way(s) of communicating to the Design and Construction team.	There is a set way(s) of communicating to the Design and Construction team.	The communications methods are set down.	This method(s) has been made aware of to stakeholders.

Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: Need to formalise will become necessary as initiative proceeds. The Base build Delivery Team Board is set up (ToR received 5 August 2022) – equivalent needed for FF&E Delivery and where Base Build interfaces are dealt with would complete the circles to include FF&E also. Suggest Oct 2022

2.1.5 Delegation

There is no method of delegating different thresholds / levels of decision-making.	There are methods of delegating different thresholds / levels of decision-making.	The methods of delegation are set down and clear	The thresholds of decision-making have been shared with the design and construction team and other stakeholders.

Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: Base build Delivery Team Board set up – clarification made on these through that. Will need FF&E Delivery Board or similar to be set up to formalise delegation – Suggest Level 4 by October 2022.

2.2 Business Case

"Producing, reviewing and submitting a robust business case"

1	2	3	4

2.2.1 Case

There is no business case.	There is a business case.	It is clearly set out.	It has been signed off by Trustees

Requirement to meet MoU criteria: Requirement met (Level 4) – Evidence: Business Plan and confirmation of sign off through Director email 22nd July 2022

2.2.2 Content

The business case does not contain the content that should be included in a business case.	The content contains, at least, the areas of opportunity / need, shortlisted options, options evaluation (including budgets), implementation strategy, recommendations.	The content includes, at least, the decision, objectives, need, context / background, options workings, budgets and finances, benefits (financial and non-financial), sustainability issues, broad risk analysis.	The content includes the decision, objectives, the need, context / background, alignment to other organisational strategies and plans, options workings, budgets and finances, benefits (financial and non-financial), sustainability issues, rigorous risk analysis (scenario planning, sensitivity analysis and the impact on mitigation), uncertainty.

Requirement to meet MoU criteria: Requirement met (Level 4) – Evidence: Business Plan -There is a discussion around sustainability issues as far as development of a self-contained financial model - if anything, a usefully slightly pessimistic approach is taken. A balanced risk analysis is undertaken. The risk narrative is furthered by sensitivity analysis based on inflation - this is a logical issue to look at in the present climate. Risk analysis is broad but given the time until activities begin, detailed analysis should be undertaken at that point.

1	2	3	4

2.2.3 Robustness

1	2	3	4
No testing of robustness of the business case has been undertaken.	Methodologies, at least basic, have been applied to test the viability of alternative scenarios / situations in, at least, optimistic vs pessimistic terms for the recommended proposition.	Appropriate stress testing or similar methodology has been, at least, broadly applied in line with the proposals (eg through sensitivity analysis / scenario planning).	Thorough and appropriate methodologies been undertaken in terms of stress testing or similar in terms of alternative scenarios / situations which may occur in both financial and non-financial terms.

Requirement to meet MoU criteria: Requirement met (Level 3) – Evidence: Business Plan - The logic of a quite complicated picture has been talked through the narrative rather than singular comparisons. The assessment of impact of inflation is discussed and the impact on the business via narrative. Level 4 requirements make more sense to be undertaken closer to opening when more information known about the socio economic external environment which will (could) impact on the initiative at that time.

2.2.4 Responsibility

1	2	3	4
No specific person / persons responsible for the Business Case.	There is a named person / persons responsible for the production, review and submission of the business case.	The details of this responsibility are formally set down.	Stakeholders are aware of the responsibilities and boundaries of this responsibility.

Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: Director has immediate responsibility (multiple sources) - authored by RIO but overseen, reviewed and submitted to Trustees by Director

1	2	3	4

2.2.5 Communication			
There is no set way of communicating the Business Case to stakeholders	The business case has been communicated to appropriate stakeholders?	There are various versions of the Business Case that could be made available for those people who may require differing versions (eg hard copy, digital, large print, for use with digital reader etc) There is a communications log for all those requiring updates and versions of the plan setting out, for example, the version type and who and how individuals might want to receive the plan?	There is a clear point of communication to someone who could answer questions or make points of clarification on the business case.

Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: Sight of Plan up to Cabinet decision limits number of stakeholders to this point (noted discussions about joint communications) (Director correspondence) – widening scope (and, therefore, versions) will only take place after Cabinet meeting and joint communications take place.

2.3 Fundraising

"All fund-raising efforts"

1	2	3	4

2.3.1 Funding Strategy / Plan

There is no fundraising plan / strategy	There is a fundraising plan / strategy. The fundraising plan is written down.	Stakeholders are aware of the existence of the fundraising strategy. The fundraising strategy is used by stakeholders.	The fundraising strategy is directly linked to the overall vision and operations required by the project?

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: This is a necessarily evolving picture. The Business Plan describes the income for the operational side when the Town Hall is operational. An approach to revenue budgets between now and opening are set out as a broad approach in the Funding Strategy as is the approach to FF&E. These will tie up as the funding bids and approaches following the Cabinet agreement (it will incentivise a number of funders to know of the Cabinet agreement). A more concrete Plan, therefore, will be expected soon after that which can be used and evolve. Would look to developing to Level 4 by end of October 2022.

2.3.2 Monitoring / Review / Updating

The fundraising plan / strategy is not monitored, reviewed or updated.	Is the fundraising plan/ Strategy monitored, reviewed and updated?	The process and regularity of the monitoring, reviewing and updating the fundraising Plan / Strategy is set down?	There is a person(s) responsible for the monitoring, reviewing and updating set down?

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: The intent of review and monitoring of funds is stated (Director correspondence)

1	2	3	4

2.3.3 Responsibility

There is not a person(s) responsible for fundraising.	There is a named person / persons responsible for fundraising.	The responsibilities regarding fundraising are clearly set out.	Stakeholders are aware of who the person / persons is who is responsible for fundraising.

Requirement to meet MoU criteria: Requirement met (level 3) – Evidence: Director responsibilities linking to Trustees through Funding Committee demonstrated.

2.3.4 Robustness

The funding strategy / plan is not robust	The Funding Plan covers a basic breadth of sources, demonstrate a basic track record, basic criteria and is broadly in line with the project and the business case.	The plan covers details of pathways between restricted / unrestricted capital / revenue to specific funding streams (eg investors, corporates, supporters, funders etc), detailed track record set out, clearly articulated criteria.	The Fundraising Plan covers a logical breadth of funding streams (linking reasons for type), track record of organisation and individuals, Individuals responsible for plan, realistic, challenging but achievable goals, clearly articulated, links with the business case.

Requirement to meet MoU criteria: Requirement met (level 2) Evidence: This is a necessarily evolving picture. The Business Plan describes the income for the operational side when the Town Hall is operational. An approach to revenue budgets between now and opening are set out as a broad approach in the Funding Strategy as is the approach to FF&E. These will tie up as the funding bids and approaches following the Cabinet agreement (it will incentivise a number of funders to know of the Cabinet agreement decision) and the Fundraising campaign can start in earnest alongside Wiltshire Council's own communications. A more concrete Plan, therefore, should be expected soon after that. Would look to developing to Level 3 by end of October 2022 and Level 4 by December 2022 (as FF&E funding requirements are more imminent and can be articulated clearly)

2.4 Resource

"Procuring/allocating resource to provide the team/expertise required for TTHT input into delivery of the Project"

1	2	3	4

2.4.1 Process

There is no process for procuring / allocating resource to provide the team / expertise required for the trust input.	There is a process for procuring / allocating resource to provide the team / expertise required for the Trust input.	This process is set down.	This process is understood by stakeholders.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: Director correspondence, PLANN been taken on to take project forward – process set out in PLANN tender response.

2.4.2 Procurement / allocation

No resource procured / allocated to the project has been identified	The resource required been procured / allocated for the project.	The procurement / allocation for the resource to the project has been clearly set out.	The procurement / allocation understood by stakeholders.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: Resource for PLANN identified through revenue budget and how shortfall will be covered explained in correspondence.

2.4.3 Management

There is no process to manage the resource	The process is set out.	The process is being managed.	The resource management process is understood by stakeholders.

Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: For when operational, Business Plan sets out, for fit out, this process is Project Managed by PLANN, under the direction of the Director. Approach to work set out in Tender response.

1	2	3	4

2.4.4 Leadership

There is no person(s) responsible for procurement / allocation to provide the team / expertise for the trust input to the delivery of the project.	There is a named(s) responsible for procurement / allocation to provide the team / expertise for the Trust input to the delivery of the project.	This person(s) has the requisite experience / qualifications regarding the project to undertake this role.	It is clear to stakeholders who this person(s) is.

Requirement to meet MoU criteria: Requirement met (level 2): Evidence: Director correspondence – Director is responsible subject to Board ratification. There are weekly Chair / Director meetings)

2.5 Fixtures, Fittings and Equipment

"The design and delivery of loose-fit FF&E including, inter alia, strategy, planning, procurement, design, and design interfaces with base-build install"

1	2	3	4

2.5.1 Process

1	2	3	4
There is no overall design and delivery strategy in place for FF&E.	There is an overall design strategy in place for FF&E. There is a delivery strategy in place for FF&E.	The strategy includes the design interfaces with the base build installation?	The stakeholders are familiar with and agree with the design and delivery strategy.

Requirement to meet MoU criteria: Requirement met (Level 2) – Evidence: PLANN Tender submission

2.5.2 Procurement

1	2	3	4
There is no procurement plan in place.	There is a procurement plan in place for FF&E	The procurement plan aligns with procurement rules (internal and external) that may apply for the purchase of appropriate FF&E.	Stakeholders are familiar with the procurement plan.

Requirement to meet MoU criteria: Not making this a requirement at this stage as FF&E roll out is not imminent

2.5.3 Personnel

1	2	3	4
No-one has overall responsibility for the design and delivery for FF&E.	One person has overall responsibility for the design and delivery for FF&E.	The person responsible for overall responsibility of FF&E has the requisite experience and qualifications to undertake this role.	Stakeholders are familiar with who has the overall responsibility for FF&E.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: PLANN have set out responsibilities under the Director, but overall responsibilities lay with the Board (one board member has pertinent expertise)

2.6 Base Build Interfaces (from the Trust perspective)

"Managing all base-build project interfaces (from TTHT's perspective)"

1	2	3	4

2.6.1 Process

1	2	3	4
There is not a process (plan / strategy) for how all base-build interfaces will be dealt with.	There is a process (plan / strategy) for how all base-build interfaces will be dealt with.	This process is set down.	The process is clear / understood to all stakeholders who are likely to be involved in these areas.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: To be enhanced as project develops and FF&E planning in place – approach at the moment is set within PLANN Tender submission

2.6.2 Responsibility

1	2	3	4
There is not a person(s) with overall responsibility to manage the base build interfaces from the Trust side.	There is a person(s) with overall responsibility to manage the base build interfaces from the Trust side.	The responsibilities and thresholds of responsibility are clearly set down.	The person(s) are known to all stakeholders who are likely to be involved in the base build thresholds.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: Director correspondence (Director, but with support from Chair and the Trustee with the relevant experience). To be enhanced as next phase develops. Will need FF&E Delivery Board or similar to be set up to formalise delegation – Suggest Level 4 by October 2022.

2.6.3 Skills / Expertise

1	2	3	4
The person / persons who is responsible for the base build thresholds does not have the requisite skills to be able to deal with such matters.	The person / persons who is responsible for the base build thresholds have the requisite skills to be able to deal with such matters.	The required skills are set down.	There are a set of delegated thresholds / responsibilities set down whereby this person can make decisions.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: Director correspondence - Ultimately this is the Director (with oversight over PLANN) but stated that key elements are discussed with Chair and the Trustee with requisite experience.

2.7 Facilities management

"Establishing a Facilities Management resource to maintain/operate the building upon completion of the Community Asset Transfer."

1	2	3	4

2.7.1 Resource

The Facilities Management resource has not been established / identified	The Facilities Management resource has been established / identified.	The resource been confirmed by the Trustees / Board.	The Facilities Management resource is in place.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: Director correspondence. This is scored for present situation but will be enhanced when requirement known.

2.7.2 Process

The process to establish and maintain this resource has not been set down.	The process to establish and maintain this resource has been set down.	The process to establish and maintain this resource is clearly understood.	The process to establish and maintain this resource is clearly agreed by stakeholders.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: Director correspondence.

2.7.3 Personnel

There is no (nor evidence that there will be a) person / persons with overall responsibility for Facilities Management.	There is (will be) a person(s) with overall responsibility for Facilities Management.	There is a team in place to undertake the functions of Facilities Management.	The roles and responsibilities for Facilities Management are clearly set down and agreed.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: From Director correspondence - there is a present function which will be reviewed to align to the Business Plan when the building becomes operational.

1	2	3	4

2.7.4 Skills / Expertise

The person / persons responsible for Facilities Management does not have the requisite skills to oversee them (or can access them).	The person / persons responsible for Facilities Management has the requisite skills to oversee them (or can access them)?	Is the list of skills that the person / persons responsible for Facilities Management possesses accessible.	There a person(s) available with the requisite skills for Facilities Management should the person responsible become unavailable.

Requirement to meet MoU criteria: Requirement met (level 2) – Evidence: From Director correspondence - Using present staff they have the proven skill to oversee operations as they are now. Director has made assurance about mentoring these individuals, but increased capability will need to be proven within the roles going forward.

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