

# AGENDA (not including item 12 – housing site allocations)

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Meeting: **Cabinet**  
Place: **The Kennet Room - County Hall, Trowbridge BA14 8JN**  
Date: **Tuesday 20 June 2017**  
Time: **9.30 am**

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Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)

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

All public reports referred to on this agenda are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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## Membership:

Cllr Baroness Scott of Bybrook OBE	Leader of Council
Cllr John Thomson	Deputy Leader, and Cabinet Member for Communications, Communities, Leisure and Libraries
Cllr Chuck Berry	Cabinet Member for Economic Development and Housing
Cllr Richard Clewer	Cabinet Member for Corporate Services, Heritage, Arts and Tourism
Cllr Laura Mayes	Cabinet Member for Children, Education and Skills
Cllr Toby Sturgis	Cabinet Member for Planning and Strategic Asset Management
Cllr Bridget Wayman	Cabinet Member for Highways, Transport and Waste
Cllr Philip Whitehead	Cabinet Member for Finance, Procurement, IT and Operational Assets
Cllr Jerry Wickham	Cabinet Member for Adult Social Care, Public Health and Public Protection



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## **Public Participation**


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

The full constitution can be found at [this link](#). Cabinet Procedure rules are found at Part 6.

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

## Part I

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

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

#### 1 **Apologies**

To receive any apologies for the meeting.

#### 2 **Minutes of the Previous Meeting** (*Pages 7 - 12*)

To confirm and sign the minutes of the Cabinet meeting held on 23 May 2017, previously circulated.

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

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

#### 4 **Leader's Announcements**

To receive any announcements from the Leader.

#### 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 Yamina Rhouati of Democratic Services by 12.00 noon on Wednesday 14 June 2017. Anyone wishing to ask a question or make a statement should contact the officer named above.

#### 6 **Performance Management and Risk Outturn Report: Q4 2016/17** (*Pages 13 - 32*)

A report from the Corporate Directors is attached.

#### 7 **Draft Statement of Accounts and Revenue Outturn 2016/17** (*Pages 33 - 78*)

A report from the Associate Director, Finance, is attached.

8 **Annual Governance Statement 2016/17** *(Pages 79 - 96)*

A report from Associate Director, Finance, Associate Director, Legal and Governance, and Associate Director, Corporate Function, Procurement and Programme Office, is attached.

9 **Capital Monitoring Outturn 2016/2017** *(Pages 97 - 110)*

A report from the Associate Director, Finance, is attached.

10 **Annual Reports on Treasury Management 2016/2017** *(Pages 111 - 124)*

A report from the Associate Director, Finance, is attached.

11 **Business Plan** *(Pages 125 - 146)*

A report from the Corporate Directors is attached.

13 **Recommissioning of the Wiltshire Substance Misuse Service** *(Pages 147 - 156)*

A report from the Interim Director, Public Health, is attached.

14 **Wiltshire Domestic Abuse Support Services Procurement** *(Pages 157 - 174)*

A report from the Interim Director, Public Health, is attached.

15 **Proposed Alignment of Council Structure to the New Business Plan** *(Pages 175 - 176)*

Report by Baroness Scott of Bybrook OBE, Leader of the Council

16 **Urgent Items**

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

**Part II**

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

17 **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 18-20 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 1 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

*Paragraph 1 - information relating to any individual*

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

**18 Wiltshire Domestic Abuse Support Services Procurement (Part II) (Pages 177 - 180)**

A confidential report from the Interim Director, Public Health, is attached.

**19 Recommissioning of the Wiltshire Substance Misuse Service (Part II) (Pages 181 - 184)**

A confidential report from the Interim Director, Public Health, is attached.

**20 Proposed Alignment of Council Structure to the New Business Plan (Part II) (Pages 185 - 202)**

Confidential report by Baroness Scott of Bybrook OBE, Leader of the Council

## **CABINET**

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### **DRAFT MINUTES OF THE CABINET MEETING HELD ON 23 MAY 2017 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

Cllr Richard Clewer, Cllr Chuck Berry, Cllr Laura Mayes, Cllr Baroness Scott of Bybrook OBE, Cllr Toby Sturgis, Cllr John Thomson, Cllr Bridget Wayman, Cllr Philip Whitehead and Cllr Jerry Wickham

#### **Also Present:**

Cllr Jon Hubbard, Cllr Richard Gamble, Cllr Pauline Church, Cllr Ruth Hopkinson, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Gordon King, Cllr Tom Rounds, Cllr Jonathon Seed, Cllr Hayley Spencer and Cllr Ian Thorn

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#### **57 Apologies and membership**

There were no apologies for absence received and all members of the Cabinet were in attendance.

#### **58 Minutes of the previous meeting**

The minutes of the meeting held on 4 April 2017 were presented.

#### **Resolved**

**To approve as a correct record and sign the minutes of the meeting held on 4 April 2017.**

#### **59 Cabinet Capital Assets Committee**

The meeting considered the following matters:

##### **59(a) Membership - Cabinet Capital Assets Committee**

The Leader confirmed that the membership of the Cabinet Capital Assets Committee would be the same as the Cabinet as follows:

Councillor Baroness Scott of Bybrook OBE, Cllr John Thomson, Cllr Chuck Berry, Cllr Richard Clewer, Cllr Laura Mayes, Cllr Toby Sturgis, Cllr Bridget Wayman, Cllr Philip Whitehead, Cllr Jerry Wickham.

##### **59(b) Minutes - Capital Assets Committee**

The meeting considered the minutes of the meeting of the Cabinet Capital Assets Committee held on the 14<sup>th</sup> March 2017 for information.

### **Resolved**

### **To note the minutes the meeting of the Cabinet Capital Assets Committee held on the 14<sup>th</sup> March 2017**

#### **60 Declarations of Interest**

There were no declarations of interest.

#### **61 Leader's announcements**

Prior to the start of the meeting, the Leader invited those in attendance to observe a minutes silence in respect of the incident in Manchester on the 22 May 2017.

The Leader welcomed new members of the Cabinet and other Councillors to the meeting.

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

The Leader outlined her practice in conducting public participation at the meeting.

Brian Warwick, Older People's Champion, attended the meeting raised concerns about the impact on older and disable people of recent works to the Market Place in Melksham.

Councillor Jon Hubbard, on behalf of Melksham Town Council, similarly raised concerns about the financial estimates provided for the related works.

In response to queries, the Leader asked if officers would arrange a meeting with interested parties to address the concerns, and stated that the Wiltshire Council project to improve the Market Place as part of the wider campus project was on time and on budget.

#### **63 Adoption West Implementation Decision Report**

Councillor Laura Mayes presented the report which sought approval for proposals for the establishment of the Adoption West Regional Adoption Agency (RAA) as outlined in the report; and recommended that Cabinet delegate authority for approving the detailed implementation plans, including financial, contractual and legal agreements to the Carolyn Godfrey subject to council policies and procedures.

Issues highlighted in the course of the presentation and discussion included: the legislative driver behind the move to a regional model; that there would be three geographic hubs, with one in Wiltshire; how the good standards of the Wiltshire



agency would be maintained in the regional model, and the opportunities for learning from best practice across the region; how performance would be managed, and the importance of scrutiny; the financial implications of the move, and how s151 officers had been involved in the development of the model.

In response to a question raised by the Leader, officers responded that the ambition of Wiltshire Council to find families for even the harder to place children would be maintained.

### **Resolved**

- 1. To approve proposals for the establishment of the Adoption West Regional Adoption Agency (RAA) as outlined in this report.**
- 2. To delegate authority for approving the detailed implementation plans, including financial, contractual and legal agreements, to the Corporate Director, subject to council policies and procedures and in consultation with the Monitoring Officer, the s151 Officer and the relevant Cabinet Member responsible for Children's Services.**
- 3. That the Corporate Director be asked to work with partners to address the request that Overview & Scrutiny should form part of the governance arrangements of the Regional Adoption Agency.**

#### *Reason for Decision:*

The development of Regional Adoption Agency proposals is part of the national regionalising adoption agenda as set out in 'Regionalising Adoption' (July 2015), and further developed in 'Adoption; A Vision for Change' (March 2016).

Proposals are also informed by the Education and Adoption Act 2016, as outlined in the 'legal implications' section of this report. Wiltshire Council is a partner in developing Adoption West RAA along with five other Councils and four voluntary adoption agencies. The intention is to transfer a range of Wiltshire Council's current adoption service functions to Adoption West by April 2018

#### **64 Wiltshire Pension Fund - Ill-Health Insurance for Scheme Employers**

Councillor Philip Whitehead presented the report which requested that Cabinet approve the direct award of a contract to Legal & General for the purchase of an ill-health retirement insurance policy on behalf of the Wiltshire Pension Fund scheme employers to mitigate the risks in respect of ill-health early retirement claims.

Following a question from Councillor Ian Thorn, Councillor Whitehead clarified that the scheme would only be utilised by small members of the pension fund scheme, and that members could opt out of the policy.

### **Resolved**

**To agree the direct award for the attached insurance policy quotation and delegate authority to approve the entering into contract until April 2019 to the Associate Director Finance in consultation with the Cabinet Member for Finance.**

**65 Procurement of an Integrated Highways Asset Management System**

Councillor Bridget Wayman presented the report which sought approval to proceed with a procurement exercise for replacing three current Highway Management Systems with a single Integrated Highway Asset Management System.

Following a short debate, the meeting;

**Resolved**

**That a procurement exercise should be undertaken for Highway Asset Management Software that best meets the Council's requirements, and offers the best value and functionality. It is recommended that the system should be in place for 1 April 2018.**

*Reason for Decision:*

*Wiltshire Council is responsible for 4,500km of roads, 1500 bridges and over 40,000 street lights with an estimated replacement value of £5 billion. The local highway network is vital to providing connectivity for businesses and communities. Effective maintenance to ensure its availability is essential to the economic development of an area.*

*Procurement of a modern Integrated Asset Management System will provide Wiltshire Council with the tools to improve the efficiency of key and statutory services such as major maintenance, highway safety inspections, street lighting repairs, traffic management and road space booking. It will enable the Council to achieve long term improvements in asset condition through improved investment decisions and to deliver an efficient and modern highways service.*

*There is the opportunity for joint procurement with Oxfordshire County Council which will speed up the process and potentially provide cost savings. The local authorities involved in the procurement process will operate separate contracts after contract award.*

*The experience of other Authorities who have procured new systems recently has delivered an improved understanding of their assets, improved maintenance decisions and increased efficiency through mobile working and streamlined, user friendly system interfaces.*

**66 Urgent Items**

There were no urgent items.

67 **Exclusion of the Press & 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 following items of business because it is likely that if members of the public were present there would disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

Reason for taking the item in private:

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

Paragraph 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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

68 **Update on Future Waste Management and Collection Services**

Councillor Bridget Wayman presented the report, exempt from publication, which notified Cabinet of the decision made by the Corporate Director under emergency powers to sign a number of agreements and contracts for the delivery of waste collection and waste management services and to inform Cabinet of the revised service commencement dates for the new contracts.

The report summarised the history of the procurement process and set out the advice and key issues considered by the Corporate Director in making the decision to enter into agreements and contracts as set out in the proposal contained in the report.

In response to a question, it was agreed that, as with previous matters of a similar nature, a report assessing the process would be provided.

Following an opportunity for those in attendance to ask questions, and following a short debate, the meeting;

**Resolved**

**To approve the recommendations as set out in the report.**

*Reason for Decision:*

*To ensure that Cabinet is informed of the actions taken to enable the council to maintain service delivery for residents, to comply with its statutory duties to*

*collect and dispose of waste and to continue to progress towards achieving statutory targets once current contracts expire.*

Councillor Bridget Wayman presented a supplementary paper, exempt from publication, which detailed a proposal regarding the purchase of vehicles in respect of Lot 5.

Following an opportunity for those in attendance to ask questions, and following a short debate, the meeting;

**Resolved**

**To approve the recommendations as set out in the report.**

*Reason for Decision:*

*To enable the council to maintain service delivery for residents, and secure value for money.*

(Duration of meeting: 9.30 - 10.52 am)

These decisions were published on 2 June 2017 and will come into force on 12 June 2017

The Officer who has produced these minutes is Yamina Rhouati of Democratic Services, direct line 01225 718024, e-mail [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)

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

**Wiltshire Council**

**Cabinet**

**20 June 2017**

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**Subject: Performance Management and Risk Outturn Report: Q4 2016/17**

**Cabinet member: Councillor Philip Whitehead - Finance and IT**

**Key Decision: No**

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### **Executive Summary**

This report provides an update on performance against the stated aims in the council's Business Plan. The information provided includes measures and activities reported on the [Citizens' Dashboard](#) and other key measures, as well as the council's strategic risk register.

### **Proposals**

Cabinet to note updates and outturns

1. Against the measures and activities ascribed against the council's key outcomes.
2. To the strategic risk register.

### **Reason for Proposal**

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

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

**Carlton Brand & Carolyn Godfrey**  
**Corporate Directors**

**20 June 2017**

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**Subject: Performance Management and Risk Outturn Report: Q4 2016/17**

**Cabinet member: Councillor Philip Whitehead – Finance and IT**

**Key Decision: No**

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### **Purpose of Report**

1. This report provides an update on the progress against the stated aims in the council's Business Plan. It includes measures and activities reported on the [Citizens' Dashboard](#) and other key measures, as well as the latest version of the council's strategic risk register. This report covers the period January to March 2017.

### **Relevance to the Council's Business Plan**

2. This report updates Cabinet on the performance and significant activities against each of the stated outcomes contained in the Business Plan at the end of quarter four 2016/17.

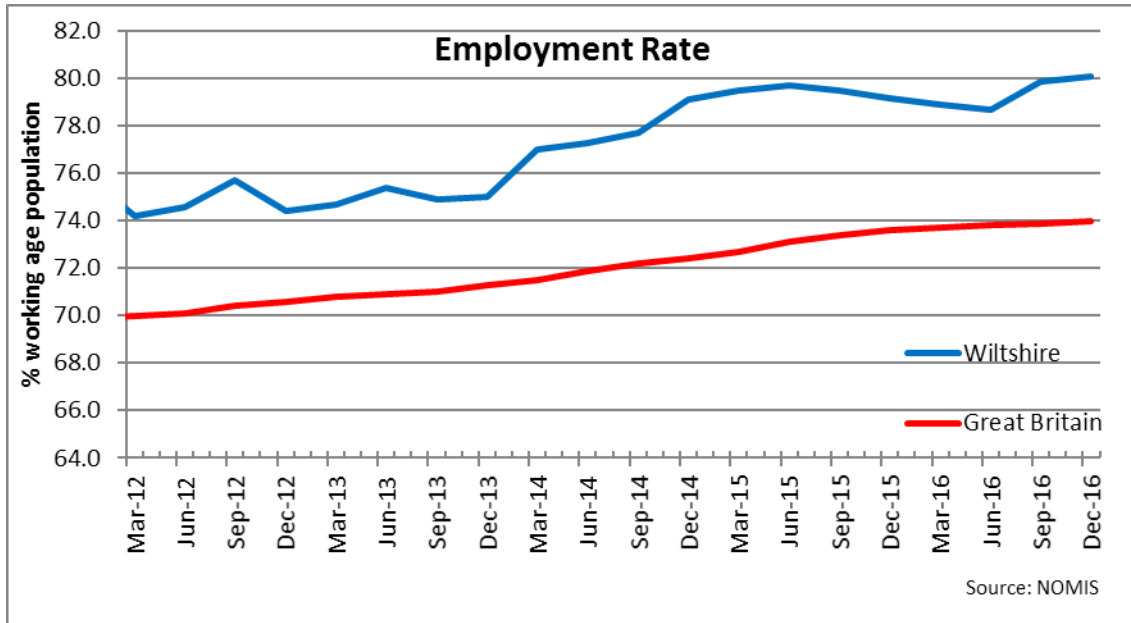
### **Overview of outturns**

3. Measures presented on the [Citizens' Dashboard](#) were revised, using information drawn from individual services. These measures form the basis of the performance framework used to monitor progress through 2016/17, against the objectives set out in the Business Plan.
4. At the start of the current financial year the performance framework was reviewed for relevance against both the Business Plan and the work of council services.
5. In addition to headline measures in the Citizens' Dashboard the performance framework includes measures drawn from service areas that add to the overall understanding of progress against the business plan outcomes.
6. A summary of key published measures – as well as some more general supporting information about each theme – is provided below.

### **Outcome 1: thriving and growing local economy**

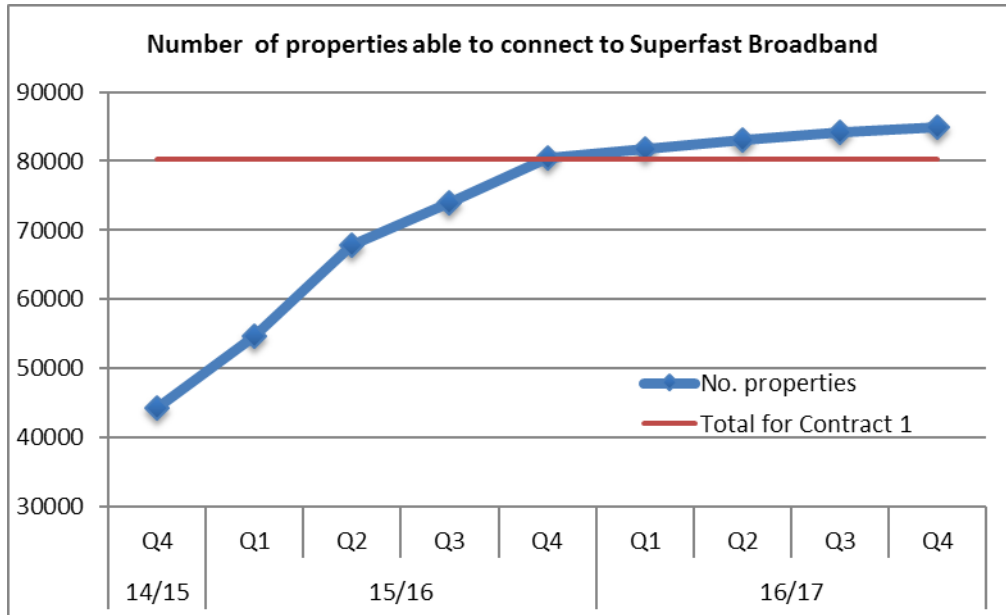
7. Latest figures, which run up to the end of 2016, show Wiltshire's employment rate is largely stable having risen 0.2% points in the last quarter to 80.1%. The working age population has also increased but at a

slower rate. Wiltshire's Employment rate remains above that of the country as a whole which is at 74.0%.



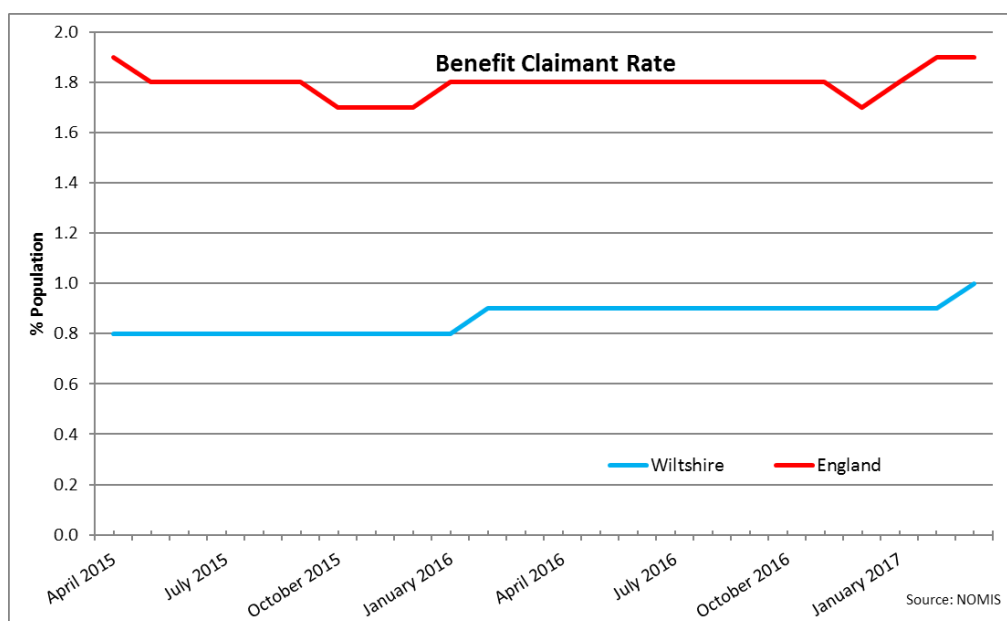
Employment rate is not simply the reverse of unemployment. Instead employment rate shows the extent to which the potentially available workforce is being used. There are a number of groups, such as those in further and higher education or those who are caring for dependents, who do not count as employed in this measure in addition to those who do not need to work and choose not to do so.

8. During quarter four the new European Structural and Investment Fund (ESIF) funded project in support of Small and Medium Enterprises directly supported 26 businesses. A total of more than 175 businesses are registered by the project.
9. The Wiltshire Online programme is designed to provide a fibre broadband service to those premises where the provision of broadband is considered to be financially unviable by commercial providers. Without Wiltshire Council's investment, approximately 40% of Wiltshire would not have access to superfast broadband. The council's approach is designed to deliver fibre broadband to the greatest number of premises for the budget available. Fast reliable broadband is a vital component for business growth. The first phase of delivery is complete and the second is now well underway. Nearly 750 additional premises were added to the list of those for whom superfast broadband is now available in quarter four. Nearly 4,500 properties have been added in the last 12 months.



10. 140 additional affordable homes were completed in Wiltshire during quarter four. This brings the total for the financial year to more than 430 which is a slight increase on last year.
11. Wiltshire Council is working with communities and developers to deliver more than 220 new affordable homes for families and older people in Wiltshire by 2020. A mix of housing types, some with additional support for independent living will be built in various location in Amesbury, Tisbury, Devizes, Trowbridge, Rowde, East Knoyle, Durrington and Corsley Heath
12. The introduction of Universal Credit has resulted in a change in the way that benefit claimant statistics are measured nationally. The Claimant Count now includes Universal Credit claimants (as well as those in receipt of Jobseeker's Allowance and National Insurance Credits) who are not in work, replacing the previous measure based on Jobseeker's Allowance claimants only.
13. At the end of quarter four the claimant count in Wiltshire remained at 1.0% which is equivalent to comparable local authorities and better than the national average of 2.0%. The number of individuals in the claimant count has grown by more than 250 in the last three months. This is the largest quarterly increase since the same period in the previous year and suggests a seasonal trend. This trend is mirrored by comparable local authorities.

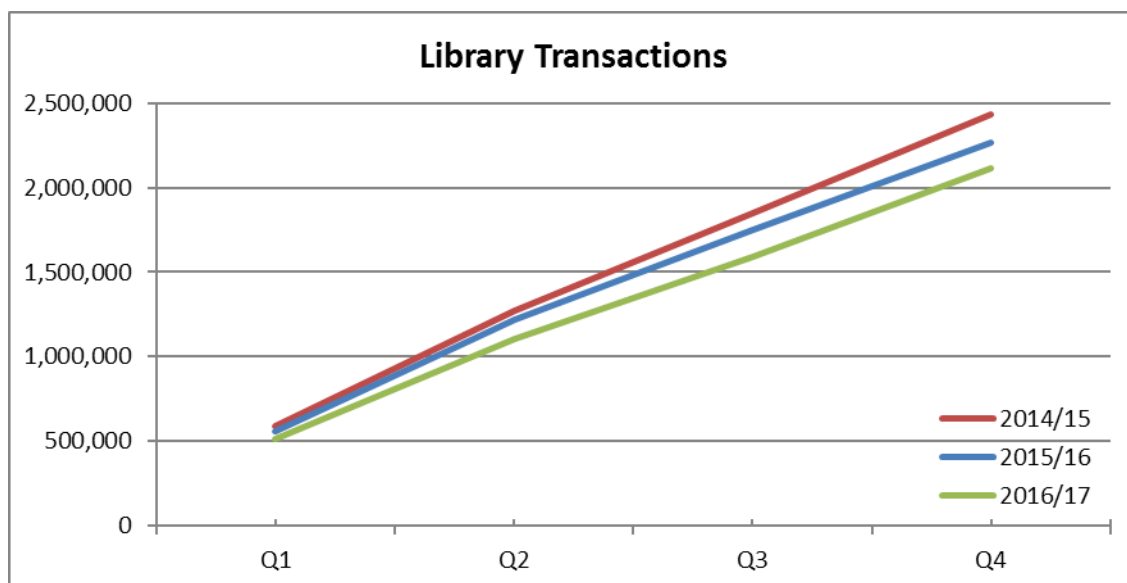




Outcome 2: people working together to solve problems and participate in decisions

14. In the three months to March over £440,000 of grants were distributed by Wiltshire’s Area Boards. This money and earlier grants have supported more than 800 community projects in the last 12 months. All the projects supported through Wiltshire’s Area Boards are listed [on the council’s website](#).
15. Area Boards use the [Our Community Matters \(OCM\)](#) platform to engage and communicate with local residents. This consists of 18 individual community blogsites featuring events, news, jobs and comments and each week a local mailing is generated from the content posted and sent to the community area network - subscribers who have signed up to receive the news service. Each blogsite is supported by a specific Twitter account. Subscribers to the OCM platform remain fairly static but a popup subscription window will be added in the near future which should increase subscriptions. Engagements across all the Communities Social media including OCM and Twitter totalled more than 1.1 million for the financial year.
16. A key to building stronger communities is enabling constructive and productive volunteering. Wiltshire Council provides a number of volunteering opportunities and encourages others to make use of volunteers. In quarter four 750 volunteer hours were used in maintaining Wiltshire’s rights of way – this is 10% above the same period in the previous year. Additionally, nearly 2,300 hours were given by volunteers to help maintain countryside sites by clearing, tree planting and care, litter picking, maintenance of furniture and fences. This is broadly equivalent to the same period in the previous year.
17. Libraries usage rates have fallen in recent years but overall remain high with nearly 1.7 million visits during the financial year. Library transactions

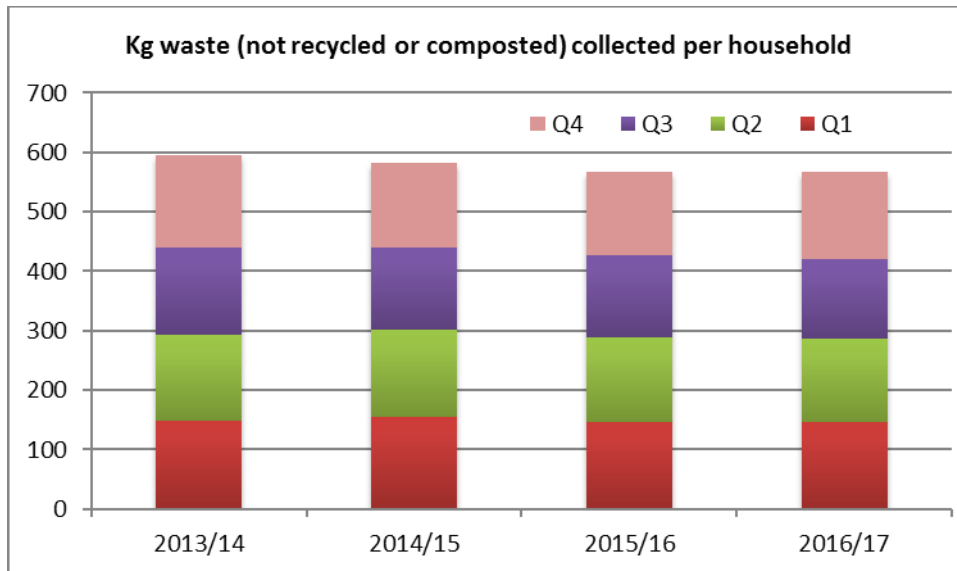
(loans, renewals and computer sessions) are down 7% between quarter four this year and quarter four last year.



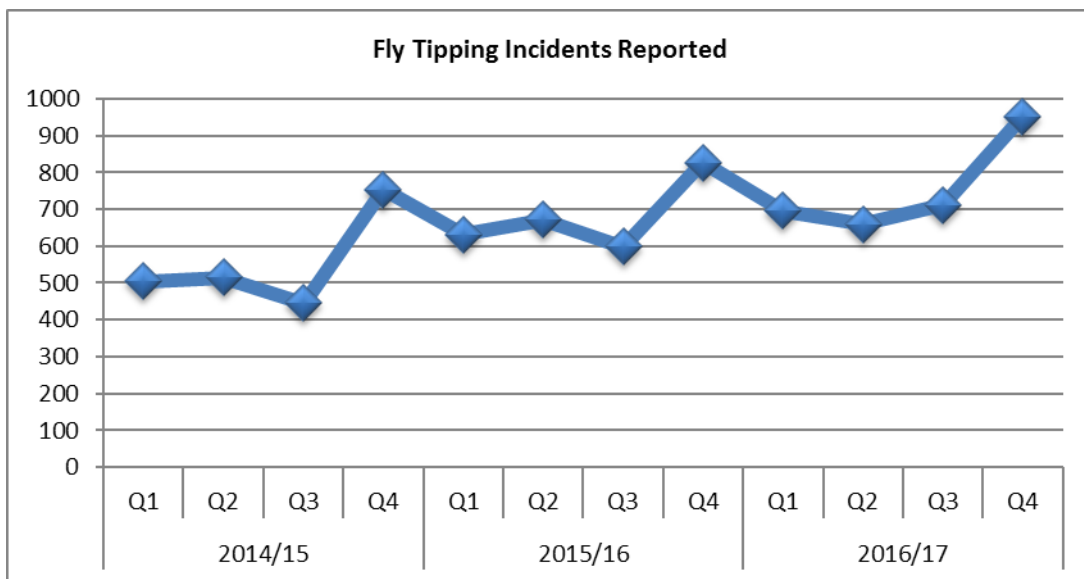
18. A three-month community engagement programme was completed during quarter four. There were conferences in each of the county's 18 community areas which a total of more than 1,900 people attended. The events provided an opportunity to discuss and vote on the priorities in each of the community areas. The outcome will help Community Area Boards focus their efforts and resources.
19. Neighbourhood planning enables communities to have much greater control over how their area is developed. The total number of Wiltshire parish areas now covered by a Neighbourhood Plan designation (the right to develop a Neighbourhood Plan for a set area) is 70. This is a quarter of parishes in Wiltshire. In the last 12 months six neighbourhood plans were made (completed) including three in the final quarter: Downton, Holt and Pottern.

Outcome 3: living in a high quality environment

20. Applying planning policy and determining planning applications is a significant task for Wiltshire Council. The council has determined over 1,000 applications in each quarter of this financial year, more than 4,400 in the last 12 months. Only 1.4% of all applications received and determined in the last financial year have been overturned at appeal.
21. There has been a further decrease in the amount of residual waste (waste collected and not recycled) per household in Wiltshire in the current financial year. The cumulative level of waste collected per household was 0.6kg less than in 2015/16. The reduction is less than 1% but continues the downward trend of the past four years.



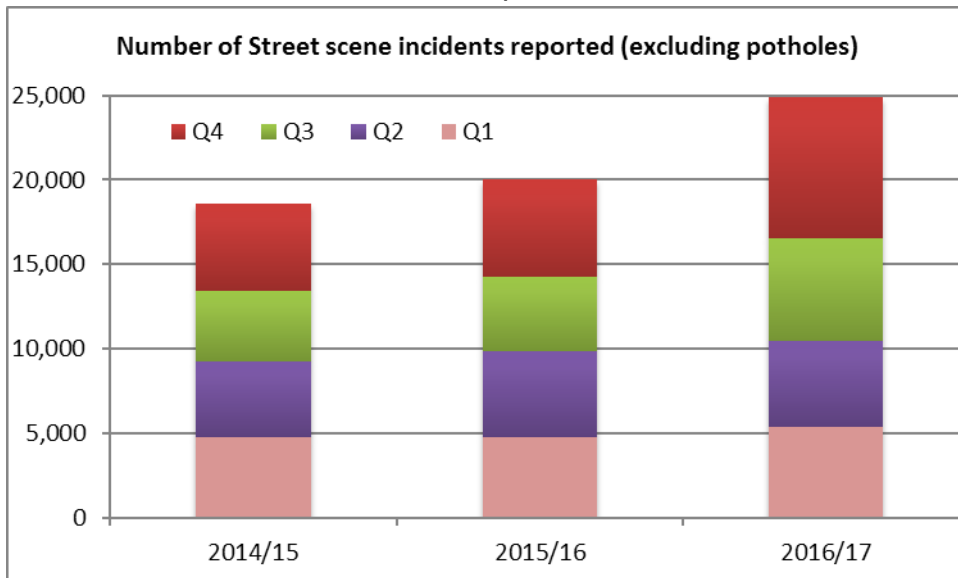
22. At just over 79% the proportion of waste diverted from landfill (i.e. local authority collected household and commercial waste, and waste from household recycling centres) remains above the target of 75% and is equivalent to the same period last year.
23. The number of fly-tipping incidents reported during quarter four was just over 950. This is 15% higher than the same period last year.



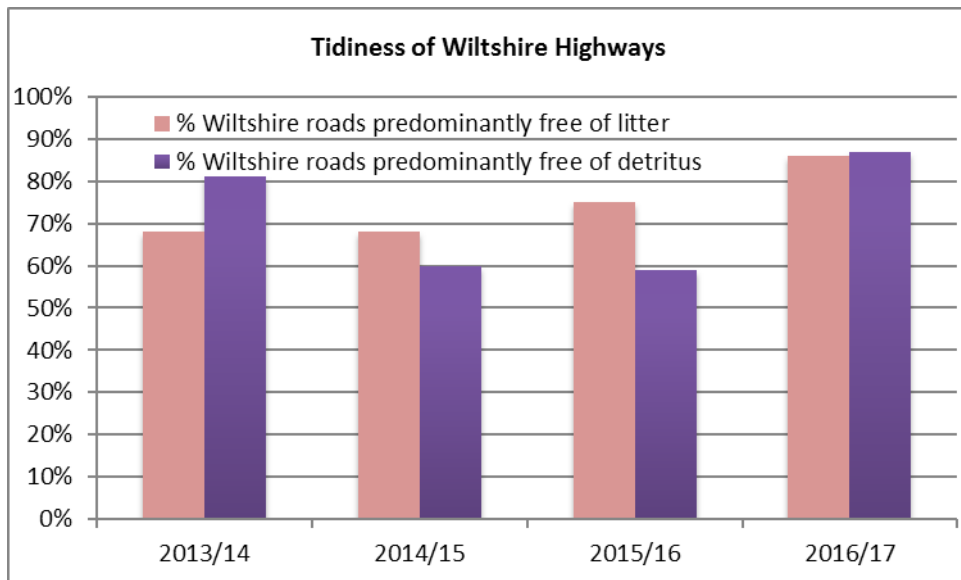
24. In January 2017 the Enforcement Team within Waste and Environment successfully prosecuted a serial fly-tipper in the south of the county. The offender pleaded guilty to eight counts of fly-tipping and he was sentenced to three months imprisonment. In addition, the team issued eight fly-tipping fixed penalty notices (£400 each) during January 2017.
25. The rate of dry recycling and composting as a percentage of household waste fell from 44.9% in 2015/16 to 43.8% in 2017/18. This reflects, in part, changes in residents' consumption such as a reduction in the number of newspapers thrown away. The national waste strategy includes a target of 50% recycling by 2020. Services that will be introduced as part of the new contracts are expected to increase recycling

levels as residents will be able to recycle additional materials at the kerbside more easily.

26. The Great British Spring Clean took place in March and there were over 140 separate litter picking events in Wiltshire. More than 3,200 volunteers took part across the county and collected nearly 2,000 bags of rubbish. The event built on last year's Clean for the Queen and the numbers taken part more than doubled this year.
27. Quarter four saw another record number of street scene and highways issues (excluding potholes) reported. At just nearly 8,500 the number is 47% above the same period last year and includes more than 8,000 unique issues. Greater reporting is to be welcomed and does not necessarily mean that Wiltshire roads are in a worse state just that the council is being made aware of the issues. The majority of issues are reported through the MyWiltshire service either online or via the mobile app. The growing use of MyWiltshire has encouraged greater reporting of issues. Reports from Parish Stewards played a large part in the increase in the reporting
28. Additional investment has seen improvements in the cleanliness of



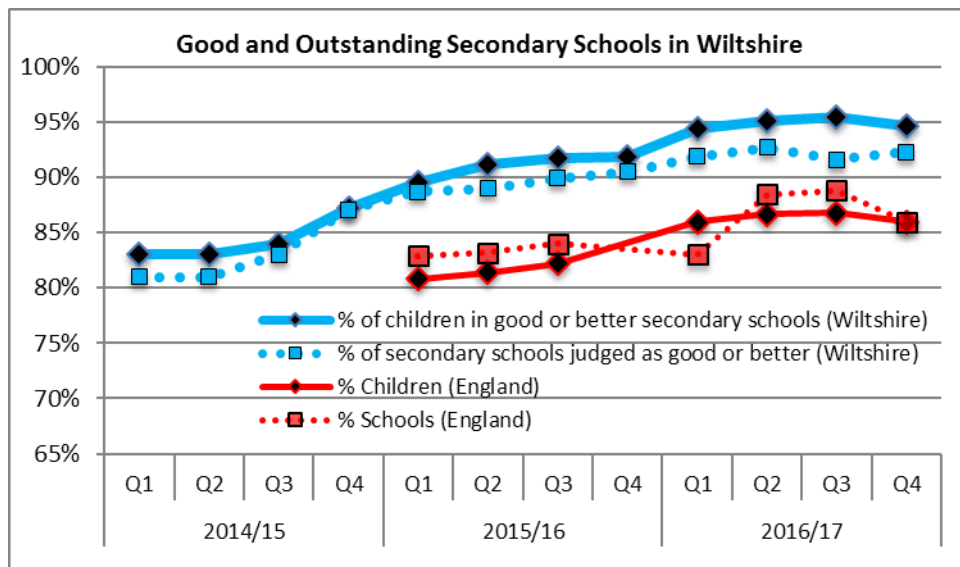
Wiltshire's highways in the last year. There has been an 11% point increase in the roads free of litter and a 28% point increase in the roads free of detritus.



29. At the end of quarter four the average time to fix a highways pothole was six days from initial report to completion. This is an improved position and the service now operates below the target of 10 days.

Outcome 4: inclusive communities where everyone can achieve their potential

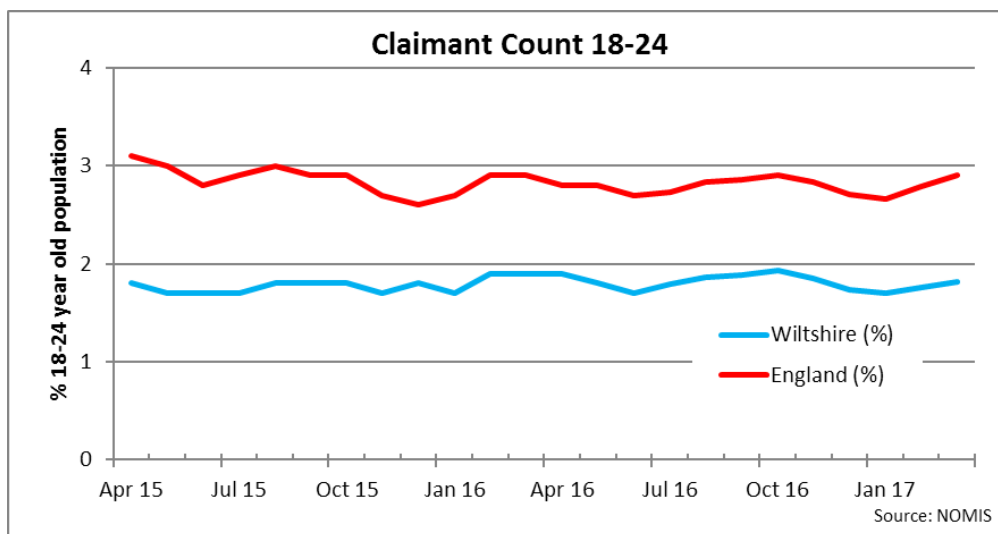
30. The proportion of pupils in Wiltshire who attended secondary schools rated as good or outstanding by OfStEd 94.7% - a similar level to the previous quarter. The proportion of secondary schools that have a good or outstanding rating rose 0.7% points to 92.3%. Both indicators remain above the national average.



31. The most recent GCSE results have been very positive for Wiltshire's young people. 66% of students achieved A\*-C grades in both English and Maths compared to the national average of 59%. The new Attainment 8 measure, which shows an individual's average total points score in eight

GCSEs including English and Maths, also show Wiltshire in a positive light. 51.4 of Wiltshire students met the mark compared with 48.5 nationally.

32. "A" level students also performed well with 16% achieving AAB grades or higher.
33. Wiltshire Council has agreed a £93 million three-year capital investment programme in order to ensure the county has the school places it needs. Funding comes from a number of sources including the Department for Education and section 106 agreements paid by the developers of new properties. The Ministry of Defence is paying for an additional 1,125 school places in order to accommodate the families of the 4,000 service personnel due to be settling in Wiltshire. 30 different schemes are planned included the building of one new school.
34. 96% of applicants for Wiltshire's secondary schools received a place at their first choice school. Another 3% received a place at their second or third choice. The online application process has again improved efficiency with 92% of application being made online (up 4% points on last year). The total number applying was up 2% on last year to just over 4,600.
35. Moving on from education to the world of work for young people the Claimant Count for 18-24 year olds shows Wiltshire performs better than the national average with a relatively stable figure of 1.8% (which is over 1% point below the national average). There are small fluctuations between the quarters. Quarter four saw 20 more individuals appearing on the claimant count than in quarter three.



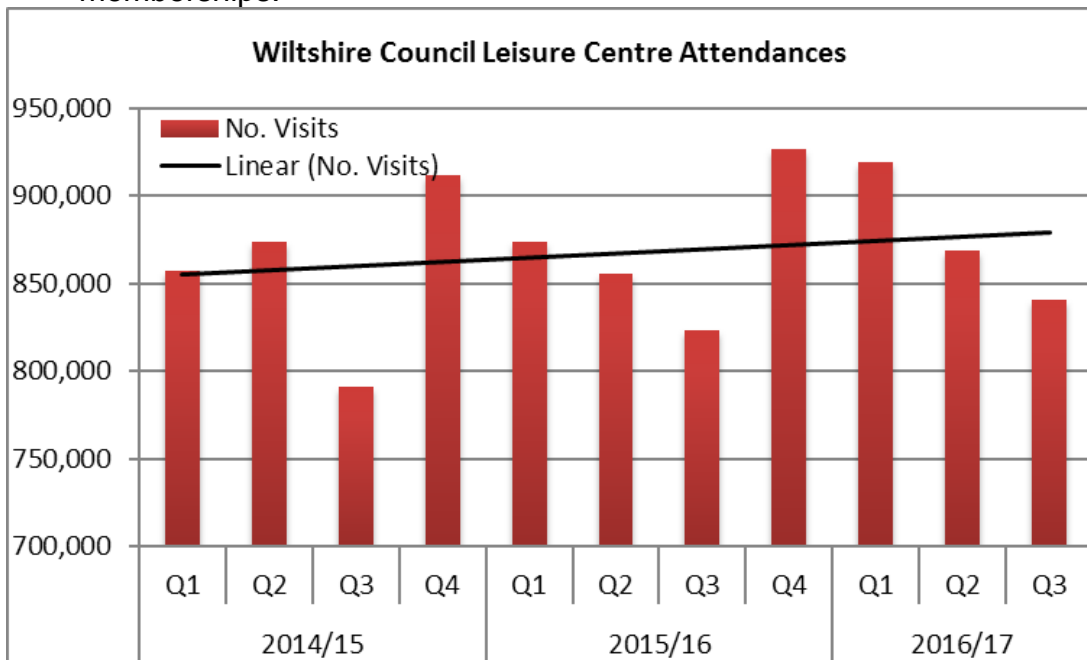
36. At the end of quarter four just over 290 16 and 17 year olds in Wiltshire were known not to be in education, employment or training (NEET). This is just 2.8% of all Wiltshire 16 and 17 year olds which is below both the regional figure of 3.0% and the England figure of 3.0%
37. Wiltshire has seen an increase in the number of people qualified to NVQ level 4 (the vocational equivalent of a bachelor's degree) and above. In the last 12 months, the number rose to just under 122,000 which represents 42% of the working age population and is an increase of

14,500. Wiltshire compare well with the national (38%) and statistical neighbour (40%) average.

Outcome 5: healthy, active and high quality lives

38. At the end of the 2016/17 financial year the Office for National Statistics reported that average healthy life expectancy for women in Wiltshire was 66.8 years and for men it was 64.8 years. Both of these figures are slightly above the national average.
39. During 2016/17 approximately 28,000 were invited for their NHS Health Check in Wiltshire with just under 14,000 accepting the invitation. The uptake rate was 50% for the year which is an improvement on the 48% in the previous year. This quarter four saw the highest ever number of NHS Health Checks completed in Wiltshire at just under 3,800 in a quarter four period. The NHS Health Check programme is offered every 5 years to eligible people aged 40-74 and aims to reduce the risk of developing lifestyle related illnesses including cardiovascular disease, obesity, type 2 diabetes, kidney disease and stroke.
40. The National Child Measurement Programme (2015/16) has showed that in the last year there has been a small increase (0.1% points to 20.4%) in the proportion or reception children with excess weight. There was same size decrease to 29.2% in the proportion of children with excess weight in year 6. These small changes mean that Wiltshire remains below the regional and national proportions
41. Wiltshire Council's Adult Care Services provide a range of social care services to older people and people with a learning disability or physical impairment. Services are delivered to people who need a rapid response to a crisis, need help to maintain their independence where they have complex needs and to promote preventative services which help people remain well and independent. During this last financial year just over 16,000 individuals received support of some kind from Wiltshire Council's Adult Care Services. This includes nearly 3,000 additional individuals in the final quarter.
42. Help to live at Home is designed to help people who are frail, sick or disabled live at home for as long as it is safe and it helps people to continue to look after themselves in their own home. Help to live at Home supports self-funders as well as those eligible for council-funded support. The care providers supporting Help to live at Home are motivated to deliver on people's individual support plans and outcomes, not just providing the care. The number of people with a help to live at home care package remained fairly static in quarter four at over 700.
43. In the course of supporting vulnerable adults Wiltshire Council's Adult Care Services supported over 1,400 carers during the last 12 months.
44. It is widely recognised that staying active is an essential part of being healthy and Wiltshire Council's leisure services have an essential role to play in improving local health and wellbeing. Visits to leisure centres are seasonal and a lower number is usually expected in the third quarter of the year. Despite this there were 2.2% more visits in quarter three this year than in the same period last year. In total, there were nearly 77,000

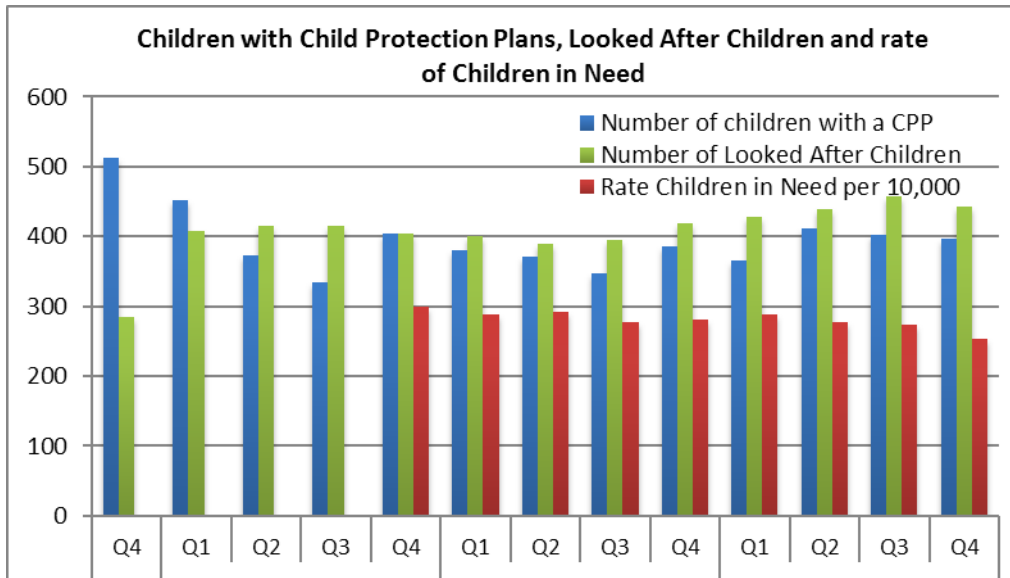
more attendances in the nine months to December in 2016 than in the same period in 2015. Direct debit leisure memberships have grown by 41% since January 2016 from 6,109 to 8,619 members. Over the same period, swim school memberships have grown by 21% from 4,499 to 5,429 members. Every Council operated facility has seen growth in memberships.



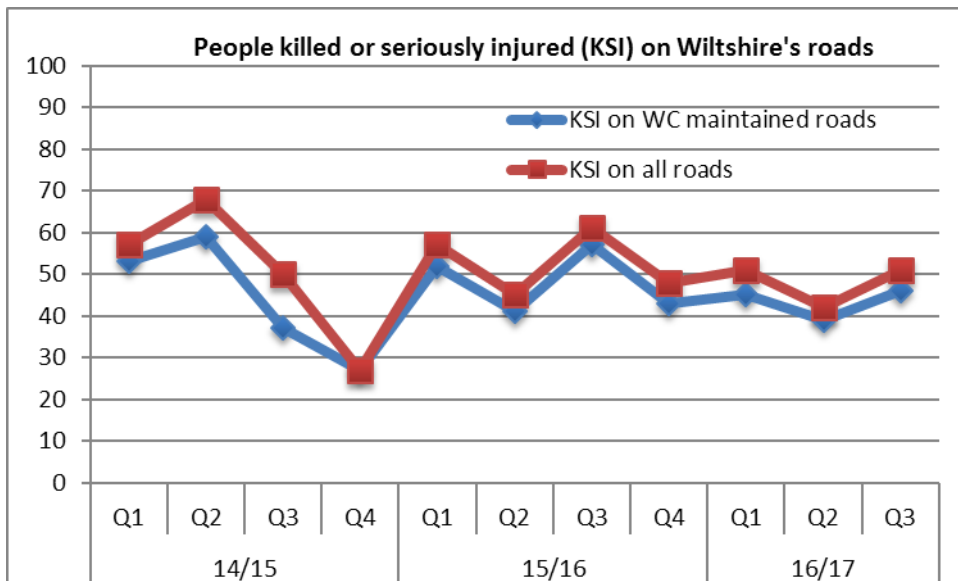
Outcome 6: protected from harm and feel safe

45. Changes in the numbers of Children who are looked after, have a child protection plan or are 'in need' in Wiltshire have been small over the last year. At just under 4,000 the overall number of referrals to children's services was 8% lower in 2016/17 than in the previous year.
46. Comparing the position at the end of March 2017 with March 2016 there were slightly fewer cases open to children's social care. The number of children with a Child Protection Plan has risen by 3% to just under 400 while the overall number of looked after children has risen by 6% to just over 440.

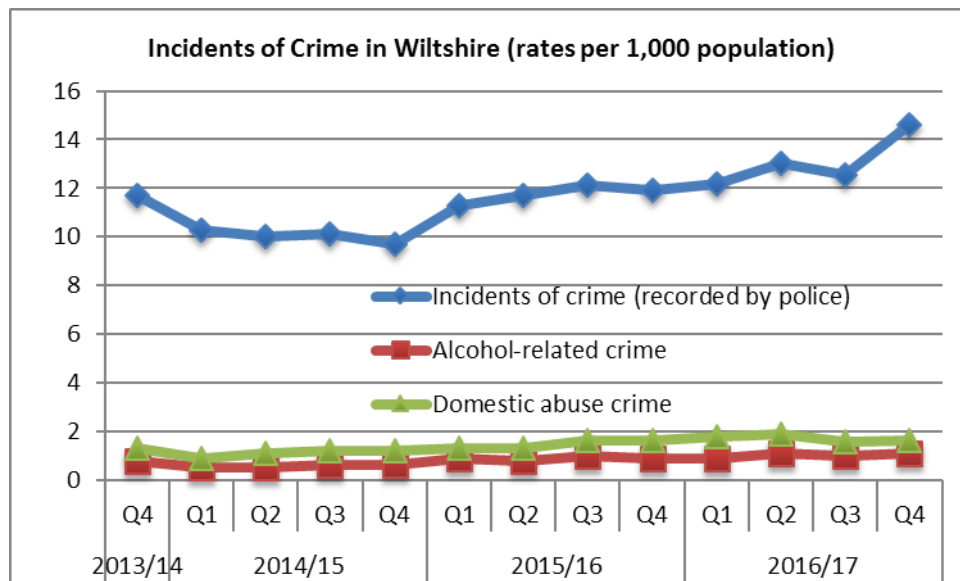




47. The latest figures for road safety relate to quarter three of this year (October – December 2016) and show that despite there being an increase in the number of serious accidents from the previous quarter the longer trend is down. There was a 16% reduction in the total number of those killed or seriously injured from the same period in the previous year.



48. Overall recorded crime rates have seen an increase in the last quarter and the general trend in Wiltshire is up. The police report that part of this increase is seasonal and part is down to recording practices. There has been no serious increases in emergency call volumes and analysis is indicating that this is related to process changes rather than an actual increase in crime. Rates of alcohol related crime and domestic abuse remain stable.



### Strategic Risk Register (as at March 2017)

49. Delivering the Council's Business Plan has been a significant challenge given an increasing demand for key services, such as care for vulnerable children and adults, waste management and highways maintenance, as well as rising inflation costs, and smaller central government grants. The Strategic Risk Register reflects these challenges.
50. The Strategic Risk Register draws together information reordered on risk registers at service delivery level. Each Directorate area holds at least one Service Risk Register.
51. Information that has significance across the council as a whole is displayed in three categories on the Strategic Risk Register.
  - *Critical service risks*: significant single service risks, which, should they be realised will have a significant impact on the organisation as a whole.
  - *Composite strategic risks*: risks which are significant within a number of service areas although individually would not significantly impact on the organisation as a whole. These risks are compiled into a single strategic composite risk (owned by the most appropriate service) and included within the strategic risk register. The ongoing monitoring of

these risks therefore is drawn from the updates to the individual service level risks.

- *National risks:* These risks mirror the most significant risks on the Cabinet Office's [national risk register](#) and is Wiltshire's response should these be realised. These are typically captured within the [Wiltshire Community Risk Register](#) managed by the [Local Resilience Forum](#).
52. The simplified version of the current strategic risk register is provided in appendix 1.
  53. Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and 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 mitigating actions are in place). The actions described are RAG'd based on progress towards completion. This RAG guides the reader of the register to understand the true current risk.
  54. A whole range of service risks are kept under observation each quarter. Several risks were added to registers in this quarter or redefined. Ten of those new or redefined risks become components of composite risks and are therefore represented on the corporate register.
  55. There are no new risks on the strategic register and none have been removed since the last quarter.
  56. Of the 13 risks listed on the strategic risk register just three have an inherent score that puts them in the 'high' bracket.
  57. A pandemic flu outbreak or widespread flooding remain a risk to both local life and to service provision. However, the Council has effective business continuity plans and resilient staff structures in place to respond to any incidents. The way these risks are scored on the register reflects the scale of the impact should either an outbreak of extreme flooding occur and the lack of control the organisation has on avoiding these national high level risks. The scoring of these risks also mirrors the national level risk assessment
  58. Other national level risks have medium or low inherent and residual scores and suggest good progress against planned actions.
  59. Wiltshire's Integrated Emergency Plan, which allows the council and its partners to protect people more effectively should a major incident occur, is in place and helps mitigate these risks.
  60. Wiltshire Council has joined the Scottish and Southern Power Distribution National Stakeholder Group in order to have a greater influence over planning for power shortages.
  61. A 'Deliberate Threats' Plan has been completed and training has been provided for all heads of service. Additionally, all internal security has been reviewed in the light of the Terror Attack on Westminster in March.
  62. The composite Budget Management risk remains at the same high inherent level as in the previous quarter. The same tight controls remained in place including controlling recruitment, cutting the number of authorised signatories for spending decisions and limiting the number of

credit cards available which reduces the likelihood of the risk becoming an issue. There remains continued pressure on budgets across Wiltshire Council. This is a common risk across local authorities as the demands on essential services continue to increase and the funding from central government decreases.

63. The risk around safeguarding of children and young people has been reduced from a high to a medium inherent risk. As described in the relevant improvement plan a stable management team and staff group with a reduced reliance on agency workers has meant that the likelihood of an issue arising has been reduced.
64. Safeguarding of vulnerable adults remains a high priority for the Council. This focus means that actions continue to be sought and undertaken, to mitigate the likelihood of safeguarding incidents. However, the unpredictability of the sources of such events means that safeguarding will always be a risk to the organisation.

### **Overview & Scrutiny Engagement**

65. The Financial Planning Task Group has previously received all quarterly performance management reports with comments then reported to Cabinet. The task group's parent committee, Overview and Scrutiny Management Committee, will determine arrangements for the scrutiny of performance and risk at its first meeting of this council on 6<sup>th</sup> June 2017.

### **Safeguarding Implications**

66. 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**

67. Not applicable as no decision is required.

### **Procurement Implications**

68. Not applicable as no decision is required.

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

69. Not applicable as no decision is required.

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

70. Not applicable as no decision is required.

## **Risk Assessment**

71. Not applicable as no decision is required.

## **Financial Implications**

72. Not applicable as no decision is required.

## **Legal Implications**

73. Not applicable as no decision is required.

## **Options Considered**

74. Not applicable as no decision is required.

## **Conclusions**

75. This report brings together updates on outturns published through the Citizen's Dashboard, as well supplementary commentary to provide further context around the council's activities in these areas and the risks faced by the council.

## **Robin Townsend**

**Associate Director, Corporate Function, Procurement & Programme Office**

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May 2017

## **Appendices**

- Appendix 1: Strategic Risk Register (Q4 March 2017)
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## Wiltshire Council Strategic Risk Register

### 2016/17 Quarter Four

Risk short name	Primary Risk Category	Q4 Inherent Impact	Q4 Inherent Likelihood	Q4 Inherent Risk Rating	Q4 DoT	Q4 Actions RAG	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Res Risk Rating	Q4 Comments
<b>Critical Service Risks</b>										
Safeguarding Children	Service Disruption	4	2	8	▼	Green	4	1	4	Stable management team and staff group with fewer agency staff has meant that there is a reduction in the inherent likelihood.
Safeguarding Adults	Reputation	4	2	8	▶	Green	4	1	4	All actions are on track and the risk remains well monitored and managed.
<b>Composite Corporate Risks</b>										
Staff capacity: Recruitment and Retention	Staffing/ People	3	2	6	▶	Green	3	2	6	Controls including emergency strategy action planning and a restructured support team are in place. Other actions including the development of a workforce action plan are on track.
Budget management	Financial	4	3	12	▶	Amber	3	3	9	Budgets continually reviewed during the year and processes put in place to control spend. Controls bring certainty towards the end of the year.
Contract monitoring and management	Service delivery	3	3	9	▶	Green	3	3	9	Controls including new training for contra management are now in place.
Corporate Health, Safety & Wellbeing	Health & Safety	3	2	6	▶	Green	2	2	4	Controls remain in place to manage the overall health and safety risk level.
Information Governance	Reputation	3	2	6	▶	Green	3	1	3	Strong processes are in place. Processes require review in line with the General Data Protection Regulation (GDPR).

## Wiltshire Council Strategic Risk Register 2016/17 Quarter Four

Risk short name	Primary Risk Category	Q4 Inherent Impact	Q4 Inherent Likelihood	Q4 Inherent Risk Rating	Q4 DoT	Q4 Actions RAG	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Res Risk Rating	Q4 Comments
<b>National Level Risks</b>										
Pandemic influenza	Health & Safety	4	4	12	▶	Green	4	3	12	<p>National risks levels do not change at a local level.</p> <p>National guidance as well as local knowledge and expertise is used to keep emergency plans up-to-date.</p> <p>No significant weather events were experienced over the winter months.</p> <p>Wiltshire Council has become a member of the Scottish and Southern Power Distribution National Stakeholder Group.</p> <p>A review of procedure and plans was carried out and more training provided following the terror attack in Westminster in March.</p>
Flooding	Health & Safety	3	4	12	▶	Green	4	3	12	
Widespread electricity failure (NEW 2015)	Health & Safety	4	3	8	▶	Green	4	2	8	
Catastrophic terrorist attacks	Health & Safety	5	2	8	▶	Green	4	2	8	
Poor air quality events (NEW 2015)	Health & Safety	4	2	8	▶	Green	4	2	8	
Cyber Security	Legal	4	1	4	▶	Green	4	1	4	



**Wiltshire Council**

**Cabinet**

**20 June 2017**

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**Subject: Revenue Outturns 2016/2017 and Statement of Accounts**

**Cabinet Member: Councillor Phillip Whitehead – Finance and IT**

**Key Decision: No**

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## **Executive Summary**

The Council is required to produce an Annual Statement of Accounts. The national reporting requirements set out that the Accounts are prepared in accordance with a single set of standards for public and private sector bodies. As local authorities are funded from local and national taxation there are a number of technical adjustments made to the Comprehensive Income and Expenditure Account to ensure that consistency. These adjustments mean it can appear there is a different reporting position from the outturn. To overcome that there is now a reconciliation statement – the Expenditure Funding Analysis (EFA) that ties into the Outturn report.

This report is thus to advise Cabinet of the final (unaudited) General Revenue Fund (GRF), Housing Revenue Account (HRA), and Collection Fund outturn positions as at 31 March 2017 for the financial year 2016/2017; as well as reserves.

The year-end positions are an underspend of £0.328 million for the GRF and an underspend of £1.716 million for the HRA. This is an improvement from the forecast position at period 9, and in line with the projections of the Section 151 Officer. Overall this outturn means that reserves are in line with requirements and the Council has a sound financial standing.

## **Proposal**

Cabinet are asked to note:

- a) the report showing an outturn for the General Revenue Fund and HRA, subject to external audit, of an underspend of £0.328 million and an underspend of £1.716 million, GRF and HRA respectively. Cabinet should note appropriate transfers to the General Revenue Fund and Earmarked reserves as set out in Sections 22-25 of this report, and return to HRA reserves.
- b) The unaudited Statement of Accounts for 2016/2017.

**Reasons for Proposals**

As part of its role in ensuring sound financial management and financial soundness, Cabinet are required to assess and approve the final revenue outturns for 2016/2017 and assess any impact on the longer term financial standing of the Authority.

**Michael Hudson**

**Associate Director, Finance / Chief Finance Officer**

## Wiltshire Council

### Cabinet

20 June 2017

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**Subject:** Revenue Outturns 2016/2017 and Statement of Accounts

**Cabinet Member:** Councillor Phillip Whitehead – Finance and IT

**Key Decision:** No

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### PURPOSE OF REPORT

1. To advise Cabinet of the (unaudited) General Revenue Fund and Housing Revenue Account outturn positions for financial year 2016/2017. As well as the position for the Collection Fund and Reserves.
2. To provide Cabinet with oversight of the unaudited Statement of Accounts, including the narrative report.

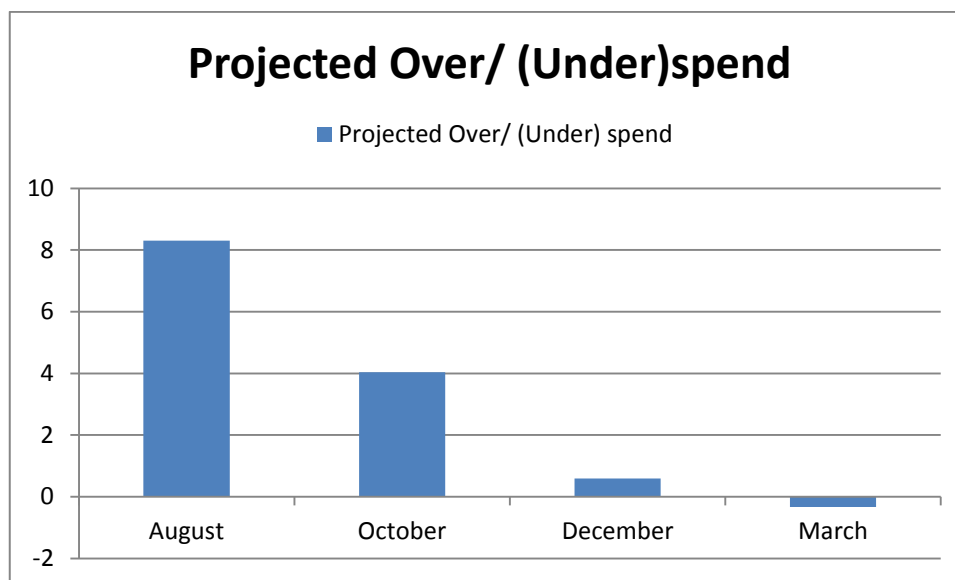
### SUMMARY

3. The final outturn position is as follows:

	Revised Budget £ million	Outturn Position for Year £ million	Overspend/ (Underspend) for Year £ million	Overspend/ (Underspend) reported at period 9 £ million	Movement since period 9 £ million
General Fund Total	313.585	313.257	(0.328)	0.597	(0.925)
Housing Revenue Account	(0.975)	(2.691)	(1.716)	0.000	(1.716)

4. The final unaudited outturn position on the general revenue fund is an underspend of £0.328 million. This represents an improvement of £0.925 million on the budget monitoring position reported to Members for period 9, and is in line with the forecast reported by the Section 151 Officer to Council in February 2017. The reasons for the changes are set out in the following section of this report.
5. The HRA was originally projected to return £0.975 million to HRA reserves. The final unaudited outturn position on the HRA is an underspend of £1.716 million, which gives a final return to reserves of £2.691 million. This is again explained in the following sections of this report.
6. The outturn is summarised by service area in Appendix C. More detailed details for the large variances are noted in the following sections.

7. The graph below shows how the forecast outturn position has improved during budget monitoring reports to Cabinet this year. The graph shows a clear improvement in the position towards the end of the financial year.



8. This outturn shows an improvement on figures in the financial plan. The financial plan will be updated to reflect this during budget setting 2017/2018. As a result, General Fund Reserves will be increased by this surplus and are reported in the unaudited Statement of Accounts as £12.534 million. This is in line with the minimum requirement set by the Council in February.
9. The Statement of Accounts are also appended to this report, and the Expenditure Funding Analysis reconciles the Comprehensive Income and Expenditure Statement to the outturn.

### **Statement of Accounts (unaudited)**

10. The Council is required to prepare an annual Statement of Accounts and to arrange for them to be audited and reported in accordance with the Accounts and Audit Regulations 2015 and the 2016/2017 Code of Practice on Local Authority Accounting in the United Kingdom, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The Statement of Accounts present the overall financial position of the Council reflecting the outturn position above.

11. The national reporting requirements set out that the Accounts are prepared in accordance with a single set of standards for public and private sector bodies. As local authorities are funded from local and national taxation there are a number of technical adjustments made to the Comprehensive Income and Expenditure Account to ensure that consistency. These adjustments mean it can appear there is a different reporting position from the outturn. To overcome that there is now a reconciliation statement – the Expenditure Funding Analysis (EFA) that ties into this Outturn report. This identifies £65.991 million of technical adjustments:

	2016/2017		Net Expenditure in the Comprehensive Income & Expenditure Statement £000
	Net Expenditure Chargeable to the General Fund & HRA Balances £000	Adjustments between Funding and Accounting Basis £000	
<b>General Fund Services</b>			
Adult Social Care Operations	123,471	703	124,174
Adult Care Commissioning & Housing	10,204	2,800	13,004
Public Health & Public Protection	2,262	4,136	6,398
Operational Children's Services	57,588	1,172	58,760
Commissioning, Performance & School Effectiveness	9,837	8,779	18,616
Economy & Planning	3,992	(2,625)	1,367
Highways & Transport	28,061	13,461	41,522
Waste & Environment	35,637	10,636	46,273
Communities & Communications	7,137	1,086	8,223
Corporate Function, Procurement & Programme Office	6,552	(173)	6,379
Finance	2,880	(205)	2,675
Legal & Governance	3,156	(51)	3,105
People & Business Services	25,914	12,104	38,018
Corporate Directors	2,897	(22)	2,875
Corporate	(6,331)	14,190	7,859
<b>Net Cost of Service General Fund</b>	<b>313,257</b>	<b>65,991</b>	<b>379,248</b>

12. The Technical adjustments are then examined further in note 13 to the Statements and reflect changes for pensions, depreciation and other factors such as PFI transactions that do not impact on council tax funding:

	2016/2017			Total Adjustments £000
	Capital Purposes (Note 13a) £000	Pension Adjustments (Note 13b) £000	Other Differences (Note 13c) £000	
<b>General Fund Services</b>				
Adult Social Care Operations	1,155	(427)	(25)	703
Adult Care Commissioning & Housing	4,078	(127)	(1,151)	2,800
Public Health & Public Protection	4,437	(304)	3	4,136
Operational Children's Services	1,860	(693)	5	1,172
Commissioning, Performance & School Effectiveness	9,178	(669)	270	8,779
Economy & Planning	(2,386)	(235)	(4)	(2,625)
Highways & Transport	13,658	(194)	(3)	13,461
Waste & Environment	10,826	(188)	(2)	10,636
Communities & Communications	1,281	(189)	(6)	1,086
Corporate Function, Procurement & Programme Office	0	(185)	12	(173)
Finance	0	(187)	(18)	(205)
Legal & Governance	60	(104)	(7)	(51)
People & Business Services	12,909	(388)	(417)	12,104
Corporate Directors	0	(18)	(4)	(22)
Corporate	0	616	18,042	18,658
Housing Revenue Account (HRA)	14,572	(74)	(13,681)	817
<b>Net Cost of Service</b>	<b>71,628</b>	<b>(3,366)</b>	<b>3,014</b>	<b>71,276</b>

13. In addition, members will note a changed narrative format to the reports, the aim of which is to set the Accounts out in a more user friendly format and gain increased readership and review of the accounts.
14. The draft accounts were signed by the Chief Finance Officer on 31 May 2017, well ahead of the statutory deadline of 31 July 2017.
15. The draft Statement of Accounts are then subject to external audit by the Council's appointed auditors (KPMG) before the final set is brought to the Audit Committee for final approval. This adoption process ensures that there is external independent scrutiny of the figures in the Statement of Accounts before they are brought to the Audit Committee. Under the constitutions, in Wiltshire the Statement of Accounts are adopted by the Audit Committee.
16. The Statement of Accounts will be taken to the Audit Committee on 26 July 2017. This is well ahead of the Statutory Deadline of 30 September.
17. The draft Statement of Accounts is attached as Appendix E.

## **GENERAL FUND MONITORING DETAILS**

18. The overall outturn position by service areas is set out in Appendix C.
19. A summary of the Service Area movements from period 9 monitoring are set out in Appendix D. As with reports during the year, this report targets service areas with large variances at year end.

### **Adult Social Care Operations and Commissioning - net £0.198 million underspend; (0.2%) of revised net budget**

20. The overall split between Adult Care Services shows a mixture of under and overspends. Overall the total net budget for these services, as a collective, is reporting a small underspend of £0.198 million. The forecast is thus a slight improvement on the small overspend (£0.968 million) forecast previously reported to Cabinet. The improvement has come from continued management of spend and care management. The continued realignment of the base budgets will assess these outturns and the level of provision in the 2017/2018 base, with any recommendations for further rebasing and virements brought with the 2017/2018 first quarter budget monitoring report.

**Special Educational Needs & Disabilities (SEND) - £1.197 million overspend; 6.4% of revised net budget**

21. The 0-25 Services for Children and young people with SEN and disabilities overspent by £1.197 million, however that is a significant improvement on the forecast of £2.5 million at period 9. The reduction has been achieved through a mixture of panel assessments taking into account financial advice and case management, as well as DSG adjustments to reflect the appropriate split of package costs. The key pressures, as previously reported to Cabinet, are SEN Transport and an increase in the numbers and costs of care packages, particularly for over 18s. These pressures continue to be recognised within the 2017/2018 budget setting process however SEND budgets will remain under pressure and further reviews are to take place of this area of spend.

**Children's Social Care £0.711 million overspend; 2.0% of revised net budget**

22. Children's Social Care budgets overspent by £0.711 million, an improvement of £1.1m compared with the forecast at period 9. This takes in to account a transfer from reserves previously agreed by Cabinet to support costs of agency social work staff and recruitment strategy actions previously agreed by Cabinet in October 2014. Overall at year end the staff plus agency spend was in line with the total pay budget. In addition to staffing costs, the biggest pressure on the budget remains the costs of placements for looked after children. There was a small fall in placements during the latter part of the year which contributed to the reduction in forecast overspend. This area remains volatile, and a £1.5 million investment in 2017/2018 has been made to cover this risk, and invest in prevention and transformation, including £0.809 million in Special Guardians. The outturn would support that investment and the budget will continue to be monitored closely in 2017/2018.

**Libraries, Arts, Heritage & Culture £0.452 million net overspend; 8.4% of revised net budget**

23. Period 9 forecast an overspend of £0.427 million, the outturn thus of £0.452 million is in line with that. The reasons for the pressures were reported in previous budget monitoring reports to Cabinet, and were a mixture of pressures, protractions in implementing savings, and unforeseen cost pressures.

**Legal & Governance £0.191 million net overspend; 6.4% of revised net budget**

24. The overspend, as previously reported to Cabinet, is primarily due to a significant increase in demand for legal services across the council, which has largely been met in-house to minimise external legal spend. This has, however, resulted in additional agency locum costs and a shortfall in income generation. In addition there has been a shortfall in income generation from local land charges searches due to a reduction in the volume of official search requests. This position however is an improvement on the Period 9 forecast of £0.355 million. Steps have been taken to address the situation for 2017/1208.

**Waste Services £0.985 million net underspend; (3.1%) of revised net budget**

25. This reflects a change from the Period 9 forecast which showed a balanced budget. During 2016/2017 negotiations were ongoing regard the award of the waste collection and disposal contracts. It was unclear during those discussions if provision was needed for future years' costs and thus a balanced budget was reported to reflect the potential call on any underspend. That position is now resolved and no additional payments were required to be made. The underspend arose due to a reduction in the waste tonnes collected and the consequential costs, delivery of savings and increased income.

**Human Resources £0.720 million net underspend; (17.9%) of revised net budget**

26. This Service was instructed to and therefore committed to deliver an overall underspend. The underspend was delivered by measures including:
27. The agreed action to "stop spending" on the delivery of non-statutory / health and safety training & development
- Agreed action taken to "stop spending" on the purchase of systems to support delivery of the people strategy and workforce priorities e.g. new eLearning packages and other online training resources/talent relationship management system
  - Underspend of external funding due to the in-year short term cessation of delivery of apprenticeship training and family learning
  - Increased income received from third parties for DBS checks, payroll services and recruitment advertising
  - Underspend of recruitment advertising budget, due to annual contract renewal being after year end, so a misalignment against the financial year in 2016/2017

**Information Services £0.585 million net underspend; (6.2%) of revised net budget**

28. This reflects a change from the Period 9 forecast which showed a balanced budget. This is due to the delayed commencement of a new contract, planned deferral of discretionary spend e.g. ICT staff training due to restructure of the department and unplanned additional income.

**Corporate £0.464 million net overspend; 6.8% of revised net budget**

29. Corporate as a whole is reporting a small overspend of £0.464 million. This is a change of £6.380 million reported at Period 9. The main significant reasons for the large variance are:



- There is an underspend of £0.677 million on Capital Financing due to increased capital re-programming into 2017/2018. The capital outturn report is also on this agenda.
- Restructure & contingency forecast an underspend of £2.914 million, however a £1.4 million overspend has been reported. This change reflects £1.8 million transfer to ear marked reserves for future risks arising from the potential central Government changes to universal credit and business rates, as well as additional election costs. In addition the timing of a number of corporate savings was delayed and this has also been then reflected in amendments made and agreed by Full Council for the 2017/2018 base budget.
- General Government Grants forecast an underspend of £2 million, however the outturn report a £0.051 million overspend. This is mainly due a set aside of £2 million to earmarked reserves as set out in further paragraphs within this report.

#### **HOUSING REVENUE ACCOUNT**

30. The HRA is reporting an underspend of £1.716 million. This allows a return to reserves of £2.691 million. This has arisen due mainly to continued improvement in income collection.
31. The impact on the HRA reserve is to increase the level to £23.170 million. The HRA Business Plan sets out how this will be used over the coming years to fund repairs and maintenance and debt repayment.

#### **Reserves**

32. The tables below shows the year end outturn position on the general revenue fund balance and estimated earmarked reserves held by the council.
33. As there is an overall improvement in the outturn position from that reported at period 9, subject to audit, this means that the year end balance on the General Revenue Fund reserves is slightly better than forecast to Council in February 2017.
34. The movements on the general revenue fund reserve has been reflected in the figures in this report.

<b>General Fund Reserve</b>	<b>£ million</b>
Balance as at 1 April 2016	(12.206)
Underspend for year 2016/2017	(0.328)
<b>General Fund Balance 31 March 2017</b>	<b>(12.534)</b>

35. The final position shows General Revenue Fund Reserves at the year end of £12.534 million. The report "Wiltshire Council's Financial Plan Update 2017/2018" that went to Cabinet on 7 February 2017 gives full details of the risk assessment of General Revenue Fund Reserves. The outturn shows that the level of reserves exceeds the minimum level of reserves identified to Cabinet and Council of £10 million, and that should help ensure against further risk and negate any strategy to increase reserves in future years of the medium term financial plan.
36. In addition to General Revenue Fund Reserves, the Council also has a number of ring fenced earmarked reserves. These are held for specific reasons. Earmarked Reserves are reviewed regularly as part of closedown process.

37. Below is a list of current Earmarked Reserves:

<b>Earmarked Reserves</b>	<b>Opening Balance 01-Apr-16</b>	<b>Drawdown/ (Deposits)</b>	<b>Closing Balance 31-Mar-17</b>
Schools PFI Reserve	(4.304)	0.049	(4.255)
Insurance Reserve	(3.311)	(0.243)	(3.554)
Schools Balances	(8.636)	2.372	(6.264)
Elections Reserve	(0.330)	(0.495)	(0.825)
Area Board Reserve	(0.060)	0.038	(0.022)
Digital Inclusion Reserve	(0.183)	0	(0.183)
Housing PFI Reserve	(2.980)	0.064	(2.916)
Action 4 Wiltshire Reserve	(0.165)	0.165	0
Transformation Reserve	0.000	0.736	0.000
Business Plan Priority Funding Reserve	0.000	0.141	0.000
Economic Development & Planning Reserve	(0.014)	(0.000)	(0.014)
Revenue Grants Reserve	(5.694)	3.171	(2.523)
Play Area Asset Transfers	0	(0.078)	(0.078)
Enabling Fund	0	(2.000)	(2.000)
Business Rates Equalisation Fund	0	(0.800)	(0.800)
Housing Benefit Subsidy Clawback	0	(0.500)	(0.500)
Transitional Fund	0	(6.000)	(6.000)
Single View	(0.700)	(0.211)	(0.911)
<b>Balance 31 March</b>	<b>(26.377)</b>	<b>(4.468)</b>	<b>(30.845)</b>

38. This identifies that a number of new earmarked reserves have been set up. The Transitional Fund is in line with the Full Council budget setting assumption that the 2016/2017 Transitional and Rural Grant will be used as part of funding 2017/2018 base budgets. In addition new funding has been set aside to recognise the ongoing risks arising from Government changes to universal credit and business rate. Finally £2 million has also been earmarked to enable further pump priming of initiatives to deliver future years savings.

### **Main Consideration for the Council**

39. To note, in its ongoing consideration of the Council's financial standing in taking decisions, the unaudited outturn and Statement of Accounts for 2016/2017, as well as the Council's reserve position.

### **Safeguarding Implications**

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

## **Public Health Implications**

41. None have been identified as arising directly from this report. A return has been submitted to Government confirming that the Public Health grant was fully discharged on expenditure relating to Public Health.

## **Corporate Procurement Implications**

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

## **Equalities Impact of the Proposal**

43. No equality and diversity issues have been identified or arising from this report.

## **Environmental and Climate Change Considerations**

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

## **Legal Implications**

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

## **Risk Assessment**

46. During the year, the Council has faced significant service financial pressures. Actions to manage these pressures have been agreed previously and work has been undertaken to manage the financial position.
47. The Council has identified in its corporate risk register various elements which have been covered in previous monitoring reports, most notably the impact the current economic climate has on the Council's finances.

## **Financial Implications**

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

## **Proposals**

49. Cabinet are asked to note:
  - a) the report showing an outturn for the General Revenue Fund and HRA, subject to external audit, of an underspend of £0.328 million and an underspend of £1.716 million, General Revenue Fund and HRA respectively. Cabinet should note appropriate transfers to the General Revenue Fund and Earmarked reserves as set out in this report, and the further return to HRA reserves.
  - b) The unaudited Statement of Accounts for 2016/17.

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**Appendices:**

Appendix A: Revenue Budget Movements 2016/2017  
Appendix B: Service Area Movements 2016/2016  
Appendix C: Detailed Service Area Budget Statements  
Appendix D: Outturn Variance Movements  
Appendix E: Statement of Accounts 2016/2017 (unaudited)

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### Wiltshire Council Revenue Budget Movements 2016/2017

Service	Original Budget	Opening Structural Changes	Revised Original Budget	In Year Virements to Period 4	Revised Budget Period 4	In Year Virements to Period 7	Revised Budget Period 7	In Year Virements to Period 9	Revised Budget Period 9	In Year Virements to Outturn	Revised Budget Outturn	Major Virements See Appendix B
	£m	£m	£m	£m	£m	£m	£m	£m	£m			
<b>Adult Social Care Operations</b>												
Older People	51.476	(51.476)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Other Vulnerable Adults	11.703	0.000	11.703	(11.703)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Adults 18+	0.000	47.254	47.254	11.775	59.029	(0.875)	58.154	0.000	58.154	1.700	59.854 *	
Mental Health	23.187	0.000	23.187	(2.080)	21.107	0.000	21.107	0.000	21.107	(0.400)	20.707 *	
Learning Disabilities	47.193	(1.637)	45.556	(2.886)	42.670	0.000	42.670	0.380	43.050	0.009	43.059	
<b>Adult Care Commissioning &amp; Housing</b>												
Resources, Strategy & Commissioning	1.463	5.859	7.322	2.055	9.377	0.000	9.377	0.310	9.687	(3.338)	6.349 *	
Housing Services	4.159	0.000	4.159	0.023	4.182	0.000	4.182	0.013	4.195	0.063	4.258	
<b>Public Health &amp; Public Protection</b>												
Public Health Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Other Public Health & Public Protection	2.506	0.000	2.506	0.116	2.622	0.000	2.622	0.000	2.622	0.000	2.622	
Leisure	0.621	0.000	0.621	(0.392)	0.229	(0.150)	0.079	0.003	0.082	0.000	0.082	
<b>Operational Children's Services</b>												
Children's Social Care	31.389	0.000	31.389	3.440	34.829	(0.033)	34.796	(0.030)	34.766	0.091	34.857	
0-25 Service: Disabled Children & Adults	15.600	0.000	15.600	0.193	15.793	0.000	15.793	(0.370)	15.423	3.367	18.790 *	
Early Help	1.983	0.000	1.983	(0.103)	1.880	0.114	1.994	0.075	2.069	(0.083)	1.986	
<b>Commissioning, Performance &amp; School Effectiveness</b>												
School Effectiveness	2.081	0.000	2.081	(0.205)	1.876	(0.073)	1.803	0.000	1.803	(0.022)	1.781	
Safeguarding	1.387	0.000	1.387	0.098	1.485	0.000	1.485	0.000	1.485	0.000	1.485	
Funding Schools	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.451	1.451 *	
Commissioning & Performance	8.070	0.000	8.070	(0.784)	7.286	0.000	7.286	0.030	7.316	(1.820)	5.496 *	
<b>Economy &amp; Planning</b>												
Economy & Planning	3.617	0.000	3.617	0.443	4.060	0.046	4.106	0.068	4.174	(0.525)	3.649 *	
<b>Highways &amp; Transport</b>												
Highways	17.028	0.000	17.028	0.019	17.047	(0.090)	16.957	0.065	17.022	(0.096)	16.926	
Transport	17.107	0.000	17.107	0.044	17.151	(0.260)	16.891	0.243	17.134	0.021	17.155	
Car Parking	(6.040)	0.000	(6.040)	(0.067)	(6.107)	0.000	(6.107)	0.000	(6.107)	0.000	(6.107)	
<b>Waste &amp; Environment</b>												
Waste	32.869	0.000	32.869	0.000	32.869	(0.643)	32.226	0.000	32.226	0.000	32.226	
Environment Services	3.986	0.000	3.986	0.000	3.986	0.000	3.986	0.000	3.986	0.200	4.186	
<b>Communities &amp; Communications</b>												
Communications	1.108	0.000	1.108	0.429	1.537	0.000	1.537	0.000	1.537	0.000	1.537	
Libraries, Heritage & Arts	4.765	0.000	4.765	(0.146)	4.619	0.251	4.870	0.045	4.915	0.460	5.375 *	
<b>Corporate Function, Procurement &amp; Programme Office</b>												
Corporate Function, Procurement & Programme Office	4.877	1.694	6.571	1.140	7.711	0.044	7.755	(0.309)	7.446	(0.704)	6.742 *	
<b>Finance</b>												
Finance, Revenues & Benefits, & Pensions	3.117	0.000	3.117	0.000	3.117	0.000	3.117	0.113	3.230	0.032	3.262	
Revenues & Benefits - Subsidy	(0.500)	0.000	(0.500)	0.000	(0.500)	0.000	(0.500)	0.000	(0.500)	0.000	(0.500)	
<b>Legal &amp; Governance</b>												
Legal & Governance	2.507	0.000	2.507	(0.458)	2.049	0.003	2.052	0.013	2.065	0.900	2.965 *	
<b>People &amp; Business Services</b>												
Human Resources & Organisational Development	3.192	0.000	3.192	0.500	3.692	0.160	3.852	0.067	3.919	0.097	4.016	
Business Services	3.361	(1.694)	1.667	0.000	1.667	0.064	1.731	0.001	1.732	0.027	1.759	
Strategic Asset & Facilities Management	11.811	0.000	11.811	0.301	12.112	(0.110)	12.002	0.000	12.002	0.000	12.002	
Information Services	10.287	0.000	10.287	(0.636)	9.651	(0.138)	9.513	0.000	9.513	0.000	9.513	
<b>Corporate Directors</b>												
Corporate Directors	0.827	0.000	0.827	0.000	0.827	0.000	0.827	0.000	0.827	(0.013)	0.814	
Members	2.006	0.000	2.006	0.010	2.016	0.000	2.016	0.000	2.016	0.067	2.083	
<b>Corporate</b>												
Movement on Reserves	0.000	0.000	0.000	(0.141)	(0.141)	0.000	(0.141)	(0.262)	(0.403)	4.871	4.468 *	
Capital Financing	23.999	0.000	23.999	0.000	23.999	0.000	23.999	0.000	23.999	0.000	23.999	
Restructure & Contingency	0.926	0.000	0.926	(0.985)	(0.059)	0.815	0.756	(0.455)	0.301	(3.031)	(2.730) *	
General Government Grants	(37.942)	0.000	(37.942)	0.000	(37.942)	0.875	(37.067)	0.000	(37.067)	(3.376)	(40.443) *	
Corporate Levys	7.859	0.000	7.859	0.000	7.859	0.000	7.859	0.000	7.859	0.052	7.911	
<b>2015/2016 Budget Requirement</b>	<b>313.585</b>	<b>(0.000)</b>	<b>313.585</b>	<b>0.000</b>	<b>313.585</b>	<b>(0.000)</b>	<b>313.585</b>	<b>(0.000)</b>	<b>313.585</b>	<b>0.000</b>	<b>313.585</b>	
HRA Budget	(0.975)	0.000	(0.975)	0.000	(0.975)	0.000	(0.975)	0.000	(0.975)	0.000	(0.975)	
	<b>312.610</b>	<b>(0.000)</b>	<b>312.610</b>	<b>0.000</b>	<b>312.610</b>	<b>(0.000)</b>	<b>312.610</b>	<b>(0.000)</b>	<b>312.610</b>	<b>0.000</b>	<b>312.610</b>	

More details are given of major virements and structural movements in Appendix B. These areas are marked above with \*. There are none in this period.

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## Major Virements between Services Areas from Period 7 to Period 9

### Learning Disability

Transfer budget from SEND to adults  
In Year Virements period 7-9

£m
0.369
<b>0.369</b>
(0.369)
<b>(0.369)</b>

### 0-25 Service Disabled Children & Adults

Transfer budget from SEND to adults  
In Year Virements period 7-9

## Major Virements between Services Areas from Period 9 to Outturn

### Adults 18+

Year End Budget Realignment  
In Year Virements period 9 - Outturn

£m
1.700
<b>1.700</b>

### Mental Health

Year End Budget Realignment  
In Year Virements period 9 - Outturn

(0.400)
<b>(0.400)</b>

### Resources, Strategy & Commissioning

Year End Budget Realignment  
Area Board Transfers  
In Year Virements period 9 - Outturn

(3.200)
(0.138)
<b>(3.338)</b>

### 0-25 Service Disabled Children & Adults

DSG Variance Adjustment  
Year End Budget Realignment  
In Year Virements period 9 - Outturn

2.667
0.700
<b>3.367</b>

### Funding Schools

DSG Variance Adjustment  
Schools Variance Adjustment  
In Year Virements period 9 - Outturn

(0.920)
2.371
<b>1.451</b>

### Commissioning & Performance

DSG Variance Adjustment  
Earmarked Reserve Adjustment  
In Year Virements period 9 - Outturn

(1.629)
(0.191)
<b>(1.820)</b>

### Economy & Planning

Redundancies Period 10-12  
Earmarked Reserve Adjustment  
In Year Virements period 9 - Outturn

0.018
(0.543)
<b>(0.525)</b>

### Libraries, Heritage & Arts

Area Board Transfers  
Redundancies Period 10-12  
Other Adjustments  
Earmarked Reserve Adjustment  
Year End Budget Realignment  
In Year Virements period 9 - Outturn

0.157
0.075
(0.021)
0.049
0.200
<b>0.460</b>

### Corporate Function & Procurement

Redundancies Period 10-12  
Earmarked Reserve Adjustment  
In Year Virements period 9 - Outturn

(0.002)
(0.702)
<b>(0.704)</b>

### Legal & Governance

Year End Budget Realignment  
In Year Virements period 9 - Outturn

0.900
<b>0.900</b>

### Movement to/from Reserves

Earmarked Reserve Adjustment  
DSG Variance Adjustment  
Schools Variance Adjustment  
In Year Virements period 9 - Outturn

7.250
(0.008)
(2.371)
<b>4.871</b>

### Restructure & Contingency

Redundancies Period 10-12  
Year End Budget Realignment  
Other Adjustments  
Earmarked Reserve Adjustment  
In Year Virements period 9 - Outturn

(0.925)
(0.100)
(0.052)
(1.954)
<b>(3.031)</b>

### General Government Grants

Earmarked Reserve Adjustment  
In Year Virements period 9 - Outturn

(3.376)
<b>(3.376)</b>

Please note, these are only the service movements over £250,000. The sum of all virements balances to zero

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## Wiltshire Council Revenue Budget Monitoring Statement: Outturn

31-Mar-17

		Original Budget	Revised Budget	Actual Position	Variation for Year:	Variation as % of
		£m	Outturn	31 March 2016	Overspend /	Revised Budget:
			£m	£m	(Underspend)	Overspend /
					£m	(Underspend)
<b>Adult Social Care Operations</b>						
Older People	Gross Costs	66.697	-	-	-	
	Income	(15.221)	-	-	-	
	Net	<b>51.476</b>	-	-	-	
Other Vulnerable Adults	Gross Costs	12.996	-	-	-	
	Income	(1.293)	-	-	-	
	Net	<b>11.703</b>	-	-	-	
Adults 18+	Gross Costs	-	76.978	78.029	1.051	1.4%
	Income	-	(17.124)	(18.144)	(1.020)	6.0%
	Net	-	<b>59.854</b>	<b>59.885</b>	<b>0.031</b>	<b>0.1%</b>
Mental Health	Gross Costs	26.541	24.124	23.918	(0.206)	(0.9%)
	Income	(3.354)	(3.417)	(3.532)	(0.115)	3.4%
	Net	<b>23.187</b>	<b>20.707</b>	<b>20.386</b>	<b>(0.321)</b>	<b>(1.6%)</b>
Learning Disabilities	Gross Costs	50.322	46.371	48.139	1.768	3.8%
	Income	(3.129)	(3.312)	(4.939)	(1.627)	49.1%
	Net	<b>47.193</b>	<b>43.059</b>	<b>43.200</b>	<b>0.141</b>	<b>0.3%</b>
<b>Adult Care Commissioning &amp; Housing</b>						
Resources, Strategy & Commissioning	Gross Costs	2.271	7.887	7.745	(0.142)	(1.8%)
	Income	(0.808)	(1.538)	(1.445)	0.093	(6.0%)
	Net	<b>1.463</b>	<b>6.349</b>	<b>6.300</b>	<b>(0.049)</b>	<b>(0.8%)</b>
Housing Services	Gross Costs	8.685	8.719	8.422	(0.297)	(3.4%)
	Income	(4.526)	(4.461)	(4.518)	(0.057)	1.3%
	Net	<b>4.159</b>	<b>4.258</b>	<b>3.904</b>	<b>(0.354)</b>	<b>(8.3%)</b>
<b>Public Health &amp; Public Protection</b>						
Public Health Grant	Gross Costs	18.269	16.522	16.203	(0.319)	(1.9%)
	Income	(18.269)	(16.522)	(16.203)	0.319	(1.9%)
	Net	-	-	-	-	

		Original Budget	Revised Budget	Actual Position	Variation for Year:	Variation as % of
		£m	£m	£m	Overspend / (Underspend)	Revised Budget: Overspend / (Underspend)
					£m	
Other Public Health & Public Protection	Gross Costs	3.428	3.529	3.636	0.107	3.0%
	Income	(0.922)	(0.907)	(1.150)	(0.243)	26.8%
	<b>Net</b>	<b>2.506</b>	<b>2.622</b>	<b>2.486</b>	<b>(0.136)</b>	<b>(5.2%)</b>
Leisure	Gross Costs	5.896	7.699	8.000	0.301	3.9%
	Income	(5.275)	(7.617)	(8.224)	(0.607)	8.0%
	<b>Net</b>	<b>0.621</b>	<b>0.082</b>	<b>(0.224)</b>	<b>(0.306)</b>	<b>(373.2%)</b>
<b><u>Operational Children's Services</u></b>						
Children's Social Care	Gross Costs	33.689	37.225	38.404	1.179	3.2%
	Income	(2.300)	(2.368)	(2.836)	(0.468)	19.8%
	<b>Net</b>	<b>31.389</b>	<b>34.857</b>	<b>35.568</b>	<b>0.711</b>	<b>2.0%</b>
0-25 Service: Disabled Children & Adults	Gross Costs	39.515	41.458	45.872	4.414	10.6%
	Income	(23.915)	(22.668)	(25.885)	(3.217)	14.2%
	<b>Net</b>	<b>15.600</b>	<b>18.790</b>	<b>19.987</b>	<b>1.197</b>	<b>6.4%</b>
Early Help	Gross Costs	6.691	7.303	7.160	(0.143)	(2.0%)
	Income	(4.708)	(5.317)	(5.127)	0.190	(3.6%)
	<b>Net</b>	<b>1.983</b>	<b>1.986</b>	<b>2.033</b>	<b>0.047</b>	<b>2.4%</b>
<b><u>Commissioning, Performance &amp; School Effectiveness</u></b>						
School Effectiveness	Gross Costs	5.973	4.648	4.470	(0.178)	(3.8%)
	Income	(3.892)	(2.867)	(2.766)	0.101	(3.5%)
	<b>Net</b>	<b>2.081</b>	<b>1.781</b>	<b>1.704</b>	<b>(0.077)</b>	<b>(4.3%)</b>
Safeguarding	Gross Costs	1.586	1.771	1.741	(0.030)	(1.7%)
	Income	(0.199)	(0.286)	(0.336)	(0.050)	17.5%
	<b>Net</b>	<b>1.387</b>	<b>1.485</b>	<b>1.405</b>	<b>(0.080)</b>	<b>(5.4%)</b>
Funding Schools	Gross Costs	264.750	136.837	176.456	39.619	29.0%
	Income	(264.750)	(135.386)	(175.005)	(39.619)	29.3%
	<b>Net</b>	<b>-</b>	<b>1.451</b>	<b>1.451</b>	<b>-</b>	<b>-</b>
Commissioning & Performance	Gross Costs	32.037	32.194	32.432	0.238	0.7%
	Income	(23.967)	(26.698)	(27.155)	(0.457)	1.7%
	<b>Net</b>	<b>8.070</b>	<b>5.496</b>	<b>5.277</b>	<b>(0.219)</b>	<b>(4.0%)</b>
<b><u>Economy &amp; Planning</u></b>						
Economy & Planning	Gross Costs	10.059	3.649	3.993	0.344	9.4%
	Income	(6.442)	-	-	-	-
	<b>Net</b>	<b>3.617</b>	<b>3.649</b>	<b>3.993</b>	<b>0.344</b>	<b>9.4%</b>
<b><u>Highways &amp; Transport</u></b>						
Highways	Gross Costs	19.146	29.752	34.407	4.655	15.6%
	Income	(2.118)	(12.826)	(17.355)	(4.529)	35.3%
	<b>Net</b>	<b>17.028</b>	<b>16.926</b>	<b>17.052</b>	<b>0.126</b>	<b>0.7%</b>
Transport	Gross Costs	19.204	29.910	33.620	3.710	12.4%
	Income	(2.097)	(12.755)	(16.595)	(3.840)	30.1%
	<b>Net</b>	<b>17.107</b>	<b>17.155</b>	<b>17.025</b>	<b>(0.130)</b>	<b>(0.8%)</b>
Car Parking	Gross Costs	1.626	1.559	1.620	0.061	3.9%
	Income	(7.666)	(7.666)	(7.637)	0.029	(0.4%)
	<b>Net</b>	<b>(6.040)</b>	<b>(6.107)</b>	<b>(6.017)</b>	<b>0.090</b>	<b>(1.5%)</b>
<b><u>Waste &amp; Environment</u></b>						
Waste	Gross Costs	38.683	46.386	44.545	(1.841)	(4.0%)

## Wiltshire Council Revenue Budget Monitoring Statement: Outturn

31-Mar-17

		Original Budget	Revised Budget	Actual Position	Variation for Year:	Variation as % of
		£m	Outturn	31 March 2016	Overspend /	Revised Budget:
			£m	£m	(Underspend)	Overspend /
					£m	(Underspend)
	Income	(5.814)	(14.160)	(13.304)	0.856	(6.0%)
	Net	<b>32.869</b>	<b>32.226</b>	<b>31.241</b>	<b>(0.985)</b>	<b>(3.1%)</b>
Environment Services	Gross Costs	5.716	5.778	5.795	0.017	0.3%
	Income	(1.730)	(1.592)	(1.399)	0.193	(12.1%)
	Net	<b>3.986</b>	<b>4.186</b>	<b>4.396</b>	<b>0.210</b>	<b>5.0%</b>
<b><u>Communities &amp; Communications</u></b>						
Communications	Gross Costs	1.188	3.136	3.174	0.038	1.2%
	Income	(0.080)	(1.599)	(1.864)	(0.265)	16.6%
	Net	<b>1.108</b>	<b>1.537</b>	<b>1.310</b>	<b>(0.227)</b>	<b>(14.8%)</b>
Libraries, Heritage & Arts	Gross Costs	6.489	6.814	7.504	0.690	10.1%
	Income	(1.724)	(1.439)	(1.677)	(0.238)	16.5%
	Net	<b>4.765</b>	<b>5.375</b>	<b>5.827</b>	<b>0.452</b>	<b>8.4%</b>
<b><u>Corporate Function, Procurement &amp; Programme Office</u></b>						
Corporate Function, Procurement & Programme Office	Gross Costs	5.629	6.742	6.552	(0.190)	(2.8%)
	Income	(0.752)	-	-	-	
	Net	<b>4.877</b>	<b>6.742</b>	<b>6.552</b>	<b>(0.190)</b>	<b>(2.8%)</b>
<b><u>Finance</u></b>						
Finance, Revenues & Benefits, & Pensions	Gross Costs	14.851	16.169	17.465	1.296	8.0%
	Income	(11.734)	(12.907)	(14.199)	(1.292)	10.0%
	Net	<b>3.117</b>	<b>3.262</b>	<b>3.266</b>	<b>0.004</b>	<b>0.1%</b>

		Original Budget	Revised Budget Outturn	Actual Position 31 March 2016	Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	
Revenues & Benefits - Subsidy	Gross Costs	118.126	111.386	112.481	1.095	1.0%
	Income	(118.626)	(111.886)	(112.867)	(0.981)	0.9%
	Net	<b>(0.500)</b>	<b>(0.500)</b>	<b>(0.386)</b>	<b>0.114</b>	<b>(22.8%)</b>
<b>Legal &amp; Governance</b>						
Legal & Governance	Gross Costs	4.839	5.239	6.267	1.028	19.6%
	Income	(2.332)	(2.274)	(3.111)	(0.837)	36.8%
	Net	<b>2.507</b>	<b>2.965</b>	<b>3.156</b>	<b>0.191</b>	<b>6.4%</b>
<b>People &amp; Business Services</b>						
Human Resources & Organisational Development	Gross Costs	5.110	6.227	5.699	(0.528)	(8.5%)
	Income	(1.918)	(2.211)	(2.403)	(0.192)	8.7%
	Net	<b>3.192</b>	<b>4.016</b>	<b>3.296</b>	<b>(0.720)</b>	<b>(17.9%)</b>
Business Services	Gross Costs	5.433	12.258	13.191	0.933	7.6%
	Income	(2.072)	(10.499)	(11.555)	(1.056)	10.1%
	Net	<b>3.361</b>	<b>1.759</b>	<b>1.636</b>	<b>(0.123)</b>	<b>(7.0%)</b>
Strategic Asset & Facilities Management	Gross Costs	16.213	16.454	16.744	0.290	1.8%
	Income	(4.402)	(4.452)	(4.690)	(0.238)	5.3%
	Net	<b>11.811</b>	<b>12.002</b>	<b>12.054</b>	<b>0.052</b>	<b>0.4%</b>
Information Services	Gross Costs	11.299	11.599	11.176	(0.423)	(3.6%)
	Income	(1.012)	(2.086)	(2.248)	(0.162)	7.8%
	Net	<b>10.287</b>	<b>9.513</b>	<b>8.928</b>	<b>(0.585)</b>	<b>(6.1%)</b>
<b>Corporate Directors</b>						
Corporate Directors	Gross Costs	0.854	0.868	1.065	0.197	22.7%
	Income	(0.027)	(0.054)	(0.251)	(0.197)	364.8%
	Net	<b>0.827</b>	<b>0.814</b>	<b>0.814</b>	-	-
Members	Gross Costs	2.006	2.083	2.083	-	-
	Income	-	-	-	-	-
	Net	<b>2.006</b>	<b>2.083</b>	<b>2.083</b>	-	-
<b>Corporate</b>						
Movement on Reserves		-	4.468	4.469	0.001	0.0%
Capital Financing		23.999	23.999	23.322	(0.677)	(2.8%)
Restructure & Contingency		0.926	(2.730)	(1.313)	1.417	(51.9%)
General Government Grants		(37.942)	(40.443)	(40.392)	0.051	(0.1%)
Corporate Levys		7.859	7.911	7.583	(0.328)	(4.1%)
	Net	<b>(5.158)</b>	<b>(6.795)</b>	<b>(6.331)</b>	<b>0.464</b>	<b>(6.8%)</b>
<b>Wiltshire Council General Fund Total</b>	<b>Gross Costs</b>	<b>860.659</b>	<b>762.479</b>	<b>821.677</b>	<b>59.198</b>	<b>7.8%</b>
	<b>Income</b>	<b>(547.074)</b>	<b>(448.894)</b>	<b>(508.420)</b>	<b>(59.526)</b>	<b>13.3%</b>
	<b>Net</b>	<b>313.585</b>	<b>313.585</b>	<b>313.257</b>	<b>(0.328)</b>	<b>(0.1%)</b>
Housing Revenue Account (HRA)	Gross Costs	24.769	24.732	23.259	(1.473)	(6.0%)
	Income	(25.744)	(25.707)	(25.950)	(0.243)	0.9%
	Net	<b>(0.975)</b>	<b>(0.975)</b>	<b>(2.691)</b>	<b>(1.716)</b>	<b>176.0%</b>
<b>Total Including HRA</b>	<b>Gross Costs</b>	<b>885.428</b>	<b>787.211</b>	<b>844.936</b>	<b>57.725</b>	<b>7.3%</b>
	<b>Income</b>	<b>(572.818)</b>	<b>(474.601)</b>	<b>(534.370)</b>	<b>(59.769)</b>	<b>12.6%</b>
	<b>Net</b>	<b>312.610</b>	<b>312.610</b>	<b>310.566</b>	<b>(2.044)</b>	<b>(0.7%)</b>

# Wiltshire Council Forecast Variance Movements

Appendix D

	Variance Reported for Period 4 £m	Movement in Period	Variance Reported for Period 7 £m	Movement in Period	Variance Reported for Period 9	Movement in Period	Variance Reported for Outturn
<b>Adult Social Care Operations</b>							
Adults 18+	0.000	1.586	1.586	0.714	2.300	(2.269)	0.031
Mental Health	0.000	0.664	0.664	0.371	1.035	(1.356)	(0.321)
Learning Disabilities	0.000	0.479	0.479	0.254	0.733	(0.592)	0.141
<b>Adult Care Commissioning, Safeguarding &amp; Housing</b>							
Resources, Strategy & Commissioning	0.000	(3.100)	(3.100)	0.000	(3.100)	3.051	(0.049)
Housing Services	(0.100)	0.100	0.000	0.000	0.000	(0.354)	(0.354)
<b>Public Health &amp; Public Protection</b>							
Public Health Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other Public Health & Public Protection	0.000	0.000	0.000	0.000	0.000	(0.136)	(0.136)
Leisure	(0.250)	0.250	0.000	0.000	0.000	(0.306)	(0.306)
<b>Operational Children's Services</b>							
Children's Social Care	1.800	0.177	1.977	(0.158)	1.819	(1.108)	0.711
0-25 Service: Disabled Children & Adults	1.300	1.029	2.329	0.172	2.501	(1.304)	1.197
Early Help	0.000	0.138	0.138	(0.116)	0.022	0.025	0.047
<b>Commissioning, Performance &amp; School Effectiveness</b>							
School Effectiveness	0.000	(0.002)	(0.002)	0.000	(0.002)	(0.075)	(0.077)
Safeguarding	0.000	(0.021)	(0.021)	0.000	(0.021)	(0.059)	(0.080)
Funding Schools	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Commissioning & Performance	0.000	0.189	0.189	0.000	0.189	(0.408)	(0.219)
<b>Economy &amp; Planning</b>							
Economy & Planning	0.090	0.110	0.200	0.000	0.200	0.144	0.344
<b>Highways &amp; Transport</b>							
Highways	0.000	0.000	0.000	0.000	0.000	0.126	0.126
Transport	0.000	0.000	0.000	(0.130)	(0.130)	0.000	(0.130)
Car Parking	0.100	0.000	0.100	0.050	0.150	(0.060)	0.090
<b>Waste &amp; Environment</b>							
Waste	0.000	0.000	0.000	0.000	0.000	(0.985)	(0.985)
Environment Services	0.000	0.150	0.150	0.000	0.150	0.060	0.210
<b>Communications, Community Area Boards, Libraries, Arts, Heritage &amp; Culture</b>							
Communications	0.000	(0.267)	(0.267)	0.000	(0.267)	0.040	(0.227)
Libraries, Heritage & Arts	0.350	0.077	0.427	0.000	0.427	0.025	0.452
<b>Corporate Function, Procurement &amp; Programme Office</b>							
Corporate Function, Procurement & Programme Office	0.150	(0.150)	0.000	0.000	0.000	(0.190)	(0.190)
<b>Finance</b>							
Finance, Revenues & Benefits, & Pensions	0.150	0.000	0.150	0.000	0.150	(0.146)	0.004
Revenues & Benefits - Subsidy	0.000	0.000	0.000	0.000	0.000	0.114	0.114
<b>Legal &amp; Governance</b>							
Legal & Governance	0.560	(0.205)	0.355	0.000	0.355	(0.164)	0.191
<b>People &amp; Business Services</b>							
Human Resources & Organisational Development	0.000	0.000	0.000	0.000	0.000	(0.720)	(0.720)
Business Services	0.000	0.000	0.000	0.000	0.000	(0.123)	(0.123)
Strategic Asset & Facilities Management	0.000	0.000	0.000	0.000	0.000	0.052	0.052
Information Services	0.000	0.000	0.000	0.000	0.000	(0.585)	(0.585)
<b>Corporate Directors</b>							
Corporate Directors	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Members	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Corporate</b>							
Movement on Reserves	0.000	(1.000)	(1.000)	0.000	(1.000)	1.001	0.001
Capital Financing	2.000	(2.000)	0.000	0.000	0.000	(0.677)	(0.677)
Restructure & Contingency	2.150	(1.464)	0.686	(3.600)	(2.914)	4.331	1.417
General Government Grants	0.000	(1.000)	(1.000)	(1.000)	(2.000)	2.051	0.051
Corporate Levys	0.000	0.000	0.000	0.000	0.000	(0.328)	(0.328)
<b>TOTAL FORECAST VARIANCE MOVEMENT</b>	<b>8.300</b>	<b>(4.260)</b>	<b>4.040</b>	<b>(3.443)</b>	<b>0.597</b>	<b>(0.925)</b>	<b>(0.328)</b>
HRA Budget	0.000	0.000	0.000	0.000	0.000	(1.716)	(1.716)

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**Wiltshire Council**  
**Annual Report and Statement of Accounts**  
**2016/17**



# Content

	Page
<b>Annual Report</b>	
Leader's Introduction	4
Corporate Director's Introduction	6
Director of Finance's Narrative Report	8
Annual Governance Statement	26
<b>Statements to the Accounts</b>	
Statement of Responsibilities for the Statement of Accounts	X
Auditors' Report	X
<b>Key Financial Statements</b>	
Comprehensive Income and Expenditure Account	Y
Movement in Reserves Statement	Y
Balance Sheet	Y
Cashflow	Y
Expenditure Funding Analysis	Y
<b>Explanatory notes</b>	
Explanatory notes to the Key Financial Statement	Z
Accounting Policies	Z
<b>Housing Revenue Account</b>	
<b>Collection Fund</b>	
<b>Glossary of Terms</b>	



*We are delivering on our strategy and making a real difference to our communities*

Nearly a decade ago I led this Council into Unitary status with the goal of providing joined up and efficient services for the people of Wiltshire. I am pleased to say that we are delivering on that, and again within budget.

We have achieved our success by delivering against a very clear strategy and purpose – to build strong, connected and sustainable communities. The plan focused on three priority areas that are embedded in everything we do;

- Protecting those who are most vulnerable;
- Doing all we can to boost the local economy; and,
- Working closely with our communities to encourage and enable them to do more for themselves.

This focus has become our success.

We have learnt to drive an environment that encourages innovation and change as the norm, so that we can overcome these challenges and, wherever possible, maintain the services that really matter and make the difference that's needed.

## Leader's introduction

We are definitely not your average local authority.

We have not been afraid to reallocate resources. In 2016/17 we invested £13.8m going into Adults and Children's care and safeguarding, as well as £3.3m into Highways. That meant we had to find £25.254m of savings. This outturn and Statement of Accounts shows we achieved that challenge, with a small surplus to reinvest next year. That achievement is down to sound foundations and controls, working in partnership with our communities to deliver change.

In 2016/17 we have engaged with our communities through Area Boards on initiatives, such as Youth Development and Rights of Way. We held extensive consultation on how our public transport should develop. We were also inspected by our LGA peers on Highways, Military Integration and Adult Care. They all found we have sound arrangements in place to manage the council and its affairs.

I was delighted that Wiltshire Council is currently rated as the best council to work for in the UK by external recruitment advisors, Glassdoor. In my view that's what we have here at Wiltshire Council is a great team – made up of elected members, staff and partners; and, it's a very successful one. We will continue to face financial pressures, but we are a responsible employer and we will face these and find solutions to ensure Wiltshire remains the great place it is and is known as.

**Baroness Jane Scott of Bybrook, OBE**  
Leader of Wiltshire Council  
20 June 2017

Did you know  
we've helped

**6,500 young  
people**

become apprentices  
in 2016 alone - the  
second highest  
growth in the  
country - could  
an apprenticeship  
help you start your  
career?

Wiltshire Council is  
making a real difference





*2016/17 has been a year of significant delivery and innovation for us*

As we moved into the final year of our Business Plan we have delivered on our goals and we are proud of our staff, services and what we have achieved together. This has included:

- Building over 2,000 more houses, 433 affordable, and planning for 4,000 troops and families rebasing in the County
- Filling over 6,600 potholes, and responding to nearly 20,000 issues reported via Wiltshire MyApp and 250km of roads resurfaced
- Secured £5m of new money to maintain key traffic routes, including the A350
- Securing £28m of Local Growth Fund for initiatives in the South of the County to improve skills and employment
- Leading initiatives that have created over 2,500 new jobs and reduced unemployment to 0.6% (compared to 1.5% national average)
- Cared for over 10,700 adults
- Responded to nearly 4,000 referrals to care for children
- Collected 242,000 tonnes of waste collected, with 43.78 % of household waste recycled

## Corporate Director's introduction

- Ensured over 91% of residents can now get super-fast broadband
- more than 15,000 local people are now trained to be Dementia Friends
- The percentage of Wiltshire's children attending good or outstanding schools has increased to 92% (national figure is 88%). With 61% of pupils achieving 5 GCSEs A\* - C including England and Maths (national figure is 53%).

We have continued to manage and take action to mitigate risks, for example investing a further £0.5m in flood prevention work.

We have worked effectively with our partners to deliver improvements in health, with our Health and Wellbeing Board winning a national recognition for its success in delivering more effective, joined up health and social care services in Wiltshire.

We have achieved all of this against a background of continued significant reductions in public sector funding. Yet we are delighted to say that through strong financial management we have achieved all of this within our annual budgets.

We collected £230 million of Council Tax and £140 million of Business Rates in year. That is the third highest level in the Country and we did this yet again with an improved collection rate.

Despite all these improvements we are not slowing down and we will be publishing our business

plan for the next four years alongside these Accounts. That sees us investing more in new technology to transform how we engage with our residents, visitors and businesses.

We will also build on our work to engage and empower local communities to help residents and businesses take on more responsibility. We strengthen how we work with our health partners to provide a seamless health to care process. We will look at how we can develop further our commercial skills and ways we work.

Importantly we are also investing in our staff through development of new skills to work in this changing environment. We are also seeking more than 100 apprenticeships, drawing new staff from Wiltshire and our vulnerable communities.

Throughout all of this we will use our strong financial base to maintain value for money and never lose sight of the fact that our major funders and stakeholders are you our residents of Wiltshire.

**Dr. Carlton Brand and Carolyn Godfrey**  
Corporate Directors  
20 June 2017



Did you know we've  
invested

## **£3.5m into children's centre services**

to ensure children  
can get the help  
they need to fulfil  
their potential - are  
you using yours?

Wiltshire Council is  
making a real difference



## Director of Finance's Narrative Report

Wiltshire is a County with a proud heritage, including strong links to the armed forces.

Wiltshire Council was formed in 2009 following the unification of the County Council and four districts (Salisbury, West Wiltshire, North Wiltshire and Kennet). As such over the last eight years it has undergone significant change.

At the same time the Council, like its peers and public sector partners has had to deal with a significant reduction in government funding. In total Government funding has fallen by nearly £90 million since 2009. Yet despite this, and through strong financial management and capabilities the Council has every year set and delivered a balanced budget. Whilst at the same time improving its performance in key areas.

The Statement of Accounts that follow show just how difficult a challenge it has been, but also show how we have risen and delivered on this challenge.

Looking back on 2016/17, the Council has had another successful year financially. In setting the 2016/17 budget the Council planned to deliver £25m of savings. The outturn shows that we have delivered a small underspend of £0.328 million and thus delivered again on the saving goals.

Service Area	2016/17 £m	2015/16 £m
Adult & Children	203,362	207,441
Place & Environment	67,690	68,446
Corporate Support	42,205	41,230
<b>Net position</b>	<b>313,257</b>	<b>317,117</b>
<b>Net Budget</b>	<b>(313,585)</b>	<b>(317,176)</b>
<b>Surplus</b>	<b>(328)</b>	<b>(59)</b>

At the same time we have seen other key financial targets improved, including: At the same time we have seen other key financial targets improved, including:

- 98.1% Council Tax collected in year (compared to 97.9% in 2015/16)
- 71% of Garden Waste income collected over the internet
- £4.3 million fall in debt

One area where performance did drop was invoices paid in 30 days, with 83% paid in that time compared to 92% in 2015/16. This followed a review of all payments as part of action to balance the budget that led to a delay in processing.

Again Accountancy staff have closed down and produced the attached set of Accounts quicker than most authorities in the country, and I express my thanks to their hard work.

As the financial pressures facing councils increases, we will continue to put financial strength and competence at the heart of all decision making to continue delivering an innovation, strong, resilient and sustainable financial environment.

I recognise that to the ordinary reader the set of accounts can appear complicated, so the remainder of this narrative highlights simply some of the key outcomes contained in the 2016/17 Statement of Accounts.



**Michael Hudson LLB (Hons), LLM, CPFA**  
Director of Finance  
Wiltshire Council



You've recycled  
more than

**454,800  
tonnes**

of rubbish in the  
last four years -  
that's about 113  
tonnes a year,  
can you make it  
even more next  
year?

Wiltshire Council is  
making a real difference



**Wiltshire Council**  
What everybody matters



## 2016/17 Financial and Performance Review

### Overall Financial Outturn

The Accounts report a small underspend for 2016/17. This has been achieved after a challenging year where we again saw more reductions in government funding but an increase in demand for local services.

During the year we took regular monitoring forecast reports to senior management and Cabinet. These reports identified the need to take action in year to deliver a balanced budget, and as a result of those actions spending has been managed prudently to enable that position to be achieved.

There are some areas of service delivery though that continue to face financial pressures, and other areas underspends have enabled the overall position to be balanced:

	2016/2017 £000	2015/2016 £000
Adult Care, Housing & Public Health	135,937	139,080
Children's Environment	67,425 67,690	68,361 68,446
Central Services	48,536	51,700
Corporate	(6,331)	(10,470)
<b>Budget Requirement</b>	<b>313,257</b>	<b>317,117</b>
Funding	(313,585)	(317,176)
<b>Surplus in year</b>	<b>(328)</b>	<b>(59)</b>

The following pages set out how this financial outturn links to performance and demand. In addition, in setting the 2017/18 Budget Council took account of these forecast and it's Business Plan to reprioritise funding to some of the areas facing the largest pressures, including £8.6 million gross to Adult Care and £1.5 million to SEND, and £0.750m to support governance and legal.

### Impact on the Council's Assets and Liabilities

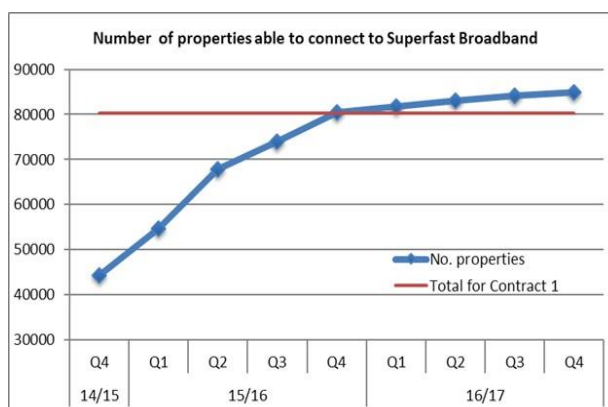
The Council's Balance Sheet shows a stable position

	31 March 2017 £000	31 March 2016 £000
Long Term Assets	1,085,300	1,061,937
Current Assets	130,730	106,048
Current :Liabilities	(117,805)	(126,353)
Net Pension Liability	(612,791)	(543,446)
Other long Term liabilities	(440,364)	(428,224)
<b>Net Assets</b>	<b>45,070</b>	<b>69,962</b>
Financed by		
Usable Reserves	(112,243)	(108,659)
Unusable Reserves	67,173	38,697
<b>Total Reserves</b>	<b>(45,070)</b>	<b>(69,962)</b>

### Delivery of the Capital Programme

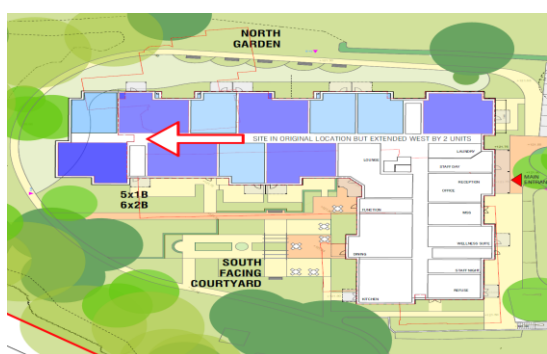
The Council's 2016/17 programme saw £80.028 million spent to deliver a wide range of capital works, including the building of Tisbury Campus to funding over £20m for improvements in highways. Plans sought to fund large elements of this programme from £65.6 million in grants, £12.7 million from receipts and £1.7 million from borrowing.

Over £16m of capital spend has been on improvements in superfast broadband with now 91% of the County able to receive this:



## 2016/17 Financial and Performance Review, continued

Note 25 on Assets Held for Sale identifies that we expect £8.750 million of receipts shortly for sale of our former Hub Offices at Bradley Road, Trowbridge and Browfort, Devizes. These sales will continue the Council's strive to build more homes, for example at Browfort some 55 assisted living and affordable homes are to be built in the coming year



### Impact on Treasury Management and cash flow:

The Council has an internal Treasury Management team that manages its cash within the strategy approved by Full Council. The Treasury Strategy was adhered to in 2016/2017; the average long term borrowing rate was 3.771%; and the return on short term investments was 0.455%

At the end of 2016/17 the Council has £327.859 million of outstanding borrowing, with £118.8 million of that related to HRA assets. That is £10 million less than 31<sup>st</sup> March 2015, and reflects the Council's prudent approach to managing its long term debt.

### Financial Risks

The deficit on pensions relates to the current actuarial valuation, and whilst it does not need to be paid in year, it will need to be found in future years.

As such the increase in the deficit to £612 million reflects an ongoing risk to the Council. This risk is being mitigated through a recover plan agreed with Wiltshire Pension Fund's actuary that will see the employer's contribution rise by 1% for the next few years.

The Council seeks to manage its financial risk through prudent controls, with business case assessments, always assessing the value of its assets and investments. Overall risks are well managed and set out in Note 43 to the accounts. There is 4.5 million set aside in provisions, mainly relating to insurance claims and NNDR appeals. More details are set out at Note 29 to the Accounts.

### General reserves

Overall the outturn has meant that the Council's General Fund Reserve is £12.5 million. Over the last five years this has remained constant, although the level of general fund reserves remains still one of the lowest in the Country it is still within the level recommended by the CFO:



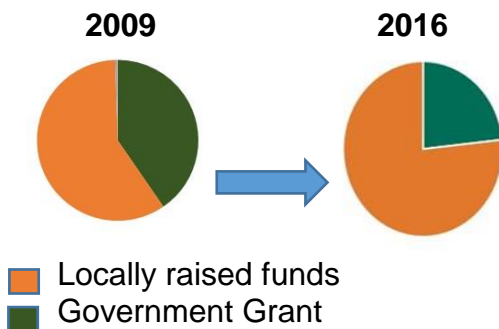
### The Housing Revenue Account

The HRA made a surplus of £2.195 million in 2016/17, again largely to continued improvement in collection of income:

	2015/16 outturn £m	2016/17 budget £m	2016/17 outturn £m
Income	(26.173)	(24.684)	(25.799)
Expenditure	21.672	23.709	23.604
Surplus	(4.180)	(0.975)	(2.195)

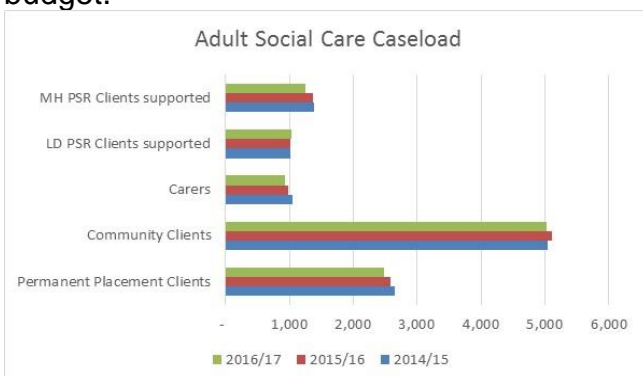
## 2016/17 Financial and Performance Review

In setting the 2016/17 budget the Council faced a 16.3% reduction in its funding (£17.3 million). This meant in 2016/17 an additional £4.3 million was needed to be raised from Council Tax, and £4.3 million from a new Social Care Levy to fund adult care pressures. This meant a net change of £8.7 million in our net funding position. This shift to less government grant also means over 77% of our funds now come from local residents and business:

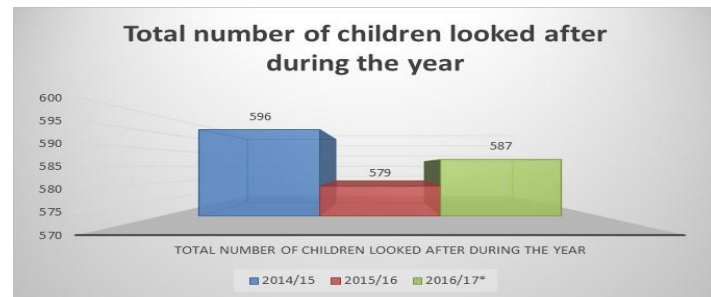


However, the Council continues to face demand and inflationary pressures of circa £10 million p.a. To manage this challenge the Business Plan has had a clear prioritised focus that has helped shape both the areas of financial investment and drive for continual improvement in performance.

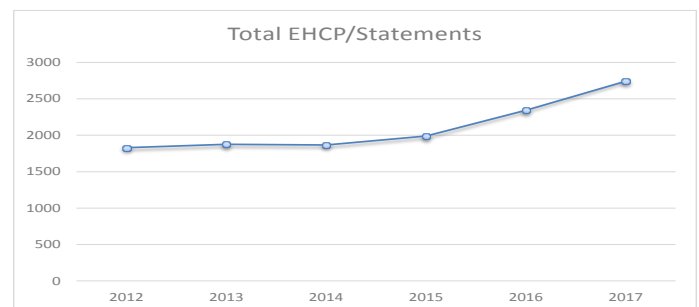
In Adult and Children’s Care we saw £13.8 million invested taking the net budget to £189m. The outturn identifies that both broadly broke even and as a result of the investment we supported over 10,700 adults. A focus on preventative measures has also meant we have managed demand effectively, and stay within budget.



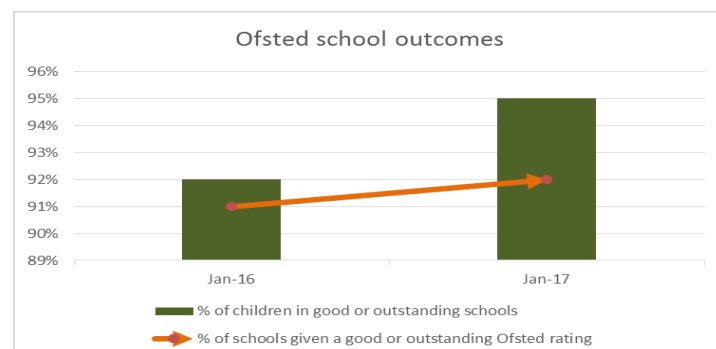
In Children’s Care and SEND in particular we have experienced additional demand, which has resulted in spend slightly above budget by £1.9 million. This area continues to be a key focus and the 2017/18 budget has been increased by £3 million to respond to this.



The number of children cared for with Special Educational Needs & Disabilities (SEND) again rose sharply in 2016/17, giving rise to increased costs:



Educational attainment continues to be a key focus and despite a £0.9 million reduction in government funding for school improvement we saw further improvement in our secondary schools.



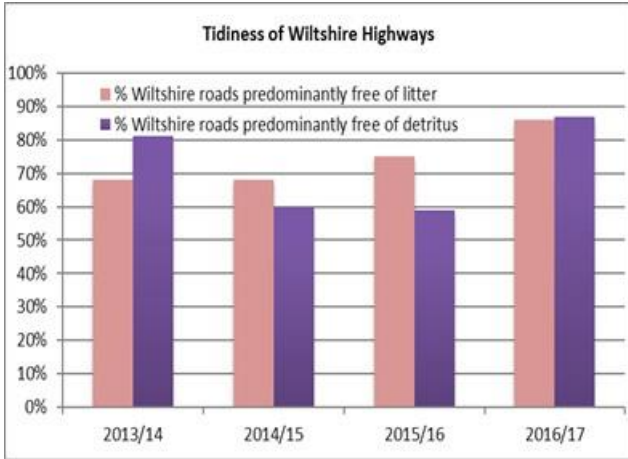
We never forget  
**it's your  
money,**

we've changed  
the way we  
work - we have  
fewer managers,  
staff and offices  
saving £109m  
in the last four  
years

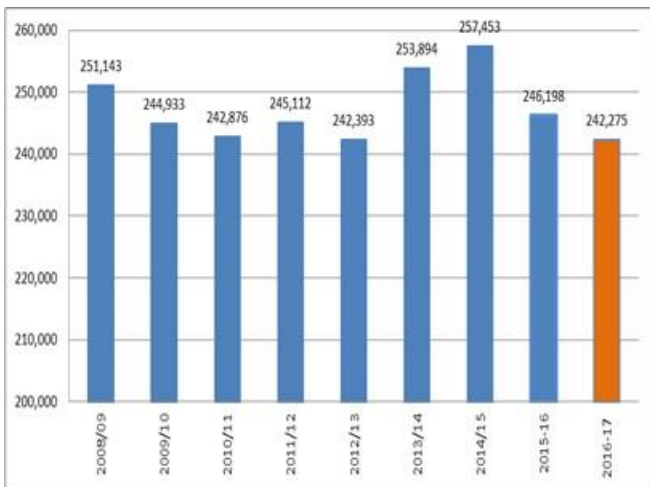
Wiltshire Council is  
making a real difference



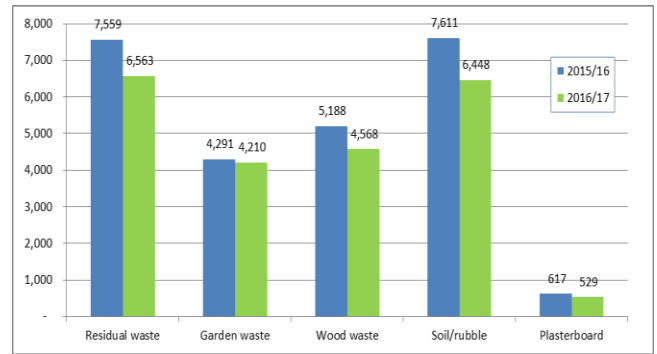
Service supporting local communities, environment, waste and highways also faced pressures in 2016/17 but broadly broke even. Despite some areas receiving a reduction in the base budgets there was significant improvement, for example in the cleanliness of highways:



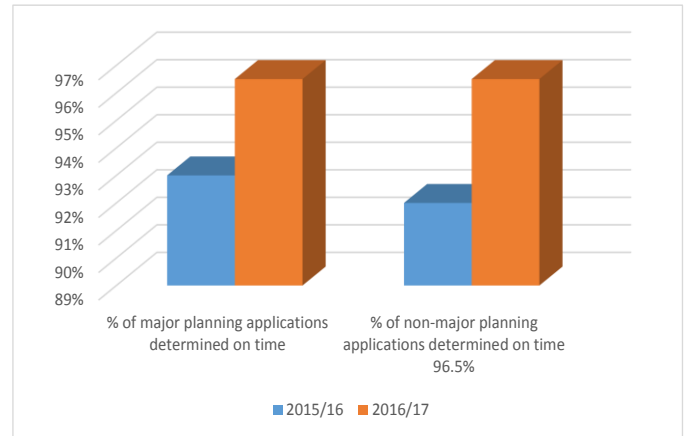
Waste services reported a small underspend, reflecting a fall in the amount of waste collected:



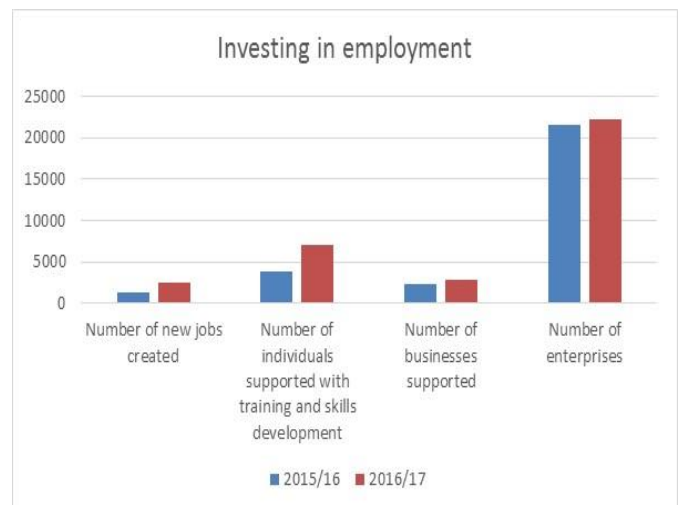
Waste also introduced van permits in 2016/17, and the service has seen a reduction in the tonnage of waste going to Household Recycling Centres, saving nearly £0.3million



In planning there were 4,426 applications processed with an improvement in the time taken to process:



Whilst 2016/17 saw uncertainty on some fronts arising from the vote to leave the EU this had no effect on employment in Wiltshire. The County again saw considerable return for its £3.6 million revenue and £27.5 million capital investment in skills and employment:



The corporate support services such as IT, HR, Legal and Finance delivered a small underspend. This was planned to address some of the pressures forecast in year. Whilst this did not see any significant drop in standards it did mean certain initiatives around staff development were deferred for a number of months. A factor that was recognised in setting the 2017/18 budget where £0.1 million of additional funds were directed to staff.

Despite that the Staff Survey identified significant improvements in staff engagement overall, increasing for a second consecutive 2-year survey period and bolstered by almost a third of respondents (31.7%) indicating they are “fully engaged”, and a further reduction of those identifying themselves as “fully disengaged” (now just 36 staff out of the 2898 responding).

The 2016 survey also received an increased response rate, with around two thirds of the Council responding (65.7% of staff); this provides us with a sound evidence base for future action planning. A number of key cultural themes also showed improved scores in the survey, including:

- embedding of the behaviours framework (96% positive),
- awareness of the council’s vision and aims (80%) and commitment to its goals (72%),
- staff feeling valued and recognised for the work they do (66%) and empowered to make decisions without fear of blame (60%),
- and the number of staff receiving an appraisal (59%).

The results of the survey have also acted as the catalyst for a revamp of the council’s learning and development offer, with a project already in progress to make cultural, resource and technical changes to enable staff to take control of their own learning and career development, which will be supported by access to on-demand e-learning platforms delivering targeted content across a number of business areas. The Council’s investment in the apprenticeship levy will also provide opportunities to invest in training for staff that will lead to nationally recognised qualifications that will support effective succession, and staff retention. Steps to further improve staff engagement have also been taken with the creation of the EPIC staff engagement group, which launched in February 2017, and is providing staff from a broad cross section of the council with a voice for positive change.



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start ups



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## Governance

### How the Council is governed

The Council is governed by its constitution, which is available on our website at the following [link](#). The Council annually reviews its constitution, rules and regulations. This review is led by the Council's statutory chief legal officer (Monitoring Officer) and its Chief Finance Officer or Section 151 Officer. The Standards Committee also has an oversight of the Constitution and any changes are considered by this Committee, who advise Council. In 2016/17 efficiency improvements were implemented in relation to the Financial and Procurement Regulations.

The decision making framework of the constitution sets out who and how decisions are made. Setting the annual budget and related policies is reserved to Full Council and the 2016/17 budget was set on 23<sup>rd</sup> February 2016. The majority of decisions then throughout the year are made by Cabinet and/or chief officers via Cabinet reports or under the Council's scheme of delegation. All decisions are published and available on the Council's website at the following [link](#).

In addition the Council has a Management Overview and Scrutiny Committee, with 3 Select Committees that scrutinise performance and contribute to shaping policy:

- Children's
- Environment
- Care

These committees are supported by the Audit Committee, Standards Committee and Finance Task Group who ensure that the Council is effectively managing its risk and control environment.



To support this internal review the Council submits itself for regular inspection. In 2016/17 the Council had four significant LGA Peer / external inspections:

- Preparedness for Military Civil Integration
- Social Care efficiency
- Ofsted review of domestic abuse
- Highways

All four of the reports were presented to councillors and are publically available. All were generally very favourable and action plans are in place to address areas highlighted to continue to approve, and these will be monitored by councillors through the various committees.

The Council is also responsible for the Wiltshire Pension Fund which administers over 50,000 members and £1.8 billion of funds. Governance of the Fund is through the Pension Committee and Investment Sub-Committee.



# Governance, continued

## How the Council is led

The Council up to the 2017 elections was controlled by the Conservative Party with a 37 majority as follows:

- Conservatives: 61
- Liberal Democrat: 22
- Labour: 4
- Independent and others: 11

The Cabinet consisted of nine councillors, each with responsibility for key areas of service. The Cabinet met 11 times in 2016/17 and made key decisions such as Letting a new highways contract ([Link](#))

The Council's staff are led by Corporate Directors, with Associate Directors leading the various service areas. The exact way each council is structured differed slightly for various reasons, although there are a number of posts that are set out in statute.

In line with public sector reporting requirements the Statement of Accounts set out the senior officer remuneration for all officers earning over £50,000. This includes teaching staff in maintained schools. The remuneration for the Council's senior management team set out at Note 10 of the Accounts.

## Risk management and Governance

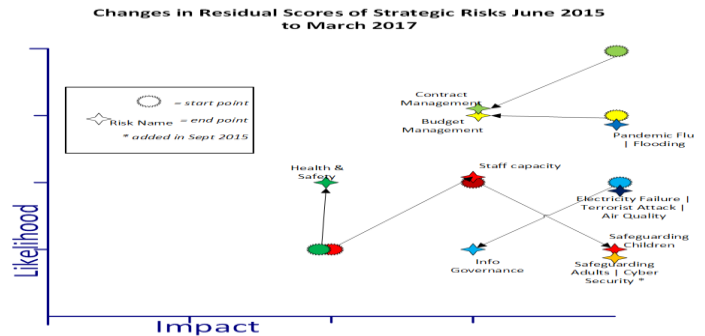
The Council monitors and reports its risks throughout the year, as well as producing an Annual Governance Statement within the Accounts.

Risk Short Name	Strategic Area	Q4 Unrated Impact	Q4 Unrated Likelihood	Q4 Unrated Risk Rating	Q4 Det	Q4 Action RAG	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Residual Risk Rating	Q4 Comment
Pandemic Flu	Health & Safety	4	4	12	▶	Green	4	3	12	
Flooding	Health & Safety	3	4	12	▶	Green	4	3	12	National risks levels do not change at a local level.
Unplanned electricity failure (NEW 2016)	Health & Safety	4	3	12	▶	Green	4	2	12	National guidance as well as local knowledge and expertise is used to keep emergency plans up to date. No significant weather events were experienced over the winter months.
Catastrophic financial deficits	Health & Safety	5	2	10	▶	Green	4	2	10	Wiltshire Council has become a member of the Financial and Budget Trust (Financial Resilience Stakeholder Group)
Poor air quality events (NEW 2016)	Health & Safety	4	2	8	▶	Green	4	2	8	A review of procedure and plans was carried out and more being provided concerning the normal advice in Wiltshire in March.
Cyber Security	Info Governance	4	1	4	▶	Green	4	1	4	

The key risks considered and managed throughout 2016/17 were regularly reported to the Audit Committee. These included:

- Pandemic Flu
- Flooding
- Budget Management

However there has been good progress made during the year to mitigate the levels of risk:



The Annual Governance Statement looks at how we:

1. Behave with integrity, demonstrating strong commitment to ethical values, and representing the rule of law.
2. Ensure Openness, Transparency and Comprehensive Stakeholder Engagement – delivering Accountability
3. Define Outcomes in terms of Sustainable Economic, Social and Environmental Benefits
4. Determine the Interventions necessary to optimise the achievement of intended outcomes
5. Develop capacity, including the capacity of the Council's leadership and the individuals within it
6. Manage risks and performance through robust internal controls and strong public financial management.

The Statement identifies that overall the Council is well governed. The Council's Internal Auditors gave an 'adequate' opinion to cover our control environment, with no significant matters raised. The AGS identifies a number of areas for improvement, including review of the inter-relationship between key polices to improve clarity of processes including: Anti-Fraud and Corruption, Whistle Blowing and Registering Gifts and Interests.

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**6,000**  
**people to**  
**give up**  
**smoking**

in the last four years  
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kick the habit?

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Where everybody matters

## Outlook

Full Council set the budgets for 2017/18 in February 2017 against a background of a further £16 million reduction in government grant. This was set off by an almost equivalent increase in Council Tax (1.99%) and Social Care Levy (3%). However this continued shift to localise funding does not address the significant cost pressures the Council faces from increased inflation and demand, particularly around young people. As such the Council has identified £45 million of savings to be delivered in 2017/18.

Accountancy will continued to provide regular forecast monitoring reports, and work with services and other support services to take actions where potential overspends are identified to ensure the budget is balanced by 31<sup>st</sup> March 2017.

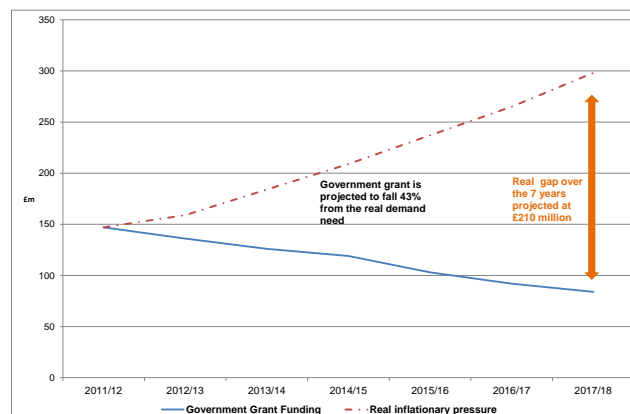
Looking forward the Council is setting out a new four year Business Plan 2017-2021 which will again prioritise the medium term financial spending. Against this we await Government's proposals to devolve more NNDR and what potential there is for greater integration of public services. However, we are unable to know the outcomes of this until 2019, and that is assuming the current timetable is unaffected by the June 2017 General Election.

We also are making assessments of what any Brexit deal and other initiatives may have on our demand and prices.

As such the Council faces a continued period of needing to find savings by working differently. This will include:

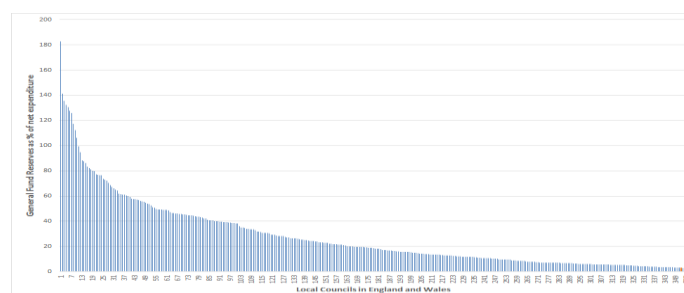
- More engagement and community empowerment
- Greater use of digital technology
- Improving integration with our partners, particularly health.

The Council continues to face significant pressures from both increasing demand for services such as care, as well as inflation in spend on utilities. To date we have faced a real gap of £210 million over the last decade.



Looking forward our medium term financial plan forecasts we face £45 million more pressures in the coming years.

Whilst the Council has £12.5 million in reserves this remains one of the lowest amongst local authorities, with General Fund Reserves representing 4% of the Council's net expenditure.



This reflects the Council's approach to only hold funds necessary and ensure that council tax payer's funds are spent on services in the year they are paid.

Longer term planning for the HRA remains reliant on maintaining the current level of stock and income to repay debt. The Council has a 30 year business plan setting out its planned repair and maintenance schedule and it is expected that this will fully utilise reserves.

We've helped to  
**regenerate  
Trowbridge**

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St Stephen's Place  
shopping and  
cinema complex  
happen, creating  
200 jobs - have  
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## Explanation of the Accounting Statements

The Statement of Accounts on the following pages have been compiled in accordance with International Financial Reporting Standards (IFRS) and comply with the Chartered Institute of Public Finance and Accountancy (CIPFA) / Local Authority (Scotland) Accounts Advisory Committee (LASAAC) Code of Practice.

The Council's Accounting Policies comply with this code and are set out at Pages 50 to 62. These are substantially unchanged from 2015/16.

The Accounts include the following key Statements:

- Comprehensive Income & Expenditure Statement (CIES) which reports the council's gains and losses during the financial year calculated based on IFRSs. This is different from how we report internally during the financial year.
  - Expenditure Funding Analysis (EFA) is a new Statement that reconciles the CIES to the internal budget reports received by Cabinet during the financial year.
  - Movement in Reserves Statement (MIRS) summarises the changes to the Council's reserves between last year end and this. The reserves are equivalent to the equity of a private company. Reserves fall into two categories:
    - Usable – cash reserves that can be used to fund spend or reduce draw on Council Tax;
    - Unusable – technical non-cash reserves.
- Balance Sheet is a snap shot of the Council's assets (everything owned or owed to the Council), liabilities (everything the Council owes) and reserves as at 31<sup>st</sup> March 2017.
  - The Cash Flow Statement shows the change in the Councils cash and cash equivalent balances during the financial year.
  - The Collection Fund Statement sets out the amount of council tax and non-domestic rates collected by the Council and how that was distributed. As budgets are set on assumed collection rates there can be year-end variations from that forecast. In 2016/17 the Council's excellent collection rates meant an overall in year surplus of £10 million was achieved.
  - Housing Revenue Account is required in order to report on the income collected and spent on Wiltshire Council's housing stock. In 2016/17 there were 5,258 properties at year end. Overall a surplus of £2.2 million was achieved in 2016/17 and more information is set out at page 63 of the Accounts.

The next step is for the Statement of Accounts to be subject to external audit by KPMG, our appointed auditors. Members of the public can ask questions of our auditors between 6<sup>th</sup> June and 17<sup>th</sup> July by contacting KPMG care of Darren Gilbert, KPMG Director at 66 Queen Square, Bristol BS1 4BE. The inspection notice and draft statement of accounts can be found on our webpage:

<http://www.wiltshire.gov.uk/council-democracy-how-the-council-works-statement-of-accounts>

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## Wiltshire Council

### Cabinet

20 June 2017

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**Subject: Draft Annual Governance Statement 2016/17**

**Cabinet member: Councillor Phillip Whitehead, Finance and IT**

**Key Decision: No**

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### Purpose of Report

1. To ask Cabinet to consider a draft Annual Governance Statement for 2016/17 for comment before final approval is sought from the Audit Committee on 26 July 2016.

### Background

2. The Council is required, as part of its annual review of the effectiveness of its governance arrangements, to produce an Annual Governance Statement (AGS) for 2016/17. This will be signed by the Leader of the Council and the Corporate Directors after final approval by the Audit Committee on 26 July 2017. The AGS will form part of the Annual Statement of Accounts for 2016/17.
3. The format of the 2016/17 AGS has changed from previous years after advice from the Chartered Institute of Public Finance and Accountancy (CIPFA), with a focus to make it more readable and focused.
4. The AGS for Wiltshire Council should demonstrate how the Council is meeting the principles of good governance adopted in its Code of Corporate Governance. These principles aim to ensure the Council is:
  - Behaving with integrity, demonstrating strong commitment to ethical values, and representing the rule of law.
  - Ensuring openness, transparency and comprehensive stakeholder engagement – delivering accountability
  - Defining outcomes in terms of sustainable economic, social and environmental benefits
  - Determining the interventions necessary to optimise the achievement of intended outcomes
  - Developing capacity, including the capacity of the Council's leadership and the individuals within it
  - Managing risks and performance through robust internal controls and strong public financial management.

5. The AGS is primarily retrospective. It reports on the assurance framework and measures in place for the financial year 2016/17, but must take account of any significant issues of governance up to the date of publication of the Statement of Accounts in July 2016. The AGS should outline the actions taken or proposed to address any significant governance issues identified.
6. The AGS is drafted by senior officers who have lead roles in corporate governance. The evidence for the AGS comes from a variety of sources, including service plans, relevant lead officers within the organisation, internal and external auditors and inspection agencies.

### **Main Consideration for the Council Draft AGS - Content**

7. Work on the draft AGS 2016/17 is in progress. A copy of the latest draft is attached at Appendix 1. The draft will be revised in the light of any observations of Cabinet and Audit Committee, as well as external audit (KPMG).
8. The Council's internal auditors have given an overall audit opinion of reasonable assurance on the effectiveness of the Council's control environment for 2016/17.
9. The final section of the draft AGS requires the Council to identify any significant internal control issues affecting the Council during the relevant period. CIPFA guidance suggests that an internal control issue is to be regarded as significant if:
  - the issue has seriously prejudiced or prevented achievement of a principal objective;
  - the issue has resulted in a need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another aspect of the business;
  - the issue has led to a material impact on the accounts;
  - the audit committee, or equivalent, has advised that it should be considered significant for this purpose;
  - the Head of Internal Audit has reported on it as significant, for this purpose, in the annual opinion on the internal control environment;
  - the issue, or its impact, has attracted significant public interest or has seriously damaged the reputation of the organisation;
  - the issue has resulted in formal action being taken by the Chief Financial Officer and/or the Monitoring Officer.
10. At this stage it is proposed to include the following governance issues as areas for improvement:
  - Changes to the appraisal system that identify specific targets for completion for individuals linked to the council's Business Plan through service and team plans. Such a system will be able to provide a link to the



work being done to achieve stated aims and a corporate level understanding of progress against the desired outcomes.

- Revisions will be made to the Council's Behaviours Framework that will build on the lessons learnt in the last four years.
  - Further training for elected members to improve understanding of the need for efficient and effective decision making, promoting, openness and transparency
  - There will be a review of the inter-relationship between key policies to improve clarity and consistency of processes including: Anti-Fraud and Corruption, Whistle Blowing, and some staff policies, such as Registering interests, gifts and hospitality.
  - How the Council collects general feedback from individuals and communities to assess improvements in approach.
  - Reporting of finance and performance management, will be combined with a key focus on links between the use of resources and the outcomes being achieved.
11. The governance of the Council will continue to be monitored by Cabinet, other councillor committees and the Council's Corporate Leadership Team. That will include the areas to address identified above.
12. The Council's external auditors, KPMG LLP, have been consulted on the draft AGS and their comments will be reflected in the final draft to be presented to Audit Committee 26 July 2017.

### **Safeguarding Implications**

13. Safeguarding issues have been highlighted in Section E of the draft AGS.

### **Public Health Implications**

14. There are no public health implications arising directly from this report.

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

15. There are no environmental or climate change considerations arising directly from this report.

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

16. There is no equalities impact arising from this report.

## **Risk Assessment**

17. Ongoing review of the effectiveness of the Council's governance arrangements is an important part of the Council's risk management strategy.

## **Financial Implications**

18. There are no financial implications arising directly from the issues covered in this report

## **Legal Implications**

19. The production of the AGS is a statutory requirement.

## **Proposal**

20. Cabinet is, therefore, asked:
  - a. to consider the draft AGS as set out in Appendix 1 and make any comments or changes as they see fit;
  - b. to note that the draft AGS will be revised in the light of any comments by Cabinet before final approval by the Audit Committee and publication with the Statement of Accounts at the end of July 2016.

## **Reason for Proposal**

21. To prepare the AGS 2016/17 for publication in accordance with the requirements of the Audit and Accounts Regulations.

### **Ian Gibbons**

Associate Director Legal and Governance and Monitoring Officer

### **Michael Hudson**

Associate Director, Finance

### **Robin Townsend**

Associate Director, Corporate Function, Procurement and Programme Office

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12 June 2017

## **Background Papers**

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

## **Appendices**

Appendix 1 Wiltshire Council's Annual Governance Statement 2016/17

# Wiltshire Council's Annual Governance Statement 2016/17

## 1 Introduction

1.1 Wiltshire Council is a local authority that is responsible for providing services to nearly half a million residents, tens of thousands of varied businesses and over a million visitors per year. It secures funding from national government, local taxation and charges. So as a public body it needs to have a strong governance framework that ensures that its business is conducted to the highest standards, ensuring:

- resources are directed in accordance with agreed policy and according to priorities;
- there is sound and inclusive decision making, conducted in accordance with the law and proper standards;
- there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities; and
- public money is safeguarded and properly accounted for, and continuous improvement in the way in which its functions are exercised is secured, having regard to economy, efficiency and effectiveness.

1.2 Ensuring good governance fits with the principles of the Council's current Business Plan which states that the Council will:

- be an efficient provider of good value for money services
- develop new relationships between public services and communities including making it possible for everyone to engage with public service and their community.
- design services with the input from residents and communities.
- ensure services will be joined up and easy to access.
- make sure that Wiltshire will have outstanding leaders and managers.

1.3 Elected members are collectively responsible for the governance of the Council. The full Council's responsibilities include:

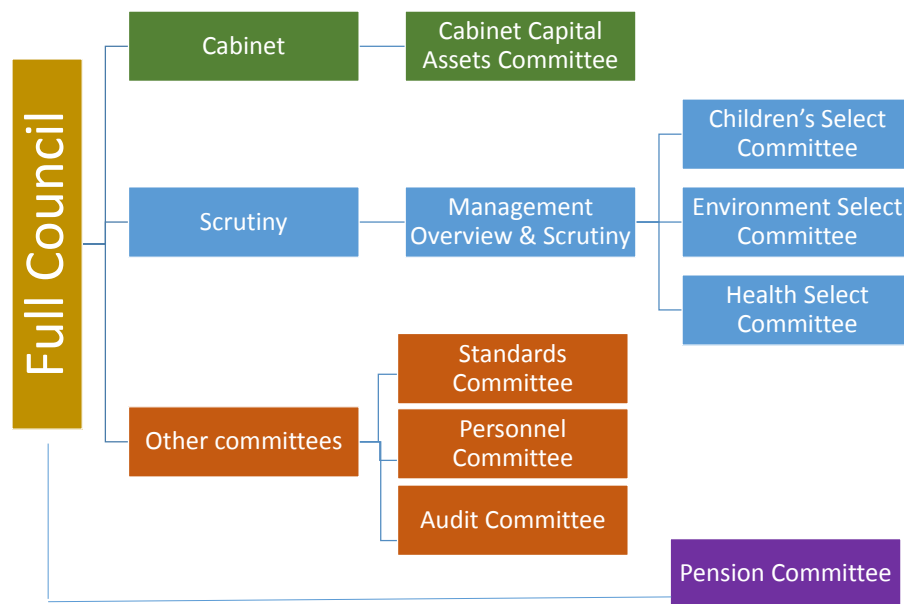
- agreeing the Council's constitution, comprising the key governance documents, including the executive arrangements, and making any necessary changes to ensure that the Constitution remains fit for purpose and reflects legislation and best practice.
- agreeing the budget and policy framework, including key strategies
- appointing the head of paid service

- appointing members to committees responsible for overview and scrutiny functions, audit, standards and regulatory matters.

1.4 The Council operates a leader and cabinet executive model in accordance with the Localism Act 2011. Under these arrangements the Cabinet carries out all of the Council's functions which are not the responsibility of any other part of the Council. Cabinet meets monthly and its decisions in 2016/17 can be found at the following [[Link](#)].

1.5 The cabinet is held to account by overview and scrutiny committees whose function is to review and/ or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions and assist with policy development.

1.6 The political structure of the Council is shown below:



1.7 The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and the activities through which the Council accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.

- 1.8 The assurance framework and the system of internal controls are significant parts of that framework. They are designed to manage risk to a reasonable level. They cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The assurance framework and the system of internal controls are based on an ongoing process that is designed to:
- a. identify and prioritise the risks to the achievement of the Council's policies, aims and objectives;
  - b. evaluate the likelihood of those risks being realised;
  - c. assess the impact of the risks if they are realised;
  - d. manage the risks efficiently, effectively and economically.
- 1.9 The assurance framework also provides a mechanism for monitoring and implementing a system of continuous governance improvement. The governance framework has been in place at the Council for the year ended 31 March 2016 and up to the date of approval of the Statement of Accounts for 2016/17.
- 1.10 As part of ensuring the highest standards are set and maintained the Council regularly reviews its governance arrangements. This statement reflects how Wiltshire Council has met those standards in 2016/17 and ongoing actions it is taking to maintain and improve its governance arrangements. Evidence of how we have assessed ourselves in line with good practice set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) in its publication 'Delivering good governance', has been grouped into six sections:
1. Behaving with integrity, demonstrating strong commitment to ethical values, and representing the rule of law.
  2. Ensuring openness, transparency and comprehensive stakeholder engagement – delivering accountability
  3. Defining outcomes in terms of sustainable economic, social and environmental benefits
  4. Determining the interventions necessary to optimise the achievement of intended outcomes
  5. Developing capacity, including the capacity of the Council's leadership and the individuals within it
  6. Managing risks and performance through robust internal controls and strong public financial management.

- 1.11 The following sections set out how Wiltshire Council delivers good governance, how it performed in that role in 2016/17 and what it is doing to continually improve its arrangements.
- 2. Behaving with integrity, demonstrating strong commitment to ethical values, and representing the rule of law.**
- 2.1 The Council's Constitution ([Link](#)) provides the framework within which the Council operates. It sets out how decisions are made and the procedures which must be followed to ensure that these are efficient, effective, transparent and accountable. The Constitution is reviewed on an ongoing basis. In 2016/17 there were specific reviews of Financial Regulations, Procurement Rules, Council procedure rules and public participation at meetings of the Council. These were assessed by the Standards Committee and approved by Full Council ([Link](#)). This practice ensures that the Constitution remains fit for purpose and is updated for national and local changes in circumstances.
- 2.2 The Constitution includes at Part 13 the Members' Code of Conduct, which makes clear the obligation of elected members in promoting and maintaining high standards of conduct and ensuring the principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) are adhered to. Pecuniary and non-pecuniary interests are registered and published on the web site in accordance with the requirements of the Code of Conduct and the underlying legislation. There is a process for dealing with complaints under the code of conduct for unitary, parish, town and city councillors in Wiltshire. This process and its application is set by the Council and reviewed regularly by the Council's Standards Committee. Minutes from the meetings of this Committee can be found at the following [Link](#).
- 2.3 The Council has a policy and register of interests, gifts and hospitality for staff ([Link](#)). This is also reviewed regularly by the Council's Monitoring Officer. The registers are available for public scrutiny ([Link](#)).
- 2.4 There is a strong culture operating in the Council of acting to the highest standards. This is rooted in the behaviours expected of councillors and staff, and upheld by the senior leaders. Where any resident feels the Council has not acted properly the Council has a corporate complaints procedure ([Link](#)). If residents are not satisfied with the response to their complaint they may complain to the Local Government Ombudsman.

- 2.5 The Council publishes and promotes both a code of conduct for its staff and a behaviours Framework that details what is expected of all employees. The behaviours framework forms a key part of the appraisal system to promote ethical awareness amongst the Council's staff. A staff survey undertaken during 2016-17 has identified that the Council needs to give further priority to ensuring that all staff have appraisals.
- 2.6 The Council has provided a comprehensive induction programme for newly elected councillors in May 2017, including training on the decision making framework, standards of conduct, safeguarding, overview and scrutiny and the discharge regulatory functions. Further training will be provided on an ongoing basis as the Council operates a protocol for Councillor-Officer Relations to ensure the respective roles of councillors and officers are fully understood. Joint communications are used (The Wire and Elected Wire) to ensure that officers and councillors have the same understanding of projects, plans and issues. These measures ensure that elected members have every opportunity to use their expertise.
- 2.7 The Council has established recruitment policies to ensure that appointments to the Council are fair and ethical and meet the requirements of equalities legislation takes account of the need to ensure diversity. Any applicant who has identified themselves as disabled and who meets the essential requirements of the person specification will be automatically shortlisted. This 'double tick' policy is part of the Council's wider Equality and Diversity Policy that ensures all appropriate decisions are taken with issues of equalities in mind.
- 2.8 Ethical considerations are also evident in the Council's Procurement Strategy ([Link](#)) where Social Value is a key feature. The Strategy describes a voluntary charter for suppliers asking for a commitment to local employment, skills, training and environmental issues. [Procuring Social Value Tool Kit]
- 2.9 The Council operates an Anti-Fraud and Corruption Policy ([Link](#)) which operates as part of the governance framework to ensure the Council operates within the law. During 2016/17 a number of allegations of fraud were reported, investigated and 100% of those taken to court were successful prosecuted. During 2016/17 the Corporate Fraud Team was disbanded and responsibilities divided between a number of teams, with Internal Audit taking on a greater role.
- 2.10 The Council is reviewing its policies on Anti-Fraud and Corruption, Whistleblowing, Complaints and other Human Resources Policies to ensure that these are clear to staff and work effectively together

- 2.11 The Council has appointed independent external auditors (KPMG LLP) and the South West Audit Partnership Limited (SWAP) who provide an internal audit function. KPMG's and SWAP's Annual reports and interim reports were considered during 2016/17 by the Council's Audit Committee ([Link](#)). No significant governance issues were raised.
- 2.12 The Council appoints an Independent Remuneration Panel when required to advise and make recommendations to the Council on the setting of member allowances in accordance with the Local Authorities (Member Allowances) (England) Regulations 2003.
- 2.13 The Council is responsible for a number of partnerships, including:
- the Health and Well-being Board ([Link](#)), a committee of the council with a strategic leadership role in promoting integrated working between the council and the NHS;
  - the Wiltshire Police and Crime Panel ([Link](#)) reviews and scrutinises decisions of the Police and Crime Commissioner. The Panel is a joint committee with Swindon Borough Council.
  - The Council is the lead Authority for the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) ([Link](#)) The he governance and assurance frameworks underpinning the SWLEP were reviewed during 2016-17 by officers, internal Audit and DCLG and updated to reflect further guidance from central Government. The governance arrangements were found to be operating effectively and were commended by DCLG.
- 2.14 The Council is the Administrator for the Wiltshire Pension Fund, and the Pension Committee ([Link](#)) exercises its responsibilities in relation to investment management where it sets investment policy and appoints and monitors external investment managers.

### **3. Ensuring Openness, Transparency and Comprehensive Stakeholder Engagement – delivering Accountability**

- 3.1 The Constitution sets out the legal and constitutional framework for good decision making, including the principles of decision making, schemes of delegation, recording of decisions and access to information relating to decisions. All Council, Cabinet and Committee report templates include a section on legal and financial considerations. These can be seen in all decisions made.



- 3.2 The Constitution sets out the legal and constitutional framework for good decision making, including the principles of decision making, schemes of delegation, recording of decisions and access to information relating to decisions. All Council, Cabinet and Committee report templates include a section on legal and financial considerations. These can be seen in all decisions made, see for example reports available to the public made by Cabinet during 2016/17 ([Link](#)).
- 3.3 The Council publishes a Forward Work Plan once a month giving details of all matters anticipated to be considered by the Cabinet over the following 4 months, including items which constitute a key decision.
- 3.4 The Council has established 18 area committees known as Area Boards. Each area board exercises local decision making under powers delegated by the Leader.
- 3.5 The Council's overview and scrutiny arrangements consist of an Overview and Scrutiny Management Committee supported by 3 select committees:
- Health (including the NHS, public health and adult social care)
  - Environment (including highways, waste and transportation)
  - Children (including education, vulnerable children, youth services and early years)
- 3.6 The management committee co-ordinates the work of the select committees and also covers internal services such as finance, performance, staffing and business planning. Most overview and scrutiny work is done by small groups of elected members who meet to review single issues in detail. Interested parties are often invited to contribute to this work. The group then produces a report presenting their findings and recommendations to the cabinet and others as necessary on how the issue or service could be improved. During 2016/17 59% of Cabinet decisions received Overview and Scrutiny input
- 3.7 Rapid scrutiny exercises provide the opportunity to be able to react more readily to issues as they emerge.
- 3.8 Scrutiny member representatives can also be appointed to boards of major projects to provide challenge. Partners and contractors also contribute to the scrutiny process.
- 3.9 These arrangements serve to hold the Cabinet, its Committees, individual Cabinet Members and officers to public account for their executive policies, decisions and actions and serves to make sure that decisions are taken based on sound evidence and are in the best interests of the people of Wiltshire.

3.10 In 2016/17 Scrutiny Committees consider a wide range of subjects and produced an Annual Report to the Overview and Select Management Committee on its work ([Link](#)). In addition the Council carried out several public consultation whose feedback was reported to Cabinet as part of informing their decision making, including:

- Local Bus routes ([Link](#))
- Council Tax Reduction Scheme ([Link](#))

3.11 The Council consults appropriately in line with its consultation policy [[Link](#)] and legal requirements in order to inform its decision making. Consultation also takes place with the Council's partners in particular partnerships such as the Health and Wellbeing Board ([Link](#)), Wiltshire Assembly ([Link](#)) and the Swindon and Wiltshire Local Enterprise Partnership ([Link](#)) to enable more effective partnership communication and consultation.

3.12 There has been no resident's survey undertaken in Wiltshire for a number of years. The Council is aware a number of other local authorities and partners undertake such an exercise, and it will consider the need and format going forward as part of its assessment of its governance arrangements in 2017/18.

3.13 The Council makes available a range of important information on its website including its strategic aims and ambitions in its published Business Plan ([Link](#)). Further information is available on request and through the council's arrangements for dealing with requests under Freedom of Information legislation. In 2016/17 there were 1532 FOI requests, with 87.5% being responded to within the statutory deadline.

#### **4. Defining Outcomes in terms of Sustainable Economic, Social and Environmental Benefits**

4.1 Wiltshire Council has operated a four year planning cycle in line with its electoral cycle, as such 2016/17 was the final year of the Council's Business Plan ([Link](#)). However, the Council is in the process of consulting on its draft Business Plan for 2017 – 2027. It continues to build on and extend the vision, goals and achievements from the previous business plans and has been prepared to reflect both the significant external challenges and changes that the council will have over the coming years as well as the changes to the way the council will have to operate to manage these challenges.

4.2 Part of the building of communities involves capital developments of buildings, highways and other such infrastructure. The Council sets out a four year

Capital Programme ([Link](#)) tied into its Business Plan. During 2016/17 well-being centres were completed at Five Rivers in Salisbury and Tisbury, as well as hub sites in Marlborough and Calne. This strategy is aimed at bringing communities together in one location to enable them to connect, seek services and take on more responsibility. In addition, the Council signed an agreement with Salisbury City Council to devolve certain assets in return for them taking over key services. This strategy is seen as a key strand of the future delivery of the Council's business. The Council's decision making framework has ensured that all of these decisions are reported through either Cabinet or the Cabinet Capital Assets Committee ([Link](#)).

- 4.3 The Council's directorates and services plan their activity around these outcomes and review those plans on an annual basis. The performance against the Business Plan is reported every quarter to Cabinet and the final outturn for 2016/17 is on the same agenda as the Annual Governance Statement ([Link](#)).
- 4.4 The actions arising from the Business and Service Plans must all comply with key procedures, including following the Council's procedures on project management ([Link](#)); procurement ([Link](#)); consultation ([Link](#)) and risk management ([Link](#)). Regular reports are taken to senior management and councillors via the Corporate Leadership Team (CLT) and appropriate regular councillor meetings, for example Audit Committee.
- 4.5 Wiltshire communities are engaged with the delivery of the long-term aims of the Council through Local Area Boards. These Boards prioritise the Council's ambitions within local areas and help direct resources. The reach of the Local Area Boards extends beyond the physical meetings through the work of Community Engagement Managers and the virtual network *Our Community Matters*. In 2016/17 there were 113 Area Board meetings, and all minutes and actions from these meetings are publically available ([Link](#)). Area Boards have been essential in delivering improvements in youth development ([Link](#)), health initiatives such as rights of way and walk to school ([Link](#)). The Council has also started initiatives such as the Legacy programme and the Big Pledge ([Link](#)) to improve the connectivity and health of its communities. More decision making and funding is now devolved at local area level. In addition to the funding grants and Highways (CATG) and youth activities, there is also funding for older people's champions and health and wellbeing projects
- 4.6 The Council receives reports on the combined economic, social and environmental impacts of its policies in the form of various reports including the Joint Strategic Needs Assessment (JSNA) ([Link](#)), and the Annual Statement of Accounts ([Link](#)), as well as regular performance and financial updates to Cabinet ([Link](#)).

4.7 A key issue to address as part of the 2015/16 Annual Governance Statement was to continue to have a relentless focus on safeguarding improvement in Children's Services. An internal Improvement Board chaired by a Corporate Director in her statutory role of Director of Children's Services (DCS) has continued to be in place during 2016/17 ([Link](#)). In 2016 the LA and partner agencies were subject to a Joint Targeted Area Inspection focussing on Domestic Abuse and the judgement on the LA by OFSTED on the delivery of Safeguarding was very positive. The LA continues to engage in annual peer reviews through its membership of the South West ADCS and safeguarding maintains a high profile with a continuous drive to improve services, utilising improvement plans and a robust Quality Assurance Framework.

## **5. Determining the Interventions necessary to optimise the achievement of intended outcomes**

5.1 In 2016/17 the Council refreshed its Medium Term Financial Plan as part of a four year financial settlement with the Department for Communities and Local Government (DCLG) ([Link](#)). As part of that and in setting the 2016/17 budget the Council has several key Programmes of activity it is managing to improve the outcomes of its residents, these have included the Campus Programme, with Five Rivers, Tisbury, Calne and Malmesbury all opening in 2016/17. The Campus programme has been the subject of various reports and programme management updates during 2016/17, and its financial progress reported to the Cabinet Capital Assets Committee ([Link](#)).

5.2 Oversight of corporate projects is undertaken by the Corporate Leadership team, supported with advice from Finance, Legal HR and Procurement Teams. The Corporate Directorate includes the Programme Office which manages projects and programmes on behalf of the Council and provides reports to the Council on ongoing work. During 2016/17 the majority of projects were delivered or progressed according to schedule. Monthly reports were provided to CLT with appropriate actions taken.

5.3 As part of the financial settlement for 2017/18 additional Adult Social Care grant was awarded. As such a Programme of works was established in 2016/17 with a project plan to deliver transformational change in social and health care within Wiltshire. Health partners are actively engaged in this Programme through the Health and Well Being Board ([Link](#)).

5.4 Regular Performance and financial updates are reported to senior officers and councillors, including scrutiny through the Finance and Performance Task

Group which is a task group established by the Overview and Scrutiny Management Committee([Link](#)).

## **6. Developing capacity, including the capacity of the Council's leadership and the individuals within it**

6.1 In order to deliver the council's priorities within a strong governance framework the Council requires a workforce that is appropriately skilled and qualified. Because of the shifting requirements of local government and the changing demands put on the Council it's essential that the capacity of the Council's workforce is reviewed and updated.

6.2 The Council takes an organisation wide approach to staff improvement and has, in the last year, updated its People Strategy ([Link](#)). The new strategy focuses on attracting the best people to work for the Council and engaging, developing and retaining existing staff.

6.3 The Council looks for good practice from other areas and other authorities in order to help improve its leadership and delivery. The Council also makes use of external reviews of its practice in order to deliver better outcomes. In 2016/17 four key peer reviews were undertaken, and all were made public:

- Military Civil Integration ([Link](#))
- Adult Social Care ([Link](#))
- Ofsted review of Domestic Abuse ([Link](#))
- Highways ([Link](#))

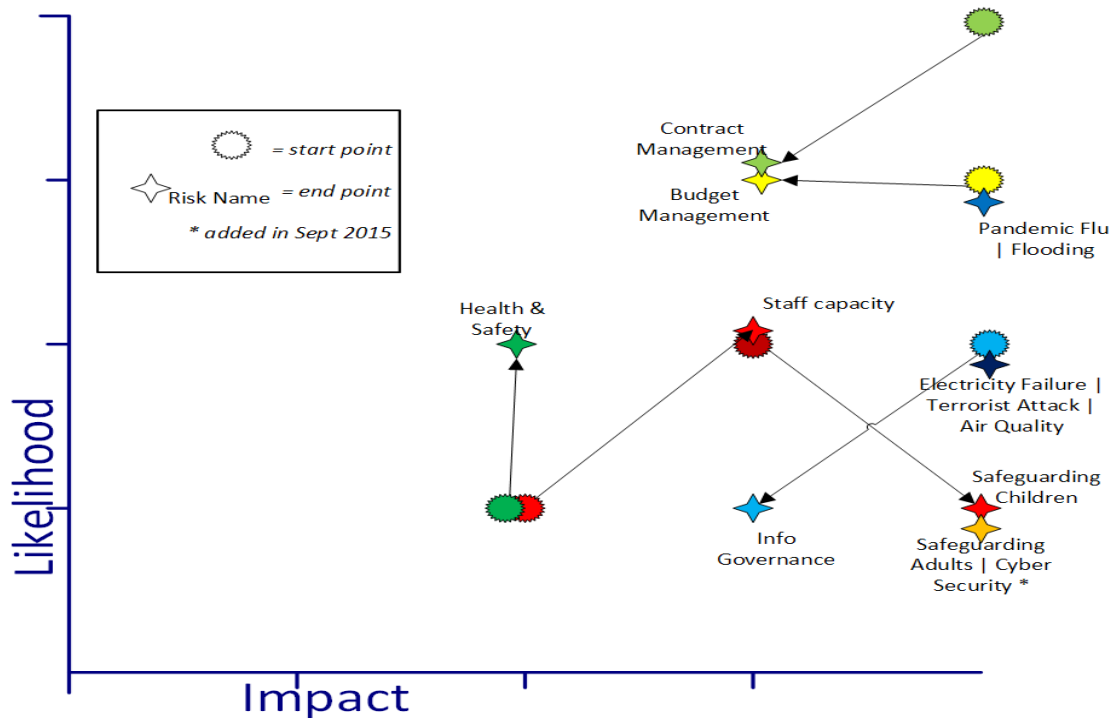
6.4 In March 2015 the Information Commissioner's Office (ICO) carried out a voluntary audit of the Council's information governance arrangements. As reported in last year's AGS this was a key area for the Council to address. Actions have been taken and a detailed update was taken to the Audit Committee ([Link](#)), which identified that significant improvement had and continued to be taken and made in this area.

6.5 Working in partnerships is increasingly important to the Council and is used as an additional method of improving and growing the skills base for delivering the Council's objectives.

## **7. Managing risks and performance through robust internal controls and strong public financial management**

- 7.1 Performance management is a key component of the Council's approach to achieving its stated outcomes. Part of this process involves identifying and, where appropriate, mitigating risks, ensuring that performance and risk management processes are in place throughout the organisation with additional rigorous processes to ensure sound financial management. Performance management follows the standard planning cycle (plan, do review, revise) and allows the organisation to know what it wants to achieve, how it's going to achieve, whether it's achieving and what more could be done to achieve. Performance reports are a regular part of the Council's business ([Link](#)). In addition to cabinet performance reports the Council updates a Citizens' Dashboard with useful statistics about Wiltshire for easy public consumption ([Link](#)).
- 7.2 Financial reporting is currently undertaken separately, although reported on the same agenda as performance, this is an area for improvement in 2017/18. During 2016/17 there were three budget monitoring updates to councillors ([Link](#)), and eight to senior officers. These identified potential overspends, and appropriate action was taken. This raised the risk of the Council's financial position in its Corporate Risk Register however, effective management meant that a small surplus was delivered by year end. The Council also undertook robust scrutiny of the 2017/18 budget and this was set at Full Council in February 2016 ([Link](#)).
- 7.3 The Council's Risk Strategy ([Link](#)) risk management is monitored at various levels in the organisation including by the Cabinet on a quarterly basis. Managing risks is the responsibility of services who define the risks related to their service areas and assign individuals to be responsible for their management. All services risks are scored on the same basis and some service risks are elevated, through a set policy, onto the corporate risk register which is published and reviewed quarterly. Service risks that are high scoring or appear on, or are referenced on, the strategic risk register require a greater level of mitigating action planning with those actions assigned a time scale and an owner. The Council recognises that in order to make successful changes some risk must be undertaken. Therefore, some risks are accepted.
- 7.4 The Council's risk management arrangements are reviewed by the Audit Committee ([Link](#)). In 2016/17 the main changes were:

**Changes in Residual Scores of Strategic Risks June 2015  
to March 2017**



7.5 Wiltshire’s section 151 Officer or Chief Finance Officer has a statutory duty to ensure that the Council has a strong financial control environment, including an effective and independent Internal Audit function. During 2016/17 Internal Audit undertook 66 reviews and reported its findings, including any significant risks to Audit Committee ([Link](#)). Of the recommendations made only 3% were classed as a higher risk requiring immediate action. Reporting also has included action to follow up implementation. The Audit Committee raised concerns regarding the timeliness of finalising audits and this is an area that remains under review with expected improvement in 2017/18. Overall the Chief Internal Auditor assessed the Council’s control environment as ‘adequate’ with no significant issues raised. The Council’s External Auditors have also not raised any significant matters during 2016/17. We have sought to advise our KPMG at all times and sought their views on a number of occasions before taking key decisions.

**8. Areas for Improvement**

8.1 The Council has identified a number of areas where further improvements to can be made to strengthen its governance framework. Work will be undertaken over the next twelve months to review the following areas.

- Changes to the appraisal system that identify specific targets for completion for individuals linked to the council’s Business Plan through

service and team plans. Such a system will be able to provide a link to the work being done to achieve stated aims and a corporate level understanding of progress against the desired outcomes.

- Revisions will be made to the Council’s Behaviours Framework that will build on the lessons learnt in the last four years.
- Further training for elected members to improve understanding of the need for efficient and effective decision making, promoting, openness and transparency
- There will be a review of the inter-relationship between key policies to improve clarity and consistency of processes including: Anti-Fraud and Corruption, Whistle Blowing, and some staff policies, such as Registering interests, gifts and hospitality.
- How the Council collects general feedback from individuals and communities to assess improvements in approach.
- Reporting of finance and performance management, will be combined with a key focus on links between the use of resources and the outcomes being achieved.

8.2 The governance of the Council will continue to be monitored by Cabinet, other councillor committees and the Council’s Corporate Leadership Team. That will include the areas to address identified above.

**Leader of the Council**

Baroness Scott of Bybrook OBE

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**Corporate Directors**

Dr. Carlton Brand

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Carolyn Godfrey

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**Date**

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**Wiltshire Council**

**Cabinet**

**20 June 2017**

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**Subject: Capital Monitoring Outturn 2016/2017 (as at 31 March 2017)**

**Cabinet member: Councillor Philip Whitehead – Finance and IT**

**Key Decision: No**

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## **Executive Summary**

This report details changes to the budget made since the 2016/2017 budget was set in February 2016 over and above the changes detailed in the Period 9 report.

The report reflects the final position of the 2016/2017 spend against this budget.

## **Proposal**

To note the budget movements undertaken to the capital programme shown in appendices A and B and the final outturn position of the capital programme 2016/2017 shown in appendix A.

To also note the reprogramming of £5.018 million between 2016/2017 and 2017/2018.

## **Reason for Proposals**

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

**Michael Hudson Associate Director Finance**

**Wiltshire Council**

**Cabinet**

**20 June 2017**

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**Subject: Capital Monitoring Outturn 2016/2017 (as at 31 March 2017)**

**Cabinet member: Councillor Philip Whitehead – Finance and IT**

**Key Decision: No**

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### **Purpose of Report**

1. To inform Cabinet on the final position of the 2016/2017 capital programme, including highlighting budget changes. A budget monitoring report to Members is taken to Cabinet Capital Assets Committee quarterly in September, December, February and June. This report focuses on major variations in budget.

### **Budget Movements**

2. The original budget for 2016/2017 was presented to the Council as part of the budget meeting on 23 February 2016. Since that date there have been a number of changes to the budget for 2016/2017, largely due to reprogramming of budget from 2015/2016 and to 2017/2018; but also to reflect additional funding being available. The changes to the budget since it was last amended in the Period 9 monitoring report are summarised in the table that follows, a fuller breakdown of the changes made at a scheme by scheme level is attached as Appendix A.

**Breakdown of Budget Amendments from Period 9 Budget to Outturn Budget (as at 31 March 2017)**

	<b>£m</b>	<b>Notes</b>
<b>Budget Period 9 2016/2017</b>	<b>115.232</b>	
<b>Additions/amendments to the Capital Programme 2016/2017 since Period 9 Budget</b>		
<b>Amendments to the Period 7 Budget reported to Council 21 February 2017</b>	<b>(14.710)</b>	See Appendix A for further details
<b>Additional Budgets added to Programme</b>	<b>4.646</b>	See Appendix A and B section 1 and 3 for further details
<b>Reduced Budgets</b>	<b>0.108</b>	See Appendix A for further details
<b>Budgets reprogrammed from 2016/2017 into 2017/2018</b>	<b>(5.018)</b>	See Appendices A and B section 2 for further details
<b>Final Budget 2016/2017</b>	<b>100.258</b>	

3. The budget additions shown above largely reflect increases in funding being available and brought into the programme under the Chief Financial Officer delegated authority. They largely comprise of additional grants from Central Government, Section 106 contributions and other contributions used to finance capital spend within the capital programme. Further information on the budget movements at an individual scheme level is shown in Appendix A and in further detail in Appendix B.
4. The budgets that have been reprogrammed into 2017/2018 are shown in further detail in Appendices A and B, with the higher value amounts also explained in the narrative for schemes in Appendix C.

## **Summary of Position as at 31 March 2017**

5. The current budget for the year 2016/2017 is £100.258 million. Actual spend on schemes as at 31 March 2017 was £80.028 million. A full breakdown of these figures is attached in Appendix A. This represents a net underspend for the 2016/2017 financial year of £20.230 million.
6. The final position of the capital programme includes £0.792 million of overspent schemes and £0.058 million of underspent schemes. Commentary of the larger overspent schemes is provided in Appendix C.
7. A total of £6.432 million has been slipped from 2016/2017 into 2017/2018 as part of this report to match planned expenditure. £1.414 million has been brought forward to 2016/2017 from 2017/2018, giving net reprogramming of £5.018 million.
8. The reprogramming of capital budgets is reflected in the outturn position of the revenue budget for capital financing. Final spend on financing capital expenditure in 2016/2017 was £23.322 million against a budget of £23.999 million; an underspend of £0.677 million.
9. Further information on the movements undertaken and the final position of some of the larger schemes is set out in Appendix C, along with updates on the capital receipts received during 2016/2017.

## **Risks Assessment**

10. The capital budget for 2016/2017, as detailed in this report, has been revised to £100.258 million. Within any capital programme there are a number of potential risks such as from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the quarterly reporting process. Members may wish to bear in mind that the capital programme has been set for a four years and therefore risks will be appraised over the whole period.

## **Equality and Diversity Impact of the Proposal**

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

## **Financial Implications**

12. This is a report from the Chief Finance Officer and the financial implications are discussed in the detail of this report.

## **Legal Implications**

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

## **Public Health Implications**

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

## **Environmental Implications**

15. Wiltshire Council is now included in the Carbon Reduction Commitment (CRC); the UK's mandatory climate change and energy saving scheme. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It is calculated that 79% of the Council's carbon footprint comes from energy use in buildings. Capital schemes therefore have the potential to greatly increase or decrease carbon emissions, for example schemes making council buildings more energy efficient will reduce the Council's carbon footprint. There are no direct impacts of this report, however there are a number of schemes in the capital programme that are planned to enable energy efficiency benefits for the council.

## **Safeguarding Implications**

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

## **Proposals**

17. To note the budget movements undertaken to the capital programme shown in appendices A and B and the final outturn position of the Capital Programme 2016/2017 shown in appendix A.

To also note the reprogramming of £5.018 million between 2016/2017 and 2017/2018.

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## **Background Papers and Consultation**

None

### **Contact Name:**

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[Michael.hudson@wiltshire.gov.uk](mailto:Michael.hudson@wiltshire.gov.uk)

Report Author: Stuart Donnelly, Head of Finance (Corporate).

## **Appendices:**

- Appendix A – 2016/2017 Capital Programme Budget Movements and spend to 31 March 2017
- Appendix B – Delegated authority for budget movements
- Appendix C – Narrative on specific schemes

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Capital Programme Budget Movements since Period 9 and Final Spend 2016/2017

Scheme Name	2016/2017 Budget Breakdown											
	Period 9 Budget	Budget Setting Amendments to the Period 7 Budget reported to Council 21 Feb 2017	Budget Movements between Schemes	Additional Budgets added to Programme (Section 1 Appendix B)	Reduced Budgets	Budgets reprogrammed from 2016/2017 into 2017/2018 (Section 2 Appendix B)	Final Budget 2016/2017	Total Spend 2016/2017	Total Spend 2016/2017	Underspend (Budget Removed)	Overspend	Budget Transfer to 2017/2018
	£m	£m	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
<b>Economy</b>												
Carbon Reduction Schemes	0.201						0.201	0.244	121.39%		(0.043)	0.000
Oil to Biomass Schemes	0.921	(0.600)					0.321	0.002	0.62%			0.319
Other Economic Development Schemes	0.074	(0.074)		0.075			0.075	0.075	100.00%			0.000
Strategic Economic Plan	2.448	(2.448)					0.000	0.000	0.00%			0.000
Corsham Mansion House	1.869					(1.614)	0.255	0.158	61.96%			0.097
A350 West Ashton/Yarnbrook Junction Improvements	0.000						0.000	0.000	0.00%			0.000
Chippenham Station HUB	1.972					(1.650)	0.322	0.114	35.40%			0.208
LTB Scheme A350 North of Chippenham Bypass Improvements	0.000			0.014			0.014	0.014	100.00%			0.000
A350 Dualling Chippenham Bypass	0.000					0.533	0.533	0.699	131.14%			(0.166)
M4 Junction 17	0.000			0.680		0.100	0.780	0.105	13.46%			0.675
Porton Science Park	2.452						2.452	2.622	106.93%			(0.170)
Other Local Growth Fund Schemes	0.000						0.000	0.000	0.00%			0.000
Wiltshire Ultrafast Broadband	0.000						0.000	0.000	0.00%			0.000
Salisbury Central Car Park & Maltings	0.000			0.060			0.060	0.048	80.00%			0.012
Bowerhill Portal Way Improvement Works	0.032						0.032	0.031	96.88%			0.000
Integrated Transport	3.249		0.017	0.367			3.633	3.983	109.63%			(0.350)
Structural Maintenance (Grant & Council Funded)	16.210	3.590	(0.034)				19.766	18.792	95.07%			0.975
National Productivity Investment Schemes	0.000						0.000	0.000	0.00%			0.000
Pothole Spotter 16/17	0.000			0.330			0.330	0.000	0.00%			0.330
Pothole Fund Grant	0.866						0.866	0.922	106.47%			(0.056)
A350 Chippenham (Pinch Point)	0.000						0.000	0.000	0.00%			0.000
Local Sustainable Transport Fund	0.000						0.000	0.000	0.00%			0.000
Wiltshire Online	2.751						2.751	(0.357)	-12.98%	0.004		3.104
Farmers Roundabout	0.018		0.017				0.035	0.035	100.00%			0.000
<b>Total Economy</b>	<b>33.063</b>	<b>0.468</b>	<b>0.000</b>	<b>1.526</b>	<b>0.000</b>	<b>(2.631)</b>	<b>32.426</b>	<b>27.487</b>	<b>84.77%</b>	<b>0.004</b>	<b>(0.043)</b>	<b>4.978</b>
<b>Community</b>												
Health and Wellbeing Centres - Live Schemes	10.156					(2.052)	8.104	7.088	87.46%			1.015
Health and Wellbeing Centres - In Development	0.000						0.000	0.000	0.00%			0.000
Area Boards and LPSA PRG Reward Grants	1.041		(0.017)				1.024	0.914	89.26%			0.110
Fitness Equipment for Leisure Centres	0.496	(0.458)				(0.038)	(0.000)	0.128	0.00%		(0.128)	0.000
Churchyards & Cemeteries	0.200	(0.609)				0.409	0.000	0.106	0.00%		(0.106)	0.000
Start up units in Market Hall Devises	0.000						0.000	0.000	0.00%			0.000
Upgrade Facilities at City Hall	0.000						0.000	0.000	0.00%			0.000
Highway flooding prevention and Land Drainage schemes	1.286			0.104			1.390	1.796	129.21%			(0.406)
Aldbourn Flood Alleviation Scheme	0.000						0.000	0.000	0.00%			0.000
Bridges	1.521			0.033			1.554	1.468	94.47%			0.087
Salisbury Marketplace Highways Works	0.000		0.017				0.017	0.017	100.00%			0.000
Passenger Transport Capital	0.000						0.000	(0.361)	0.00%			0.361
Waste Services	0.619	(0.319)		0.126			0.426	0.420	98.59%			0.005
Fleet Vehicles	0.000						0.000	0.303	0.00%		(0.303)	0.000
Sarum Academy Salisbury	0.060						0.060	0.026	43.33%	0.034		0.000
Basic Need	8.550		0.210			(0.755)	8.005	6.816	85.15%			1.189
Schools Maintenance & Modernisation	4.921		(0.052)			0.053	4.922	4.100	83.30%			0.820
Devolved Formula Capital	0.777						0.777	0.758	97.55%	0.020		0.000
Access and Inclusion	0.303	(0.303)		0.303		(0.073)	0.230	0.202	87.83%			0.028
New Schools	0.564					(0.250)	0.314	0.096	30.57%			0.218
School Expansions & Replacements	0.506						0.506	0.349	68.97%			0.157
Early Years & Childcare	0.139			0.743			0.882	0.057	6.46%			0.826
Other Education Schemes	0.000						0.000	0.000	0.00%			0.000
Army Rebasing	0.051		(0.160)	0.634			0.525	0.525	100.00%			0.000
Salisbury CCTV	0.490						0.490	0.079	16.12%			0.411
<b>Total Community</b>	<b>31.680</b>	<b>(1.689)</b>	<b>(0.002)</b>	<b>1.943</b>	<b>0.000</b>	<b>(2.706)</b>	<b>29.226</b>	<b>24.887</b>	<b>85.15%</b>	<b>0.054</b>	<b>(0.537)</b>	<b>4.821</b>

**Capital Programme Budget Movements since Period 9 and Final Spend 2016/2017**

Scheme Name	2016/2017 Budget Breakdown											
	Period 9 Budget	Budget Setting Amendments to the Period 7 Budget reported to Council 21 Feb 2017	Budget Movements between Schemes	Additional Budgets added to Programme (Section 1 Appendix B)	Reduced Budgets	Budgets reprogrammed from 2016/2017 into 2017/2018 (Section 2 Appendix B)	Final Budget 2016/2017	Total Spend 2016/2017	Total Spend 2016/2017	Underspend (Budget Removed)	Overspend	Budget Transfer to 2017/2018
	£m	£m	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
<b>Supporting People</b>												
Disabled Facilities Grants	2.568						2.568	2.585	100.66%			(0.016)
Other Housing Grants	0.500	(0.500)					0.000	0.000	0.00%			0.000
Gypsies and Travellers Projects	3.361	(3.336)					0.025	0.056	224.00%		(0.031)	0.000
Council House Build Programme	11.000		(0.002)				10.998	8.796	79.98%			2.201
Extra Care Programme	0.000		0.002				0.002	0.002	100.00%			0.000
Sheltered Housing	0.313						0.313	0.313	100.00%			0.001
Affordable Housing including Commuted Sums	0.734			0.691			1.425	0.822	57.68%			0.603
Social Care Infrastructure & Strategy	0.058						0.058	0.008	13.79%			0.050
Complex Needs Bungalows	0.000						0.000	0.000	0.00%			0.000
HRA - Refurbishment of Council Stock	12.099						12.099	10.079	83.30%			2.021
Sensory Stimulation & Development Play Equipment	0.000			0.469			0.469	0.035	7.46%			0.434
Universal Infant Free School Meals Capital	0.007		0.002				0.009	0.010	111.11%			0.000
Public Health Schemes	0.062					0.319	0.381	0.282	74.02%			0.098
<b>Total Supporting People</b>	<b>30.702</b>	<b>(3.836)</b>	<b>0.002</b>	<b>1.160</b>	<b>0.000</b>	<b>0.319</b>	<b>28.347</b>	<b>22.988</b>	<b>81.10%</b>	<b>0.000</b>	<b>(0.031)</b>	<b>5.392</b>
<b>Changing The Way We Do Business</b>												
Buildings Repair & Maintenance	3.746	(0.500)					3.246	1.449	44.64%			1.798
Whole Life Building & Equipment Refresh	1.000	(1.000)					0.000	0.000	0.00%			0.000
Rural Estates	0.005						0.005	(0.001)	-20.00%			0.006
Leisure Centres & Libraries - Capital Works Requirement	0.400	(0.400)					0.000	0.000	0.00%			0.000
Hub Programme Office Rationalisation	0.026		0.007				0.033	0.033	100.00%			0.000
Operational Estate	0.317		(0.007)				0.310	(0.151)	-48.71%			0.460
Depot & Office Strategy	0.519	(0.519)					0.000	0.000	0.00%			0.000
ICT Schemes	6.546						6.546	3.038	46.41%			3.508
Other Schemes including cross cutting systems	1.195	(1.234)		0.017	0.108		0.086	0.251	291.86%		(0.181)	0.016
Learning Management System	0.033						0.033	0.005	15.15%			0.028
Organisational Change	5.000	(5.000)					0.000	0.000	0.00%			0.000
Digitisation	1.000	(1.000)					0.000	0.042	0.00%			(0.042)
<b>Total Changing The Way We Do Business</b>	<b>19.787</b>	<b>(9.653)</b>	<b>0.000</b>	<b>0.017</b>	<b>0.108</b>	<b>0.000</b>	<b>10.259</b>	<b>4.666</b>	<b>45.48%</b>	<b>0.000</b>	<b>(0.181)</b>	<b>5.774</b>
<b>Total 2016/2017 Programme</b>	<b>115.232</b>	<b>(14.710)</b>	<b>(0.000)</b>	<b>4.646</b>	<b>0.108</b>	<b>(5.018)</b>	<b>100.258</b>	<b>80.028</b>	<b>79.82%</b>	<b>0.058</b>	<b>(0.792)</b>	<b>20.965</b>



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

Cabinet Meeting 20 June 2017  
 Financial Year: 2016/2017

### SECTION 1 - DELEGATED CFO POWERS

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

<b>Project Name:</b>	<b>Other Economic Development Schemes</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	12,585				
<b>Funding Source:</b>	Contribution from Contractor for remedial works at Castledown Business Park				
<b>Project Name:</b>	<b>Other Economic Development Schemes</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	62,500				
<b>Funding Source:</b>	Interest free loan from SWLEP Growing Places Fund towards coempletion of Castledown phase 2				
<b>Project Name:</b>	<b>Waste Services</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	125,555				
<b>Funding Source:</b>	Waste section 106 deposits				
<b>Project Name:</b>	<b>M4 Junction 17</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	680,000				
<b>Funding Source:</b>	Contribution from Highways England towards works at the M4 Juntion 17				
<b>Project Name:</b>	<b>Salisbury Central Car Park &amp; Maltings</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	60,000	1,000,000	1,000,000	1,000,000	3,000,000
<b>Funding Source:</b>	Local Growth Fund Grant allocated				
<b>Project Name:</b>	<b>Integrated Transport</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	366,605				
<b>Funding Source:</b>	Developer, Town and Parish Council contributions towards Integrated Transport and CATG schemes				
<b>Project Name:</b>	<b>Pothole Spotter 16/17</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	330,000				
<b>Funding Source:</b>	Grant from the DfT				
<b>Project Name:</b>	<b>Highway flooding prevention and Land Drainage schemes</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	104,143				
<b>Funding Source:</b>	Contribution from the Environment Agency to Land Drainage Schemes				
<b>Project Name:</b>	<b>Bridges</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	33,372				
<b>Funding Source:</b>	Contribution towards various bridge works by Network Rail				
<b>Project Name:</b>	<b>Access and Inclusion</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	302,910				
<b>Funding Source:</b>	Utilising remaining sums from EFA grants to finance the Access & Inclusion programme				
<b>Project Name:</b>	<b>Early Years &amp; Childcare</b>				
<b>Budget Change:</b>	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	743,401				
<b>Funding Source:</b>	Grant received from the EFA, Early Years Capital Fund for 30 hours free childcare for 3-4 year olds				

<b>CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS &amp; REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME</b>
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Cabinet Meeting	20 June 2017
Financial Year:	2016/2017

<b>Project Name:</b>	<b>Army Rebasing</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	634,165				
<b>Funding Source:</b>	Section 106 funding towards Army Rebasing Schools Schemes received from the MOD				
<b>Project Name:</b>	<b>Affordable Housing including Commuted Sums</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	13,341				
<b>Funding Source:</b>	Commuted Sums received from Developers towards Affordable Housing Schemes				
<b>Project Name:</b>	<b>Affordable Housing including Commuted Sums</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	677,994				
<b>Funding Source:</b>	Housing Capital Receipts received towards Registered Provider Schemes				
<b>Project Name:</b>	<b>Other Schemes including cross cutting systems</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	35,600				
<b>Funding Source:</b>	Heritage Lottery fund grant for Collecting Cultures scheme				
<b>Project Name:</b>	<b>Other Schemes including cross cutting systems</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(18,960)				
<b>Funding Source:</b>	Income received from schools to cover leasing of equipment				
<b>4,163,211</b>	<b>Total Delegated Changes Approved by Section 151 Officer</b>				

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

Cabinet Meeting 20 June 2017  
 Financial Year: 2016/2017

### SECTION 2 - DELEGATED CFO POWERS

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

<b>Project Name:</b>	<b>Corsham Mansion House</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(1,614,100)	1,564,100	50,000		
<b>Funding Source:</b>	Local Growth Fund Grant				
<b>Project Name:</b>	<b>A350 West Ashton/Yarnbrook Junction Improvements</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
			382,663	(382,663)	
<b>Funding Source:</b>	Local Growth Fund Grant				
<b>Project Name:</b>	<b>Chippenham Station HUB</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(1,650,000)	(5,000,000)	6,650,000		
<b>Funding Source:</b>	Local Growth Fund Grant				
<b>Project Name:</b>	<b>A350 Dualling Chippenham Bypass</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	532,771	1,829,229	(2,000)	(2,360,000)	
<b>Funding Source:</b>	Local Growth Fund Grant				
<b>Project Name:</b>	<b>M4 Junction 17</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	99,955	364,400		(464,355)	
<b>Funding Source:</b>	Local Growth Fund Grant				
<b>Project Name:</b>	<b>Health and Wellbeing Centres - Live Schemes</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(2,052,285)	358,333	(8,307,800)	10,001,752	
<b>Funding Source:</b>	Wiltshire Council Resources (Borrowing & Receipts)				
<b>Project Name:</b>	<b>Fitness Equipment for Leisure Centres</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(37,500)	37,500			
<b>Funding Source:</b>	Wiltshire Council Resources (Borrowing & Receipts)				
<b>Project Name:</b>	<b>Churchyards &amp; Cemeteries</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	408,609	(408,609)			
<b>Funding Source:</b>	Wiltshire Council Resources (Borrowing & Receipts)				
<b>Project Name:</b>	<b>Basic Need</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(754,527)	754,527			
<b>Funding Source:</b>	Basic Need Grant allocation from Education Funding Agency				
<b>Project Name:</b>	<b>Schools Maintenance &amp; Modernisation</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	52,949	(52,949)			
<b>Funding Source:</b>	School Condition Grant allocation from Education Funding Agency				
<b>Project Name:</b>	<b>Access &amp; Inclusion</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(73,000)	73,000			
<b>Funding Source:</b>	Remaining sums from EFA grants				
<b>Project Name:</b>	<b>New Schools</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	(250,000)	250,000			
<b>Funding Source:</b>	Remaining sums from EFA grants				

<b>CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS &amp; REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME</b>
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Cabinet Meeting	20 June 2017
Financial Year:	2016/2017

<b>Project Name:</b>	<b>Public Health Schemes</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	319,000	(319,000)			
<b>Funding Source:</b>	Substance Misuse Grant from Public Health England				
<hr style="border: none; border-top: 1px solid black;"/>					
	<b>5,018,128</b>	<b>Total Re-programming between years</b>			

### SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES

*"Adjustment/addition of scheme to the capital programme which places an additional funding requirement on the programme"*

<b>Project Name:</b>	<b>Sensory Stimulation &amp; Development Play Equipment</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	469,000				
<b>Funding Source:</b>	Wiltshire Council Resources (Borrowing & Receipts)				
<hr style="border: none; border-top: 1px solid black;"/>					
<b>Project Name:</b>	<b>LTB Scheme A350 North of Chippenham Bypass Improvements</b>				
<b>Budget Change:</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	13,781				
<b>Funding Source:</b>	Wiltshire Council Resources (Borrowing & Receipts)				
<hr style="border: none; border-top: 1px solid black;"/>					
	<b>482,781</b>	<b>Total requests for additional resources</b>			

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:** Michael Hudson

**DATE:** June 2017

**Further Information on Schemes in the Capital Programme and Funding Sources as at Outturn (31 March 2017)**

**Economy**

1. Structural Maintenance schemes from 2017/2018 were advanced to 2016/2017 to enable them to be carried out in a more cost effective way. This quicker than originally expected progress required a draw forward of funding agreed by Council on 21 February 2017 of £3.590 million.
2. Wiltshire Online; Phase 1 build is now complete with end of contract assurance work being carried out. Phase 2 build is progressing with the 2<sup>nd</sup> milestone payment to be agreed.

**Community**

1. Health & Wellbeing Centres; 2016/2017 saw the Nadder Centre in Tisbury, Woolmore Farm/Oakfield's, all weather pitches at Beversbrook Calne and Calne Community Hub all complete and open to the public.
2. Fleet Vehicles; £0.303 million of capital expenditure on waste vehicle overhauls were transferred to the capital programme at Outturn 2016/2017.
3. Basic Need; £8.005 million was spent on providing extra school capacity in 2016/2017 with a total of £1.944 million budget reprogramming into 2017/2018. This reflects large schemes underway but due for completion in 2017/2018 at Old Sarum, Castlemead and Stonehenge Schools.

**Supporting People**

1. The Council House Build Programme commenced in 2015/2016 and has an approved programme budget of £42.449 million. The programme is largely on track with a total spend of £11.541 million to date. Works are nearing completion on Devizes Extra Care, Oxhouse Farm Rowde and East Knoyle, whilst construction has started on Amesbury Extra Care, Coombe Bissett, Durrington, Southview and Mere. Work at Corsley is due to start on site shortly. The programme is planned to complete in 2018.

**Changing the Way We Do Business**

2. Buildings Repair & Maintenance; the 2016/2017 programme of work has been agreed with the budget allocated. The outturn position for 2016/2017 sees £1.798 million of budget reprogramming into 2017/2018 where the works will complete early on in the year.
3. ICT Schemes; the final outturn position for 2016/2017 sees £3.508 million of budget to transfer into 2017/2018. The majority of the spend incurred in year and of the reprogramming requested relates to the windows 10 technical refresh project. A number of other separate schemes are now also expected to take place in 2017/2018.

## Funding of the Capital Programme

4. The capital programme is funded by 3 principal sources; grants & contributions, capital receipts and borrowing.
5. Grants and Contributions fund the largest proportion of the programme, the total received in these areas in 2016/2017 was £55.707 million with the majority for Highways and Education schemes as in previous years. A total of £47.534 million of grants and contributions were used to finance the capital programme in 2016/2017.
6. As at the end of the 2016/2017 financial year £9.290 million of income has been received from Capital Receipts from the proceeds of fixed asset sales. These include general asset disposals such as the sale of airspace above London Road Park and Ride in Salisbury, Pennyfarthing House, Bowerhill Professional Development Centre and Browfort. 37 sales under the Council Housing Right to Buy (RTB) scheme have also been received. A total of £12.685 million of capital receipts were used in 2016/2017 to finance capital expenditure.
7. A total of £1.730 million in capital expenditure was financed through borrowing as at Outturn 2016/2017. Borrowing has reduced to this level due to schemes slipping into later years and larger amounts of other financing sources such as grants and contributions and receipts being available. Underspending on borrowing has a positive impact on the general fund revenue account as shown by the final £0.677 million underspend in 2016/2017 on the capital financing budget.

**Wiltshire Council**

**Cabinet**

**13 June 2017**

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**Subject: Annual Report on Treasury Management 2016/2017**

**Cabinet member: Councillor Philip Whitehead – Finance and IT**

**Key Decision: No**

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## **Executive Summary**

In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) (the accountancy body for the public services) Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2016/2017, including a set of Prudential and Treasury Indicators (PrIs/TrIs) and an Annual Investment Strategy (AIS) at its meeting on 23 February 2016. This report shows how the Council has performed against the strategy.

The Treasury Strategy was adhered to in 2016/2017; the average long term borrowing rate was 3.771%; and the return on short term investments was 0.455%.

## **Proposals**

The Cabinet is asked to consider and note:

- a) Prudential Indicators, Treasury Indicators and other treasury management strategies set for 2016/2017 against actual positions resulting from actions within the year as detailed in Appendix A; and
- c) investments during the year in the context of the Annual Investment Strategy as detailed in Appendix B.

## **Reasons for Proposals**

To give members of the Cabinet an opportunity to consider the performance of the Council against the parameters set out in the approved Treasury Management Strategy for 2016/2017.

This report is required by the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Services.

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**Michael Hudson – Associate Director, Finance**

**Subject: Annual Report on Treasury Management 2016/2017**

**Cabinet member: Councillor Philip Whitehead – Finance and IT**

**Key Decision: No**

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## **1. Background & Purpose of Report**

- 1.1 In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) (the accountancy body for the public services) Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2016/2017, including a set of Prudential and Treasury Indicators (PrIs/TrIs) and an Annual Investment Strategy (AIS) at its meeting on 23 February 2016.
- 1.2 A quarterly report for the period from 1 April to 31 December 2016 was submitted to Cabinet on 14 March 2017. This report covers the whole financial year ended 31 March 2017.

## **2. Main Considerations for the Cabinet**

- 2.1 This report reviews:
  - a) PrIs, TrIs and other treasury management strategies set for 2016/2017 against actual positions resulting from actions within the year (see Appendix A); and
  - b) investments during the year in the context of the Annual Investment Strategy (see Appendix B).
- 2.2 There were no opportunities to restructure Public Works Loan Board (PWLB) loans in 2016/2017, mainly because of the continuing high level of premiums payable for early repayment.

### **Review of Prudential and Treasury Indicators and Treasury Management Strategy for 2016/2017**

- 2.3 The detail of the review is given in Appendix A. The Cabinet is asked to note that:
  - a) all action has been within the approved PrIs and TrIs;
  - b) the average interest rate for long term debt has marginally increased (from 3.769%) to 3.771%, the increase being due to the maturity of two PWLB loans, both of which were at a slightly lower rate. The amount of loans



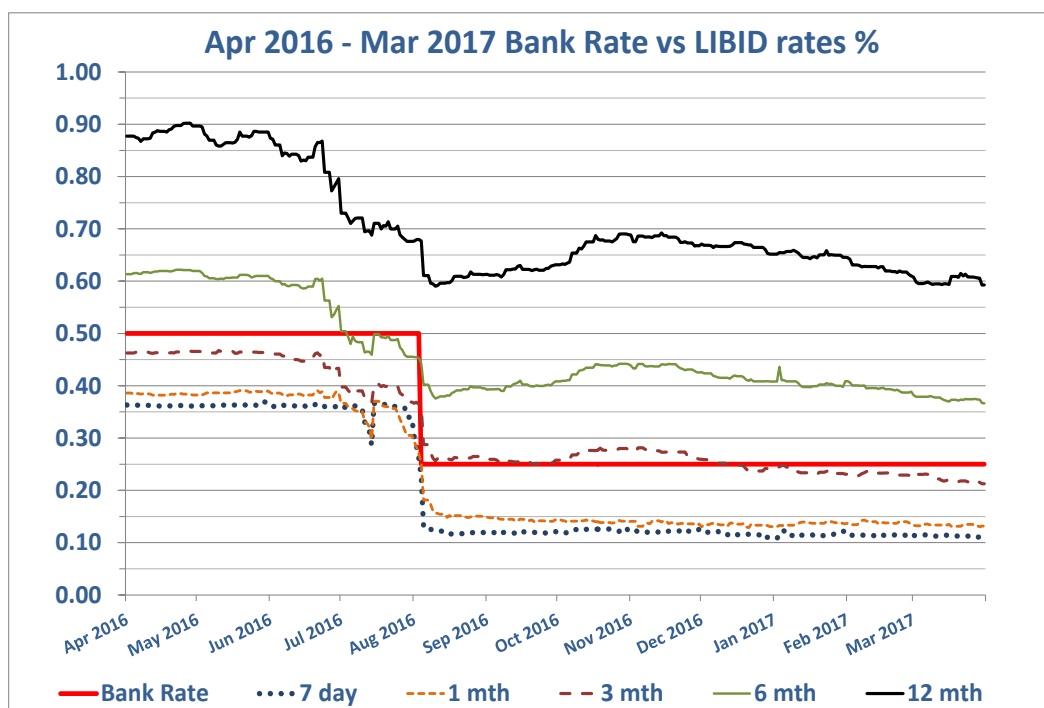
outstanding has reduced by £12 million between 1 April 2016 and 31 March 2017;

- c) short term cash deficits and surpluses were managed through temporary loans and deposits with a return on short term investments of 0.46% (a decrease from 0.56% in 2015/2016, reflecting decreases in the market during the year). This compares with the average market rate, based on the Average 3 Month LIBID Rate for 2016/2017 (London Interbank Bid Rate, i.e. the rate at which banks are prepared to borrow from other banks) of 0.32% (0.46% for 2015/2016); and

### **Review of Investment Strategy**

2.4 This review is detailed in Appendix B. The Cabinet is asked to note that:

- a) The financial year 2016/2017 continued the challenging investment environment of previous years, namely low investment returns.
- b) In August 2016 the Bank of England cut the Bank Rate for the first time since 2009 to 0.25%. Capita are currently projecting that the start of monetary tightening (when the Bank of England is expected to start raising interest rates) will occur in June 2019. However, under current market conditions this is difficult to predict.
- c) Deposit rates continued into the start of 2016/2017 at previous depressed levels, but then fell during the first two quarters, and then fell even further following the bank rate cut. The chart below details (investment) rates, as measured by the London Interbank Bid (LIBID) rate (i.e. the bid rate banks are willing to pay other banks for deposits in the London interbank market).



### **3. Safeguarding Implications**

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

#### **4. Public Health Implications**

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

#### **5. Corporate Procurement Implications**

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

#### **6. Equalities Impact of the Proposal**

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

#### **7. Environmental and Climate Change Considerations**

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

#### **8. Risks Assessment and Financial Implications**

8.1 The primary treasury management risks to which the Council is exposed are adverse movements in interest rates and the credit risk of counterparties.

8.2 Investment counterparty<sup>1</sup> risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy. Appendix B of this report details action taken in 2016/2017.

8.3 At 31 March 2017, the Council's average interest rate in respect of long term debt was 3.771%.

8.4 It is also considered important to ensure that there is an even spread of loans to avoid the prospect of a number of high value loans maturing in any one year, which may need to be re-financed at a time when interest rates are high. A summary of the present loan maturity profile is shown in Appendix C (i).

8.5 Returns on short term investments have not moved significantly, mainly as a result of the volatility of the market following the 'credit crunch' starting in October 2008 and are likely to continue at near current levels for some time. The costs of borrowing for the Council have remained at similar levels because the loan profile is almost entirely at fixed maturity rates. The investment rate of return for the year was 0.46%, against the average borrowing rate of 3.771%.

#### **9. Legal Implications**

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

#### **10. Options Considered**

10.1 The availability of any longer term investment opportunities, such as those offered by "special tranche rates", is continually monitored.

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<sup>1</sup> A Counterparty is a term most commonly used in the financial services industry to describe a legal entity, unincorporated entity or collection of entities (e.g. lender/borrower) to which an exposure to financial risk might exist.

10.2 Also any options available to provide savings from rescheduling long term borrowing are continually assessed in liaison with our treasury advisers.

## **11. Conclusion**

11.1 Cabinet is asked to note the report.

Michael Hudson  
Associate Director, Finance

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Report Author:

Stuart Donnelly, Head of Finance (Corporate) Tel: 01225 718582  
email: [stuart.donnelly@wiltshire.gov.uk](mailto:stuart.donnelly@wiltshire.gov.uk)

### **Background Papers**

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

### **Appendices**

Appendix A Review of Prudential and Treasury Indicators for 2016/2017  
Appendix B Review of Investment Strategy for 2016/2017  
Appendix C Summary of Long Term Loans, Temporary Loans and Deposits for 2016/2017

**REVIEW OF PRUDENTIAL AND TREASURY INDICATORS FOR 2016/2017**

1. Where appropriate the figures shown in this report are consistent with the PrI and TrI estimates in the Strategy for the next three years, as reviewed and reported as part of the 2016/2017 budget process.

**Prudential Indicators**

PrI 1 - Capital Expenditure

2. The table below shows the original and revised estimate of capital expenditure against the actual for the year 2016/2017:

	<b>2016/2017 Original Estimate £million</b>	<b>2016/2017 Revised Estimate £million</b>	<b>2016/2017 Actual Outturn £million</b>
General Fund	111.8	92.1	61.1
Housing Revenue Account	42.5	23.1	18.9

3. The Capital Programme has been actively managed throughout the year and the revised capital budget (capital outturn position for 2016/2017) is £80.03 million. Further breakdown of these figures is presented in the capital outturn report, elsewhere on the Cabinet agenda.

PrI 2 – Ratio of Financing Costs to Net Revenue Stream

4. PrI 2 expresses the net costs of financing as a percentage of the funding receivable from the Government and council tax payers (General Fund) and rents receivable (HRA). The net cost of financing includes interest and principal repayments for long and short term borrowing, as well as other credit-like arrangements, netted off by interest receivable from cash investments.

	<b>2016/2017 Original Estimate</b>	<b>2016/2017 Revised Estimate</b>	<b>2016/2017 Actual</b>
General Fund	8.1%	7.3%	7.2%
Housing Revenue Account	15.2%	15.0%	15.0%

5. In terms of the General Fund, slight differences between budgeted and actual costs led to a minor decrease in actual ratio when compared with the original estimate.

PrI 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

6. This indicator is only relevant during budget setting, as it reflects the impact on the Band D Council Tax, or average weekly housing rents in respect of the HRA, caused by any agreed changes in the capital budget.

#### Prl 4 – Gross Borrowing and the Capital Financing Requirement

7. Prl 4 measures the so called “Golden Rule” which ensures that borrowing is only for capital purposes.

	<b>2016/2017 Original Estimate £million</b>	<b>2016/2017 Revised Estimate £million</b>	<b>2016/2017 Actual £million</b>
CFR – General Fund	439.1	413.7	383.6
CFR – HRA	122.6	123.3	123.3
Gross Borrowing – Gen Fund	314.1	262.9	219.1
Gross Borrowing – HRA	118.8	118.8	118.8
<b>CFR not funded by gross borrowing – Gen Fund</b>	<b>125.0</b>	<b>150.8</b>	<b>164.5</b>
<b>CFR not funded by gross borrowing – HRA</b>	<b>3.8</b>	<b>4.5</b>	<b>4.5</b>

8. The Capital Financing Requirement (CFR) increases whenever capital expenditure is incurred. If resourced immediately (from capital receipts, direct revenue contributions or capital grant/contributions) the CFR will reduce at the same time that the capital expenditure is incurred, with no net increase in CFR.
9. Where capital expenditure is not resourced immediately, there is a net increase in CFR, represented by an underlying need to borrow for capital purposes, whether or not external borrowing actually occurs. The CFR may then reduce over time by future applications of capital receipts, capital grants/contributions or further charges to revenue.
10. This Prl is necessary, because under an integrated treasury management strategy (in accordance with best practice under the CIPFA Code of Practice on Treasury Management in the Public Services), borrowing is not associated with particular items or types of expenditure, whether revenue or capital
11. The difference between actual external (gross) borrowing (£219.1 million) and the CFR (CFR not funded by gross borrowing above) is capital expenditure met by internal borrowing, i.e. funded from the Council’s own funds, such as reserves and balances and working capital (an accounting term for the difference, at a point in time, between what the Council owes and what is owed to it).
12. Internal borrowing is cheaper than external borrowing (see paragraph 8.5 of the main report), however, the ability to borrow internally will depend upon the sufficiency of reserves, balances and working capital. The sufficiency needs to be monitored and projections carried out to indicate where any adverse movements are expected, that could jeopardise the Council’s cash flow position, making it necessary to replace internal with external borrowing.

#### Prl 5 – Compliance with CIPFA Code of Practice for Treasury Management in the Public Services (“The Code”)

**In the past year the Council was fully compliant with the CIPFA Code of Practice for Treasury Management in the Public Services.**

13. This Code of Practice has been complied with during 2016/2017.

**Treasury Management Indicators within the Prudential Code**

Trl 1 – Authorised Limit for External Debt

<b>Authorised Limit</b>	<b>2016/2017 £million</b>	<b>2017/2018 £million</b>	<b>2018/2019 £million</b>
Borrowing – General Fund	471.7	483.0	466.6
Borrowing – HRA	123.2	123.2	123.2
<b>Total Borrowing</b>	<b>594.9</b>	<b>606.2</b>	<b>589.8</b>
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>595.1</b>	<b>606.4</b>	<b>590.0</b>

14. This Authorised Limit was not exceeded at any time during the year, as maximum borrowing was below the (lower) Operational Boundary.

Trl 2 – Operational Boundary for External Debt

<b>Operational Boundary</b>	<b>2016/2017 £million</b>	<b>2017/2018 £million</b>	<b>2018/2019 £million</b>
Borrowing – General Fund	460.2	471.2	455.2
Borrowing – HRA	123.2	123.2	123.2
<b>Total Borrowing</b>	<b>583.4</b>	<b>594.4</b>	<b>578.4</b>
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>583.6</b>	<b>594.6</b>	<b>578.6</b>

15. This Trl is for gross borrowing and was set at a limit that would allow the Council to take its entire financing requirement as loans if this was the most cost effective alternative. The limit on HRA borrowing is capped in 2016/2017 at £123.2 million. The limits, which have not been exceeded during the period covered by this report, are set to anticipate expected expenditure. The maximum gross borrowing during the year being £349.9 million (£231.1 million on General Fund and £118.8 on HRA) at the beginning of the financial year up to 31 May 2016.

**Trl 3 – External Debt**

	<b>2015/2016 Actual £million</b>	<b>2016/2017 Expected £million</b>	<b>2016/2017 Actual £million</b>
Borrowing – General Fund	231.1	262.9	219.1
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	349.9	381.7	337.9
Other Long Term Liabilities	£0.2	0.2	£0.2
<b>TOTAL</b>	<b>350.1</b>	<b>381.9</b>	<b>338.1</b>

16. This Trl shows the gross External Debt outstanding at year end. The actual borrowing figure is outstanding long term borrowing as shown in Appendix C (i). Actual borrowing was less than expected at the end of 2016/2017, partially due to the reduced borrowing position as a result of not refinancing the maturing PWLB loans, together with the actual underlying borrowing requirement for capital projects being lower than anticipated.
17. As can be seen in the above table, actual General Fund Borrowing has decreased by £12 million this financial year. Two PWLB loans matured during 2016/2017, a £2 million loan in June 2016 and a £10 million loan in March 2017, neither were refinanced.

### **Treasury Management Indicators within the Treasury Management Code**

Trl 4a and 4b – Upper Limit on Fixed Interest Rate Exposures and Interest Rate Exposures, respectively

**The Council's upper limit for fixed interest rate exposure for the period 2016/2017 to 2018/2019 is 100% of net outstanding principal sums.**

**The Council's upper limit for variable interest rate exposure is 52% for 2016/2017, 54% for 2017/2018 and 56% for 2018/2019 of net outstanding principal sums.**

18. All loans and investments are at fixed rates of interest.

Trl 5 – Maturity Structure of Borrowing

<b>Limits on the Maturity Structure of Borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Actuals 2016/2017 Next Call Date</b>	<b>Actuals 2016/2017 Contracted Maturity</b>
<b>Maturity Period:</b>				
Under 12 months	25%	0%	13.0%	3.0%
12 months and within 24 months	25%	0%	4.4%	4.4%
2 years and within 5 years	45%	0%	8.3%	6.5%
5 years and within 10 years	75%	0%	14.2%	14.2%
10 years and above	100%	0%	60.1%	71.9%

19. In addition to the main maturity indicators it is considered prudent that no more than 15% of long term loans should fall due for repayment within any one financial year. Using CIPFAs guidance notes, it is recommended that treasury reports show LOBOs at the next call date, however, the Code states that LOBOs should be shown in the accounts disclosure notes when “the counterparty could first require payment”. This would ordinarily be the maturity date (further details are shown in Appendix C(i)).
20. Applying the CIPFA recommendation, for the treasury report, the actual maximum percentage falling due for repayment in any one year is currently 13.2% (£44million) in 2017/2018. Through call options, the lender has the right to change the interest rate at various points, in which case the Council will repay

the loans and consider whether it needs to refinance them. In the current economic climate (where interest rates are expected to remain low for some time) they are extremely unlikely to be called.

#### Trl 6 – Total Principal Sums invested for periods longer than 364 days

21. This Trl is covered by the Annual Investment Strategy, which is detailed in Appendix B.

### **Other Treasury Management issues**

#### **Short Term Cash Deficits and Surpluses**

22. It was agreed, as per the approved Strategy, that temporary loans and deposits would be used to cover short term cash surpluses and deficits that arise during the year. Such borrowing or investments would be made to specific dates at fixed rates, with reference to cash flow requirements. Investments have also been placed in Money Market Funds during the year.
23. All outstanding deposits are summarised in Appendix C (ii).

#### **Icelandic Bank Deposits**

24. Nothing further to report.

#### **Longer Term Cash Balances**

25. The average interest rate on present long-term debt is 3.771%, which continues to be relatively low when compared with other local authority borrowing rates.
26. Interest rate movements in the financial year have not provided many opportunities for an increased return through longer term investment of the more permanent cash surpluses, such as reserves and balances. The tight monetary conditions have continued through 2016/2017 without much upward movement in the deposit rates for all types of investments (short/medium and long term). As a result opportunities for an increased return by longer term investment of the more permanent cash surpluses, such as reserves and balances have been limited.



**REVIEW OF INVESTMENT STRATEGY FOR 2016/2017**

1. All investments of surplus cash balances were placed to ensure:
  - a) the security of capital, deposits only being placed with financial institutions which met the high credit ratings laid down in the approved Strategy;
  - b) the liquidity of investments, all deposits being placed for fixed periods at fixed rates of interest; and
  - c) all such investments were in sterling and in “Specified Investments”, as prescribed in the DCLG Guidance on Local Government Investments (the “Guidance”).
2. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
3. Details of the deposits outstanding at the end of the year, totalling £57.582 million, are shown in Appendix C (ii). These deposits represent the Council’s reserves both long term, such as the PFI and Insurance funds, and short term such as creditors or payments in advance.
4. Subject to the cash position, available opportunities to invest in longer term investments, up to 12 months, were taken during the year, taking advantage of marginally higher interest rates available for the longer maturity period, where appropriate and within the minimum requirements set out in the Treasury Strategy. These are shown within general deposits in Appendix C (ii).
5. The Council contracts with a treasury adviser, regularly reviewing credit ratings of potential organisations and their respective country's ratings, together with other 'tools' used to assess the credit quality of institutions such as credit default swaps. The Council uses this information to assess institutions with which it may place deposits or from which it may borrow, including interest rate forecasts for both borrowing and investment, together with setting a 'benchmark' borrowing rate. The Council's investment policy is 'aimed' at the prudent investment of surplus cash balances to optimise returns whilst ensuring the security of capital and liquidity of investments. However, the Council, like any other organisation, can be exposed to financial risk, which is negated as far as possible by the aforementioned measures.

**SUMMARY OF BORROWING AND INVESTMENTS 2016/2017****Summary of Long Term Borrowing 2016/2017****Maturity Profile of Borrowing at 31 March 2017**

Year	Amount (£m)					Percentage of Fund (%)		Average Rate (%)	
	PWLB	Market Loans (LOBOS)		Total		Next Call Date	Contracted Maturity	Next Call Date	Contracted Maturity
		Next Call Date	Contracted Maturity	Next Call Date	Contracted Maturity				
(A)	(B)	(C)	(A) + (B)	(A) + (C)					
0 – 5	54.810	40.000		94.810	54.810	28.1	16.2	3.30	2.47
6 – 15	92.623			92.623	92.623	27.4	27.4	3.51	3.51
16 – 25	64.000			64.000	64.000	18.9	18.9	3.94	3.94
26 – 50	65.500	15.000	51.000	80.500	120.500	23.8	35.7	4.46	4.45
Over 50	0.000	6.000	10.000	6.000	6.000	1.8	1.8	4.21	4.21
<b>Totals</b>	<b>276.933</b>	<b>61.000</b>	<b>61.000</b>	<b>337.933</b>	<b>337.933</b>	<b>100.0</b>	<b>100.0</b>	<b>3.77</b>	<b>3.77</b>
<b>Average Period to Maturity (Years)</b>								<b>20.11</b>	<b>22.37</b>

The CIPFA Guidance Notes on Treasury Management in the Public Services recommends that the Treasury Management Strategy Reports include LOBO loans (Lender Option Borrower Option) at the earliest date on which the lender can require payment, deemed to be the next 'call date'. At that date the lender may choose to increase the interest rate and the borrower (the Council) may accept the new rate or repay the loan (under the current approved Treasury Management Strategy, the Council would repay the loan). Whether or not the lender chooses to exercise their right to alter the interest rate will depend on market conditions. Current market conditions, where interest rates are predicted to remain low for some time, indicate that it is highly unlikely that lenders will call the loans in the immediate future.

The alternative method of determining the maturity profile of LOBO loans, based on contracted maturity, is used in the 2016/2017 Statement of Accounts.

The table above includes the maturity profiles using both the earliest date on which the lender can require payment and the contracted maturity dates.

**Summary of Deposits 2016/2017****Deposits Outstanding at 31 March 2017**

Borrower	Amount £m	Terms	Interest Rate (%)	Capita Credit Rating
Barclays	8.000	Fixed to 18/04/2017	0.25	Red – 6 months
Lloyds	5.000	Fixed to 18/04/2017	0.45	Red – 6 months
Nationwide BS	8.000	Fixed to 03/07/2017	0.36	Red – 6 months
National Bank of Qatar	8.000	Fixed to 14/08/2017	0.66	Orange – 12 months
Bank of Abu Dhabi	8.000	Fixed to 14/09/2017	0.48	Orange – 12 months
DBS Bank	8.000	Fixed to 18/09/2017	0.43	Orange – 12 months
HSBC	0.900	Overnight	0.10	Orange – 12 months
Ignis MMF	11.662	No fixed maturity date	0.28	AAA
Various MMFs	0.020	No fixed maturity date	0.21-0.27	AAA
<b>Total</b>	<b>57.582</b>			

Investments held have decreased by £20.0million between the end of December 2016 (as reported in the previous quarter end report) and the end of March 2017. This is due to changes in cashflows (decreased receipts/increased payments) and the repayment of a PWLB loan for £10million which was not refinanced.

The cash position is constantly reviewed to ensure that the Council maintains an appropriate level for daily cashflow purposes. The differences in investment levels as the year progressed is shown in the table below.

	31/03/16 £m	30/06/16 £m	Change £m	30/09/16 £m	Change £m	31/12/16 £m	Change £m	31/03/17 £m	Change £m
Total Deposits Outstanding	27.371	56.250	28.879	58.314	2.064	77.572	19.258	57.582	-19.990

**Temporary Loans Outstanding at 31 March 2017**

There were no temporary loans outstanding at the end of 2016/2017.

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## Wiltshire Council

### Cabinet

20 June 2017

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**Subject:** Wiltshire Council Draft Business Plan 2017-2027

**Cabinet Member:** Baroness Scott of Bybrook OBE, Leader

**Key Decision:** Yes

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### Purpose of Report

1. This is a covering report for the council's draft Business Plan for 2017-27. The Business Plan sets the council's overarching strategy for the next ten years. Its purpose is to enable the Corporate Leadership Team to lead and manage the organisation to achieve the priorities and objectives set by elected members.

### Proposal

2. Cabinet is asked to:
  - Agree to seek feedback on the draft Business Plan from Overview and Scrutiny and other key partners;
  - Agree to review feedback at its next meeting on 3 July, in preparation for a final draft to be considered at Full Council on 11 July 2017.

### Background

3. The Business Plan is an important document which sets the council's strategic direction, priorities and key actions.
4. Wiltshire Council approved its [first business plan](#) and supporting [financial plan](#) (2011-15) in February 2011. The [second business plan](#) for 2013-17 was agreed at the start of the council's second term.
5. A draft Business Plan for 2017-27 is attached as Appendix 1. It continues to build on and extend the vision, goals and achievements from previous business plans – and to reflect the priority areas following the recent elections.
6. The new draft Business Plan has been prepared to reflect:
  - the significant external challenges and changes that the council will face over the coming years; and,
  - changes to the way the council will have to operate to manage these challenges.

## Main considerations for Cabinet

7. The draft Business Plan is split into three main sections:
  - The vision of strong communities, is underpinned by three priorities of growing the economy; strong communities; and protecting the vulnerable. Under each of the priorities, goals set out the actions and what will be different in the future.
  - An explanation of what we will do – above and beyond business as usual - to deliver our goals, together with an explanation of why the goals are important and the challenges that need to be managed.
  - How we will do business – Wiltshire Council's approach to managing change and ensuring an innovative and effective, healthy, high-performing organisation, working with partners and communities. This includes a focus on digitisation, commercialisation and the One Wiltshire Estate programme.
8. The new business plan will shape a portfolio of work to improve how we deliver services for communities and businesses across Wiltshire. There will be changes to our services, including an increased focus on prevention and early intervention, to reduce demand for some of our services - so people get help as early as possible to prevent problems escalating.
9. Alongside this we will integrate health and social care to meet the increasing demand for care services. There is also a need to work closer with our partners on public protection and for greater personalisation of care and safeguarding services, focused on the needs of families and individuals.
10. We will work with our communities to encourage them to do more for themselves including the transfer of assets and services and enabling greater digital access to all services – 24/7, on line, digital by choice.
11. We will continue to build on the One Public (Wiltshire) Estate work, working with partners to be an innovative and effective council with more joined up working and sharing of resources with police, fire, health and other key partners.
12. Close working with local businesses and neighbouring authorities will continue to be important to deliver development and high skilled employment for the county. As will be the drive to have high quality schools, Further Education and Higher Education provision, good roads, transport networks and employment sites, as well as sufficient housing and clean, attractive and safe environments.
13. The draft Business Plan articulates a framework to ensure the council delivers and is flexible and responsive. This includes:
  - An approach to delivering the council's services through eight 'innovative and effective council' themes. Multi-year service plans will be developed

- reflecting these themes and updated on an annual basis;
- A financial model which is updated quarterly as part of the budget monitoring and setting process and a performance model which reports to cabinet quarterly.

### **Safeguarding considerations**

14. The draft plan identifies '**protecting the vulnerable**' as one of the three priorities for Wiltshire, with goals for ensuring early intervention, seamless care and care that puts people in control.

### **Public health implications**

15. The draft plan identifies '**strong communities**' as one of the three priorities for Wiltshire, with goals for personal wellbeing, community wellbeing and safe communities. This recognises that investment in public health can play an important preventative role and reduce costs in services (including those of our partners).

### **Environmental and climate change considerations**

16. The draft plan identifies '**growing the economy**' as one of the three priorities, with goals for transport, housing and environment and highly skilled jobs. These include actions to tackle congestion, ensure development takes place where needed and deliver sustainable tourism.

### **Equality Analysis of the Proposal**

17. The draft plan continues to identify protecting the most vulnerable in our communities as a key priority for the council.
18. The equality implications of the council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in developing the draft plan and equality analysis will be undertaken for new proposals as these are developed.

### **Financial Implications**

19. The appendix to the Business Plan sets out the financial assumptions for the next four years, drawing on the recent four-year budget deal for the county

### **Legal Implications**

20. The Policy Framework of the Council's constitution makes clear that it is a function of full council to approve the Business Plan.

### **Next steps**

21. A draft of the Business Plan will be prepared for consideration at Cabinet on 3 July, incorporating feedback from scrutiny and partners. Full Council will consider a new draft on 11 July.
22. The consultation and communications timetable is as follows:

1 June	Heads of Service briefed on the draft plan, invited to make comment, and asked to discuss draft plan with their staff at team meetings
20 June	Cabinet meeting
21 June	Overview and Scrutiny
30 June	Discussion with partners on Wiltshire Public Services Board
3 July	Cabinet meeting
11 July	Full Council
12 July	Final design version of business plan to be published online and an easy-read version to be produced
12 July	Media briefing/launch of new plan
12 July	Business plan to be issued to all staff and members electronically
13 July	Managers' Forum – update to Heads of Service. HoS to be asked to continue discussing with their teams
November	Business plan will be the focus for interactive staff engagement forums in Trowbridge, Chippenham and Salisbury

**Dr Carlton Brand**  
Corporate Director

**Carolyn Godfrey**  
Corporate Director

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Date of report: 12 June 2017

Background Papers

None

Appendix:

Draft Business Plan



### **Introduction**

Wiltshire is a thriving county that enables and positively encourages healthy living in strong, inclusive and prosperous communities. We are proud of our heritage and for having a strong community spirit where people in communities come together to support each other, take part in events and activities, and take responsibility for what matters to them. That is what makes us unique and it's at the heart of everything we do.

### **Our vision is to create strong communities in Wiltshire**

Over the last decade the council, with its public and voluntary sector partners, has improved people's lives and helped businesses to develop and relocate in Wiltshire. Looking ahead to the next decade, we plan to continue that success. This business plan sets out our priorities and how we will deliver them working closely with local communities and partners; as well as investing in technology to make it easier for residents and businesses to engage with us and resolve matters more quickly. The following pages set out in more detail the goals that underpin our priorities and how we will deliver them. Our key priorities are:

#### **Growing the economy**

We want to continue sustainable growth in our communities, and grow the skills of the local workforce so that we can continue to attract and retain high value businesses in Wiltshire. To do that we also recognise we need to have high quality schools, colleges and Higher Education provision, good transport networks and employment sites, as well as sufficient housing in clean, safe and attractive environments.

#### **Strong communities**

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

#### **Protecting those who are most vulnerable**

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

#### **An innovative and effective council**

Looking ahead, we must continue to be innovative in how we work. Doing things differently means that some difficult decisions will need to be made – these may not always be universally popular – but they will be necessary so that the rising demand for some services can be met. We will also focus on generating income by adopting a more commercial approach in what we do and seizing the opportunity to work with businesses for mutual benefits. By working closely with communities, businesses and public sector partners we can achieve so much more and together we can make Wiltshire an even better place to live, work in and visit.

We will continue to make Wiltshire a special place where communities are strong, more connected and able to cope with any challenges they face.

Baroness Scott of Bybrook OBE, Leader, Wiltshire Council

# Wiltshire Council Business Plan 2017-2027

*Our vision is to create strong communities*

**Our priorities are:**

<b>Growing the Economy</b>	<b>Strong Communities</b>	<b>Protecting the Vulnerable</b>
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**Our goals are:**

<p><b>Highly Skilled Jobs (Employment)</b> I can develop my skills &amp; get a good job</p> <ul style="list-style-type: none"> <li>- Good schools results</li> <li>- More apprenticeships and improved access to Further and Higher Education</li> <li>- More businesses start-up, grow &amp; invest in Wiltshire</li> <li>- More sustainable tourism and rural jobs</li> </ul>	<p><b>Community wellbeing (Localisation)</b> I can get involved and influence locally</p> <ul style="list-style-type: none"> <li>- Strong community leadership</li> <li>- More services &amp; assets devolved to parish councils &amp; community groups</li> <li>- More Neighbourhood Plans</li> <li>- More volunteers and work with VCS</li> <li>- High recycling rates &amp; reduced litter</li> <li>- Military &amp; Civilian communities are well integrated</li> </ul>	<p><b>Early Intervention (Prevention)</b> I get the help I need as early as possible</p> <ul style="list-style-type: none"> <li>- Proactive Early Help &amp; Children's Centres' services.</li> <li>- Schools that help all pupils achieve</li> <li>- Reduced social isolation &amp; loneliness</li> <li>- Improved mental health</li> <li>- Increased support for carers</li> </ul>
<p><b>Housing and Environment (Development)</b> I live in a good home I can afford</p> <ul style="list-style-type: none"> <li>- More affordable homes to rent &amp; buy</li> <li>- Development where it is needed (implementation and review of core strategy)</li> <li>- Successful return of the British Army from Germany to Wiltshire</li> <li>- Public land released for homes &amp; jobs</li> </ul>	<p><b>Safe Communities (Protection)</b> I feel safe</p> <ul style="list-style-type: none"> <li>- Good regulation and consumer protection</li> <li>- Reduction in Anti Social Behaviour</li> <li>- Reduction in substance misuse</li> <li>- Reduced road casualties</li> <li>- Reduced risk of floods</li> </ul>	<p><b>Joined up Health &amp; Care (Integration)</b> I receive seamless care</p> <ul style="list-style-type: none"> <li>- One service for health and social care</li> <li>- Improved outcomes for children with a disability and care leavers</li> <li>- Improved support for those with Mental Health or Learning Disabilities</li> <li>- More social workers embedded with NHS teams</li> <li>- Targeted support for complex cases</li> </ul>
<p><b>Transport and Infrastructure (Access)</b> I can get around and access good services</p> <ul style="list-style-type: none"> <li>- Road infrastructure is improved</li> <li>- New infrastructure to support housing &amp; employment growth</li> <li>- Improved strategic roads &amp; rail</li> <li>- Accessible public transport services</li> <li>- Regeneration of town centres</li> <li>- More areas with fast broadband</li> </ul>	<p><b>Personal wellbeing (Prevention)</b> I can take responsibility for my wellbeing</p> <ul style="list-style-type: none"> <li>- Healthier population</li> <li>- Good countryside access and cycling and walking opportunities</li> <li>- Improved leisure provision through new campuses &amp; community hubs</li> </ul>	<p><b>Empowering &amp; Safeguarding Families and Individuals (Personalisation)</b> I get the right care, right place, right time</p> <ul style="list-style-type: none"> <li>- Services put you in control</li> <li>- Agencies work together to safeguard</li> <li>- Looked after children are safe &amp; well</li> <li>- Suitable accommodation in place for vulnerable younger and older people</li> <li>- Care is at or as close to home as possible</li> </ul>

## Working with partners as an innovative and effective council

<p><b>Community Involvement</b> Robust decision making which is open, inclusive, flexible and responsive</p>	<p><b>Commercialism</b> An efficient, commercial and long term approach with an increase in trading of our services and £45m savings by 2021.</p>	<p><b>People</b> An outstanding workforce with a can-do attitude - supported through clear career paths, talent management and learning and development</p>	<p><b>Change</b> Transforming services through systems thinking, underpinned with a rigorous programme approach.</p>
<p><b>One Wiltshire Estate</b> Shared estate with public partners and a strategic, commercial approach.</p>	<p><b>Digital</b> Use of dynamic, digital technology and shared records with partners.</p>	<p><b>Performance</b> A focus on customers and delivering good outcomes</p>	<p><b>Delivering together</b> Designing services with communities; considering new delivery models and joint commissioning with partners</p>

### Delivering our priorities

This business plan outlines the priorities of the elected councillors in Wiltshire and how these will be delivered in the coming years. For each of the three main priorities, a set of goals are outlined which will be the basis for measuring our success. These goals describe what will be different in future.

For each goal set out in the diagram, actions describing how we will deliver each goal are provided in this plan. The council currently provides more than 300 services – everything from pre-birth through to the registration of a death - so these actions do not describe everything that we do, but the additional activity and what will be done differently, to deliver each goal is described.

Our overall vision to deliver strong communities continues, but there will be some changes to our services, including:

- An increased focus on **prevention** and **early intervention** to reduce demand for some of our services - so people get help as early as possible to prevent problems escalating
- More **localisation** by passing assets and services to local towns, parishes and community groups to deliver
- **Integration** of health and social care to help meet the increasing demand for care services
- Greater **personalisation** of care and safeguarding services, focused on the needs of families and individuals
- Closer working with Wiltshire Police and Dorset and Wiltshire Fire and Rescue Service on public **protection**

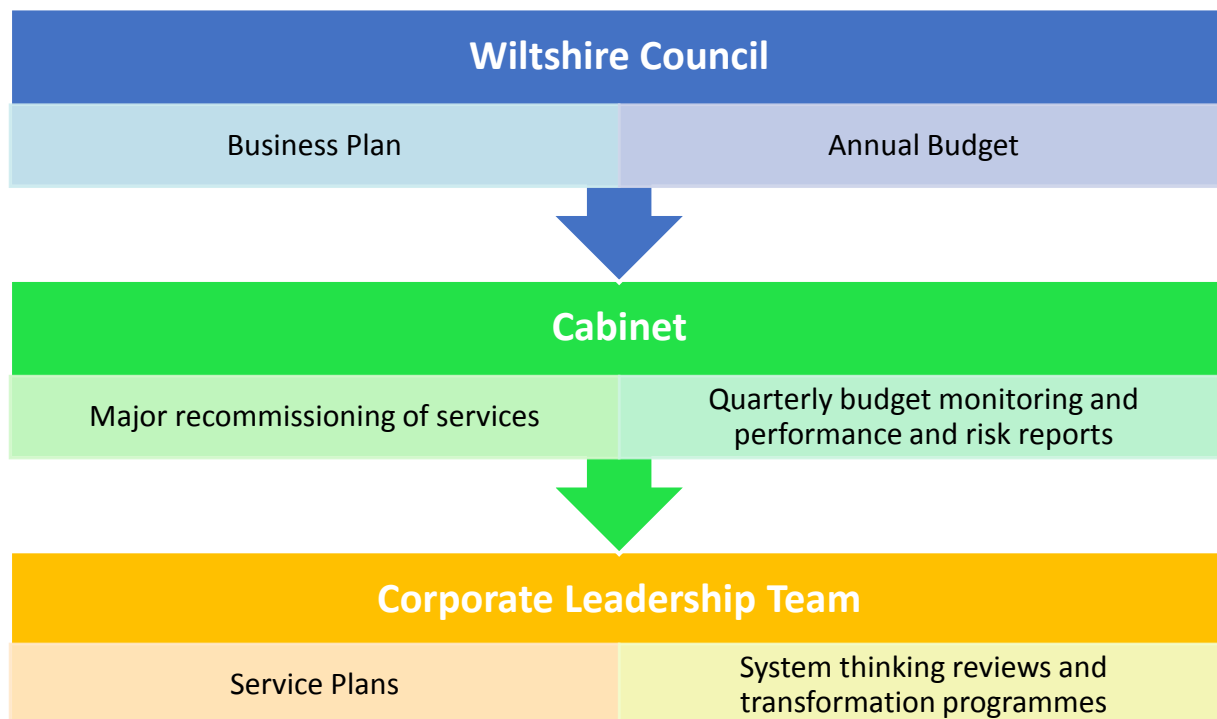
Working with local businesses and neighbouring authorities will be important to deliver new **development** and high skilled **employment**. A strong and sustainable economy across Wiltshire is vital for delivering other priorities. Wiltshire Council will:

- Enable greater **digital** access to all services so that more of our services are automated and customers can book, pay and do online when they want to; 24/7
- Focus more on **commercialisation** of its services (maximising every opportunity to generate income and operate in a more business like way)
- Build on the **One Wiltshire Estate** work sharing resources and assets with the NHS, Fire and Police and other public sector partners
- Continue to involve **communities** and encourage them to do even more for themselves

The challenges we face will continue - these include:

- Financial challenge – we need to make £45m of savings by 2021 – and this will mean some difficult decisions for the new council
- Increasing demand (accounting for an ageing population and other factors) – prevention, early intervention and integration will be essential to address this
- Continuing to safeguard those who are most vulnerable, and manage the increasing costs

To meet these challenges, we will develop transformation programmes to cover the areas highlighted above. Alongside these programmes, service areas will set out their plans to transform these services against a backdrop of constrained resources (covering all the elements of how as an innovative and effective council we will work with our partners). The service plans will be updated annually, signed off by the Corporate Leadership Team, and used to inform the annual budget setting agreed by full council. Progress reports on finance, risk and performance will be provided quarterly to cabinet. Cabinet will also sign off on the re-commissioning of services in line with these plans, wherever necessary. This approach builds on the progress we have made since becoming a unitary authority in 2009, and is a vital way to ensure open democratic oversight and accountability of how we plan ahead and continue to make the best use of our resources.



**? What will this Business Plan mean for me?**

*'As a young person, I get the help I need as early as possible, I go to a good school, can make good choices and am kept safe'.*

*'As an adult or family, I find it easy to get around and access services, live in a good home and have a good job. I can get involved in issues that are important to my local community'*

*'As an older person, services are tailored to me and joined up with the NHS where appropriate'*

*'As an employee I understand how my role fits in delivering the council's vision and priorities. What I do is helping to make communities stronger and more able to cope and do things for themselves. This means our resources; including me, can be focused on helping those who are most vulnerable'.*

*'As a newly elected unitary councillor, this plan has provided clarity of where the council is heading and what's important to Wiltshire. I have a better understanding of the priorities and where the council's resources need to be allocated to deliver these'.*

**Growing the Economy**

**Highly Skilled Jobs (Employment)**

*“I can develop my skills and get a good job”*

**Why is this important?**

We know that to create a thriving local economy we need to continue to create and safeguard jobs. We also need a workforce with the right skills to ensure we keep unemployment figures below the national average, provide the skills that Wiltshire businesses need, and encourage more young people in the work place. We have had some success at this – in the last 9 months of 2016 over 2000 jobs were created; 1600 businesses supported, 62 start-ups supported and 4000 people supported with training and skills development.

**What are the challenges?**

There is an ongoing need to ensure that we have enough school places in ‘good’ or ‘outstanding’ schools whether these are local authority schools or academies. 96% of children in Wiltshire are currently in good or outstanding schools and there is a need to continue to champion educational excellence so that all children achieve their potential.

The Apprenticeship Levy begins in 2017, and provides an opportunity to work with local employers to further increase apprenticeships. Currently, 2.7% of our young people are not in education, employment or training. Relatively low progression rates to Higher Education, given the lack of a university within Swindon and Wiltshire, also needs to be addressed alongside higher level skills gaps in priority sectors (such as Science, Technology, Engineering and Maths).

Goal	What we will do
<b>Good schools’ results</b>	Promote high educational standards for all children, working closely with education providers, schools, colleges and academies. This will be through securing new schools for a growing population, improvement advice, brokering school to school support and wider partnerships and providing support for leaders and governors.
<b>More apprenticeships and improved access to Further and Higher Education</b>	<p>Increase local provision of Higher Education (HE) facilities and courses, increasing progression at 18 into HE. Encourage progression from Level 3 to Level 4, growing higher level skills across the county.</p> <p>Support schools, Further Education (FE) sector, Higher Education Institutions (HEIs) and training providers to increase participation in education, training and employment. Develop the Swindon and Wiltshire Enterprise Advisor Network, linking schools with local businesses to improve employability and aspirations.</p> <p>Deliver an Apprenticeship Growth Plan for Wiltshire in partnership with schools, training providers and employers. Grow Higher and Degree Level Apprenticeships.</p> <p>Support military returners and leavers.</p>
<b>More businesses start-up, grow and invest in Wiltshire</b>	Use £70m secured for Wiltshire and Swindon as part of the Growth Deal to grow the skills base and support business growth and develop the life sciences cluster, high value jobs & commercial opportunities. Continue initiatives such as Wiltshire Business Support Service; The Enterprise Network; Business Wiltshire and Wiltshire 100.
<b>More sustainable tourism and rural jobs</b>	Support and assist local businesses with marketing Wiltshire appropriately for tourism; and protect and enhance the environment to encourage sustainable tourism.

**Housing and Environment (Development)**

*“I live in a good home that I can afford”*

**Why is this important?**

Improving housing supply is critical for ensuring people can live and work locally and play an active part in their community. The core strategy for Wiltshire states that at least 42,000 homes need to be built between 2006 and 2026. In the first 10 years, just under 20,000 homes have been built, with 1731 built in 2015/16. We will use our duties and powers to ensure development takes place where needed, while minimising impact on the environment and securing enhancement wherever possible.

**What are the challenges?**

Getting enough housing in the right places, with jobs nearby, whilst ensuring it is affordable and respecting the environment, requires a careful balance. With house prices in Wiltshire now roughly 11 times the local income the ability to access affordable housing is increasingly important. Currently, there are around 1900 families on the social housing register and welfare reforms (such as the roll out of universal credit and a benefit cap) may make it more difficult for some individuals and families to access good quality housing. The relocation of 4,000 additional Army personnel and their dependents to the Salisbury Plain area by 2019 is important for Wiltshire. We are proud to be a military county and we are actively planning and preparing for the return of these troops from Germany.

The continuing financial pressures means there is a need for all public-sector organisations to review and rationalise their estate – freeing up land to deliver new homes, jobs, capital investment, environmental enhancements and improved services.

<b>Goal</b>	<b>What we will do</b>
<b>More affordable homes to rent and buy</b>	Implement a new Housing Strategy  Make best use of existing stock - return long-term empty homes to use, make adaptations for disabled and older people, and remodel accommodation to ensure that it meets current housing needs  Increase the supply of and access to affordable housing by working in partnership with developers and Registered Providers (social landlords)  Work with the private sector to improve delivery and access to private sector housing, including rent to buy.
<b>Development where it is needed</b>	Continue to implement the Wiltshire Core Strategy – achieving targets for housing development and employment land in each community area across Wiltshire (enabling more people to live closer to work)  Undertake a review of the strategy to update Development Plan policy documents.
<b>Successful return of the British Army from Germany to Wiltshire</b>	Continue to implement the Army Basing Programme through the Wiltshire Military-Civilian Integration (MCI) Partnership; ensuring the right infrastructure and sufficient places in local schools, GP surgeries and other services.
<b>Public land released for homes and jobs</b>	Identify publicly owned assets and estates for release through the One Wiltshire Estate Partnership  Bid for further funding from the One Public Estate Programme to accelerate delivery of homes and jobs on surplus public land, including former MoD sites

**Transport and Infrastructure (Access)**

*“I can get around and access good services”*

**Why is this important?**

In Wiltshire, we have ambitious plans to grow the local economy in a sustainable way. We want people to be able to get around easily and access good services, including through digital channels. This requires investment and the outcome of this investment is vital for the future prosperity of the county.

**What are the challenges?**

Part of addressing this challenge is tackling the historic maintenance backlog on the roads. Whilst this has, and continues to be reduced (241km of roads were repaired in 2015/16), more investment is needed to bring the county’s roads to an acceptable state. Alongside this, there is increasing congestion and several ‘pinch points’ on the road network; and new infrastructure is required to unlock future growth in housing and employment.

The rural nature of much of Wiltshire can make access to towns for jobs and services difficult for some residents. Demand for public transport is likely to increase based on the growth in the ageing population and this will become more important in helping to tackle issues such as social isolation (along with other measures such as encouraging walking and cycling in the local community). Around 50% of all bus service mileage in Wiltshire is fully funded by the council on the basis that it supports wellbeing by reducing social isolation and supports employment for people in rural areas; and would not otherwise be operated. Alongside this, 40% of business premises in Wiltshire have been helped to access superfast broadband where it may not have been commercially viable - but parts of the county still cannot access superfast broadband. The changing way that people shop is altering the nature of many town centres.

Goal	What we will do
<b>Road infrastructure is improved</b>	<p>Improve asset management and use of investment to improve the condition of Wiltshire roads (implementing our Highways Asset Management Strategy)</p> <p>Promote and further develop the MyWiltshire app to improve and increase the reporting of issues.</p>
<b>New transport infrastructure to support housing and employment growth</b>	<p>Bid in further rounds of government funding (which will be a competitive process and require project development and assurance work) to build on the success to date and deliver the Swindon and Wiltshire Strategic Economic Plan.</p> <p>Explore funding sources and secure planning obligations to fund new infrastructure; and put in place supply chains capable of the timely delivering of new infrastructure.</p>
<b>Improved strategic roads and rail</b>	<p>Promote with Department for Transport and Highways England improvements to the A303 and North-South connectivity across Wiltshire</p> <p>Develop and deliver a rail strategy promoting more local services; and the regeneration of rail stations.</p>
<b>Accessible public transport services</b>	<p>Fund public transport provision through the income generated on council owned car parks.</p>
<b>Regeneration of town centres</b>	<p>Work with town and the city councils to pursue regeneration opportunities at Bowyers and East Wing sites in Trowbridge, Chippenham Station and the Maltings and Central Car Park in Salisbury (amongst others).</p>
<b>More areas with fast broadband</b>	<p>Invest in Wiltshire Online to support the government’s 95% coverage target for superfast broadband in 2017 and 100% thereafter.</p>

**Strong Communities**

**Community wellbeing (Localisation)**

*"I can get involved and influence locally"*

**Why is this important?**

We want to make it easy for everyone to participate and engage in their community and in public services and decisions that will affect their local areas. We want to help communities and local organisations to experiment with new innovative solutions to local issues. We will build on our existing local working in area boards and with parish and town councils to devolve services to local areas. Similarly, thousands of volunteers provide support improving Rights of Way, maintaining countryside sites and the local environment and supporting the library service – amongst many other things! We want to support these volunteers and develop new opportunities for more volunteers to get involved.

**What are the challenges?**

Neighbourhood planning gives communities a greater say on the future development of their area. As of April 2017, 9 neighbourhood plans have been ‘made’ in Wiltshire and 50 additional neighbourhood areas designated, enabling plans to be prepared. Supporting local communities on issues such as fly-tipping and littering, which are costly to address, is also important. There were 2,700 reports of fly-tipping in 2015/16 and 2300 enforcement actions. Currently around 45% of household waste is recycled. And with the increase in military numbers in Wiltshire due to army basing there is an even greater need to ensure military and civilian communities are well integrated.

<b>Goal</b>	<b>What we will do</b>
<b>Strong community leadership</b>	Work with the Boundary Commission to ensure that divisions reflect local community interests and identities and deliver effective local government.  Review area board arrangements and support community-led action planning with information, project banks and grants. Support Community Area Transport Groups with additional substantive schemes and build on the programme of devolving funding for services such as youth activities, health and wellbeing.
<b>More services and assets devolved to parish councils and community groups</b>	Develop a new Asset and Service Devolution and Community Asset Transfer Policy; and a process for prioritising further town-based packages for transfer, based on the approach with Salisbury City. This is likely to include the larger towns and some of the smaller towns in the first phase.
<b>More Neighbourhood Plans</b>	Support parish and town councils to progress their Neighbourhood Plans, particularly those seeking to provide more housing.
<b>More volunteers and work with the Voluntary Sector</b>	Develop further volunteering opportunities through a volunteering strategy. Work with the Voluntary and Community Sector (VCS) according to the principles of the Wiltshire Compact and develop a new VCS strategy
<b>High recycling rates and reduced litter</b>	Increase opening hours at household recycling centres, where appropriate; deliver a new waste contract and recycling collection service; and support community initiatives such as litter picks and activities that reduce waste.
<b>Military and civilian communities are well integrated</b>	Promote the community covenant and deliver additional projects funded with Armed Forces Covenant Grants. Work to embed military representation on the relevant area boards and school governing bodies; and improve public access to MoD sports facilities. Ensure military personnel, their dependents and veterans suffer no disadvantage in access to services compared to the local population.



**Safe Communities (Protection)**

*“I feel safe”*

**Why is this important?**

Wiltshire is one of the safest counties in England. However, a range of factors contribute to how safe we feel. For example, whilst fewer people have experienced or witnessed anti-social behaviour in recent years, the perception that there is a high level of anti-social behaviour has not fallen.

**What are the challenges?**

New challenges for consumer protection include the rise of the online economy and the ‘Internet of things’ resulting in potential for fraud and identity theft. Whilst overall illegal drug use has fallen in recent years, and is expected to continue doing so, cannabis use amongst children is high in comparison with other areas.

On our roads, each fatality or injury results in financial losses and impacts on well-being of people. The number of fatal or serious collisions on Wiltshire maintained roads reduced by 5% in the most recent set of figures.

In addition to this there is climate change, with more extreme weather expected in future years, and an ongoing need to ensure good plans are in place to manage any infectious disease outbreak or major transport incident.

<b>Goal</b>	<b>What we will do</b>
<b>Good regulation and consumer protection</b>	<p>Work with enforcement agencies to identify and shut down abusers of new technologies.</p> <p>Explain workers’ and consumers’ rights as legislation catches up with the changes in the economy.</p> <p>Ensure a proportionate approach in developing the night-time economy.</p>
<b>Reduction in Anti-Social Behaviour</b>	<p>Work in partnership with the police, communities, and the youth offending team to reduce anti-social behaviour through provision of diversionary activities.</p>
<b>Reduction in substance misuse</b>	<p>Promote sensible alcohol consumption including providing challenges such as ‘Dry January’ and risky behaviours work with schools</p> <p>Invest in rehabilitation support.</p>
<b>Reduced road casualties</b>	<p>Target road safety campaigns at the most at risk groups including school children.</p> <p>Improve road conditions to improve safety, and implement road safety improvement schemes to reduce casualties by 40% by 2020 (from the levels of those killed or seriously injured in 2005).</p>
<b>Reduced risk of floods and other threats</b>	<p>Consideration in planning decisions and highways work to implement the appropriate levels of drainage.</p> <p>Work with partners to ensure that emergency and recovery plans are in place and are regularly tested.</p> <p>Implement capital schemes to reduce the risk of flooding to properties.</p>

**Personal wellbeing (Prevention)**

*“I can take responsibility for my wellbeing”*

**Why is this important?**

We want to help communities become more active and self-reliant by doing things ‘with’ them, rather than ‘to’ them. Supporting people of all ages to take responsibility for their own physical and mental wellbeing is vital. This involves promoting informed choices about smoking, drugs, alcohol, sexual health, healthy eating and exercise, as well as providing opportunities for participation in clubs and activities to combat social isolation and loneliness. Inactivity and ill-health have implications not only for the individual but for the wider community; as well as a significant financial cost for public services – so tackling this is imperative.

**What are the challenges?**

Two thirds of the local population are currently overweight and there is a need to do all we can to provide the right environment and infrastructure to prompted more active and healthy living. Leisure facilities play a role. Last year there were over 3.5 million visits to Wiltshire Council leisure centres and initiatives such as free swimming for under 16s in the school holidays encouraged increased participation. The leisure infrastructure does however need maintaining and further investment. Similarly, while most of the adult population does not smoke, 28% of the military and 27% of routine and manual workers do still smoke. Smoking remains the greatest preventable risk to our health and in 2016, 56% of those who aimed to quit smoking were supported successfully.

Goal	What we will do
<p><b>Healthier population</b></p>	<p>Deliver the Joint Health and Wellbeing Strategy and related strategies (such as the Obesity Strategy), working in partnership to move the focus from reactively supporting people’s health needs to prevention of ill health and early intervention (e.g. through NHS Health Checks, health trainers and Active Health services).</p> <p>Work with employers to deliver workplace health initiatives and work with schools to implement the Healthy Schools Programme for improved physical and emotional health.</p> <p>Work with communities to encourage and facilitate activities such as participation in the Big Pledge and Big Spring Clean; and to increase the number of smoke free play parks so Wiltshire can become smoke free.</p>
<p><b>Good countryside access and cycling and walking opportunities</b></p>	<p>Promote our footpath toolkit to support volunteers, walking groups and countryside events. Promotion of events such as park runs.</p> <p>Invest in cycle paths and parks and incorporate in new developments. Support local decision makers with tools to address environments that create weight gain.</p>
<p><b>Improved provision through campuses, sports and leisure centres and community hubs</b></p>	<p>Deliver new campuses in Pewsey and Melksham and new community hubs in Devizes and Royal Wootton Bassett (that reflect the success of the Calne Community Hub); and work with Sport England to ensure local communities have appropriate overall access to public and private leisure facilities.</p> <p>Provide increased opportunities for people of all ages and abilities in Wiltshire to improve their levels of physical and mental wellbeing participation and activity.</p> <p>Review the future leisure provision to support getting people active.</p>

Protecting the Vulnerable

**Early Intervention (Prevention)**

*“I get the help I need as early as possible”*

**Why is this important?**

At times, we all need support. We will protect the vulnerable by intervening early, where possible, and working with partners and local communities to ensure everyone gets the support they need as soon as possible. For children, this will mean a clear focus on work in the early years.

**What are the challenges?**

In recent decades, pressures on families have increased, particularly for those with lower levels of income. This can increase demands on other services. The numbers of pupils that have English as an Additional Language continues to rise and children of military families can also face disruption in schooling. For those pupils receiving free school meals, 27% currently achieve 5 good GCSEs including Maths and English compared to 60% of all pupils in Wiltshire and we need to close this gap.

Rising life expectancy is great news but it can mean that many older people increasingly live alone and this can present additional challenges to their mental health and the health service. Across the population, 1 in 4 people will experience an episode of mental ill health, with increased pressure also noticeable on younger people.

Carers provide an invaluable role for those they look after and can enable their loved ones to stay at home for longer than they would otherwise. The Care Act now entitles all carers to ask for an assessment of their support needs so that they can receive support and continue in this role for as long as they feel able. Children that are carers and carers of children have similar rights.

Goals	What we will do
<b>Proactive Early Help and Children’s Centres’ services.</b>	Re-shape the way we deliver services, with more focus on providing help early in a child’s life and on supporting families where parents have difficulties which affect their ability to parent effectively - through strong ongoing relationships with families and within communities.
<b>Schools that help all pupils achieve</b>	Work with schools to support children who are vulnerable to underachievement – including children from low-income families, those in care and those with Special Educational Needs or Disabilities (SEND). Extend the Swindon and Wiltshire Enterprise Advisor Network into special schools and the Virtual school to improve employability.
<b>Reduced social isolation and loneliness</b>	Work with the area boards’ health and wellbeing groups, Younger People Champions and Older People Champions to identify appropriate community schemes.  Develop, fund and promote community led projects (such as youth activities, Men’s Shed, day care groups, clubs) that fit with local voluntary provision.  Support older people to access services online through support for Wiltshire Online volunteers and libraries.  Children’s centres and outreach services offer support to isolated mothers.
<b>Improved mental health</b>	Raise awareness and improve early access to services in schools and in the community through delivery of our Emotional Wellbeing and Mental Health Strategies.
<b>Increased support for carers</b>	Work with the NHS to support carers in their role, through a new Carers Strategy that supports carers for as long as possible.

**Joined up Health & Care (Integration)**

*“I receive seamless care”*

**Why is this important?**

We want people to say ‘I can plan my care with people who work together to understand me and my carer(s), allow me control, and bring together services to achieve the outcomes important to me’. Better care planning and coordination of services means resources can be targeted more closely on need and prevent further needs from emerging.

**What are the challenges?**

We’re living longer, healthier lives in Wiltshire. This is something to be celebrated – but it brings with it new challenges such as helping more people that are living with long term conditions (predicted to treble in the next five years) and the need to help parts of the population with health challenges. The numbers of children with recognised Special Educational Needs and Disabilities continues to grow and there is the need for coordinated care and transitional support to adult services. Children leaving care continue to have worse lifelong outcomes than the rest of the population. Older people may live with more than one long term condition. All this increases the need for close coordination with the NHS.

Delays in providing care can lengthen recovery. Where care is needed, we want a seamless provision between health and social care with the highest standards. For the most vulnerable, close work with health and the voluntary sector to provide appropriate, local, cost efficient and good quality care packages and facilities is needed.

Complex cases will typically have interactions with many public services and targeted, tailored, support for this smaller number of individuals may help reduce the overall cost to the public purse.

<b>Goal</b>	<b>What we will do</b>
<b>One service for health and social care</b>	Pool and align budgets with the NHS so that an increasing number of services are planned and bought together; as per the Joint Health and Wellbeing Strategy and Better Care Plan.
<b>Improved outcomes for children with a disability and care leavers</b>	Ensure integrated Education, Health and Care plans are in place, with input from schools, children’s services and the NHS.  Develop and implement a Care Leavers Covenant to maximise the life chances of those leaving care and promote this with local public sector organisations, businesses and voluntary groups.
<b>Improved support for those with Mental Health or Learning Disabilities</b>	Invest in preventative measures and support into employment for as many as possible.  Increase investment to deliver services that are well integrated between social care and the NHS – aligning teams where appropriate.
<b>More social workers embedded with NHS teams</b>	Configure our community social work teams on the same basis as community health care teams and work with the NHS to co-locate these where possible and cluster services around GP surgeries.
<b>Targeted support for complex cases</b>	Analyse contacts and needs and coordinate support to those with the most complex cases (for example, through blending early help and social work teams in children’s services; and close working with community health services)

**Empowering & Safeguarding Families and Individuals (Personalisation)**

*“I get the right care, in the right place, at the right time”*

**Why is this important?**

There are increasing expectations amongst the public that services should be tailored and personalised and there are new obligations under the Children and Families Act and Care Act to ensure this happens.

**What are the challenges?**

There were 3,961 referrals for children’s safeguarding services to the Multi Agency Safeguarding Hub (MASH) in 2016/17. The MASH helps professionals who are working with vulnerable people by providing them with a collated picture of the individual and family. Different agencies work together in the same location and share information to provide a more co-ordinated, timely and proportionate response to welfare and safeguarding concerns. Currently, the number of Children in Need, Looked After, or on Child Protection Plans in Wiltshire is 2,846.

Increasing use of digital and social media by children and young people poses new challenges for safeguarding teams – such as cyberbullying, grooming and child sexual exploitation (CSE). For adults, there are new and more complex challenges in safeguarding in areas such as human trafficking, modern slavery and preventing extremism.

Welfare changes could potentially affect vulnerable younger people and their access to accommodation. At the same time, increasing numbers of older people without appropriate housing could increase demands on council and health services. Services will need to be reconfigured to address this and plans for investment in appropriate supported housing developed further.

<b>Goal</b>	<b>What we will do</b>
<b>Services put you in control</b>	Develop one assessment where people participate and interventions are designed to meet needs.  Increase the number of personal budgets and direct payments for users of social care.
<b>Agencies work together to safeguard</b>	Develop the Multi Agency Safeguarding Hub (MASH) for children to provide a front door for all children’s services and establish a similar model for adults.  Share more information with our partners where appropriate to identify adults and children at risk and ensure safeguards are in place.
<b>Looked after children are safe and well</b>	Focus on meeting the needs of looked after children for a permanent home, good education and support for good physical health and emotional wellbeing.
<b>Suitable accommodation in place for vulnerable younger and older people</b>	Develop a new children and young people accommodation strategy and support the development of appropriate housing for those with learning disabilities and older people.
<b>Care is at or as close to home as possible</b>	Generate more Wiltshire placements for Wiltshire children.  Reconfigure rehabilitation services and reduce demand for hospital beds through a focus on maximising independent care.

Working with partners as an innovative and effective council

We measure our success by delivering the outcomes set out in this plan and by using systems thinking principles in the way we deliver services. We recognise that there is a need to work innovatively and effectively with partners to get maximum value for public sector spend in Wiltshire (the Wiltshire £). Within this context, we will ensure that Wiltshire Council operates as a 'healthy organisation' which has strong checks and balances in place and promotes a culture of innovation and critical analysis. This will mean working according to the principles set out in the following eight themes:

**1. Community Involvement**

We have robust decision making in place which is:

- Open, transparent and inclusive – based on good consultation and engagement with local communities; good legal and financial advice and scrutiny; and consideration of the impact on local communities.
- Flexible – taking place at the right level (whether cabinet, cabinet members, committee, full council, community area board or delegated to officers).
- Responsive – quick to respond to emerging needs or opportunities, where appropriate.

**2. Performance**

We enable sensible risk taking. We measure our success as an organisation by the goals set out in this plan and whether these are achieved. This includes measures on:

- *Volume/ Prevalence - the size of the issue being addressed*
- *Process - how effectively a service is responding*
- *Outcome – whether the service is achieving its intention*

Cabinet receive performance reports quarterly and this will be allied to budget monitoring. Further information will also be published in the Joint Strategic Assessment and Citizens Dashboard.

**3. People**

We empower our people to be innovative and collaborative to build strong communities. We have an outstanding workforce with a can-do attitude - supported through clear career paths, talent management and learning and development.

Our councillors, directors and managers are outstanding leaders who can communicate our vision and philosophy in a way that is understood by everyone. They work together and turn the vision into reality. We provide clear career paths for high performing staff and we encourage and develop young people as future leaders.

Our staff are innovative, open to challenge, act on feedback and learn quickly from mistakes. They embrace a Behaviours Framework and look for more effective and joined up ways of meeting residents' needs. Information technology (IT) supports our staff and customers by ensuring suitable products, infrastructure, security and support is in place together with clear, simple policies and procedures. We listen to the views of residents, including young people.

A new People Strategy will help us to plan for new requirements such as the apprenticeship levy and to ensure our workforce is fit for the future.

### 4. Commercialism

We have an efficient, commercial approach which is delivering an increase in the trading of our services. We plan for the longer term (through our Medium Term Financial Strategy and annual budgets) and we will deliver the required £45m savings over the next 4 years. With the end of the central government grant, we recognise the opportunities for growing our local business rates and council tax base.

We make sure everything we do or fund has a clear business case and adds value. We set our budget based on the contribution that spending makes to delivering our vision, rather than starting with savings to be made. We will reduce future spending requirements by investing in high quality, preventative services targeted at people who need them most. We look at the hidden impact of financial decisions on individuals and communities. We base decisions on sound financial advice, implement effective controls through our budget monitoring process and consider innovative funding options and opportunities.

### 5. Digital

We are an accessible, open and transparent council which engages communities. This includes:

- Serving our customers using digital tools that are convenient, easy and safe to use, efficient and reliable (including self service). This will be delivered through a new Digital Strategy.
- A strong, lean communications function which acts as the publisher of news to ensure residents, businesses, staff and elected councillors and key stakeholders (such as the media) are appropriately involved and informed.
- Maintaining a range of ways to contact the council (including new approaches on social media) and revamp of the council's website
- Publishing an increasing amount of organisational data and performance information as open data.
- Publishing information about Wiltshire to inform the public and partners about community needs (such as our Joint Strategic Assessments).
- Development of shared records with our public service partners with appropriate data protection in place.

### 6. Change

We transform our services through using systems thinking principles in every community and service. We look at how services work from the customer's point of view, and to measure how well they are performing. This evidence is used to design better services, with a particular focus on prevention. Systems thinking is applied to a wide range of services including children's social services, adult care, and public protection and for the transactions our customers undertake using digital channels. We also apply this approach with our partners (including police, health, fire and rescue) so we build services which work well together, with better quality delivery to customers at a lower overall cost.

The delivery of these redesigned services is underpinned by a rigorous programme and project based approach, including gateway procedures, business cases, regular checkpoints and benefits analysis.

## **7. One Wiltshire Estate**

We have a strategic and commercial approach to managing assets. We share resources with other public services and use technology, buildings and other assets flexibly to maximise value and reduce costs.

We develop community campuses and hubs in towns across Wiltshire to enable public services to co-locate and improve customer service. This development programme also helps us reduce the numbers of buildings we own and their associated repair and maintenance costs.

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

We take a strategic approach to reducing the carbon footprint of Wiltshire Council, including considering renewable energy opportunities for our facilities when appropriate.

## **8. Delivering Together**

Our services are designed with communities; and we consider new delivery models and joint commissioning with partners where appropriate. We involve communities and people of all ages in developing council services, including outsourced services, and we design our services to meet local needs and aspirations.

We make it easy for people to access services in locations that make sense to them. We make decisions based on data and evidence and we focus on making services work better for residents.

Our councillors champion a shared vision for all public services, act as strong advocates for people and communities and make sure Wiltshire gets a fair deal nationally.

We plan focused and committed action with a range of partners and work together to provide the best outcomes for our communities.

We work closely with our key public sector partners - including Wiltshire Police, the Police and Crime Commissioner, the NHS, Dorset and Wiltshire Fire and Rescue Service, the military, DWP and other government agencies, Wiltshire College, academies, training providers and all social housing providers, the private sector, and the voluntary and community sector - to achieve positive outcomes for Wiltshire's communities.

Wiltshire Council works through major partnerships, each supported by joint plans and strategies, to deliver the aims of this business plan.

### **Key partnerships:**

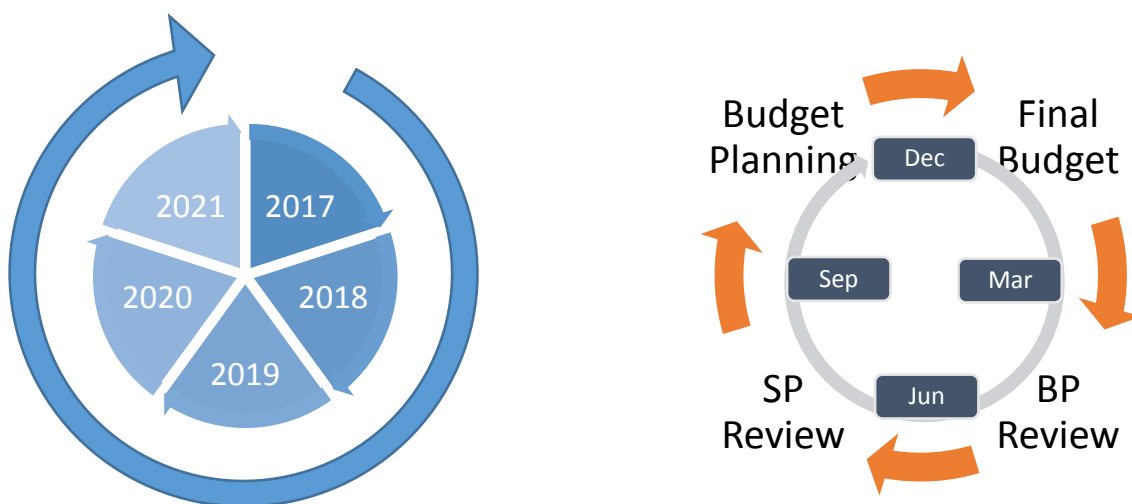
Swindon and Wiltshire Local Enterprise Partnership	Military Civilian Integration Partnership	Children's Trust and Schools Heads' Forums
Areas of Outstanding Natural Beauty	Police and Crime Panel and Community Safety Partnership	Health and Wellbeing Board
Swindon and Wiltshire Local Transport Board	One Wiltshire Estate Partnership	Safeguarding Boards and Hubs



### Corporate Planning Cycle

The council is implementing a four-year overall planning cycle in which an annual cycle will operate. This will help to support longer-term change and ties into the four-year financial settlement agreed with central government in 2016, and the timescale for future publications of the Medium Term Financial Strategy.

The council's business plan has been agreed in summer 2017. This will be followed by the creation of service plans which detail how available resources (financial and staffing) will be used to deliver the council's priorities. The information in the service plans will be used, in part, to inform the budget planning for the following year. After the completion of the budget, progress against the business plan can be reviewed and the process begin again.



The information in service plans will be used to set out additional detail for each service against the eight 'innovative and effective' themes – including decision checkpoints, financial projections and savings, required system thinking reviews and transformation projects, corporate risks and performance measures (used to monitor progress against the goals in the business plan), staffing changes and development, asset requirements and the procurement pipeline.

# Wiltshire Council Business Plan 2017-2027

## Financial Summary

In October 2016, Wiltshire Council agreed a four-year deal with government, setting out the minimum funding we will receive in the years to 2020/21. This also agreed a focus on One Wiltshire Estate, the integration of health and social care, digitisation and commercialism, to deliver improved services at a lower cost – themes reflected elsewhere in this business plan. The Medium Term Financial Strategy has been updated to reflect recent additional adult social care funding as below.

<i>High Level MTFS 4 Year Financial Model</i>	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
<b>Funding Changes</b>					
Increase in Council Tax	(220.402)	(4.496)	(4.584)	(4.724)	(4.865)
Social Care Levy	(4.322)	(6.781)	(6.985)	0.000	0.000
Council Tax base growth	-	(1.303)	(2.305)	(2.374)	(2.445)
RSG/ Formula Grant	(34.726)	16.436	10.240	8.050	0.000
Rates Retention	(54.135)	(0.076)	(1.643)	(1.676)	(1.726)
Collection Fund	0.000	(1.546)	(0.013)	(0.009)	0.129
Other Central Grants including Educational Service Grant	-	0.000	0.000	0.000	0.000
<b>Total Funding Changes</b>	<b>(313.585)</b>	<b>2.234</b>	<b>(5.290)</b>	<b>(0.733)</b>	<b>(8.907)</b>
<b>Other income changes in Plan</b>					
New Homes Bonus Income changes		1.841	6.521	3.379	3.603
Fees and charges Income		(0.400)	(1.401)	(1.405)	(1.407)
Parish Council Local Council Tax Support		(0.121)	0.000	0.000	0.000
Educational Support Grant		1.819	1.774	0.000	0.000
NHS Funding for social care		0.000	(2.100)	(3.500)	0.000
Adult Social Care Support Grant		(1.800)	1.800	0.000	0.000
Adult Social Care Grant		(5.810)	(5.143)	(2.546)	0.000
Rural Supprt Grant		0.635	0.614	(0.614)	2.661
Transition Grant		0.003	3.014	0.000	0.000
<b>Total Savings Changes</b>		<b>(3.833)</b>	<b>5.079</b>	<b>(4.686)</b>	<b>4.857</b>
<b>Total funding change post 15th December Provisional Funding Announcement</b>	<i>note + is shortfall; () is income growth</i>	<b>(1.599)</b>	<b>(0.211)</b>	<b>(5.419)</b>	<b>(4.050)</b>
<b>Original plan MTFS issued to DCLG following Council approval</b>	<i>note + is shortfall; () is income growth</i>	<b>6.597</b>	<b>0.079</b>	<b>(6.494)</b>	<b>(8.684)</b>
<b>Change (positive = better off; brackets = worse off than forecast originally)</b>		<b>8.196</b>	<b>0.290</b>	<b>(1.075)</b>	<b>(4.634)</b>
<b>Increased demand costs per Business Plan</b>					
Highways and Transport		1.300	0.000	0.000	0.000
Stimulate economic growth					
Innovative Community led approaches					
Improving attainment and skills of Young Children					
Support the most vulnerable in our society					
Adult Care		5.086	3.000	3.000	5.000
Children & Families		3.500	1.500	1.000	1.000
Investing in council houses					
Military Civil integration					
Delegate land to Parish & Town Councils					
Create Campuses		0.000	1.500	1.500	1.500
Integrate Public Health					
Develop the skill of our workforce and councillors					
<b>Investment carried forward from 2012-2015 Business Plan</b>					
Waste contract management and increased demand		0.000	1.000	1.000	1.000
<b>Corporate growth</b>					
Staffing - pay & NLW & apprenticeships		3.664	5.282	6.369	4.380
Inflation - general (not split to services)		1.000	0.000	3.000	4.000
Pension Backfunding		0.570	0.627	0.690	0.759
Use of Rural Reserves		(6.000)	6.000		
Capital Financing to fund current capital program, including campuses		0.000	0.500	0.500	0.500
<b>Total Growth Changes</b>		<b>9.120</b>	<b>19.409</b>	<b>17.059</b>	<b>18.139</b>
<b>TOTAL COST REDUCTION PLAN REQUIRED</b>		<b>7.521</b>	<b>19.198</b>	<b>11.640</b>	<b>14.089</b>
<b>Realign our resources and secure VFM</b>					
One Wiltshire Estate		(0.500)	(1.000)	(1.500)	(1.000)
Community Empowerment and devolution		(0.500)	(1.000)	(2.000)	(3.000)
Integrated Health Care		(0.500)	(1.250)	(2.000)	(2.000)
Commercialism		(1.000)	(1.000)	(1.000)	(1.000)
Connecting residents to enable first point of resolution through technology		(0.250)	(2.000)	(2.000)	(0.457)
Procurement efficiencies		(3.000)	(2.000)	0.000	0.000
ASC Additional Grant		5.810	5.143	2.546	
General efficiency targets to absorb pay increased costs		(6.581)	(14.091)	(3.686)	(4.632)
Fees and Charges		(1.000)	(2.000)	(2.000)	(2.000)
<b>TOTAL COST REDUCTION PLAN</b>		<b>(7.521)</b>	<b>(19.198)</b>	<b>(11.640)</b>	<b>(14.089)</b>

Further additional funding opportunities may present themselves during the plan period. Equally, projected income to the council from business rates is dependent on the health of the local and national economy and further legislation in this area. These will both need reflecting in future updates of the MTFS and in annual budget setting.

**Wiltshire Council**

**Cabinet**

**20 June 2017**

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**Subject:               Recommissioning of the Wiltshire Substance Misuse Service**

**Cabinet Member: Councillor Jerry Wickham - Adult Social Care, Public Health and Public Protection**

**Key Decision:       Yes**

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## **Executive Summary**

The purpose of this report is to:

Seek approval from Cabinet to undertake a tendering process to commission a new, single (pan Wiltshire) adult substance misuse treatment service for Wiltshire and Swindon (drugs & alcohol service for over 18's).

The current Wiltshire substance misuse service contract, provided by Turning Point, has operated since 2013. It was awarded originally for a year 3 term with the ability to be extended for a further 2 years. The extension option was activated in 2015 and the contract is now scheduled to expire on March 31<sup>st</sup>, 2018.

Following positive dialogue between the commissioning teams of Wiltshire and Swindon Borough Councils, there is a mutual commitment to work collaboratively across the substance misuse arena, offering improved partnership working arrangements and economies of scale. Commissioning a single provider, funded by both councils, will realise these benefits and allow both authorities to offer a high quality service as the local government budget situation continues to present its challenges.

Change Grow Live (CGL) is the current Swindon provider and their 3 year contract also expires on March 31<sup>st</sup>, 2018. Swindon will be seeking approval to go to market (in partnership) via their Gateway process (equivalent to our CLT). The timescales outlined within the procurement timeline have been developed in consultation with Swindon.

In addition, the Wiltshire Council (partnership) also grant fund 3 supported houses specifically for people in recovery from substance misuse. It is proposed to include the recommissioning of supported housing as an additional lot to the main contract. This will allow bidders to tender for the main treatment service together with the supported housing contract, or purely for just the treatment service or supported housing element as separate lots. It is hoped that this will test the market to explore whether further service improvements and/or economies of scale are possible.

To respond to these timelines there is now a requirement to go out to competitive tender for the 2018-21 contract.

### **Proposals**

Cabinet is requested to:

- Approve the commencement of a tendering process; subject to Swindon also securing necessary approvals, to commission a new pan Wiltshire adult substance misuse treatment service for a 3 year agreement (2018-21), with the ability to extend for 2 further years.
- Approve the inclusion of a supported housing lot in addition to the main contract specification.
- Delegate authority for award of contract resulting from this tendering process to Carolyn Godfrey, Corporate Director, in consultation with the Cabinet Member for Public Health & Public Protection, the Associate Director Legal & Governance and the Associate Director Finance.

### **Reason for Proposals**

Under the Health and Social Care Act 2012, Local Authorities have the duty to reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse.

In order to meet the April 1<sup>st</sup> 2018 deadline there is now the necessity to begin the commissioning process. This will enable the council to continue to support thousands of Wiltshire residents wishing to improve their health, whilst ensuring Wiltshire is one of the safest counties in the country.

The proposal to collaborate with partners from Swindon Borough Council, will offer improved joint working/economies of scale and in turn enable a high quality substance misuse service to continue to be available for Wiltshire residents.

**Tracy Daszkiewicz –Interim Director, Public Health**

20 June 2017

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**Subject:                    Recommissioning of the Wiltshire Substance Misuse Service**

**Cabinet Member: Councillor Jerry Wickham - Adult Social Care, Public Health and Public Protection**

**Key Decision:        Yes**

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### **Purpose of Report**

1. To seek approval from Cabinet to go to market to commission a single adult Substance Misuse Service for Wiltshire and Swindon. The current providers' (Turning Point – Wiltshire and CGL – Swindon) contracts both expire in March 31<sup>st</sup> 2018.

### **Relevance to the Council's Business Plan**

2. Delivery of the Council's Business Plan Vision, 'to create stronger and more resilient communities' is fundamental throughout the provision of a substance misuse service:
  - **Outcome 1 – Wiltshire has a thriving and growing local economy -** Through the provision of an adult substance misuse service there are clear economic benefits. Over 700 of Wiltshire Council's service users are still able to maintain paid employment because of the support they are offered.
  - **Outcome 5 – People in Wiltshire have healthy, active and high-quality lives -** By supporting people to reduce or abstain from alcohol, drugs or both, it helps people to lead healthy active lives. This has real self-esteem benefits and allows for a positive contribution towards society.
  - **Outcome 6 – People are as protected from harm as possible and feel safe -** As there is a strong link between drug taking and criminal behaviour; (an injecting heroin user will commit between 180-230 crimes per annum) we are offering a positive alternative to our (approx.) Wiltshire Council 2000 service users (this includes alcohol) per annum (Swindon approx. 1100 users). This significantly contributes towards making Wiltshire one of the safest counties in the country, whilst improving the health of many Wiltshire residents.

The service contributes towards the safeguarding of those who are most vulnerable within our communities, whilst also offering support to the wider family impacted by substance use.

## **Main Considerations for the Council**

3. Following a request by the Wiltshire Community Safety Partnership's Drugs and Alcohol Strategic Group, discussions have taken place between the commissioners of Wiltshire and Swindon's substance misuse services. As both organisations have the opportunity to commission a new service to go live from April 1<sup>st</sup>, 2018 it was recommended by the partnership that collaboration opportunities were explored. These discussions have proven to be extremely fruitful and there is mutual understanding about the benefits of collaborating to commission a single 'pan Wiltshire' contract, particularly as budgets continue to be pressurised. For example, a future drugs and alcohol provider would be able to operate with a single management team across pan Wiltshire, where there are currently two because they are operated in isolation.
4. When focusing on both local authorities existing specifications, the emphasis given to providers in Swindon and Wiltshire is a focus towards the provision of high quality 'treatment' services. The new pan-Wiltshire proposed offer will look to evolve this further with an increased emphasis on prevention, improved access and increased collaboration.
5. Wiltshire Council introduced a new commissioning team in September 2015. In response to this change an immediate area of work identified for further development was collaborative working. Intensive effort was committed to forge relationships with external partners such as the police/probation/CCG and internal stakeholders, whose area was impacted by substance misuse. A success of this investment being an improvement in the service's child safeguarding processes and a commitment to support the Troubled Families agenda. An officer from the treatment service now sits within the MASH on a part time basis, helping to safeguard Wiltshire children, the positive impacts of which were recently recognised within an outstanding Care Quality Commission – CQC inspection/report.
6. However, there is recognition from both Wiltshire and Swindon that there are opportunities for additional collaboration going forward. For example, by commissioning a single provider working with the Swindon and Wiltshire MASHs, there would be the opportunity to create a bridge around substance misuse between the MASHs of neighbouring authorities; the safeguarding of children being the key goal. The same argument could be applied to the two custody suites operated by Wiltshire Police (Gable Cross – Swindon & Melksham - Wiltshire). A single provider across both suites would allow for improved collaboration between police and the treatment service, hopefully leading to a reduction in substance misuse related crime by improving access.
7. Access to the new service will be particularly important. Wiltshire currently has an urban model based model with hubs in Salisbury, Trowbridge and Chippenham providing treatment to approx. 2000 people per year (Swindon has a single hub). This offers an excellent service for residents within these wider communities, but is prohibitive for those who do not live within close proximity, particularly those from the east of the county. The aspiration going forward is that Wiltshire residents will feel able to access treatment wherever

they live. This will partly be achieved through the use of community satellite buildings (in addition to the hub); offering the public different environments to access support.

8. An improved digital offer will also be incorporated into the new service; this too will be critical in enhancing access. As it stands our penetration rate for Wiltshire residents drinking harmfully or dependently is less than 5%; this is not unusual across England. To support the remaining 95% we need to transform the service away from one reacting to offer treatment, to one which offers preventative support and guidance to those who maybe unaware of the risks associated with their drinking behaviour. A web based offer supported by social media will be critical. We want to create virtual Wiltshire substance misuse communities, where people through social media can access peer support from people who have been through the same experiences.
9. Through the use of technology and by offering services within the community it is hoped we can prevent significant substance misuse related harm. This could include delaying the demand for adult social (domiciliary and residential) care, or preventing alcohol related domestic abuse and the associated child safeguarding issues.
10. These principles come together to form the PACT model which will shape the new service contract. PACT is short for Prevention, Accessibility, Collaboration and Treatment; the four strands which we will test the market against. Our partners in Swindon are supportive of the PACT model and are happy for this to underpin the new service.
11. In addition to the substance misuse service, grant funding has also been awarded for the provision of 3 'supported houses', which accommodate people in recovery from drugs and alcohol. These are Acorn House (Trowbridge), Ruth House (Devizes) and Arch House (Salisbury). It is proposed to include the recommissioning of supported housing as an annex to the main contract. This will allow bidders to tender for the main treatment service together with the supported housing contract, or purely for just the treatment service or supported housing element as separate Lots. It is hoped that this will test the market to explore whether service improvements or economies of scale are further possible. (This is separate to the Swindon collaboration opportunity and is only relevant to Wiltshire Council).

## **Background**

12. The current adult substance misuse service contract; provided by Turning Point, has operated since 2013. It was awarded originally for a year 3 term with the ability to be extended for a further 2 years. The extension option was activated in 2015 and the contract is now scheduled to expire on March 31st 2018. In Swindon their contract provider is Change Grow Live (CGL) and their contract expires on the same date – March 31<sup>st</sup> 2018. The timescales are fortunately concurrent and make a joint approach towards commissioning achievable.
13. The service offers support to adults who are experiencing drug and/or alcohol problems; this includes over the counter medications, (former) legal highs and

the use of prescription medications. Examples of treatment include counselling, structured one to one work and substitute prescribing (e.g. methadone for heroin).

The aim is through support to reduce or stop usage as well as minimising the harmful effects associated with drug and/or alcohol use.

14. The current service specification has a focus towards the wider impacts of substance misuse. Through the adoption of collaborative approaches we have realised real benefits and the aspiration going forward is to only grow this preventative approach further. Examples of this current approach include:

- Attendance at MARAC – Domestic Abuse Weekly risk assessment meetings;
- Substance misuse service managers and mental health managers meeting regularly to discuss dual diagnosis service users;
- Liaising with hospitals to ensure alcohol related admissions are given the opportunity to engage with the service;
- Substance misuse service working with Licensing Officers to ensure safe music festivals e.g substance misuse service hosted a stall at Womad;
- Working closely with police partners to offer positive outcomes for those causing substance misuse Anti- social behaviour;
- A substance misuse officer based within the MASH (part-time).

15. In addition to the treatment service grant funding has been historically awarded to 3 supported houses specifically for people in recovery from substance misuse. The properties are abstinence based and act as a springboard for people, often leaving the substance misuse service, who need an interim housing arrangement prior to full independent living. People can stay for 24 months in supported houses, although they often leave before.

The properties are as follows:

Acorn House	5 bedrooms	Trowbridge	Provider – DHI (Developing Health and Independence)
Ruth House	4 bedrooms	Devizes	Provider Alabare
Arch House	6 bedrooms	Salisbury	Alabare

We propose to test the market to see if there is any potential to improve service provision and reduce costs by allowing treatment providers to potentially bid for this as an addition to the future contract.

### **Overview and Scrutiny Engagement**

16. The Chair and Vice Chair of the Health Select Committee have been briefed on the forthcoming commissioning exercise. Following this meeting continued dialogue has taken place with the lead officer from Overview & Scrutiny.



## **Safeguarding Implications**

17. Safeguarding is at the heart of drugs and alcohol treatment and as such there are clear processes in place to ensure that service providers identify those at risk of harm and / or exploitation and that such concerns are reported appropriately. The commissioning team will ensure the provider works closely with the both adult safeguarding teams (to include domestic abuse) and children's safeguarding (MASH) and child protection teams to ensure that any risks, concerns or incidents are escalated in line with council protocols.

## **Public Health Implications**

18. The 2012 Health and Social Care Act introduced a new duty for all upper-tier and unitary local authorities in England to take appropriate steps to improve the health of the people who live in their areas.

In 2015/16 the public health grant included a new condition that requires: A local authority must, in using the grant, "...have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services..."

The public health outcomes framework which sets the vision for improving public health nationally (via a selection of desired outcomes and indicators) has *Substance misuse at its heart, with examples below:*

- 2.15i - Successful completion of drug treatment - opiate users
- 2.15ii - Successful completion of drug treatment - non-opiate users
- 2.15iii - Successful completion of alcohol treatment
- 2.15iv - Deaths from drug misuse
- 2.18 – Alcohol Related Hospital Admissions (Narrow Definition) (direct)

## **Procurement Implications**

19. Officers have been working closely with the Strategic Procurement Hub to develop a robust programme to ensure timely delivery, whilst adhering to procurement regulations and policies. The proposal will see a single provider funded directly and independently by both partners. The successful provider will be able to demonstrate/account for how the funding is spent across the service, protecting both partners from any potential of cross-subsidising.

### Substance Misuse Tendering Timeline

Process	Date	Days	Activity
Invitation To Tender	01.09.2017	35 days	Place advert and issue tender packs (via supplyingthesouthwest.org.uk)
	13.09.2017 at 17:00		Deadline for questions submitted in writing by post / e-mail
	20.09.2017 at 17:00		Deadline for responses to questions circulated to all tenderers
	05.10.2017 at 15:00		Closing date for submission of tenders
Tender Evaluation	05.10.2017 - 03.11.2017	30 days	Evaluation of tenders
Contract Award	03.11.2017	10days	Contract award
	03.11.2017 – 13.11.2017		Standstill
	13.11.2017		Tender award and Contracts issued
	01.04.2018		Contract start date

### Equalities Impact of the Proposal

20. The current location of services leads to an inequity of access. Better geographic placement and a greater focus on outreach will enable easier access to specialist services for more vulnerable people, especially people who rely more on public transport.
21. The service specification will state that providers will be expected to demonstrate the use of local resources and provision of services which take account of relevant Wiltshire Council policies.
22. An Equality Impact Assessment will be conducted as part of the procurement process and the findings will be shared for consideration by the officer with delegated responsibility to execute the contract.

### Environmental and Climate Change Considerations

23. The move towards the greater use of technology will hopefully reduce the amount of travelling for both people accessing treatment and the recovery workers driving to appointments. With this new way of working it will inevitably reduce the carbon emissions directly associated with driving as well as moving the service away from a reliance upon fossil fuels.

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

24. Wiltshire would not have a drugs and alcohol service post April 2018. This would impact dramatically on the health of thousands of the county's most vulnerable people. Without the preventative benefits offered by the service we would also see significant impacts on partners – police, fire, NHS and CCG who would be exposed to increased reactive demand.

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

25. Operating a single contract that bridges two local authorities will require close monitoring. It is vital that the investment from both local authorities is reflected in the service available to their respective residents. Any imbalance will need to be addressed urgently. To manage this risk it is proposed to reconstitute the

Community Safety Partnership's (CSP) Drugs and Alcohol Strategic Group. This is the body responsible for Wiltshire's drugs and alcohol commissioning. This will become a pan Wiltshire group reporting into both CSPs and will be the forum to ensure this risk is addressed prior to commissioning commencing. In addition regular contract review meetings will take place with both sets of commissioners in attendance, scrutinising contract performance.

26. A further risk associated with awarding a new contract relates the service users. The transition stage following contract award will be crucial for continuity of care. This will require careful management of any staffing issues linked to the contract and ensuring appropriate infrastructure for the new contract is in place. To mitigate this risk we are programmed to award the contract over 4 months in advance of April 2018. This will allow appropriate time for:

- TUPE arrangements (if staff need to transfer to a new employer);
- Securing premises to deliver future service from;
- Training of staff on areas such as database usage (to record service users' details).

### **Financial Implications**

27. The substance misuse contract is almost entirely funded by Wiltshire Council (predominantly via the Public Health Grant), although contributions are also provided from Wiltshire Police and upto 2016/17 Probation (Community Rehabilitation Companies) (the latter was withdrawn due to budget pressures).

28. The payment for the awarded contract will be though quarterly received invoices, reflecting the existing arrangements.

29. The budget for the main contract and supported housing annex will determined after engagement with the market and consideration of how it complements the agreed medium term financial strategy.

### **Legal Implications**

30. Due to the potential value of the contract we will be following the OJEU (Official Journal of the European Union) level tender process. As a result the advertisement of the procurement will be sufficiently widespread to alert the market to the opportunity. By using Public Contract Regulations 2015 compliant processes we will minimise the risk of challenge on procurement grounds and as well the Council's "VFM" duty will be satisfied.

31. Legal Services have been engaged to assist with the drafting of the contract documentation and to advise on any TUPE implications.

### **Options Considered**

32. The main consideration was to go to market for an independent Wiltshire (Council boundary) contract. This would however, make it challenging to achieve the same level of savings on what is against a 2013 (5 years old) contract figure. The preferred option will allow north Wiltshire residents to

access the Swindon hub, if appropriate; this is not currently available. A traditional approach would also continue to cause difficulty for our partners across the Community Safety Partnership – Police, Fire, Probation, CCG; who are pan Wiltshire in focus and would have to work in silo with Wiltshire's two authorities.

33. The other option considered was the potential of amalgamating the young people's service with the main adult service. The Motiv8 (young people's) service is 10% the size of the adult service in budgetary terms. It is however entirely based on an outreach model, with the main substance issues being alcohol and cannabis rather than harder drugs seen in the over 18's service. Although there would have been potential economies of scale, there was concern that the young people's service would be diluted and the 3000 young people given preventative advice each year would reduce, to the detriment of young people's health. (There is no current proposal to collaborate with Swindon in this contract area).

### **Conclusions**

34. Significant progress has been made in Wiltshire to reduce the burden of ill health associated with substance misuse. The changing landscape in respect of how the council is funded presents opportunities to be innovative and further develop the service to be shaped around its users, from all corners of the county and to include our partner from Swindon.
35. With Cabinet approval to go to market Wiltshire will continue to have an adult drugs and alcohol service protecting a significant number of its residents directly and indirectly affected by substance misuse. This will allow thousands of people to contribute towards the council's goals as captured within its business plan.

### **Tracy Daszkiewicz Interim Director, Public Health**

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Date of report June 13 2017

**Wiltshire Council**

**Cabinet**

**20 June 2017**

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**Subject: Wiltshire Domestic Abuse Support Services Procurement**

**Cabinet Member: Councillor Jerry Wickham – Adult Social Care, Public Health and Public Protection**

**Key Decision: Yes**

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## **Executive Summary**

The purpose of this report is to:

Seek authority from Cabinet to undertake a procurement process of the Wiltshire Domestic Abuse Support Services, currently commissioned jointly by the Local Authority and Office for the Police and Crime Commissioner.

The current contracts will expire on the 31 March 2018 and it is therefore timely to re-align into a single contract to include a package of domestic abuse support services for victims and their families and launch a competitive tender for their services.

The proposed new domestic abuse service model will offer an integrated service approach to tackling domestic abuse, focusing on earlier intervention, to include targeted support for adults and children impacted and living with the effects of domestic abuse and the provision of emergency refuge support services for victims fleeing abusive relationships.

## **Proposals**

Cabinet is requested to:

- Agree to undertake a procurement process to provide domestic abuse support services for a 5 year agreement (3+2).
- Delegate authority for award of contract resulting from this tendering process to Carolyn Godfrey, Corporate Director, in consultation with the Cabinet Member for Public Health & Public Protection, the Associate Director Legal & Governance and the Associate Director Finance
- Delegate authority to enter into the new domestic abuse support services contract resulting from the tendering activity to Carolyn Godfrey,

Corporate Director.

- Delegate authority to Carolyn Godfrey, Corporate Director, to extend the current refuge support service agreements by up to three months, to facilitate a successful and robust mobilisation of the new contracts.

### **Reason for Proposals**

Under the Health and Social Care Act 2012, Local Authorities have the duty to reduce health inequalities and improve the health of their local population.

Domestic abuse is a complex issue, recognised as a key public health priority. Rarely an isolated incident, domestic abuse is a pattern of sustained behaviours that violate human rights, significantly impacting on population's health and well-being.

This procurement proposal looks to reduce the significant burden of harm and address the economic and emotional costs caused by domestic abuse.

**Tracy Daszkiewicz Interim Director, Public Health**

## Wiltshire Council

### Cabinet

20 June 2017

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**Subject: Wiltshire Domestic Abuse Support Services Procurement**

**Cabinet Member: Jerry Wickham – Adult Social Care, Public Health and Public Protection**

**Key Decision: Yes**

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### Purpose of Report

The purpose of this report is to:

1. To seek agreement from Cabinet to the procurement of an integrated Wiltshire Domestic Abuse Support service, including refuge support services. The current contracts expire 31 March September 2018.
2. Wiltshire has adopted the Home Office (2013) definition of domestic abuse (DA):

*“Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to: psychological, physical, sexual, financial and / or emotional”.*

‘Controlling behaviour’ is; a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

‘Coercive behaviour’ is; is an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim.

### Relevance to the Council’s Business Plan

3. The Council’s Business Plan vision to create stronger and more resilient communities is at the heart of Wiltshire’s Domestic Abuse Support services.
  - Firstly, by helping Wiltshire residents by reducing the prevalence of domestic abuse and its impacts will enable children and families to live a life free from violence and abuse, and will help facilitate healthy active

lives, where they can positively contribute towards society (Wiltshire Council Business Plan- outcome 5).

- The Domestic Abuse Support services will significantly contribute towards the safeguarding of those who are most vulnerable and at greatest risk of harm, repeated injury, emotional impact and even death within our communities and also offer support for children and the wider family, impacted by the effects of domestic abuse.

### **Main Considerations for the Council**

4. The procurement of an integrated domestic abuse service in Wiltshire is essential to addressing the impact and reduce the far reaching harms associated with domestic abuse.
5. The current community model for existing Domestic Abuse service provision, limits the opportunities for earlier identification; with the contracts expiring on the 31 March 2018, there is now an opportunity to re-commission specialist Domestic Abuse services to ensure that the needs of victims and their families in Wiltshire are being met.
6. There remains a high uptake of Domestic Abuse services in Wiltshire; in 2015/16 in excess of 1,900 referrals were received to local Domestic Abuse services; however this only represents the identified need, as domestic abuse remains a hidden crime, it is likely that it remains significantly under-reported. This could be further improved through the provision of more integrated Domestic Abuse services, to better support victims and reduce the impact of harm to children living in households where Domestic Abuse is present, embedding support into existing services and settings, facilitating the earlier identification and increased access and engagement in support interventions.

### **Background**

7. The procurement arrangements for the current Wiltshire Domestic Abuse services has become fragmented over recent years; as a result of historic, long-standing arrangements which pre-date the unitary transition, resulting in various separate contracts, identified in the table below.

Figure One: Current Services and Service Provider

<b>Service Area</b>	<b>Service Provider</b>
High Risk Support	Splitz Support Service
Paloma Outreach Support	Splitz Support Service



Children's Support work	Splitz Support Service
4 x Refuge Support Services	GreenSquare Housing Association Advance Housing Association Aster Living Housing Association Salisbury Women's Refuge

8. The current Domestic Abuse Outreach service is founded on a historic partnership agreement, precluding the service from a full competitive tender. This agreement has now exceeded the exemption processes, which will expire 31 March 2018.
9. Wiltshire undertook a recent procurement process in 2015 for the Domestic Abuse high risk 'crisis' support contract, providing a short-term solution, to align the operating timeframes, expiring on 31 March 2018.
10. The children's support work was recently funded through a direct award by Wiltshire Council in October 2016, to pre-empt a service gap, following the expiration of charitable grants sourced by the service provider.
11. Following a review of Wiltshire Council's supported housing accommodation contracts; driven by their re-commissioning process an opportunity has arisen to join the Domestic Abuse refuge provision with the proposed new integrated Domestic Abuse Support Service model. Current refuge support provision will expire 31 March 2018.
12. There is an opportunity to re-align the Domestic Abuse contracts and re-commission a new service model, supported by the findings from the Wiltshire Domestic Abuse Needs Assessment.
13. Under the terms of the Health and Social Care Act 2012, Local Authorities have a responsibility for improving the health of their population.

The White Paper (2010) *Healthy Lives, Healthy People* looks to tackle health inequalities across life course and the social determinants of health that shape people's lives.

The Government's Violence against Women and Girls 2016-20 strategy, is the policy driver for the national Domestic Abuse agenda, prioritising the 'provision of services' mandating local delivery using the proposed new National Statement of Expectations (NSE) as a blueprint for local areas to follow, affording local areas the flexibility to address local need.

In addition to the policy context, the following local indicators of harm support the evidence-base of need in Wiltshire:

- 56% of violent crime is attributable to DA in Wiltshire

- Over 50% of children known to Wiltshire Children's Services are living with the effects of DA.
- In excess of 3,300 DA incidents were reported to Wiltshire Police (15/16)
- Wiltshire received 494 high risk referrals to the Multi-Agency Risk Assessment Conference (MARAC) in 15/16, of which 652 children were identified and recorded in the household at the time of a high risk incident.
- DA has the highest volume of repeat offences than any other crime type.
- Only 1 in 5 incidents will be reported to the police.
- 85% of victims sought help five times on average from professionals before accessing effective help to stop abuse.

14. Between 31 October and 4 November 2016, Ofsted, the Care Quality Commission (CQC), HMI Constabulary (HMIC) and HMI Probation (HMI Probation) undertook a joint inspection of the multi-agency response to abuse and neglect in Wiltshire. This inspection included a 'deep dive' focus on the response to children living with domestic abuse.

15. The overall findings were positive with inspectorates reporting that:

"Organisations across Wiltshire have worked together well to overcome issues that have been raised in inspections conducted by the different inspectorates over the last few years. Significant progress has been made in all areas to ensure that children and families receive a well-coordinated and helpful response when difficulties are identified. This is clearly evident in the work undertaken to support children who are experiencing domestic abuse".

16. Key multi-agency strengths identified included:

- A strong and committed partnership dedicated to improving outcomes for vulnerable children, including those experiencing DA
- Multi-Agency Safeguarding Hub (MASH) arrangements
- Management oversight in agencies and challenge between partners
- Wiltshire Safeguarding Children Board and the DA sub-group promote, coordinate and prioritise the work of statutory partners effectively in relation to DA.
- Partners remain committed to drive the agenda forward and implement actions identified to ensure continuous learning and improvement is achieved in the safeguarding of Wiltshire's vulnerable populations.

## **Existing Domestic Abuse Support Services in Wiltshire**

17. To support the understanding of what is driving the new procurement proposal, post 1 April 2018, an overview of the existing service offer is provided below:

### **Adults**

18. Wiltshire's current Domestic Abuse Support service funded by Wiltshire Council and the Police and Crime Commissioner operates a two-tiered level of service provision covering the risk thresholds:

- i) 'Crisis Intervention'- high risk ;  
Delivering short term, crisis intervention to reduce immediate risk, to improve safety and wellbeing of domestic abuse victims at greatest risk, enabling and accessing immediate support and services adopting a multi-disciplinary approach to reducing the impact and effects of domestic abuse and;
- ii) 'Outreach - Paloma' – medium to standard risk;  
Providing medium to long term support interventions, aimed to rebuild confidence and establish key networks of support and re-engagement within local communities.

Both services work with female and male victims aged 16yrs + (in line with the DA definition). The service operates from an office in Trowbridge, but delivers a community outreach model delivering support across the County.

### **Children**

19. The contract for Children's Support funded by Wiltshire Council includes work with children and young people identified at level 3/4 (Children in Need/Child Protection) impacted and living with the effects of domestic abuse. The service works with young people in threshold, aged 11-16yrs and is delivered via the Thrive Hubs in Wiltshire.

### **Supported Accommodation (Refuge Provision)**

20. Refuge Support Services are currently funded by Wiltshire Council, providing support to victims and their children fleeing from Domestic Abuse. Refuge provision can support up to 35 families across Wiltshire.

### **Key Issues with Current Domestic Abuse Service Provision**

21. The current service model lacks flexibility to be responsive to changes in demand and provision is variable or offered with restrictions, which hinders the ability to achieve good outcomes. The demand for Domestic

Abuse services is outweighing the services ability to deliver and meet service user's needs.

22. Service users are not always able to access support services immediately, increasing the risk of dis-engagement before the intervention has started.
23. The current service model for domestic abuse is out of date and does not adhere to the new evidence-based approaches and the national focus on 'invest to save' in early intervention and the integration of services; maximising earlier identification and increasing opportunities for improved take-up and engagement in support.
24. Due to the geographical make-up of the County, the current model has limitations due to the extensive travel time and associated costs.
25. Whilst the high risk service was subject to a recent competitive tender process, the other elements of Domestic Abuse service provision have been precluded from a competitive process, due to historic arrangements.
26. Multiple contracts across the same business area result in duplicate on-costs and charges, minimising opportunities for savings to be achieved.
27. There is an increasing trend in the volume of cases of domestic abuse victims having increasing multiple complex needs including substance misuse and mental health issues. The current services lack the flexibility to be able to meet such service-user needs.

### **The Future – Domestic Support Services from 1 April 2018**

28. The proposed new Domestic Abuse service procurement provides a number of key opportunities.

#### **New areas for inclusion:**

- Alignment of Domestic Abuse services into **one-single contract**, to maximise the interest from potential providers, making it a more viable procurement process, as well as offer efficiencies and greater economies of scale.
- The recent evidence-base from the Domestic Abuse Needs Assessment supports the development of an **integrated service** approach to tackling domestic abuse in Wiltshire, focusing on

earlier intervention and prevention, to include targeted support for adults and children living with the effects of domestic abuse and address service user needs for supported refuge support services.

- To embed and co-locate Domestic Abuse support services into existing service and health settings to maximise opportunities for **earlier intervention**, preventing further escalation, mitigating immediate risk and reducing long-term costs associated with repeat access to services and crisis response.
- To promote a service model which delivers a co-ordinated response **focused around the family** as a whole; working across both children and adult services.
- To include the supported accommodation (refuge) element within the contract, enables a full **end to end suite of Domestic Abuse services** to be procured; modernising the service offer, drawing on evidence-based practice and being able to support those victims with multiple, complex needs (toxic trio of domestic abuse, mental health and substance misuse).
- To facilitate and support the commissioning and procurement process, as part of our soft market research it identified that fully integrated service models have been developed and delivered successfully in other Local Authority areas.

29. The principles above have been discussed and developed through the Wiltshire Community Safety Partnership and Wiltshire's Safeguarding Children's Board Domestic Abuse Commissioning Sub Group, which includes membership from the Local Authority – Public Health, Housing, Children's Services, Adult Social Care, Finance and Corporate Procurement, Police, Probation and GP representation, as well as through a Domestic Abuse stakeholder session held including wide representation from professionals working across the agenda.

### **Overview and Scrutiny Engagement**

30. Following dialogue with officers from Overview and Scrutiny, a paper was prepared on the proposed procurement model for the Wiltshire Domestic Abuse Support services, which has been tabled at the Health Select Committee (10 January 2017), the Joint Commissioning Group (11 January 2017) and the Health and Well Being Board (9 February 2017).

31. In addition, there has been further awareness raising across the breadth of governance arrangements, which hosts the Domestic Abuse agenda, including the Wiltshire Community Safety Partnership and the Wiltshire Safeguarding Children's Board, where elected members are represented.

### **Safeguarding Implications**

32. Safeguarding is at the heart of the Domestic Abuse 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 the both adult safeguarding teams and children's safeguarding and child protection teams to ensure that any risks, concerns or incidents are escalated in line with Council protocols and procedures.

### **Public Health Implications**

33. Domestic abuse is a key public health priority, which creates a substantial burden of harm that significantly impacts on health and wellbeing. Still referred to as a 'hidden crime', it has one of the highest under-reporting rates; using the crime survey for England and Wales, we can project that just fewer than 9,000 women in Wiltshire will be living with the effects of domestic abuse.
34. The health impacts of domestic abuse are widely reported; from physical injury, to the significant long-term association with poor mental health and wellbeing including depression, anxiety, increased risk of suicide, as well as increased use and reliance of alcohol and drugs.
35. There has been much documented on the impact of domestic abuse on children; with domestic abuse recognised as a factor in over half of all serious case reviews. There are significant long-term impacts of children witnessing domestic abuse, with over a third going on to experience another form of abuse. There is also a higher probability of parental neglect, poor emotional wellbeing and resilience, school non-attendance, behavioural issues (including anti-social behaviour/offending) and difficulty in recognising and establishing appropriate relationships with others.
36. The Wiltshire domestic abuse agenda is cross-cutting and is integrated across Child and Adult Safeguarding, Drugs and Alcohol, Private Space Violence, Child Sexual Exploitation and the Modern-day Slavery agendas.
37. The Local Authority Public Health team leads on behalf of the Wiltshire Community Safety Partnership on the statutory duty to commission and

oversee Domestic Homicide Reviews in the county. The Reviews provide the opportunity for lessons to be learned and identify recommendations for change.

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

38. The current model has led to an inequity of access, due to the geography of Wiltshire and the lack of capacity to meet service user needs. The new model proposed of integrating support within existing services and settings will increase the geographic placement and as supported by evidence-base practice, facilitates earlier opportunities for domestic abuse to be identified, which increases opportunities for earlier interventions and easier access to specialist services for more vulnerable people, with multiple complex needs.
39. The service specification will state that providers will be expected to demonstrate the use of local resources and provision of services which take account of relevant Wiltshire Council policies.
40. An Equality Impact Assessment (EIA) will be conducted as part of the procurement process and the findings will be shared for consideration by the officer with delegated responsibility to execute the contract. Once the new service is in place a further EIA will be undertaken and registered with Wiltshire Council.

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

41. The proposal to deliver an integrated domestic abuse service, embedding support within existing services and settings; will reduce the environmental impact of people needing to travel long distances, frequently around the County, for short appointments.

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

42. There is a service delivery risk, should the procurement recommendation not be approved; Wiltshire would not have any domestic abuse support services post 31 March 2018 to support some of the most vulnerable residents in Wiltshire. The procurement of an integrated domestic abuse service in Wiltshire will improve service delivery and enable easier access to a full range of specialist support services. This is crucial for tackling poor health outcomes associated with domestic abuse. This would impact significantly on the health of thousands of the county's most vulnerable populations.
43. The contract with the current provider has been extended to the 31 March 2018 to allow sufficient time to undertake the procurement process. Not taking this decision now, increases the risk of a gap in provision.

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

44. During the mobilisation to a new service there is a risk of service disruption. The mobilisation stage will be crucial to ensure continuity of support and manage any staffing issues linked to the contract; ensuring appropriate infrastructure for the new contract is in place. To mitigate this risk we are programmed to award the contract by the 1<sup>st</sup> December 2017, allowing appropriate time to manage the above. In addition, this paper seeks approval for delegated authority to extend the existing refuge support service contracts by up to three months, to help support and facilitate the mobilisation of new contracts. The mobilisation will be subject to the appointed providers; specific mobilisation plans will be required as part of the bidders tender submission.
45. The Commissioning sub group have worked closely with Corporate Procurement, to develop a feasibility plan, to enable timely delivery (figure two).
46. Adequate measures will be taken to ensure sufficient procurement capacity and expertise to ensure a robust procurement process is carried out to mitigate against any potential for legal challenge to the process

Figure Two; Domestic Abuse Tendering Timeline

Process	Date	Days	Activity
<b>Invitation To Tender</b>	15.09.2017	35 days	Place advert and issue tender packs (via supplyingthesouthwest.org.uk)
	27.09.2017 at 17:00		Deadline for questions submitted in writing by post / e-mail
	05.10.2017 at 17:00		Deadline for responses to questions circulated to all tenderers
	19.10.2017 at 15:00		Closing date for submission of tenders
<b>Tender Evaluation</b>	20.10.2017 - 21.11.2017	30 days	Evaluation of tenders
<b>Contract Award</b>	21.11.2017	10days	Contract award
	21.11.2017 – 01.12.2017		Standstill
	01.12.2017		Tender award and Contracts issued
	01.04.2018		Contract start date

### Financial Implications

47. Funding for the current domestic abuse support services has come from a pooled budget, with contributions from Wiltshire Council's Public Health, Children's Services, Adult Social Care and the Office for the Police and Crime Commissioner. The refuge provision is funded through Wiltshire Council Housing's Support Accommodation funding (refer to Part II – of the report).



48. It is proposed that the new Domestic Abuse Service model will be funded through a pooled budget arrangement (refer to Part II – of the report). All parties are committed in principle to continue this funding for the full duration of the contract. Any alteration in funding necessitated by changes in financial circumstances would need to be agreed to by all parties.
49. The new Domestic Abuse Support service model is to be procured using an enhanced total budget compared to previous year's contributions; this allows for alignment of the current contracts and procurement of a service that will meet the demand evidenced in the Needs Assessment. Each aspect of the specification will be commissioned to include a clear date of when aspects of the service become vulnerable; therefore six months prior, funding will be sought from across the partnership to maintain the provision.
50. Despite the increased investment, it is anticipated that efficiencies will be achieved through greater economies of scale through the procurement of a single service, compared with the current multiple service provision arrangements.
51. Whilst the impact and long-term effects of domestic abuse presents a significant case in its own right to support the need for investment in service provision. Using a national costing model, the financial cost of domestic abuse to Wiltshire services is in the region of £18million per annum (figure four, appendix). Evidence-based practice demonstrates a preventative approach to tackling domestic abuse will not only increase the opportunities to save lives through earlier interventions, but offer savings on public money. National studies have calculated a significant return on the investment in these specialist services of at least £6 for every £1 invested.
52. Additionally, investing in an early intervention model could positively contribute to reducing the risks associated with future domestic-related homicides. In the event of a domestic-related homicide there is a statutory duty to undertake an independent Review, which has a financial cost associated on average £10-15,000 per review.

### **Legal Implications**

53. Due to the size of the contract, the procurement process will be following the OJEU (Official Journal of the European Union) process. As a result the advertisement of the procurement will be sufficiently widespread to alert the market to the opportunity. By following the correct process, it will ensure there is little or no risk of challenge on procurement grounds, as well as satisfying the Council's "VFM" duty.

54. Legal Services will be involved fully within both the procurement process and contract award to ensure that any legal risks within process are minimised.

### **Options Considered**

55. The Wiltshire Domestic Abuse Commissioning Sub Group considered several options including the development of existing services. However the contracts for the existing provision expire on the 31 March 2018 and the absence of a transparent tendering process may lead to challenge.

It is also an opportunity to commission a provider who can help implement the changes towards service and access improvement.

### **Conclusions**

56. Significant progress has been made in Wiltshire to reduce the impact on ill health associated with domestic abuse, with many more initiatives put in place to increase awareness and identification, reducing the stigma associated with it, as well as work to challenge the inter-generational patterns of abuse.

57. The changing landscape in respect of how the council is funded presents opportunities to think differently and allows for innovation, to develop and shape future service provision based on need and demand.

58. The procurement of improved domestic abuse services is crucial to our continued efforts to improve domestic abuse outcomes and reduce the long lasting impacts and effects on children, adults and their families.

### **Proposal**

Cabinet is requested to:

59. Agree to undertake a procurement process to provide domestic abuse support services for a 5 year agreement (3+2).

60. Agree to procure a new contract for domestic abuse support services.

61. Delegate authority for award of contract resulting from this tendering process to Carolyn Godfrey, Corporate Director, in consultation with the Cabinet Member for Public Health & Public Protection, the Associate Director Legal & Governance and the Associate Director Finance.

62. Delegate authority to enter into the new domestic abuse support service contract resulting from the tendering activity to Carolyn Godfrey, Corporate Director.

63. Delegate authority to Carolyn Godfrey, Corporate Director to extend the current service agreements by up to three months, to facilitate a successful and robust mobilisation of the new contracts.

**Tracy Daszkiewicz Interim Director, Public Health**

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10 April 2017

## Appendices

**Figure Two Glossary of terms**

DA	Domestic Abuse
DV	Domestic Violence
CiN	Children in Need
CP	Child Protection
IDVA	Independent Domestic Violence Advisor
MARAC	Multi-Agency Risk Assessment Conference
IRO	In the Region Of
CSC	Children's Social Care
WCSP	Wiltshire Community Safety Partnership
WSCB	Wiltshire Safeguarding Children's Board

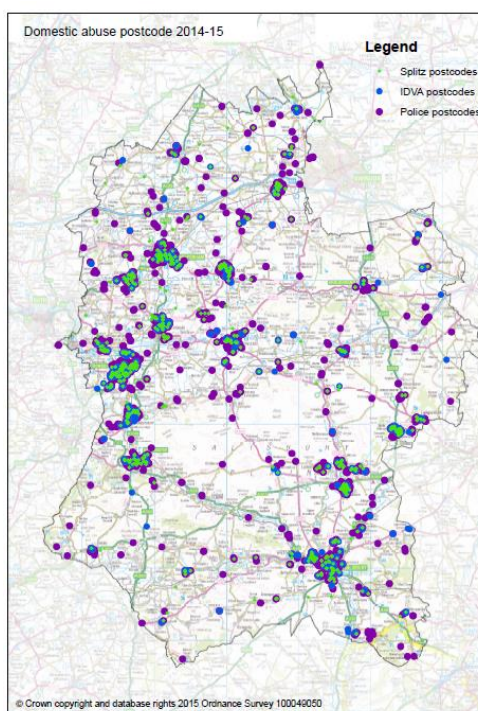
## Domestic Abuse Prevalence in Wiltshire

### 1. Key Stats:

#### Adults

- Reported levels of DA continue to increase; over 3,300 incidents reported to Wiltshire Police in 2015-16; representing 17.7 DA incidents per 1000 population.
- Wiltshire's is lower than that reported by England (20.4 incidents per 1000 population), but slightly above the South West region (17.6 incidents per 1000 population).
- Increases recorded in volume of referrals to the commissioned DA services and refuge provision, with in excess of 1,900 referrals received.
- The Wiltshire MARAC referrals have increased for the fourth consecutive year; just under 500 cases discussing those at greatest risk of harm.

Figure Three: Thematic Map illustrating the 'hot spots' for DA referrals across the County



- Two third of service users referred to support services with be aged between 16-39yrs.

## Children

- Over 50% of cases known to Wiltshire's children's social care will be living with the effects of domestic abuse.
- In 2015-16, children recorded in the household of the highest risk cases discussed at MARAC was 652, of which 97 children were identified in the household where further repeat incidents of DA occurred.
- 60% of the caseload of the current commissioned services will have dependent children.

## **2. Costs attributed to domestic abuse:**

The cost of domestic abuse in terms of public services and loss of economic activity for Wiltshire is approximately £18million per annum.

Figure Four: Cost of domestic abuse breakdown for Wiltshire (extrapolating data from the national costing model, Walby, 2009).

Criminal Justice	1,149,679
Civil Justice	2,852,834
Education	74,713
Refuge	345,077
Additional Agency	91,694
Social Services	1,635,068
Health	148,976
Housing	143,844
Benefits	1,429,513
Employers	10,628,660
<b>TOTAL COSTS</b>	<b>18,500,000</b>

## Wiltshire Council

### Cabinet

20 June 2017

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**Subject:** **Proposed Alignment of Council Structure to the New Business Plan**

**Cabinet member:** **Baroness Scott of Bybrook OBE, Leader of the Council**

#### Executive Summary

1. Since 2009, when Wiltshire Council was formed, the council has focused on a single vision to deliver stronger and more resilient communities. This vision has driven an environment of innovation and change. The challenges the council faced meant that services had to be delivered in a different way to significantly reduce costs and achieve the right outcomes for local communities and residents.
2. The challenges continue with the ongoing reduction in funding from central government, and the increasing demands for some key frontline services. A draft business plan for the next ten years (2017 – 2027) will continue to focus on the vision to create strong communities and will also shape a portfolio of work to improve how we deliver services for residents and businesses across Wiltshire set against four priorities:
  - i. Growing the economy
  - ii. Strong communities
  - iii. Protecting those who are most vulnerable
  - iv. An innovative and effective council
3. Delivery of these priorities will be largely based on further developing our collaborative work with partners, businesses and local communities. This work will include, amongst other programmes, the integration of adult social care services and health, early intervention and prevention to protect those who are the most vulnerable, and growing the economy of Wiltshire.
4. To ensure delivery of the plan, we need to ensure that the council has an organisational structure aligned to the vision and priorities, as well as the strategic capacity and resilience to continue to meet the challenges ahead.
5. A review of the senior management structure at tier 1 has therefore now taken place, and a change to the current structure is proposed.

#### Proposal

That the cabinet:

- a) Considers the proposed alignment of council structure at tier 1, to the new business plan for 2017 - 2021.

### Reason for Proposal

- The continued reduction in funding from central government, and the increasing demands that we face for our key frontline services, means that a new business plan for 2017 – 2027 will continue to focus on the vision and improvements in the delivery of services to the communities and businesses across Wiltshire.
- A key aspect in the delivery of the priorities is continuing our collaborative working with communities, partners and businesses. A number of programmes including the integration of adult social care and health, early intervention and prevention to protect those who are most vulnerable, and continue to grow the economy of Wiltshire.
- We need to ensure that the council has a structure that is aligned to the delivery of the business plan priorities, and provides the strategic capacity and resilience to continue to meet the challenges ahead.
- A proposed change in the senior management structure at tier 1 will provide the strategic capacity and resilience to deliver the priorities in the new business plan and the challenges ahead.

**Baroness Scott of Bybrook, Leader of the Council**



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