

# AGENDA

**Meeting:** Cabinet

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

**Date:** Tuesday 13 June 2023

**Time:** 10.00 am

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

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## Membership:

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

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## Part I

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

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

### 1 **Apologies**

To receive any apologies for absence.

### 2 **Minutes of the Previous Meeting** (Pages 5 - 16)

To confirm as a true and correct record and sign the minutes of the Cabinet meeting held on 2 May 2023.

### 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 of the Council.

### 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 submitted to Stuart Figini of Democratic Services [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk) 01225 718221 by 12.00 noon on Wednesday 7 June 2023. Anyone wishing to ask a question or make a statement should contact the officer named above.

### 6 **Treasury Management Outturn Report 2022/23** (Pages 17 - 40)

Report of the Chief Executive.

### 7 **Family Hub Contract** (Pages 41 - 80)

 Report of the Chief Executive

### 8 **Liquid Vehicle Fuel Contract** (Pages 81 - 88)

 Report of the Chief Executive.

### 9 **Disposals Programme Update** (Pages 89 - 98)

Report of the Chief Executive.

### 10 **Urgent Items**

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

## Cabinet

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### **MINUTES OF THE CABINET MEETING HELD ON 2 MAY 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.**

#### **Present:**

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

#### **Also Present:**

Cllr Clare Cape, Cllr Zoë Clewer, Cllr Jerry Kunkler, Cllr Dr Mark McClelland, Cllr Dominic Muns, Cllr Tamara Reay, Cllr Jo Trigg, Cllr Suzanne Wickham, Cllr Graham Wright and Cllr Tony Jackson

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#### 30 **Apologies**

There were no apologies.

#### 31 **Minutes of the Previous Meeting**

The minutes of the meeting held on 28 March 2023 were presented.

#### **Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 28 March 2023.**

#### 32 **Declarations of Interest**

There were no declarations of interest.

#### 33 **Leader's Announcements**

The Leader reported on the continuing support being provided by the council to address the cost of living challenges, including energy support, household support fund, libraries support, interactive directories, work of the Area Boards, bus passes and holiday activities. A full announcement is published on the Council's website [here](#) as Supplement 2.

#### 34 **Public Participation and Questions from Councillors**

General questions were submitted from the following members of public:

- Margaret Willmott – Section 106 funding

- Dave Yearsley – Self-volunteering and improvements to data systems
- Dr Celia Beckett and Lucie Castleman – Local Plan
- Anne Henshaw (CPRE) – Local Plan and Housing supply
- Mel Boyle – Station Hill, Chippenham Traffic Lights, Sadlers Mead Car Park and Cocklebury Road pot holes
- Chris Caswill – Governance of Wiltshire and Swindon Police and Crime Panel

Supplementary questions were received from Dr Celia Beckett and Lucie Castleman about the impact on Staverton and Hilperton Parish Councils in relation to speculative development and the timing of the Local Plan process. The Leader and Cllr Botterill reiterated that they needed to be careful in not prejudging any response from the government about timescales. They understood the Parish Council's frustrations and had recently lobbied local MP's about this issue. Cllr Botterill agreed to share the government's response with the two Parish Council's once it had been received.

Cllr Clewer, Leader of the Council and Cabinet Member for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing explained that the questions had received written responses which were published on the Council's website prior to the meeting in the agenda supplement, which can be accessed [here](#).

In addition to the public questions, a number of questions and comments were received from:

- Cllr Helen Belcher – staffing
- Cllr Ian Thorn – filling pot holes and dentistry vacancies

The above Councillor questions received written responses which were published on the Council's website prior to the meeting in the agenda supplement, which can be accessed [here](#).

## 35 **Q4 Performance and Risk**

Cllr Richard Clewer, Leader of the Council presented a report which provided an update on performance against the stated missions in the Council's Business Plan 2022-32 for quarter four, along with a summary of strategic risk.

The Leader explained that the report provided the current corporate performance framework, with measures used to monitor progress against the 10 missions detailed in the Council's current Business Plan. The Strategic Risk Summary captured and monitored significant risks facing the Council in relation to in-service risks facing individual areas and in managing its business across the authority. He noted that the report brought together an expanding list of performance indicators which would eventually provide annual comparisons in addition to those received on a quarterly basis.

Cllr Clare Cape welcomed the report and the development of the information available.

Cllr Graham Wright, Chairman of the Overview and Scrutiny Management Committee, reported that the Management Committee would be considering the report at their meeting on 22 May 2023.

**Resolved:**

**That Cabinet note and agree:**

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

*Reason for Decision:*

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

*New measures and details of those being developed are also included, both within the Scorecard and in the report commentary.*

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

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

**36 Update on Council's response to the climate emergency**

Cllr Nick Holder, Cabinet Member for Environment and Climate Change presented a report which provided an update on progress and actions taken in response to the climate emergency.

Cllr Holder explained that the council has made significant progress in responding to the climate emergency and in particular against the seven Climate Strategy themes, with the Council being awarded the Bronze Carbon Literate Organisation award. He reported on the energy and effort of the Climate Team and is encouraged by the recruitment of an additional 3 officers to the Team. In particular, Cllr Holder commented on the Council's ranking of 5<sup>th</sup> best unitary authority in the UK for its response to climate change, an independent report from Anthesis finding that the Council is in a very strong position to meet its carbon neutral commitment by 2030, the recent LGA Peer Review stating that the Council is excelling in work to address climate change,

the Climate Emergency Task Group playing a vital role, key performance indicators developed to track progress against objectives, the role of Area Board in addressing climate change and environmental issues as a priority for 2022/23 and the work with Wiltshire Climate Alliance. Cllr Holder then spoke in detail about the seven delivery themes for Transport, Housing and the Built Environment, Natural Environment, Energy, Green Economy, Waste and Carbon Neutral Council.

The Leader reflected on his attendance at a number of high profile events and the recognition of the work undertaken by the Climate Team.

The Deputy Leader commented on the importance and impact of working in the community and Area Board involvement in and funding of environmental projects.

Cllr Blair-Pilling, Cabinet Member for Public Health, Leisure, Libraries, Facilities Management and Operational Assets highlighted the impressive and excellent work being undertaken by the Climate Team.

Cllr Clare Cape echoed the comments of the Cabinet members and welcomed the development of performance indicators, the carbon literacy training and Area Board activity.

Cllr Graham Wright, Chairman of the Climate Emergency Task Group reported that the Task Group welcomed the council's commitment to give an update every six months on progress toward tackling climate change. He confirmed that the Task Group had received and considered the report at their meeting on 28 April 2023. He also recognised and appreciated the amount of work to this point, particularly by the Climate Team, and others across the whole council.

Cllr Tamara Reay spoke about the work being undertaken in Devizes with partners and specific action with schools and travel to school, and had confidence that the Council will reach its objectives.

Cllr Tony Jackson commented on Local Electric Vehicle Infrastructure Capability Fund and future issues for those residents unable to park outside their homes. Cllr Thomas explained that it was anticipated that this funding would continue, and it could be allocated towards aiding the necessary infrastructure.

**Resolved:**

**That the actions taken in response to the climate emergency following the last update in October 2022 be noted.**

*Reason for Decision:*

*To provide Cabinet with an update on actions taken in response to the climate emergency.*



37 **Proposal to retain and invest in Silverwood School Chippenham and Trowbridge campuses (post consultation)**

Cllr Laura Mayes, Deputy Leader and Cabinet Member for Children's Services, Education and Skills, and Cllr Jane Davies, Cabinet Member for Adult Social Care, SEND and Inclusion presented a report detailing proposals to invest in the substantial refurbishment of Silverwood School at the Chippenham and Trowbridge campuses to meet growing demand for special school places.

The Deputy Leader explained that the Silverwood School leadership team consider that the educational needs of current and future secondary-aged pupils are best served at the Rowde campus, complemented by primary provision across Chippenham, Trowbridge and Rowde campuses.

Cllr Davies commented on the significant investment for young people across the Rowde, Chippenham and Trowbridge Campuses to address the increasing demand for specialist school placements. A formal consultation was undertaken from the end of January 2023 over a 5 week period, resulting in 141 responses, details of the feedback received were detailed in the Appendix to the report. In summary there was high level support to retain and invest in the Chippenham and Trowbridge campuses alongside support to increase the number of registered places available to meet demand. It was recognised that all children due to transition to Rowde will need sensitive, carefully-managed transitions to support the move, but ultimately, they will benefit from the education they receive with their peers, in a secondary campus specifically designed to meet their educational needs.

Cabinet members welcomed the proposals and were encouraged by Silverwood adapting to the changing circumstances.

Cllr Jo Trigg welcomed the report and the commitment to invest in the campuses at Chippenham, Trowbridge and Rowde. She highlighted the potential for anxiety and concern of parents during the refurbishment and transition stages and asked about timescales during this difficult time. The Deputy Leader and Cllr Davies provided assurances that the Council and Silverwood were already holding conversations and working with families to allay any concerns they had, whilst acknowledging that this would be a difficult time for them. She explained the importance of pupils growing with their contemporaries at appropriate facilities. The Executive Headteacher and Council officers commented on the process and timescales, in particular the proposed works for the Trowbridge campus were more substantial and therefore they would be sharing green space with Paxcroft Primary School during this time, it was anticipated that this work would take place over the summer period in 2024, the Chippenham campus required a more light touch approach with only cosmetic work required, due to take place during Easter 2024. Following completion of works at the campuses, the transition of accepting additional pupils would commence over a number of months.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee, on behalf of Cllr Jon Hubbard, Chair of the Children's Select

Committee, that the Select Committee Chair and Vice-Chair received a briefing on 26 April 2023 and were satisfied with the proposals detailed in the report.

**Resolved:**

**That Cabinet approves:**

- i) the change to Silverwood School pupil numbers, increasing registered place numbers from 410 to 460.**
- ii) the change in age range on the campuses to deliver the operating model recommended by Silverwood School. This changes all-through education at Chippenham, Trowbridge and Rowde, to primary education at Chippenham and Trowbridge campuses and all-through education at Rowde campus.**
- iii) the refurbishment of Chippenham and Trowbridge campuses, funded from pre-approved 'Silverwood Phase 5' capital funding - with decision-making in respect of implementing the proposals delegated to the Director of Education & Skills.**

*Reason for Decision:*

*The proposal to invest in the substantial refurbishment of Chippenham and Trowbridge campuses is required if Wiltshire Council is to meet growing demand for special school places. The proposal is a cost-effective capital solution to maximising Silverwood School provision, securing 150 places.*

*It is unequivocally necessary to grow the school offer for learners with SEND. Through an investment in, and retention of, Silverwood School Chippenham and Trowbridge campuses, children with SEND will be able to access local primary-age provision; complemented by an all-through offer (Reception to Sixth Form) at Silverwood Rowde.*

*Families with SEND will have the choice to attend the local primary school at Chippenham, Trowbridge or Rowde campuses followed by the more extensive secondary school experience at Rowde campus only, located 10 miles away from the primary school campuses. Silverwood School will continue to provide a hybrid Sixth Form offer at Rowde and Silverwood College (previously known as Poplar).*

*Under this proposal, Silverwood children are offered the choice of a local primary school education – enjoying shorter travel times to school and a better balance between school and home time. The proposals deliver significant cost savings (place and transport costs) when compared with Independent Special School alternatives. It also satisfies a growing demand for special school places, enabling Wiltshire Council to fulfil its statutory duties in a mainstream, specialist provision.*

Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning presented a report seeking approval for the Wiltshire Design Guide (WDG) in order for it to be progressed to statutory public consultation with the intention that, subject to any further amendments and approval by Council, it will be adopted as a Supplementary Planning Document (SPD).

Cllr Botterill explained that once adopted, the Design Guide will be used to ensure that developments in Wiltshire are consistently of a high-quality design. It is structured around the '10 characteristics of good design' as described in the National Design Guide, focusing on local priorities and qualities for Wiltshire. As the Design Guide is intended to be adopted as a (SPD) it will become a material consideration in the determination of planning applications. The draft design guide has been through extensive internal consultation across all relevant service areas.

Cabinet noted that, subject to their approval, the next stage is to seek the views of external stakeholders and the community through statutory public consultation in early Summer. Consideration of comments and any amendments necessary will be made during July 2023 and August 2023 in anticipation of the final version being considered by Cabinet and adopted by Council in October 2023.

In response, Cabinet members made reference to certain parts of the document as attached at Appendix 1 in relation to the application of the 20 minute neighbourhood area to villages and rural areas, the benefits of terraced homes, supporting rich and varied biodiversity, creating edible landscapes that support wildlife and better connect communities with food growing, and the appropriate naming of developments and streets. The Leader and Cllr Botterill noted the comments made and whilst acknowledging that there were other modes of transport available, the majority of travel undertaken between villages and rural areas would be by private vehicles. It was suggested that the views of external stakeholders and public are sought through the consultation process with consideration of the responses at a later stage.

Cllr Clair Cape thanked officers for the comprehensive document and commented on the work being undertaken in relation to the Chippenham Neighbourhood Plan and how it sits with the Design Guide and Local Plan. The Leader and Cllr Botterill explained that Neighbourhood Plans will remain important as they continue to incorporate design guidance which relates to specific neighbourhoods or sites, which cannot be covered by the county wide Design Guide. Cllr Cape also highlighted issues in relation to the over supply of older peoples homes in certain developments.

Cllr Jerry Kunkler, Chair of the Environment Select Committee confirmed that the Select Committee had considered the Design Guide at their meeting on 14 March 2023. The Select Committee welcomed and endorsed the report and the comments from that meeting were attached in Appendix 2 to the report pack. In addition, Cllr Kunkler commented on the sales of local authority/housing association homes with the apparent lack of replacements being made

available. In response, the Leader and Cllr Alford, Cabinet Member for Housing, Strategic Assets and Asset Transfer recognised this was a challenging situation, however the Councils enabling housing team worked with developers and 140 affordable homes were recently made available.

**Resolved:**

**That Cabinet approves the Wiltshire Design Guide for public consultation and delegate to the Corporate Director Place in consultation with the Cabinet Member for Finance, Development Management and Strategic Planning, to finalise subsequent matters as required and take all necessary steps.**

*Reason for decision:*

*The Wiltshire Design Guide is intended to be adopted as a Supplementary Planning Document following public consultation to support the delivery of consistently high-quality design standards in new developments.*

39 **Procurement of Cleaning Contracts**

Cllr Ian Blair-Pilling, Cabinet Member for Public Health, Leisure, Libraries, Facilities Management and Operational Assets presented a report which proposed the procurement of cleaning services across the Council's operational estate managed by Strategic Assets and facilities Management, within Assets & Commercial Development, with effect from 1 December 2023.

Cllr Blair-Pilling explained that the council's contract for cleaning services was awarded in 2016 through an Official Journal of the European Union procurement procedure, with that contract expiring on 30 November 2023. The intention is to use the Find a Tender Service (FTS) procurement procedure to procure cleaning services from 1st December 2023, with an anticipated cleaning contract cost exceed £4m (including any optional extension periods). He indicated that with no contract clauses in the existing contract to allow price uplifts, cleaning charges had been kept artificially low and it was anticipated contract spend from December 2023 could increase by as much as 20-30%.

Cllr Clare Cape expressed support for the proposals especially as there were no concerns raised during the scrutiny process.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee welcomed the report and highlighted that a briefing had been provided for the Chair and Vice-Chair of the Management Committee on 15 March 2023. He indicated that they were supportive of the proposals.

**Resolved:**

**That Cabinet approves the use of the Find a Tender Service procurement for the re-tendering of cleaning services, with a new contract starting 1 December 2023 with a contract term for 5 years, with the option to extend**

**by two further one-year periods and delegates authority to enter into contracts, following the procurement and tender evaluation process, to the Corporate Director for Resources in consultation with the Cabinet Member for Leisure, Libraries, Governance, Facilities Management and Operational Assets, to take all necessary steps.**

*Reason for decision:*

- *Existing cleaning contract is due to expire 30 November 2023 and cannot be extended further; with all extension options exhausted by this time.*
- *Procuring independently through the FTS process is considered the most cost effective and flexible approach, and the best option for delivering the most competitive outcome for this service.*
- *It is anticipated the cleaning contract will exceed £4m, including any optional extension periods.*

#### 40 **PHNS Future Delivery Model**

Cllr Ian Blair-Pilling, Cabinet Member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets presented a report which provided information about the future delivery model for Wiltshire's Public Health Nursing Services (PHNS) beyond April 2024, currently delivered by HCRG Care Group as part of Wiltshire's Children's Community Healthcare Services contract.

General questions were submitted from Chris Caswill about the reasons why the Appendix was contained in the private part of the agenda and not available for inspection by the public.

The Leader of the Council explained that the questions had received written responses which were published on the Council's website prior to the meeting in the agenda supplement, which can be accessed [here](#).

Cllr Blair-Pilling explained that the HCRG contract is a collaborative commissioning arrangement between the Council, NHS Bath and North-East Somerset, Swindon and Wiltshire Integrated Care Board, with a total value for 2022/23 of £14.1m.

Cabinet noted that the Integrated Care Board (ICB) began a review of community health services across Bath and North-East Somerset, Swindon and Wiltshire, with Wiltshire being an active participant in the review, whilst maintaining its intention to progress with arrangements as agreed by Cabinet in June 2022 for PHNS to be part of a single procurement of a combined universal and specialist children's community health service for Wiltshire with separate terms and conditions for the respective Council and ICB elements. The ICB has recently clarified it is not able to progress a joint procurement process with Wiltshire Council at this time and the Council is not able to extend the current contract any further under procurement legislation. The options

available have therefore evolved since June 2022 to (i) single procurement of Wiltshire PHNS by Wiltshire Council or (ii) Local Authority in-house PHNS.

The report detailed the options appraisal against the same strategic objectives set out in June 2022, which showed minimal variation in relation to strategic elements, but greater variation in relation to technical elements, with the single procurement of Wiltshire PHNS by Wiltshire Council being the preferred option.

In response to a question from Cllr Clare Cape about the importance of the outcome of the procurement process, Cllr Blair-Pilling expressed disappointment that the Council were unable to procure the service with the ICB, however, the spirit of integration still remained.

Cllr Graham Wright, Chairman of the Overview and Scrutiny Management Committee, on behalf of Cllr Jon Hubbard, Chair of the Children's Select Committee and Cllr Johnny Kidney, Chairman of the Health Select Committee, confirmed that a joint briefing was held for the Chair's and Vice-Chair's of the Health Select Committee and Children's Select Committee on 25 April 2023. No issues were raised.

**Resolved:**

**That Cabinet agrees:**

- 1. For the Local Authority to undertake a standalone procurement of Wiltshire PHNS.**
- 2. To delegate to the Director of Public Health in consultation with the Cabinet member for Children's Services, Education and Skills and Cabinet member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets, to agree the award of a contract following the tendering process.)**

*Reason for decision:*

*The contract with HCRG Care Group to deliver the Wiltshire Children's Community Healthcare Service expires on 31 March 2024 following completion of an exceptional 1 year contract agreed at Cabinet on 29 March 2022. Circumstances related to the agreement at Cabinet in June 2022 to undertake a joint procurement for the service with Bath and North-East Somerset, Swindon and Wiltshire Integrated Care Board (BSW ICB), have recently changed and require a subsequent decision to be made about the provision of Public Health Nursing Services from 1 April 2024.*

*Effective integration and partnership with interfacing services is critical to the effective delivery of Public Health Nursing Services. There is commitment from both the Local Authority and BSW ICB to continue to work closely together to align Wiltshire's universal and specialist service specifications and monitoring processes to ensure services continue to be joined up and seamless. We do not foresee any impact on children, young people, and families. The Local Authority will also ensure an emphasis on strengthening partnership and integration with*

*local authority and non-health services, including the voluntary and charitable sector in the best interests of children, young people and families*

41 **Urgent Items**

There were no urgent items.

42 **Exclusion of the Press and Public**

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 131 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

43 **PHNS Future Delivery Model**

The Cabinet noted the Options Appraisal report attached as an appendix to the main report at minute 40 above.

**Resolved:**

**To note the Options Appraisal report.**

*Reason for Decision:*

*The contract with HCRG Care Group to deliver the Wiltshire Children's Community Healthcare Service expires on 31 March 2024 following completion of an exceptional 1 year contract agreed at Cabinet on 29 March 2022. Circumstances related to the agreement at Cabinet in June 2022 to undertake a joint procurement for the service with Bath and North-East Somerset, Swindon and Wiltshire Integrated Care Board (BSW ICB), have recently changed and require a subsequent decision to be made about the provision of Public Health Nursing Services from 1 April 2024.*

*Effective integration and partnership with interfacing services is critical to the effective delivery of Public Health Nursing Services. There is commitment from both the Local Authority and BSW ICB to continue to work closely together to align Wiltshire's universal and specialist service specifications and monitoring processes to ensure services continue to be joined up and seamless. We do not foresee any impact on children, young people, and families. The Local Authority will also ensure an emphasis on strengthening partnership and integration with local authority and non-health services, including the voluntary and charitable sector in the best interests of children, young people and families.*

(Duration of meeting: 10.00 am - 12.30 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services,  
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**Wiltshire Council**

**Cabinet**

**13 June 2023**

**Subject: Treasury Management Outturn Report 2022/23**

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

**Key Decision: Non Key**

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### **Executive Summary**

The Council approved a Treasury Management Strategy and an Annual Investment Strategy for 2022/23 at its meeting on 1 February 2022.

The Treasury Management Strategy requires an Annual Outturn Report reviewing the Treasury Management activities for the year.

The Council has continued to finance capital expenditure through maximising the use of capital receipts, capital grants and internal borrowing.

Overall, the Council is under borrowed by £152.910m. This has avoided the Council having to pay out external interest costs in the order of £3.700m. Against budget, there is an underspend in respect of the net position on interest receivable/payable of £4.510m. These have been accounted for in the overall year end revenue outturn position for 2022/23.

### **Proposals**

Cabinet is requested to:

- a) Note that the contents of this report are in line with the Treasury Management Strategy 2022/23; and to
- b) Recommend to Full Council consideration of this report.

### **Reasons for Proposals**

To give members an opportunity to consider the performance of the Council against the parameters set out in the approved Treasury Management Strategy for 2022/23.

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

## **Wiltshire Council**

### **Cabinet**

**13 June 2023**

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**Subject: Treasury Management Outturn Report 2022/23**

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

**Key Decision: Non Key**

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### **Purpose of Report**

1. The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2022/23. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
2. During 2022/23 the minimum reporting requirements were that the Council should receive the following reports,
  - an annual treasury strategy in advance of the year (reported to Cabinet on 1 February 2022)
  - a mid-year treasury update report (reported to Cabinet on 29 November 2022)
  - an annual review following the end of the year describing the activity compared to the strategy (this report)
3. The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
4. This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports before they were reported to Full Council.

5. This report summarises the following,

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on the investment balances;
- Summary of interest rate movements in the year;
- Detailed debt activity;
- Detailed investment activity.

### Overall Treasury Position

6. During 2022/23, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and Treasury Indicators	2021/22 Actual £m	2022/23 Original Budget/Estimate £m	2022/23 Actual £m
<b>Capital Expenditure</b>			
General Fund	86.452	217.419	99.979
HRA	16.120	45.159	16.734
Commercial Activities	8.560	44.538	11.667
<b>Total</b>	<b>111.132</b>	<b>307.116</b>	<b>128.380</b>
<b>Capital Financing Requirement</b>			
General Fund	493.470	670.466	519.809
HRA	99.864	118.864	91.865
<b>Total</b>	<b>593.334</b>	<b>789.330</b>	<b>611.674</b>
Gross Borrowing	408.557	529.708	398.926
External Debt	408.757	529.908	399.126
PFI Liability	64.502	59.944	59.838
<b>Over/(under) borrowing</b>	<b>(120.275)</b>	<b>(199.478)</b>	<b>(152.91)</b>
<b>Investments</b>			
Longer than one year	10.000		20.000
Under one year	209.529		157.220
<b>Total</b>	<b>219.529</b>		<b>177.220</b>

<b>Net Borrowing</b>	<b>189.028</b>		<b>221.706</b>
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7. Other prudential and treasury indicators are to be found in the main body of the report.
8. The Corporate Director of Resources and Deputy Chief Executive (S151 Officer) can confirm that borrowing was only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit) was not breached.

### **The Council's Capital Expenditure and Financing**

9. The Council undertakes capital expenditure on long term assets. These activities may either be,
  - Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions) which has no resultant impact on the Council's borrowing need; or,
  - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.
10. The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

<b>General Fund</b>	<b>2021/22 Actual £m</b>	<b>2022/23 Budget £m</b>	<b>2022/23 Actual £m</b>
Capital expenditure	95.012	261.957	111.646
Financed in year	55.594	78.789	56.905
<b>Unfinanced Capital Expenditure</b>	<b>39.418</b>	<b>183.168</b>	<b>54.741</b>

<b>HRA</b>	<b>2021/22 Actual £m</b>	<b>2022/23 Budget £m</b>	<b>2022/23 Actual £m</b>
Capital expenditure	16.120	45.159	16.734
Financed in year	16.120	26.159	16.734
<b>Unfinanced Capital Expenditure</b>	<b>0.000</b>	<b>19.000</b>	<b>0.000</b>

### **The Council's Overall Borrowing Need**

11. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2022/23 unfinanced capital expenditure (see above table) and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

12. Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital programme, the treasury team organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government through the Public Works Loans Board, or the money markets), or utilising temporary cash resources within the Council.

### **The Capital Financing Requirement (CFR)**

13. The Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need. There is no statutory requirement to reduce the HRA CFR. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

14. The total CFR can also be reduced by,

- The application of additional capital financing resources, such as unapplied capital receipts; or,
- Charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP)

15. The Council's 2022/23 MRP Policy (as required by the DLUHC Guidance) was approved as part of the Treasury Management Strategy Statement on 1 February 2022.

16. The Council's CFR for the year is shown below and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included within the contracts.

	2021/22 Actual £m	2022/23 Estimate £m	2022/23 Actual £m
<b>Opening CFR</b>			
CFR – General Fund	473.779	509.281	493.470
CFR – HRA	107.865	99.864	99.864
<b>CFR – Total</b>	<b>581.644</b>	<b>609.145</b>	<b>593.334</b>
Unfinanced Capital Expenditure (General Fund) as paragraph 10	39.418	183.168	54.741
Unfinanced Capital Expenditure (HRA) as paragraph 10	0.000	19.000	0.000
Less MRP/VRP	(15.273)	(17.425)	(16.018)
Less Other Long Term Liabilities (PFI)	(4.455)	(4.557)	(3.481)
Less Other Financing Movements	(8.000)	(0.000)	(16.906)
<b>Closing CFR</b>			
CFR – General Fund	493.470	670.499	519.809
CFR – HRA	99.864	118.864	91.865
<b>CFR - Total</b>	<b>593.334</b>	<b>789.330</b>	<b>611.674</b>

\* Final figures subject to audit

Note the MRP/VRP will include PFI/finance lease annual principal payments.

17. Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

### Gross Borrowing and the CFR

18. In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the CFR in the preceding year (2021/22) plus the estimates of any additional capital financing requirement for the current (2022/23) and the next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure.
19. This indicator would allow the Council some flexibility to borrow in advance of its immediate capital needs in 2022/23.
20. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator. Following on from the under/over funding of the CFR, the table also details the Council's under borrowing position.

	2021/22 Actual £m	2022/23 Budget £m	2022/23 Actual £m
Gross borrowing position	408.557	529.708	398.926
CFR	593.334	789.330	611.674
<b>(Under)/over funding of CFR</b>	<b>(184.777)</b>	<b>(259.622)</b>	<b>(212.748)</b>
PFI Liability	64.502	59.944	59.838
<b>(Under)/Over Borrowing</b>	<b>(120.275)</b>	<b>(199.678)</b>	<b>(152.910)</b>

21. To illustrate the benefit of having an under borrowed position: if the Council was to externally borrow £152.910m (over 25 years at the PWLB rate on 31/03/2023 of 4.62%), this would result in external annual interest costs in the order of £7.064m. The interest foregone on the use of internal funds would be £3.364m (based on current average interest rate of 2.20% as at 31/03/2023). This produces a net benefit of £3.700m.

### Authorised Limit

22. The authorised limit is the affordable borrowing limit required by section 3 of the Local Government Act 2003. The limit is set based on the Operational Boundary allowing for unplanned and exceptional cash movements up to 2.5% above the Operational Boundary. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2022/23 the Council has maintained gross borrowing within its authorised limit.

### Operational Boundary

23. The operational boundary is the expected borrowing position of the Council during the year. The Operational Boundary is set based on the CFR with additional capacity for day to day cashflow borrowing needs to allow for managing movements in cash. Periods when the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

	2022/23 £m
Authorised Limit	831.463
Maximum Gross Borrowing Position during the year	408.557
Operational Boundary	814.087
Average Gross Borrowing Position	407.403

### Actual Financing Costs as a Proportion of Net Revenue Stream

24. This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligations costs net of investment income), against the net revenue stream.

	2022/23 %
Financing Costs as a Proportion of Net Revenue Stream – GF	4.98
Financing Costs as a Proportion of Net Revenue Stream – HRA	11.17

### Treasury Position as at 31 March 2023

25. The Council's treasury management debt and investment position is organised by the treasury management team (within the Accountancy Team), in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

26. At the end of 2022/23, the Council's treasury position was as follows,

	31 March 2022			31 March 2023		
	Principal £m	Rate/ Return %	Average Life Years	Principal £m	Rate/ Return %	Average Life Years
<b>Fixed Rate Funding</b>						
PWLB	340.123	3.60	18.57	332.123	3.30	17.79
Market	61.000	4.37	36.57	61.000	4.37	35.57
Salix Funding	7.434	0.00	4.06	5.803	0.00	3.06
<b>Variable Rate Funding</b>						
PWLB	0.00	0.00	0.00	0.00	0.00	0.00
Market	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Debt</b>	<b>408.557</b>	<b>3.67</b>	<b>19.66</b>	<b>398.926</b>	<b>3.41</b>	<b>18.87</b>
Total Investments	219.529	0.16	0.23	177.220	2.20	0.32
<b>Net Debt</b>	<b>189.028</b>			<b>221.706</b>		

27. The maturity structure of the debt portfolio (in terms of percentages and absolute values) was as follows,

	31 March 2022 Actual £m	31 March 2023 Actual £m
Under 12 months	38.000	44.000
12 months and within 2 years	14.000	10.000
2 years and within 5 years	40.540	61.926



5 years and within 10 years	87.017	68.500
10 years and within 20 years	68.500	58.000
20 years and within 30 years	43.500	42.500
30 years and within 40 years	41.000	48.000
40 years and within 50 years	76.000	66.000
	<b>408.557</b>	<b>398.926</b>

	2022/23 Authorised Limits %		31 March 2023 Actual %	
	Upper Limit	Lower Limit	Next Call Date *	Contractual Maturity
Under 12 months	25.00	0.00	11.03	2.51
12 months and within 2 years	25.00	0.00	2.51	2.51
2 years and within 5 years	45.00	0.00	15.52	14.02
5 years and within 10 years	75.00	0.00	17.18	17.17
10 years and above	100.00	0.00	53.76	63.79

\* the next call date is the date on which the lender has the right to redeem the loan. This affects five out of eight of our current market loans. In the current interest rate environment, a call is unlikely to happen as the rates payable on these loans are higher than the current prevailing market rates.

28. The structure of the investment portfolio was as follows,

	Actual 31 March 2022 £m	Actual 31 March 2022 %	Actual 31 March 2023 £m	Actual 31 March 2023 %
<b>Treasury Investments</b>				
Banks	114.700	52.24	87.000	49.08
Building Societies	10.000	4.56	0.000	0.00
Local Authorities	0.000	0.00	35.000	19.75
MMFs	69.840	31.81	35.081	19.80
Call Account	14.989	6.83	0.139	0.08
Local Authority Property Fund	10.000	4.56	20.000	11.29
<b>Total Treasury Investments</b>	<b>219.529</b>	<b>100.00</b>	<b>177.220</b>	<b>100.00</b>
<b>Non-Treasury Investments</b>				
Third Party Loans	10.303	47.83	8.340	25.56
Stone Circle Loan	11.240	52.17	24.294	74.44
<b>Total Non-Treasury Investments</b>	<b>21.543</b>	<b>100.00</b>	<b>32.634</b>	<b>100.00</b>
Treasury Investments	219.529	90.69	177.220	84.45

Non-Treasury Investments	21.543	9.31	32.634	15.55
<b>Total - All Investments</b>	<b>241.072</b>	<b>100.00</b>	<b>209.854</b>	<b>100.00</b>

29. The maturity structure of the investment portfolio was as follows,

Treasury Investments	Actual 31 March 2022 £m	Actual 31 March 2022 %	Actual 31 March 2023 £m	Actual 31 March 2023 %
Longer than 1 Year	10.000	4.56	20.000	11.29
Up to 1 Year	209.529	95.44	157.220	88.71
<b>Total</b>	<b>219.529</b>	<b>100.00</b>	<b>177.220</b>	<b>100.00</b>

## Treasury Management Strategy 2022/23

### Investment Strategy and Control of Interest Rate Risk

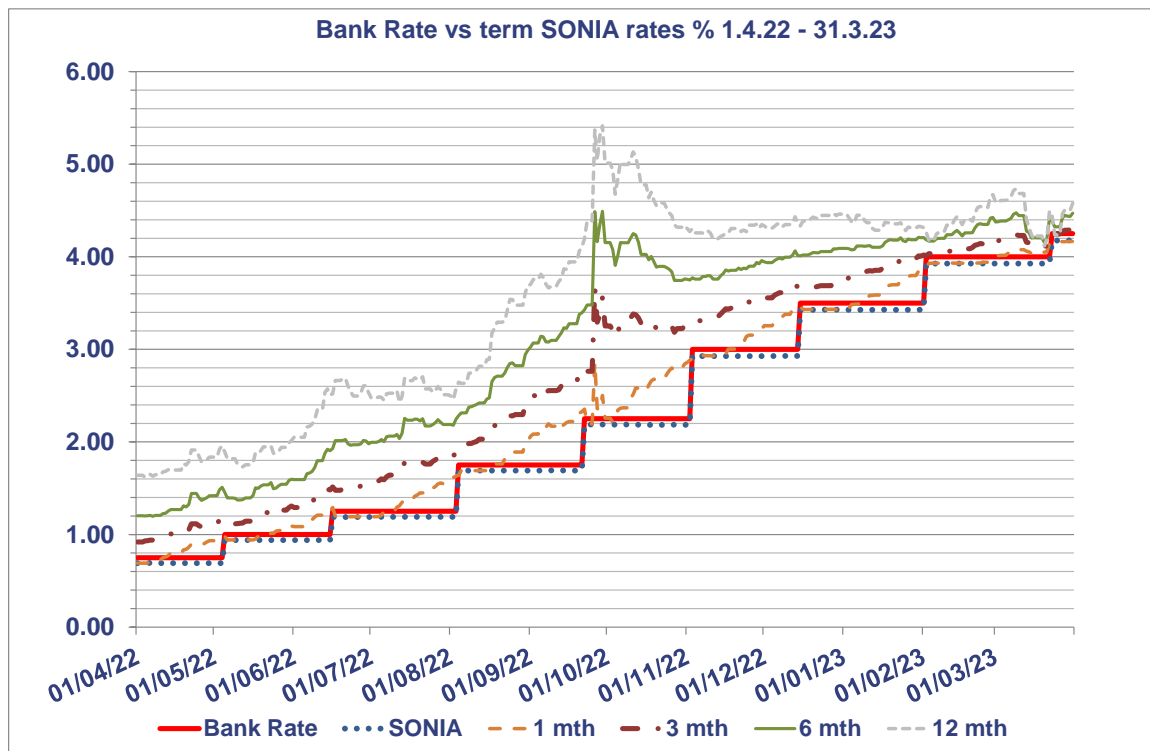
30. Investment returns picked up throughout the course of 2022/23 as central banks, including the Bank of England, adopted tighter monetary policy to respond to continuing inflationary pressures.

31. Starting at 0.75% in April 2022, bank rate moved up in stepped increases of either 0.25% or 0.50%, reaching 4.25% by the end of the financial year, with the potential for one or two increases in 2023/24.

32. The Bank of England Bank Rate and SONIA rates for 2022/23 were as follows.

	Bank Rate	SONIA	1 Month	3 Month	6 Month
<b>High</b>	4.25%	4.18%	4.17%	4.30%	4.49%
<b>High Date</b>	23/03/23	31/03/23	31/03/23	31/03/23	29/09/22
<b>Low</b>	0.75%	0.69%	0.69%	0.92%	1.20%
<b>Low Date</b>	01/04/22	01/04/22	01/04/22	01/04/22	07/04/22
<b>Average</b>	2.30%	2.24%	2.41%	2.72%	3.11%
<b>Spread</b>	3.50%	3.49%	3.48%	3.38%	3.29%

\* SONIA is the Sterling Overnight Index Average. A replacement set of indices (for LIBID) for benchmarking investments. The benchmarking rates used by the Council, are a backward-looking set of reference rates that reflect the investment yield curve at the time an investment decision was taken.



33. The change in investment rates meant that all local authorities were faced with the challenge of proactive investment of surplus cash for the first time in over a decade. This emphasised the need for a detailed working knowledge of cashflow projections, so that the appropriate balance could be maintained between maintaining cash for liquidity purposes, and laddering deposits on a rolling basis to lock in the increase in investment rates as duration was extended.

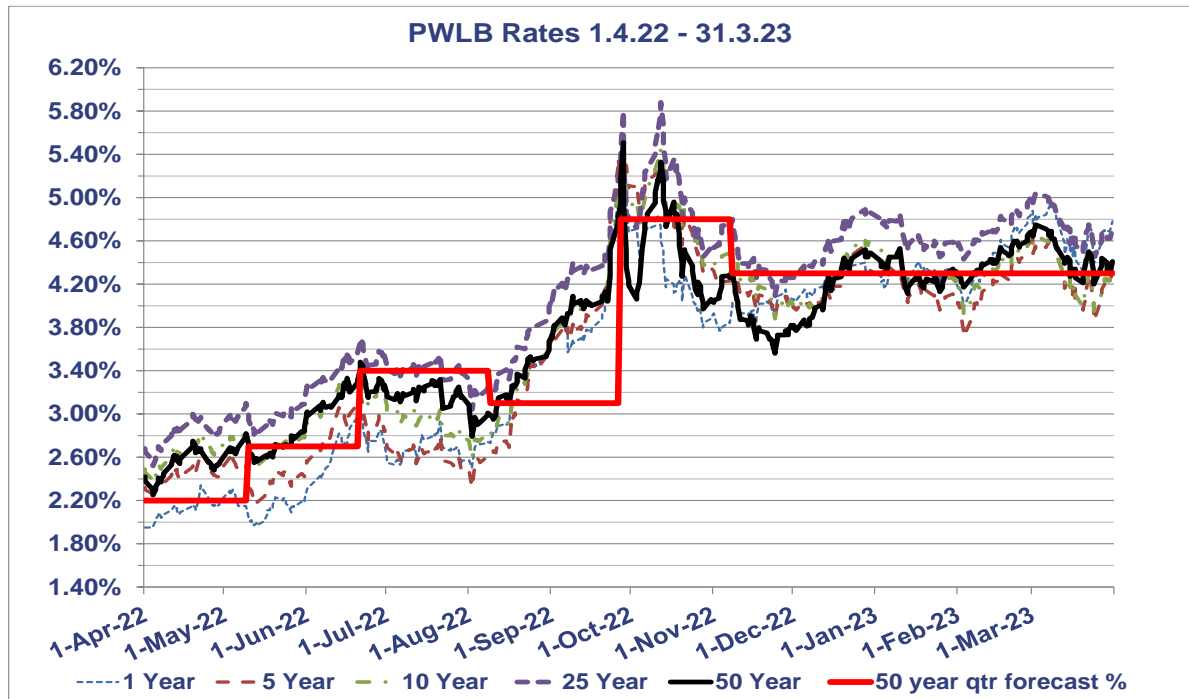
34. While the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the Great Financial Crisis of 2008/09. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

### **Borrowing Strategy and Control of Interest Rate Risk**

35. During 2022/23, the Council maintained an under-borrowed position. This meant that the capital borrowing need (the CFR) was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. The strategy was prudent as investment returns were initially low and minimising counterparty risk on placing investments also needed to be considered.

36. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this has remained under constant review to avoid incurring higher borrowing costs in the future when the Council may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt. The policy has allowed the Council to enter into long term borrowing arrangements, in order to secure lower rates of fixed debt to fund the Councils capital programme.
37. Against this background and the risks within the economic forecast, caution was adopted within the treasury operations. The treasury team monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks.
- If it had been felt that there was a significant risk of a sharp fall in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
  - However, it was anticipated that there was a significant risk of a rise in long and short term rates than initially expected, so the portfolio position was re-appraised. Fixed rate funding was drawn from the PWLB whilst interest rates were lower than they were projected to be in the next few years.
38. Interest rate forecasts were initially suggesting only gradual rises in short, medium, and longer term fixed borrowing rates during 2022/23, but by August it had become clear that inflation was moving up towards 40-year highs, and the Bank of England engaged in monetary policy tightening at every Monetary Policy Committee meeting during 2022, and into 2023, either by increasing Bank Rate by 0.25% or 0.5% each time. The CPI measure of inflation has this month dropped to just below 10% and is expected to fall back towards 4% by year end.
39. The following table and graph show PWLB rates for range of maturity periods, the average borrowing rates, the high and low points in rates and spreads over the year.

<b>PWLB Rates</b>	<b>1 Year</b>	<b>5 Year</b>	<b>10 Year</b>	<b>25 Year</b>	<b>50 Year</b>
<b>Low</b>	1.95%	2.18%	2.36%	2.52%	2.25%
<b>Low Date</b>	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
<b>High</b>	5.11%	5.44%	5.45%	5.88%	5.51%
<b>High Date</b>	28/09/2022	28/09/2022	12/10/2022	12/10/2022	28/09/2022
<b>Average</b>	3.57%	3.62%	3.76%	4.07%	3.74%
<b>Spread</b>	3.16%	3.26%	3.09%	3.36%	3.26%



40. PWLB rates are based on gilt (UK Government Bond) yields, through HM Treasury determining a specified margin to add to them. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields.
41. As a general rule, short-dated gilt yields will reflect expected movements in Bank Rate, whilst medium to long-dated yields are driven primarily by the inflation outlook.
42. The current margins attributed to gilt yield prices are as follows,
- PWLB Standard Rate = gilt plus 100 basis points
  - PWLB Certainty Rate = gilt plus 80 basis points
  - Local Infrastructure Rate = gilt plus 60 basis points
43. Gilt yields have been on a continual rise since the start of 2021, peaking in the autumn of 2022. Currently gilt yields are broadly range bound between 3% and 4.25%.
44. There is likely to be a further fall in gilt yields and PWLB rates over the next one to two years as Bank Rate first rises to dampen inflationary pressures and a tight labour market, and is then cut as the economy slows, unemployment rises, and inflation moves closer to the Bank of England's 2% target.

### Borrowing Outturn

45. A summary of the Council's borrowing position is detailed at Appendix 1.

46. No new borrowing was undertaken during the year.

47. One naturally maturing loan was repaid during 2022/23 as follows,

Pool	Lender	Principal £m	Type	Interest Rate %	Loan Term
HRA	PWLB	8.000	Fixed Interest Rate Maturity	2.56	11 years

**Borrowing in Advance of Need**

48. The Council has not borrowed more than, or in advance of its needs, purely to profit from the investment of the extra sums borrowed.

**Debt Rescheduling**

49. No debt rescheduling was undertaken during the year, as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

**Investment Outturn**

50. The Council’s investment policy is governed by DLUHC investment guidance, which has been implemented in the annual investment strategy approved by the Council on 1 February 2022. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data.

51. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

52. In January 2023, the Council purchased £10m of units in the CCLA property fund from Swindon Borough Council. The fund is designed for local authorities seeking exposure to UK commercial property for longer term investments. The aim of this investment is to provide a higher level of investment income, together with long term capital appreciation.

53. There is a cost to both enter and exit the CCLA fund, so purchasing units directly from Swindon Borough Council meant that these costs could be avoided and the savings shared.

54. Due to a fall in property prices, the fund is currently valued at a lower price than the initial investment. This difference does not represent a cost to the Council, as it is

not charged to the Council's revenue account, but held in a separate unusable reserve. This is due to an accounting directive (IFRS9) which over-rides general accounting practice, which otherwise would see the entry cost charged to revenue in the year in which it was incurred. IFRS9 is explained in further detail in paragraph 71.

55. A summary of the Council's investment position as at 31 March 2023 is detailed at Appendix 2.
56. The Council maintained an average balance of £220.288m of internally managed funds. The difference between the balances available for investment and the actual investments is due to the varying level of working capital (creditors, debtors and other long term liabilities) and internal borrowing.
57. The internally managed funds earned an average rate of 2.20%. The comparable performance indicator is the 90 day backward looking SONIA rate, which was 1.84%.
58. The Council's total interest received from all investments for 2022/23 was £6.144m. The Council's budgeted investment return for 2022/23 was £0.304m, therefore forecast investment income (interest) for the year to date is £5.840m over achieved against budget. The interest received was higher than budgeted due to increases in interest rates, which rose more steeply and higher than forecast. In addition to this, the Council had significantly larger than anticipated cash balances on which interest was accrued, which is largely due to the underspend in the capital programme.
59. The position on interest income must be compared with external interest costs payable. The Council paid external interest costs (on both the general fund and the HRA debt) of £13.889m against a budget of £12.559m. This is a £1.330m overspend against budget. The overspend is due to additional borrowing undertaken in March 2022, which was after the budget was approved.
60. The net underspend in respect of interest receivable/payable, for both general fund and HRA, is £4.510m. This has been accounted for in the overall revenue outturn position for 2022/23.

### **Breach of Counterparty Limit – Handelsbanken**

61. A notice account is held with Handelsbanken, which enables the Council to diversify its investments, using a counterparty with a high credit quality with a different type of investment vehicle. The terms of this investment require the Council to give 35 days notice to withdraw funds. Interest is calculated by the bank and applied to the account automatically on a quarterly basis rather than being paid to the council. For other investment accounts that the council holds, interest is usually paid across to the council when calculated and due, so this arrangement to pay automatically into

the account is unusual. The interest rate on this account can vary, and is notified to the treasury team via email or post.

62. The monetary limit on this account is £15m, and in May 2022, the Council held £14.988m. When the interest (of £0.024m) was applied by Handelsbanken at the end of this month, the account balance was £15.013m, breaching the limit by £0.013m. On receipt of the interest, the Council immediately withdrew funds to bring the account balance to within the counterparty limit, subject to the 35 day notice restriction.
63. The risk of the above situation recurring was mitigated through a decreased level of balances held on this investment, to allow sufficient headroom for increased interest income. An automated diary entry was included on the treasury management system to alert the team to any further potential breaches.
64. However, due to a steep increase in interest rates, and the treasury management system diary warning failing, a further breach occurred at the end of November 2022. Having reduced the balance in the account, the Council held £14.933m, and interest of £0.081m was due to be applied, making the total balance on the account £15.014m. This was picked up by the treasury team before the interest was applied, and a request was made to withdraw the funds on immediate terms or to repay the interest direct to the council, but this was denied, and the limit was breached by 0.014m.
65. The risk of the above situation recurring has been withdrawn completely by significantly decreasing the level of balances held on this investment. Different types of investments are being investigated with Handelsbanken, such as a fixed term deposit. This would give more certainty in terms of interest rates and balances, whilst utilising the high credit quality offered by Handelsbanken.

### **Performance Measurement**

66. One of the key requirements in the CIPFA Code of Practice is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide (table currently in paragraph 26).
67. The Council's current performance indicators were set out in the annual Treasury Management Strategy Statement 2022/23. However additional security and liquidity benchmarks will be investigated, developed and introduced for possible introduction for the next TMSS (2024/25).



## **Economic Background and Interest Rate Forecast**

68. Against a backdrop of inflationary pressures, the easing of Covid restrictions, the Russian invasion of Ukraine, and a range of different UK Government policies, UK interest rates have been volatile right across the yield curve, from Bank Rate through to 50-year gilt yields, for the whole of 2022/23.
69. CPI inflation picked up to what should be a peak reading of 11.1% in October, although hopes for significant falls from this level will rest on the movements in the gas and electricity markets, as well as the supply-side factors impacting food prices. On balance, most commentators expect the CPI measure of inflation to drop back towards 4% by the end of 2023.
70. Bank Rate increased steadily throughout 2022/23, starting at 0.75% and finishing at 4.25%.

## **Other Issues – IFRS9 Fair Value of Investments**

71. Following the consultation undertaken by the Department of Levelling Up, Housing and Communities on IFRS 9, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2025. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.
72. This is relevant for the investments held with the CCLA (see paragraph 52 – 54). Total investments of £20m were made, and the unrealised fair value of these investments at year end are £17.382m. The difference between the initial investment and the unrealised fair value will be held in an unusable reserve until such time that the investment is sold (realised) or the statutory over-ride no longer applies.

## **Overview & Scrutiny Engagement**

73. Regular reports are taken to the Overview and Scrutiny Management Committee and its Financial Planning Task Group relating to the Council's financial position. This report will be considered by Financial Planning Task Group on 9 June 2023 and Overview and Scrutiny Management Committee on 26 July 2023.

## **Safeguarding Implications**

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

### **Public Health Implications**

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

### **Procurement Implications**

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

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

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

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

78. Wiltshire Council will not intentionally invest in any investment that is not ethical and would not be consistent with our environmental and social policy objectives.

79. Where appropriate, the Council will consider investments that deliver environmental and social benefits, whilst maintaining our Security, Liquidity and Yield criteria.

### **Risks Assessment**

80. All investments have been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.41%, which compares favourably with similar rates of other UK local authorities.

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

82. Investment counterparty risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy.

### **Financial Implications**

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

### **Workforce Implications**

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

### **Legal Implications**

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

## **Proposals**

86. Cabinet is requested to:

- a) Note that the contents of this report are in line with the Treasury Management Strategy 2022/23 and to
- b) Recommend to Full Council consideration of this report.

**Andy Brown**

**Corporate Director of Resources & Deputy Chief Executive (S.151 Officer)**

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[debbie.price@wiltshire.gov.uk](mailto:debbie.price@wiltshire.gov.uk), Tel: 01225 718640

12 May 2023

## **Appendices**

Appendix 1 Borrowing Portfolio

Appendix 2 Investment Portfolio

## Borrowing Portfolio as at 31 March 2023

<b>PWLB – HRA</b>	<b>Start Date</b>	<b>Maturity Date</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Annual Interest £m</b>
PWLB – HRA	28/03/2012	28/03/2024	8.000	2.70	0.216
PWLB – HRA	28/03/2012	28/03/2025	8.000	2.82	0.226
PWLB – HRA	28/03/2012	28/03/2026	10.000	2.92	0.292
PWLB – HRA	28/03/2012	28/03/2027	8.000	3.01	0.241
PWLB – HRA	28/03/2012	28/03/2028	6.000	3.08	0.185
PWLB – HRA	28/03/2012	28/03/2029	7.000	3.15	0.220
PWLB – HRA	28/03/2012	28/03/2030	8.000	3.21	0.257
PWLB – HRA	28/03/2012	28/03/2031	2.000	3.26	0.065
PWLB – HRA	28/03/2012	28/03/2032	5.000	3.30	0.165
PWLB – HRA	28/03/2012	28/03/2033	6.000	3.34	0.200
PWLB – HRA	28/03/2012	28/03/2034	7.000	3.37	0.236
PWLB – HRA	28/03/2012	28/03/2035	2.000	3.40	0.068
PWLB – HRA	28/03/2012	28/03/2037	9.000	3.44	0.309
<b>Total PWLB – HRA</b>			<b>86.000</b>		<b>2.680</b>

<b>PWLB – General Fund</b>	<b>Start Date</b>	<b>Maturity Date</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Annual Interest £m</b>
PWLB – General Fund	15/02/2010	01/06/2023	2.000	4.45	0.089
PWLB – General Fund	15/02/2010	01/06/2024	2.000	4.49	0.090
PWLB – General Fund	14/08/2001	01/12/2025	0.123	4.875	0.006
PWLB – General Fund	15/02/2010	01/06/2026	2.000	4.54	0.091
PWLB – General Fund	21/08/2002	01/06/2027	4.000	4.75	0.190
PWLB – General Fund	08/02/2022	01/02/2028	20.000	1.95	3.900
PWLB – General Fund	29/07/1999	01/06/2028	1.000	4.75	0.048
PWLB – General Fund	15/02/2010	01/06/2028	2.000	4.56	0.091
PWLB – General Fund	08/02/2022	01/02/2029	20.000	1.98	3.960
PWLB – General Fund	29/07/1999	01/06/2029	1.000	4.75	0.048
PWLB – General Fund	29/07/1999	01/06/2030	1.000	4.75	0.046
PWLB – General Fund	20/05/2005	01/06/2030	2.000	4.45	0.089
PWLB – General Fund	05/12/2005	18/03/2031	5.000	4.25	0.213
PWLB – General Fund	29/07/1999	01/06/2031	1.000	4.75	0.048
PWLB – General Fund	20/05/2005	01/06/2031	2.000	4.45	0.089
PWLB – General Fund	21/11/2005	18/09/2031	2.000	4.25	0.085
PWLB – General Fund	20/05/2005	01/06/2032	2.000	4.45	0.089
PWLB – General Fund	04/11/1999	01/12/2032	1.500	4.625	0.069
PWLB – General Fund	20/05/2005	01/06/2033	2.000	4.45	0.089
PWLB – General Fund	15/11/1999	19/09/2033	1.000	4.25	0.042
PWLB – General Fund	20/05/2005	01/06/2034	2.000	4.45	0.089

<b>PWLB – General Fund</b>	<b>Start Date</b>	<b>Maturity Date</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Annual Interest £m</b>
PWLB – General Fund	15/11/1999	18/09/2034	1.000	4.25	0.043
PWLB – General Fund	21/11/2005	18/09/2034	5.000	4.25	0.213
PWLB – General Fund	14/06/2005	14/06/2035	5.000	4.35	0.218
PWLB – General Fund	15/11/1999	18/09/2035	1.000	4.25	0.043
PWLB – General Fund	21/11/2005	18/09/2035	5.000	4.25	0.213
PWLB – General Fund	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB – General Fund	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB – General Fund	11/01/2006	01/12/2037	4.000	4.00	0.160
PWLB – General Fund	11/01/2006	01/12/2038	4.000	4.00	0.160
PWLB – General Fund	15/02/2010	01/06/2041	2.000	4.57	0.091
PWLB – General Fund	11/08/2006	01/12/2041	3.000	4.35	0.131
PWLB – General Fund	15/02/2010	01/06/2042	2.000	4.57	0.091
PWLB – General Fund	11/08/2006	01/12/2042	2.000	4.35	0.087
PWLB – General Fund	11/08/2006	01/12/2043	2.000	4.35	0.087
PWLB – General Fund	06/09/2006	01/12/2044	3.000	4.25	0.128
PWLB – General Fund	06/09/2006	01/12/2045	3.000	4.25	0.128
PWLB – General Fund	29/06/2006	18/09/2046	4.000	4.45	0.178
PWLB – General Fund	30/08/2006	01/12/2046	2.000	4.25	0.085
PWLB – General Fund	29/06/2006	18/09/2047	4.000	4.45	0.178
PWLB – General Fund	30/08/2006	01/12/2047	2.000	4.25	0.085
PWLB – General Fund	09/10/1998	18/09/2048	1.000	4.50	0.045
PWLB – General Fund	29/06/2006	18/09/2048	3.500	4.45	0.156
PWLB – General Fund	30/08/2006	01/12/2048	2.000	4.25	0.085
PWLB – General Fund	09/10/1998	18/09/2049	1.000	4.50	0.045
PWLB – General Fund	29/06/2006	18/09/2049	3.000	4.45	0.134
PWLB – General Fund	30/08/2006	01/12/2049	2.000	4.25	0.085
PWLB – General Fund	30/08/2006	01/06/2050	5.000	4.25	0.213
PWLB – General Fund	17/09/1998	18/09/2050	1.000	5.125	0.051
PWLB – General Fund	17/09/1998	18/09/2051	1.000	5.125	0.051
PWLB – General Fund	07/03/2007	01/06/2052	2.000	4.25	0.085
PWLB – General Fund	23/07/1998	03/06/2052	1.000	5.50	0.055
PWLB – General Fund	07/03/2007	01/06/2053	2.000	4.25	0.085
PWLB – General Fund	23/07/1998	02/06/2053	1.000	5.50	0.055
PWLB – General Fund	19/06/1998	01/06/2054	1.000	5.375	0.054
PWLB – General Fund	19/06/1998	01/06/2055	1.000	5.375	0.054
PWLB – General Fund	21/06/2006	01/06/2055	2.000	4.30	0.086
PWLB – General Fund	22/06/2006	18/09/2055	4.000	4.35	0.174
PWLB – General Fund	19/06/1998	01/06/2056	1.500	5.375	0.081
PWLB – General Fund	21/06/2006	01/06/2056	3.000	4.30	0.129
PWLB – General Fund	22/06/2006	01/06/2056	6.000	4.35	0.261
PWLB – General Fund	02/10/1997	25/09/2057	1.500	6.625	0.99
PWLB – General Fund	12/03/2019	13/03/2063	10.000	2.36	0.236
PWLB – General Fund	12/03/2019	13/03/2064	10.000	2.36	0.236

<b>PWLB – General Fund</b>		<b>Maturity Date</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Annual Interest £m</b>
	<b>Start Date</b>				
PWLB – General Fund	12/03/2019	13/03/2065	10.000	2.36	0.236
PWLB – General Fund	08/02/2022	01/03/2071	20.000	2.00	4.000
PWLB – General Fund	08/02/2022	01/01/2072	20.000	2.00	4.000
<b>Total PWLB - General Fund</b>			<b>246.123</b>		<b>8.335</b>

<b>Market Loans</b>		<b>Maturity Date</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Annual Interest £m</b>
<b>Lender</b>	<b>Start Date</b>				
Barclays Bank	03/12/2004	03/12/2054	10.000	4.45	0.445
FMS Wermanagement	07/12/2004	08/12/2053	10.000	4.45	0.445
Depfa Deutsche Pfandbriefbank	10/12/2004	10/12/2052	10.000	4.45	0.445
Dexia Credit Local	10/12/2004	11/12/2051	10.000	4.45	0.445
Barclays Bank	31/08/2005	31/08/2055	5.000	3.99	0.200
Dexia Credit Local	20/02/2006	18/02/2066	6.000	4.45	0.267
Beyern LB	05/03/2007	07/03/2067	4.000	4.2	0.168
Barclays Bank	31/07/2007	01/08/2067	6.000	4.21	0.253
<b>Total – Market Loans</b>			<b>61.000</b>		<b>2.667</b>

<b>Salix Loans</b>		<b>Maturity Date</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Annual Interest £m</b>
<b>Lender</b>	<b>Start Date</b>				
SALIX1	22/11/2019	01/04/2025	0.517	0.00	0.000
SALIX2	02/03/2020	02/03/2026	2.872	0.00	0.000
SALIX3	01/07/2021	01/07/2027	2.414	0.00	0.000
<b>Total – Salix Loans</b>			<b>5.803</b>		<b>0.000</b>

<b>Loan Summary</b>	<b>Amount £m</b>	<b>Annual Interest £m</b>
PWLB – HRA	86.000	2.680
PWLB – General Fund	246.123	8.335
Market Loans	61.000	2.667
Salix Loans	5.803	0.00
<b>Total – All Loans</b>	<b>398.926</b>	<b>13.682</b>

\* Annual interest = Total amount of annual interest payable per loan outstanding as at 31 March 2023.

This will not equal the amount of interest paid during 2022/23 – as the total loan portfolio has changed during the year.

## Investment Portfolio as at 31 March 2023 (compared to the counterparty list)

Counterparty	Amount £m	Interest Rate %	Start Date	Maturity Date	LAS Credit Rating **
London Borough of Croydon	10.000	4.25	18/10/2022	18/04/2023	Yellow – 60 Months
National Bank of Canada	10.000	4.22	09/12/2022	09/06/2023	Red – 6 Months
First Abu Dhabi Bank PJSC	10.000	4.40	09/01/2023	10/07/2023	Orange – 12 Months
National Bank of Kuwait	10.000	3.96	18/01/2023	18/04/2023	Red – 6 Months
Qatar National Bank	10.000	4.545	20/01/2023	20/07/2023	Red – 6 Months
Bayerische Landesbank London	10.000	4.00	08/02/2023	09/05/2023	Red – 6 Months
Sumitomo Mitsui Banking Corporation Europe Ltd	10.000	4.14	15/02/2023	15/05/2023	Red – 6 Months
Birmingham City Council	10.000	4.40	24/03/2023	25/09/2023	Yellow – 60 Months
Somerset Council	10.000	4.65	17/03/2023	17/10/2023	Yellow – 60 Months
West Dunbartonshire Council	5.000	4.60	20/03/2023	20/09/2023	Yellow – 60 Months
DBS Bank Ltd	10.000	4.60	23/03/2023	25/09/2023	Orange – 12 Months
Close Brothers	10.000	4.60	24/03/2023	25/09/2023	Red – 6 Months
HSBC Overnight Account	7.000	4.03	31/03/2023	01/04/2023	Orange – 12 Months
Handelsbanken plc (Call Account)	0.139	3.85	*	35 Day Notice	Orange – 12 Months
Black Rock Money Market Fund	5.091	4.09	*	*	AAA
BNP Money Market Fund	29.990	4.20	*	*	AAA
<b>Total</b>	<b>177.220</b>				

## Long Term Investment Portfolio as at 31 March 2023

Counterparty	Amount £m	Dividend Rec'd *** £m	Start Date	Current Valuation £m	Notes
CCLA – Property Fund	10.000	0.390	31/03/2022	7.824	Current valuation unrealised – no impact on revenue
CCLA – Property Fund	10.000	0.077	31/01/2023	9.558	Current valuation unrealised – no impact on revenue
<b>Total</b>	<b>20.000</b>	<b>0.467</b>		<b>17.382</b>	

\* Money Market Funds/Call Account – cash can be invested and withdrawn on a daily basis (subject to maximum investment limits) so there is no start date or maturity date for the purposes of this report.

\*\* Link Asset Services provide a creditworthiness service, which employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- a) credit watches and credit outlooks from credit rating agencies;
- b) CDS spreads to give early warning of likely changes in credit ratings;
- c) sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- a) Yellow – 5 years (this category is for AAA rated Government debt or its equivalent, including an investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure);
- b) Dark pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- c) Light pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- d) Purple – 2 years;
- e) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries):
- f) Orange – 1 year;
- g) Red – 6 months;
- h) Green – 100 days; and
- i) No Colour – not to be used.

The advisor's creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.



**Wiltshire Council**

**Cabinet**

**13 June 2023**

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**Subject: Family Hubs**

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

**Key Decision: Key**

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## **Executive Summary**

The Government has a manifesto pledge to champion family hubs, that offer support for families with children aged 0-19 (up to 25 with SEND), they are investing in developing the offer. Six South West Local Authorities have been awarded grant funding, but Wiltshire has not been selected for any additional funding to date.

However, Wiltshire Council has taken the decision to develop family hubs, redesigning existing services to improve access to Family Help and improve outcomes for children and families across the county. Wiltshire family hubs are intended to be operational from April 2024.

## **Proposal(s)**

Cabinet is requested to:

1. Approve the commissioning of family hubs across Wiltshire from April 1st, 2024.
2. Approve that all services are commissioned externally through an open procurement, with a 5-year contract awarded to the successful provider, with the option to extend for up to a further 2 years.
3. Approve the Pathfinder project in Westbury and Warminster transferring into the new contract when it commences on 1st April 2024.
4. To delegate authority to approve and award a new contract, and take all necessary steps associated to the Corporate Director Resources and Deputy Chief Executive, and Corporate Director of People in consultation with the Deputy Leader and Cabinet Member for Children's Services, Education and Skills.

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

To deliver a 0–19-year-old (up to 25 years for those with SEND) Family Hub Service across Wiltshire.

The Government has committed to championing family hubs, which are a way of bringing together existing family help services to improve access to services and connections between families, professionals, services, and providers, and putting relationships at the heart of family help.

Family hubs bring together services for families with children of all ages (0-19) or up to 25 for this young people with special educational needs and disabilities (SEND), with a great Start for Life offer at their core. They can include hub buildings and virtual offers, but the following principles are key to the family hub model:

- More **accessible**

- through clearly branded and communicated hub buildings, virtual offers, and outreach.

- Better **connected**

- family hubs drive progress on joining up professionals, services, and providers (state, private, voluntary) – through co-location, data sharing, shared outcomes, and governance. Moving from services organised for under-fives to families with children of all ages reduces fragmentation (even though an emphasis on early years and the ‘Start for Life’ offer will remain).

- **Relationship-centred**

- practice in a family hub builds on family strengths and looks to improve family relationships to address underlying issues.

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

13 June 2023

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**Subject: Family Hubs**

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

**Key Decision: Key**

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### **Purpose of Report**

1. This report outlines the proposal for family hubs to be delivered across Wiltshire.
2. It outlines the reasons why it is recommended that family hubs are commissioned across the county in accessible locations.
3. To delegate authority to approve and award a new contract and future extensions and all associated documents to the Corporate Director Resources & Deputy Chief Executive in consultation with the Deputy Leader and Cabinet Member for Children's Services, Education and Skills.

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

4. The proposal is relevant to the following priorities and objectives laid down the Council's Business Plan<sup>1</sup>:

The people of Wiltshire are empowered to live full, healthy, and enriched lives:

- We get the best start in life.
- We stay active.
- We are safe.
- We live well together.
- We ensure decisions are evidence-based.
- We have the right skills to prosper.
- We have vibrant, well-connected communities

5. To support the working themes in the council's business plan 2022 to 2032, commissioning priorities are to:
  - a) **Priority 1** - ensure services are in the right place at the right time.
  - b) **Priority 2** - ensure right people receive services in the right place i.e., increasing services delivered in the community and in people's homes.
  - c) **Priority 3** - ensure right service, right price

### **Background**

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<sup>1</sup> [Business plan - Wiltshire Council](#)

6. The Government has committed to championing family hubs, which are a way of joining organisations and information up locally and bringing existing family help services together to improve access to, and connections between families, professionals, services, and providers, and putting relationships at the heart of family help.
7. Anna Freud Centre have been commissioned by central government to offer support and guidance to all Local Authorities. Over 20 webinars and focus groups have been attended by Wiltshire Council officers as well attendance at the National Family Hub Conference.
8. Currently Wiltshire has a children's centre service offer for 0–5-year-olds. The current contracts with The RISE and Spurgeons were extended by 12 months to allow the delivery of family hubs and are due to end on 31<sup>st</sup> March 2024.
9. There are 10 children's centre buildings across the county with services being delivered from these alongside delivery in a number of community venues as well as in family homes. Many courses are also delivered virtually on-line.
10. Evidence about the effectiveness of intervening early has been well documented by Graham Allen: "Early Intervention is both inherently better and inherently cheaper than late intervention"<sup>2</sup>; Michael Marmot "Early intervention is needed across the social gradient to support children and their families with mental health and behavioural issues, via integrated provision across Children's Services and schools,"<sup>3</sup> and Frank Field: "overwhelming evidence that children's life chances are most heavily predicated on their development in the first five years of life. It is family background, parental education, good parenting and the opportunities for learning and development in these crucial years that together matter more to children than money."<sup>4</sup>
11. Comprehensive community engagement and consultation has taken place to ensure these proposals are shaped by the voices of families and children across Wiltshire. There were 24 face to face events and an online survey.

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

12. Considering the results of the consultation and engagement activity and the equalities impact assessment, decide if it is appropriate to offer family hubs across Wiltshire.
13. The national principles of family hubs are:
  - Accessible** – through a universal single point of access, a clear local family hub offer, recognised and understood by families, which includes hub buildings, virtual offers, and outreach.
  - Better connected** – family hubs harness the power of networks to drive progress on joining up professionals, services, and providers (state, private, voluntary and community) through co-location, integration, partnerships, data sharing, shared

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<sup>2</sup> [Early Intervention: The Next Steps \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

<sup>3</sup> [fair-society-healthy-lives-full-report-pdf.pdf \(instituteofhealthequity.org\)](https://www.instituteofhealthequity.org)

<sup>4</sup> [\[ARCHIVED CONTENT\]](#)

[nationalarchives.gov.uk/gwa/20110120090128/http://povertyreview.independent.gov.uk/media/20254/poverty-report.pdf](https://nationalarchives.gov.uk/gwa/20110120090128/http://povertyreview.independent.gov.uk/media/20254/poverty-report.pdf)

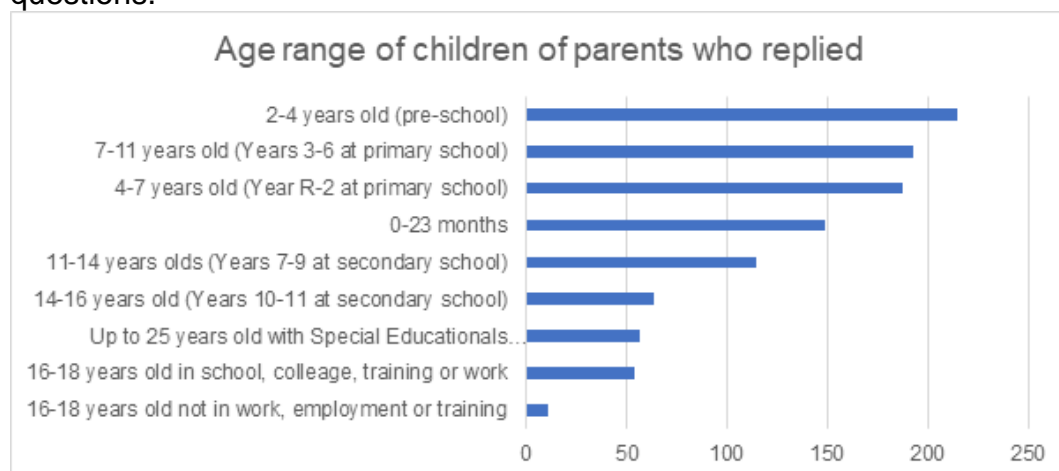
outcomes, and governance. Holistic, wraparound services support families with a wide range of needs, identify need early and consider the whole family. They reduce fragmentation, including between 0-5 services and those for families with older children and young people, and drive efficiency.

**Relationship-centred** – practice in a family hub focuses on building trusting and supportive relationships, emphasising continuity of care in the Start for Life offer. It builds on families’ strengths, drawing on and improving relationships, including building networks with peers to address underlying issues.

14. How we consulted:

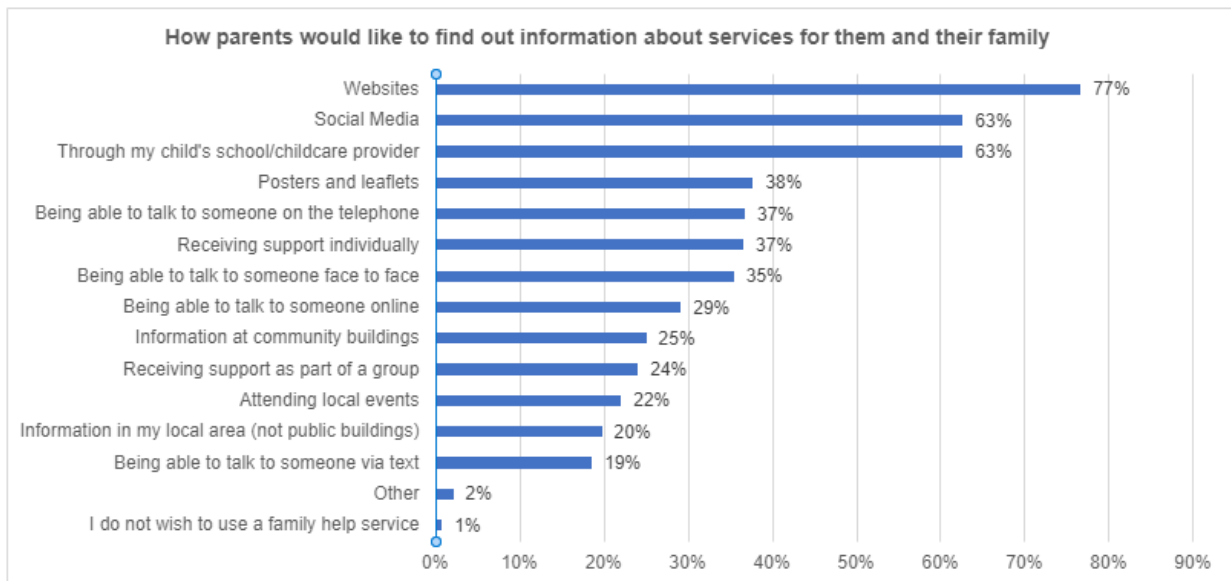
- a. An online survey was launched on the 10 January 2023 and closed at the beginning of April 2023. The survey was initially publicised with a press release and then regularly promoted via Facebook and through weekly electronic newsletters sent to over 600 Wiltshire schools and childcare providers. External partners, such as our children’s centre providers and the Wiltshire Parent Carer Council also promoted the survey on their websites. A total of 606 responses were received.
- b. 24 face-to-face consultation events were held in all community areas across the county and were advertised widely. There was very little uptake for these events, so the voices of families at school gates, in libraries, and leisure centres were also sought resulting in a further 192 parents and carers consulted.
- c. There are also continuing conversations with families from specific minority groups: Military, Black, Asian and minority ethnic (BAME), English as an Additional Language (EAL), Gypsy Romany Traveller and Boater communities, refugees, and carers to obtain the widest possible views of communities across Wiltshire.

15. Most parents/carers who replied to the survey had primary-school aged children 63% (381) and the second largest audience to respond were those with pre-school aged children 60% (364). 7% of responders were either pregnant or their partner was pregnant. It is important to note that some responders have children in more than one category, which can affect the number of responses to the consultation questions.

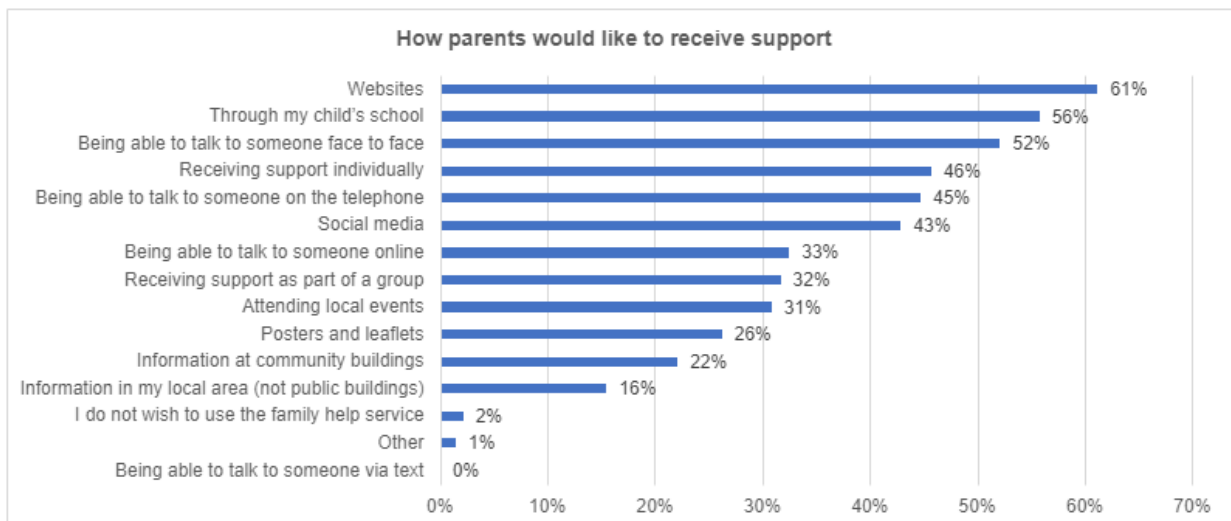


16. When asked how they would like to find out information about services for themselves and their family, the most popular answer was via a website 77% (465). Social Media and through the child’s educational establishment were joint

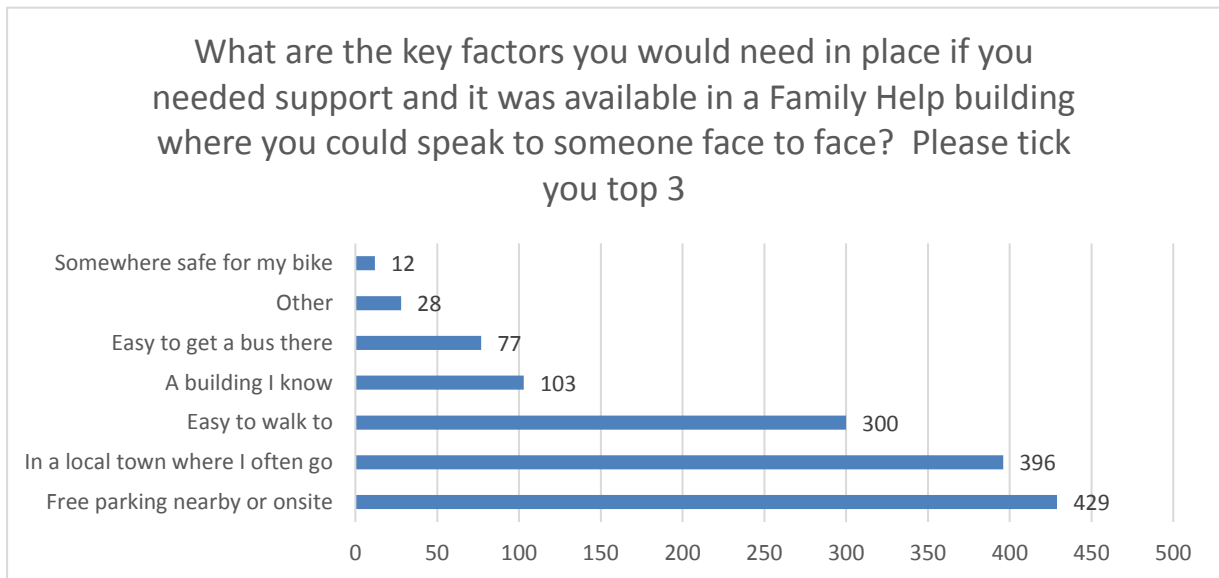
second choice 63% (380). Posters and leaflets 38% (229), Being able to talk to someone on the telephone 37% (223), Receiving support individually 37% (222) and being able to talk to someone face to face 35% (215) were close behind. Only 5 responders (1%) stated they did not wish to use a family help service.



17. When asked how they would like to receive support 61% (371) of responders would like to use a website or online offer, 56% (338) would like support through their child's school, and 52% (316) would like to talk to someone face to face. Receiving support individually 46% (277) and being able to talk to someone on the telephone 45% (271) are the next most popular responses. The survey allowed families to respond to more than one category. Only 2% (13) families said that they would not like to use the family help service.



18. Responders were asked to give their top three preferences on what they would like in place if they needed support, and it was available in a Family Help building where they could speak to someone face to face. The majority 71% (429) requested free parking on site. Second 65% (339) was that the building was in a local town where they often go and the third 50% (300) was that the building was easy to walk to. Less important was a building that the parent knew 17% (103) and that it was on a bus route 13% (77). 2% (12) requested safe bike storage.



19. Responders were asked to give their top three preferences on what was important when meeting someone face to face, the majority 86% (519) stated that a private space to talk was the most important and having a child-friendly play area to occupy their children was second 76% (458). Food and drink 30% (180) were given a higher priority to computer 7% (45) or phone 4% (24) access. 27 responders requested the following features in their top three as most important:

The quality of interaction with staff:

- They understand the issues I have and am experiencing.
- Knowledgeable friendly and approachable staff.
- Non-judgemental, experience.

The quality of the environment:

- Accessible toilet and good overall accessibility
- Quiet as I have Menière's Disease and background noise is a problem.

Other aspects:

- Flexibility on opening hours (after 3pm)
- Interpreter for deaf
- Enough time to talk through the issue
- Socializing with a group of parents
- SEN appropriate
- Appointment availability
- Free Wi-Fi to look at sites together
- To meet others that have the same problems.

20. Responders were asked to tick their top five services which they thought were the most important to have in a family help building. The majority wanted activities for children aged 0-5, 53% (324) with parenting support second 48% (290) and mental health support third 46% (281).

1	Activities for children 0-5	324
2	Parenting support	290
3	Mental health services	281
4	Special Educational Needs and Disabilities support and services	273
5	One to one family support from a professional	244

21. Responders preferred to access support between the hours of 5pm and 9pm 51% (308) and 47% (286) of responders requested access weekday mornings (9am-12pm.)

22. The face-to-face responses consisted of comments such as:

- “Website so everything in one place was a good idea. Wants parking and drink/food in venue”.
- “Would be happy to come into library for help. Would like to find more help online but wouldn’t know where to look- too many places. Uses library health centre soft play”.
- “Leisure centre is where I come for everything -nowhere else to go”.
- “Happy to access services in the library/campus”.

23. Other feedback included:

- Having a café / accessing drink was important to parents.
- Parents would like to see more services ‘under one roof’/ ‘in one place’.
- Parents want to access family help services via school.
- 1 parent felt a physical building is needed.
- All parents thought the idea of 0-19 was important.
- 3 parents wanted services during school holidays.
- All parents said a sensory room was important to them.
- 1 parent said the support received from children’s centres had saved her relationship.
- Parents would go to school for help.
- Parents suggested library as a place to go for family help services as ‘they are really helpful there’.

24. A virtual event was held with partners to seek their views about the way they could work together as part of a family hub. They commented on:

- The need for services to be more joined up and collaborative.
- Hub and spoke model.
- Help and support available on-line.
- Families like face-to-face sessions but also use texting.
- Offer support early so that a higher-level intervention is not required.
- Need something easily accessible for families.
- Cultural sensitivity needs to be a consideration.
- Relationships are important.
- Non-stigmatised groups could be offered at venues such as schools to make them more accessible.



25. An engagement event was held with the current children's centre service providers, and feedback included:

- Outreach is working well.
- EPEC (Empowering People Empowering Communities) parenting courses have great outcomes.
- Working Together agreements with health visiting and Family and Community Learning are really successful.

26. Parents have also commented:

- "I would use a website to find services".
- "Like the idea of it being a trusted source of info on the one platform".
- "I want a service for older children as that would change my life, the children's centre have been fantastic."
- "I wouldn't know where to look so one place online would be good."
- "I would happily use a community building such as a library/leisure centre".
- "Don't drive so I need to walk to services-need to be local".
- I think leisure centre is ideal for a family hub as leisure centre already has library, café, pre-school, The Hive, community hall."
- "I have 4 children, would access services here at library but would also ask for help at any of my children's schools."

## **Proposed Model**

### **27. Online support**

Most families are able to access support when and where they need it. Therefore, the first place for families to access support will be through an **accessible** digital platform offering information, advice, support, and self-help courses. A QR code will be placed around the community, in libraries, leisure centres, schools, early years settings, soft play, parks and coffee shops, etc. It will be highly visible in places that families visit and promoted online through the Council and partners, so that the platform can be easily accessible to as many people as possible. This is in response to feedback from families.

### **28. Navigators (Commissioned)**

Online information can be confusing and is not ideal for everyone, especially for families who have English as an additional language or have additional needs. Therefore, there will be Making Every Contact Count (MECC) trained Navigators who will be the front facing element of the family hubs. These Navigators will support families to find the help they need. They will link with community resources, Strategic Partnership Engagement Managers, JobCentrePlus and the voluntary and community sector. A family will be either be signposted to where there is available support in the community or will be offered help via the Navigator. The Navigator will co-ordinate activity across their local area and be the point of contact for Family Keyworkers and teams in the Integrated Front Door.

The Navigators will be located in community buildings across the county every week where they will have a regular, visible presence so they are accessible to as many people as possible. Their role will also require them to be out in the community, and supporting families, so there will be specific times allocated to attendance at the hubs at the same times each week to ensure families are able to drop-in when they are there for help and support face to face.

They will work with all customer-facing staff and other colleagues to ensure a consistent offer is available for families at all times in the relevant community buildings, and the staff there will be trained to offer assistance and signposting to families. Navigators will be the central point of contact and will develop relationships in the community and with clusters of schools, early years providers and partners in the local area.

#### 29. Parenting Courses (Commissioned)

Parenting courses will form a large part of the family hub offer as they are expected to be the first line of intervention and support for families. As a result, there will be a greater demand for these courses which will help families to develop their skills and support networks, enabling improved outcomes for families and children.

There are already a wide range of parenting courses available for families to access via the Wiltshire Council website, and these evidence-based courses will continue to be offered for children of all ages, and the link with Public Health Nursing offering Baby Steps will also remain.

The range of options below are designed to meet the needs of children from 0-16:

- Perinatal – Baby Steps - NSPCC
- Aged 0–1 Baby and Us – Empowering Parents Empowering Communities (EPEC)
- Aged 2-11 Being a Parent – Empowering Parents Empowering Communities (EPEC)
- Aged 11-16 STOP Parenting – Ministry of Parenting
- Time out for Parents (5–12-year-olds) – Care for the Family (SEND support)
- Reducing Parental Conflict courses

These courses will be kept under review during the length of the contract, and additional courses or programmes will be delivered as appropriate to respond to the needs of families and children.

#### 30. Group Support (Commissioned)

Group work and courses around early learning, language development and healthy eating will be available throughout the communities. Courses and groups will be offered for the 5-19 age group where there is an identified need, but always in collaboration with existing providers.

These courses and groups will be kept under review during the length of the contract, and additional courses or programmes will be delivered as appropriate to respond to the needs of families and children.

#### 31. Family Hub Practitioners (Commissioned)

One to One Family Hub Practitioners will offer focused support to a range of people and organisations, using an Early Support Assessment (ESA). They will support families to access relevant services and their work will consider the needs of the whole family. These practitioners will also contribute towards the Supporting Families outcomes (previously Troubled Families) and work very closely with the Navigator in each local area.

#### 32. Family Key Workers (Wiltshire Council)

In support of the commissioned services above, Wiltshire Council Family Key Workers will continue to deliver support to those families with more complex needs. They will link very closely with the Navigators and Family Hub Practitioners to ensure a smooth transition for any families that will require additional support and will continue to work as part of the local area. Families being supported by these workers may need to be referred to specialist services if early interventions are unsuccessful, and they will continue to maintain very close links with statutory services.

All courses and direct work with families will align with the Five to Thrive, trauma informed model and knowledge base, and will be proactively promoted. All staff engaging with families will also be Making Every Contact Count (MECC) trained ensuring that all families will receive a consistent high-quality service.

33. To maintain **better connected** services, the main administration hubs will be a venue for Birth Registration services and health visitor drop ins. These main hubs and the other spoke hubs will also be a venue for collaborative working with Strategic Engagement Managers and there will be opportunities to work with the voluntary and community sector, health colleagues, Job Centre Plus (JCP), Citizens Advice Bureau (CAB), housing colleagues, and other partners.

#### 34. **Buildings and Access Points**

The proposed access points for the family hubs are across the whole county and remain in the same community areas where the current children's centres are located. Areas of deprivation across the county will all be supported with access to a Navigator and a building in their local community.

##### **Proposed Administration Hubs:**

- County Hall
- Monkton Park
- Bourne Hill

##### **Proposed Navigator locations:**

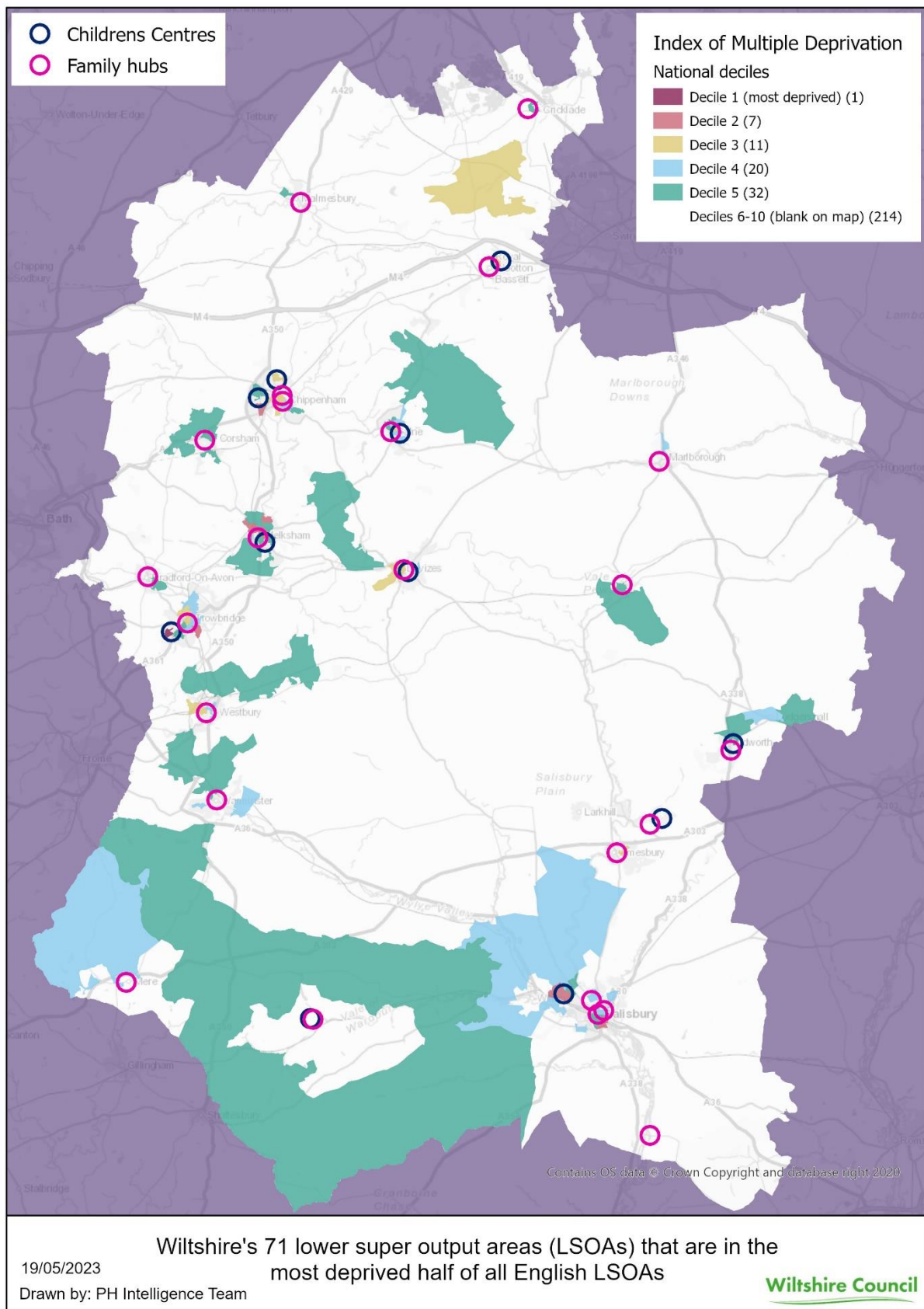
- Amesbury Library
- Bradford on Avon Library
- Bulford: The Beeches/Kiwi School
- Calne Library
- Chippenham Monkton Park and Library
- Corsham – Springfield Campus
- Cricklade Leisure Centre
- Devizes Library
- Downton Library
- Malmesbury Library
- Marlborough Library
- Melksham Community Campus
- Mere School/ Town Council, library
- Pewsey The Vale Community Campus
- Royal Wootton Bassett library
- Salisbury Library and Five Rivers Leisure Centre
- Tisbury Nadder Centre

- Tidworth Leisure Centre
- Trowbridge County Hall
- Warminster Library
- Westbury Community Project Hub

**Courses and groups will be facilitated in:**

- Libraries
- Leisure centres
- Campuses
- Schools
- Community buildings

35. The following map shows the areas of highest deprivation, along with the existing children's centres and proposed new family hubs across Wiltshire.



36. If the proposed family hub model is approved the current children's centre buildings will no longer be required after April 2024, in line with the end of the current contract. Family hubs will replace the current children's centre model, offering family help services for families of children aged 0–19-year-olds (up to 25 for SEND), instead of support for just 0–5-year-olds. Consideration will be given to

what the existing children's centre buildings could be used for going forward. It is important to note there are grant conditions on the buildings as they were built using funding from central government. Furthermore, they are all on school sites and any future use will need to be for children.

There is already a need for more early years childcare provision, and there will be growing demand following the recent Budget announcement to increase eligibility for children under the age of 2. Therefore, some of the buildings could be used to expand childcare. Other uses could include Resource Bases, Alternative Provision, District Specialist Centres as well as other options.

Work will continue to identify alternative uses for these buildings if the family hub model is approved, and proposals will be discussed and agreed at the relevant time after consultation with stakeholders. Decisions relating to any future use of these buildings will be made in line with the local authority governance processes, and approval will be sought through the Asset Management Gateway group.

The current children's centre buildings are:

- Bulford Children's Centre (located at Kiwi School)
- Calne Children's Centre (located at Priestley School)
- Chippenham: Spring Rise Children's Centre (located at Frogwell School)
- Chippenham: The Oaks Children's Centre (located outside of St Paul's School)
- Devizes Children's Centre (located at Southbroom Infants School)
- Melksham – Canberra Children's Centre (located in Spa Road next to Youth Centre)
- Royal Wootton Bassett Children's Centre (located on Longleaze School)
- Salisbury – Little Folly Children's Centre (located outside of Woodlands School)
- Tidworth – Windmill Hill Children's Centre (located outside of Clarendon Infant School)
- Trowbridge Studley Green Children's Centre (located at Studley Green School)

### **37. Pathfinder – Westbury and Warminster**

The work of the Family Help Pathfinder in Warminster and Westbury will inform the implementation of family hubs. This work has been based on the proposed family hub model submitted to the DfE in our funding bid in December 2021, so there are not any significant changes that are likely to be required. The pathfinder is expected to transfer into the main contract when it starts in April 2024 as part of the countywide family hubs. We will continue to work with Oxford Brookes Institute of Public Care (IPC) who are evaluating our approach and incorporate any learning and recommendation into annual contract reviews.

Current learning will feed into the new family hub commissioned model starting in April 2024, and the contract will allow an annual review of services to ensure it remains future focussed and responsive to any changing needs. The successful provider is expected to be agile and adaptable.

**38. Market Engagement & Indicative Tender Timetable** – Market engagement has taken place in May and another event will be held in June. The indicative tender timetable is set out below:

<b>Stage</b>	<b>Dates</b>
Invitation to Tender (ITT) Issued	20/07/2023
Deadline for Tenderers to submit clarification questions	12 noon 20/09/2023
Tender Return Deadline	12 noon 04/10/2023
Evaluation and Approvals	October 2023
10-day standstill period	November 2023
Contract Award Notification	End November 2023
Service commencement date	01/04/2024

**Options**

39. There are a range of options that have been considered regarding delivery of the new service. These include options of an in-house model or a wholly commissioned service. A mixed model has also been considered, where some services are delivered inhouse and some are commissioned externally.

40. Options for the online offer and the website holding the community information for Early Help will also need to be considered but will not be covered in this paper. It is expected that this decision will be reported and agreed through the multi-agency Families and Children’s Transformation (FACT) Board, as there are much wider implications for this service.

The options considered are as follows, and the benefits and risks associated with the various options are set out in the table below.

**Option 1**

Commission all services together from an external provider.

**Option 2**

Commission all services separately from an external provider.

**Option 3**

Commission some services from an external provider and deliver some services inhouse.

**Option 4**

Deliver all services inhouse.

**Option 5**

Do Nothing

	<b>Benefits</b>	<b>Risks</b>
<b>Option 1</b> Commission all services together from an external provider	Consistency for all services across all areas of the county	The size of the contract could limit some smaller providers from bidding on their own
	The voluntary or community sector is able to bid for additional funding to support family hub work outside of the contract. Other organisations have the opportunity to seek additional investment when required.	ICT – can external providers use Liquidlogic for casework, and will systems talk to each other inside and outside the Council
	Staff costs are generally more favourable than Local Authority structure, and more value for money is possible.	All of the risk will be with one provider who may not have all the skills and experience required to operate a wide-ranging contract
	Performance monitoring and contract management only required for one contract	Provider may not be able to recruit and retain enough staff to deliver all services
	Clear expectations and accountability with specification and contractual arrangement	
	Parental reviews show they prefer working with an organisation outside the local authority	
	Greater agility of workforce, and greater ability to adopt new ways of working faster	
	Additional social value can be realised including the use of volunteers and experts by experience	
<b>Option 2</b> Commission all services separately from external providers	Providers are able to deliver services which best reflect their strengths, skills, and experience	More providers to manage performance and contract monitoring
	Specifics of each lot will make them attractive to more providers	ICT – can external providers use Liquidlogic for casework, and will systems talk to each other inside and outside the Council
	The voluntary or community sector is able to bid for additional funding to support family hub work outside of the contract. Other organisations have the opportunity to seek additional investment when required.	Risk of communication challenges as more than one provider involved in service delivery
	Staff costs are generally more favourable than Local Authority structure, and more value for money is possible	Risk of inconsistent delivery as more than one provider involved



	Clear expectations and accountability with specification and contractual arrangement	
	Parental reviews show they prefer working with a voluntary sector organisation	
	Greater agility of workforce, and greater ability to adopt new ways of working faster	
	Additional social value can be realised including the use of volunteers and experts by experience	
	Risks are spread across multiple providers	
<b>Option 3</b> Commission some services from an external provider and deliver some services inhouse.	Clear contract management of commissioned services with external provider, and inhouse service	Risk of inconsistent delivery as more than one provider involved
	Shared risk across organisations	Risk of communication challenges as more than one provider involved in service delivery
	Ability to share best practice from across the various providers of services and sectors including the Council	Risk of a loss of value for money as local authority salaries and benefits are often greater than external providers
	Liquidlogic ICT could allow greater access to information between services and better integration	ICT – can external providers use Liquidlogic for casework, and will systems talk to each other inside and outside the Council
	Shared Training could be delivered across all organisations	2 providers to manage performance and contract monitoring
	Parental reviews show they prefer working with a voluntary sector organisation	
	Service Providers are able to deliver services which best reflect their strengths, skills, and experience	
	The voluntary sector is able to bid for additional funding to support family hub work outside of the contract enhancing value for money.	
	Staff costs are more favourable than Local Authority structure, and more value for money is possible from external elements.	
	Additional social value can be realised including the use of	

	volunteers and experts by experience	
<b>Option 4</b> Bring family hubs inhouse	Control over recruitment and the entire service delivery model	Current external staff may not wish to transfer to Local Authority, creating a disruption to the service for a significant period of time
	Greater alignment with Support and Safeguarding Service (SaSS) and Family Key Workers, both part of the same service.	The Local Authority will hold all of the risk.
	Clearer oversight and management structure	Less agile processes within the local authority to adopt and adapt to new service design and implementation
	Liquidlogic ICT would allow greater access to information between services	No contractual arrangements
		Unable to bid for additional funding
		Reduced support for vulnerable families and children in the community, is likely to increase the impact of specialist services as a result of the higher staff costs of the local authority
		There may not be the skills required within the local authority to deliver all elements of the service
		Need to implement a clear and robust Service Level Agreement and an expectation that performance would be monitored and improved throughout the agreement
<b>Option 5</b> Do Nothing	Saving of over £2 million as no service would be commissioned to replace children's centres	More children are likely to need to come into the care of the local authority
		Long term costs would be likely to increase as a result of more children in care
		Poorer outcomes for families and children if they are not supported early

#### 41. Evaluation of Options

The above options have all be evaluated, and the score has determined the final model that is being proposed. The evaluation has been carried out by the following people to ensure a wide range of views are considered:

- Head of Children in Care & Young People

- Service Manager for Integrated Front Door
- Head of Finance – Children & Education
- Public Health Strategist
- Head of Commissioning
- FACT Programme Lead

The criteria below have been used to score the 3 shortlisted options from the list above:

No.	Evaluation Element	Weighting
1	Delivering positive outcomes for children and young people	25%
2	Ease of project delivery/implementation	10%
3	Speed of project delivery/implementation	10%
4	Early Help expertise and experience	15%
5	Workforce & HR	12.5%
6	Value for Money / Finances	12.5%
7	IT	5%
8	Procurement	5%
9	Legal	5%
		100%

### Shortlisted Options

#### Option 1

Commission all services together from an external provider

#### Option 3

Commission some services from an external provider and deliver some services inhouse.

#### Option 4

Deliver all services inhouse.

Options 2 and 5 were excluded for the following reasons:

- Option 2
  - Increased risk of communication and contract management challenges with multiple providers
  - Increased risk of inconsistent service delivery with multiple providers
- Option 5
  - The risk of not having an early help model was considered unviable, due to increased statutory intervention, increased costs, and poorer outcomes for families

No.	Evaluation Element	In house	External	Mix
1	Delivering positive outcomes for children and young people	500	475	600
2	Ease of project delivery/implementation	140	210	190
3	Speed of project delivery/implementation	110	220	170
4	Early Help expertise and experience	300	285	345
5	Workforce & HR	138	188	238

6	Value for Money / Finances	125	238	250
7	IT	105	70	85
8	Procurement	110	65	85
9	Legal	95	70	85
	<b>Total Score</b>	<b>1623</b>	<b>1820</b>	<b>2048</b>
	<b>Preference</b>	<b>3</b>	<b>2</b>	<b>1</b>

The result of the evaluation is detailed above and demonstrates that the mixed model has scored highest, with an external model second and the inhouse model was third. Therefore, the recommended option is a mixed model (**Option 3**)

### Family Hub Budget

42. Central government has provided funding for 75 Local Authorities to roll out 'Best Start for Life', 12 more authorities received transformation funding, and a further five local authorities have received funding to lead on innovation. Wiltshire was not awarded any funding through this process.
43. There could still be further funding available for Local Authorities who have not been offered anything in the previous funding rounds, but there have not been any announcements to date. Wiltshire Council intends to submit further applications to develop the family hub model as and when they become available.
44. The family hub model is expected to be delivered with the current annual children's centre budget of £3 million, plus existing costs of family key worker time and the existing parenting courses.
45. Sites for developing the QR code and associated signage will need to be agreed with property users such as school leaders and there are a range of options from adhesive stickers to standalone signs. A bid is in draft to the Transformation Board to pump prime these and other introductory cost pressures. Estimates are currently in the region of £0.05million to £0.1million, and this will be a one-off cost.
46. No buildings will be leased to providers as part of this contract, although we do expect the Provider and partners to use the available community and Council buildings to support multi-agency working and improve communication and information sharing.
47. Alternative use for the 10 current children's centre buildings will be made in line with the local authority governance processes, and any approval will be sought through the Asset Management Gateway group. Future planned arrangements for these buildings, include passing back to the school or, repurposing as early years provision or other child related options will be considered if the family hub proposals are approved – the costs and income streams of all sites are negligible.

### Overview and Scrutiny Engagement

48. A paper will be presented to Children's Select Committee on 6<sup>th</sup> June.

## **Safeguarding Implications**

49. Safeguarding and protecting those at risk will be a priority for family hubs and there will be strong processes in place to ensure that providers identify those at risk of harm and / or exploitation and those concerns will be reported appropriately.
50. Across Wiltshire Council there are strong established relationships cross cutting children's and adult's safeguarding, housing, and public health to ensure that any risks, concerns, or incidents are escalated in line with Council protocols and procedures.
51. The successful provider will be expected to have robust safeguarding policies, processes, and procedures in place to ensure that children and young people are kept safe in line with Council and statutory standards.
52. Contracts also ensure that any issues relating to child protection are identified and appropriate referral made to Multi Agency Safeguarding Hub (MASH).

## **Public Health Implications**

53. Public Health will continue to contribute £0.6million to the family hub contract.
54. Family hubs will be a critical partner in delivering the national Healthy Child Programme, an evidenced-based programme of prevention and support for families and children 0-19 years (up to 25 years for those with SEND).
55. The family hubs will work closely with Local Authority funded Public Health Nursing Services and the contracts for both services have been aligned and will reflect similar expectations from providers, along with close working relationships.

## **Procurement Implications**

56. A compliant procurement process will be followed in line with Public Contract Regulations 2015.
57. A 5-year contract awarded to the successful provider, with the option to extend for up to a further 2 years. This will allow for certainty for the Provider and the Local Authority as the new family hub model is embedded, as services are expected to adapt through the lifetime of the contract, especially during the early years. This will ensure that as new learning emerges, and the needs of families and children change, continuity with the same Provider will allow for much smoother transition and development of services.
58. The procurement process will be designed and delivered, in conjunction with the Commercial and Procurement team.
59. Consideration to social value implications will be informed through our socially responsible procurement policy and will be taken into consideration when developing the specification for the service.

## **Equalities Impact of the Proposal**

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

## **Environmental and Climate Change Considerations**

61. It is anticipated that the energy consumption and associated emissions will be effectively managed as part of this contract.

62. It is expected that travel by families will be reduced as more people choose to use the online information and support, and also access the virtual training available.

## **Workforce Implications**

63. This proposal mainly relates to the elements that will be commissioned externally. There is no impact expected for any staff employed by Wiltshire Council.

64. There is a consultation underway with the current providers regarding any TUPE implications.

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

65. Family hubs offer a new and innovative service to support families with early help. Without an effective early help offer there will be:

- increased demand on intensive and more costly services
- less co-ordinated services
- increased pressure on schools, health visiting and preschools.

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

66. There will be an initial cost implication to set up the signage related to the QR codes. As this is such a programme of change with such far reaching benefits, a request is in draft to the Transformation Board to fund this, based on future cost avoidance.

67. There is a risk that there will be a limited market of providers for this type of service. This will be managed with good market engagement and further conversations and engagement with providers.

68. Risk of concern from the public about the proposed model. This has been mitigated through a comprehensive consultation and engagement process, which has informed the proposed family hub model as outlined earlier in the paper.

69. There is a risk about the future use of the current children's centre buildings. The alternative use of the buildings will be fully explored, and the positive future use of these buildings will be shared and promoted. Families expressed the view that community buildings would better meet their needs, especially for those with older children, and the move to these will enable much greater access for families.

70. Although Children's Centre services will no longer be delivered from these buildings, alternative uses will be limited to services for children, in line with the central government grant funding that enabled them to be delivered originally. Therefore, all future uses must be related to children and families services.

## **Financial Implications**

71. The financial risk of a 5 years + 2 contract will be offset with robust contractual arrangements and contract management.
72. The total cost of the family hub model includes repurposing the childrens centre budget to commission external services, retaining the current budget for parenting courses and accessing the existing family key worker staff in families and children.
73. Longer term, it is anticipated that the services provided via the family hub will help to reduce the pressures felt within the statutory SEN and childrens social care systems and will avoid future costs in this area which, have been exacerbated by the impact of the pandemic on children, young people, and their families.

## **Legal Implications**

74. Any award of contract will be conducted in accordance with the requirements set out in Part 10 of the Council's Constitution, the SPH Manual and the Public Contract Regulations (2015). Legal Services will need to be engaged throughout this process, with the relevant legal and procurement advice sought.
75. Wiltshire Council's Legal Services will draft robust legal documentation for this matter. Legal Services will need to be consulted to review the final documentation before execution.

## **Conclusion**

76. Families were very clear during the consultation about what they wanted from any early help offer. This included an online offer for support, longer opening hours, well trained and accessible staff, services for older children and young people, services delivered in places they already use, and more services in one place. (Further details are included in points 14 to 26 of the paper). These views have shaped the proposed model of family hubs and demonstrate a wide range of benefits to families.
77. These include an online offer which allows families to help themselves, and even complete some courses online. It will align with the new Public Health Nursing Services contract and link services together better, as well as delivering a better trained workforce which works closely with partners. Support will also be available for all families of children aged between 0 to 19 (or up to 25 for children and young people with SEND), and more services will be available in one place.
78. The proposed model is an improvement on the current service, providing twice as many buildings across the county to access help, advice, and support. By having family hubs in community buildings, there will also be longer opening hours for families to access services and support, and as they are already using these buildings it will also be more convenient, making families more likely to engage with the support available.
79. One of the limitations of the current model of support is that it is only available for families of children under five and there is the need to transfer between services and make new connections and relationships as part of the transition after the age

of five. The new family hub will eliminate this with the service supporting families with older children as well, providing far more consistency, with workers supporting across all ages. Teams will also link closely with schools and early years settings which families already attend in each local area, improving connections with families and professional alike.

80. Overall, the new family hub offer is responding to the needs of families and will improve access to services and support through an online offer, and by the family hubs being located in community buildings where families are already attending. This will improve engagement, ultimately leading to more positive outcomes for children and families and preventing the need for intervention by statutory services.

**Elizabeth Saunders (Interim Director - Procurement and Commissioning)**

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Date of report  
May 2023



Date	Event	Presenters	Numbers of parents/carers	Key messages
16/02/23	Corsham Campus	LAB/RD	8 from Corsham and Chippenham	<ul style="list-style-type: none"> <li>• Would want to know where to find benefits info/support with forms/cost and access childcare.</li> <li>• Need information in one place</li> <li>• Want to access information through social media and online.</li> <li>• If needed further support would want to see someone face to face</li> <li>• Want accessible, free childcare</li> <li>• Want activities for children in school holidays</li> <li>• Want to have food and drink where they access services</li> <li>• Would use campus for services if there was a cafe</li> </ul>
17/02/23	Salisbury-Five Rivers Campus	LAB/RD	4 from Salisbury and Harnham	<ul style="list-style-type: none"> <li>• 2 parents accessed HV drop-ins at Baptist Church Salisbury. Not aware of current children centre services. Would want more info online, social media.</li> <li>• Would prefer health services, parenting support in one place. Would be happy to access leisure and libraries and similar buildings.</li> </ul>
17/02/23	Downton Library	LAB/RD	1 from Downton	<ul style="list-style-type: none"> <li>• Like the idea of online and Facebook. Googles most things. Comes to library regularly so would access services if there. Used the children centre group when it was at the memorial hall. Felt that this would work well as is near the school and groups could run at school drop off and pick up times.</li> </ul>
20/02/23	Marlborough Library	LAB/RD	0	
21/02/23	Chippenham Library	LAB/EW	1 from Chippenham	<ul style="list-style-type: none"> <li>• 2 professionals-felt the current children centre building was important for parents. Feel parents might not access a library/council building for services.</li> <li>• 1 parent-Children centre too far away, did use library. Thought website so everything in one place was a good idea. Wants parking and drink/food in venue .</li> </ul>
22/02/23	Amesbury Library	LAB/RD	1 from Amesbury	<ul style="list-style-type: none"> <li>• Was unaware currently of where to go for help. Tried to access help via a health visitor drop-in but felt they were too busy to help her. Accesses library currently-staff extremely helpful . Would be</li> </ul>

				<p>happy to come into library for help. Would like to find more help online but wouldn't nowhere to look- Too many places. Uses library health centre soft play in Amesbury.</p> <ul style="list-style-type: none"> <li>• Parent used the QR code to complete survey online</li> </ul>
23/02/23	Melksham Campus	LAB/RD	4 from Devizes and Lacock	<ul style="list-style-type: none"> <li>• Parents choose to access library with younger children when sibling swim in the evening.</li> <li>• Having a café/accessing drink was important to parents.</li> <li>• Happy to access services in the library/campus.</li> <li>• 1 parent contacted HV for breastfeeding advice but didn't get a response so found her information online.</li> </ul>
23/02/23	Bulford Childrens Centre	LAB/RD	19 military families of these (5 BAME)	<ul style="list-style-type: none"> <li>• Feel isolated. Many parents had no transport. Walked to school – 20-30 min walk</li> <li>• Would look on local Facebook sites for groups/activities and help from other military parents.</li> <li>• Most parents would choose to access services at The Beeches</li> <li>• Working parents want services in evenings</li> <li>• Parents not working want activities/services in the day</li> <li>• 2 parents would go to HV for support but find they don't always get a call back</li> <li>• New parents want an army welfare welcome pack but didn't get one.</li> <li>• 3 parents accessed children's centre in past-for stay and play and health clinics</li> </ul>
24/02/23	Bradford -on – Avon Library/Fitzmaurice School	LAB/RD	13 (BOA) 11 at Fitzmaurice school 2 at library	<ul style="list-style-type: none"> <li>• All parents look online for services especially 'Google'</li> <li>• 1 parents used the wiltshire Council website</li> <li>• Parents would like to see more services 'under one roof'/ 'in one place'</li> <li>• Parents want to access help services via school</li> <li>• 1 parent felt a physical building is needed and mentioned childrens centre building (next door to Fitzmaurice school)had been taken away in 2016</li> <li>• 1 parent wanted health visitor services but couldn't get a response from her health visitor-no call back received.</li> </ul>

				<ul style="list-style-type: none"> <li>• 1 parent wanted PSA support from school but PSA doesn't respond</li> <li>• 1 father wanted to access services through talking to teachers at school but felt they don't have enough time to speak to parents</li> </ul>
28/02/23	Studley Green Childrens Centre	LAB/RD/PT	5 from Trowbridge	<ul style="list-style-type: none"> <li>• All parents felt the outdoor space was important.</li> <li>• All parents felt the Centre had been a life-line and stopped them feeling isolated.</li> <li>• 1 parent thought CC was for children with special needs.</li> <li>• All parents thought the idea of 0-19 was important</li> <li>• 3 parents wanted services during school holidays.</li> <li>• All parents said the sensory room was important to them.</li> <li>• 1 parent said the support received from CC had saved her relationship.</li> <li>• 2 parents felt that a space like County Hall was intimidating and would not work for their children.</li> <li>• 1 parent suggested a 'dinner club'</li> </ul>
02/03/23	Tisbury Campus/St Johns School	LAB/RD	14 from Tisbury	<ul style="list-style-type: none"> <li>• 1 parent felt she had no support for her child with ADHD-didn't know where to go</li> <li>• Many parents accessed health visitor through Nadder centre and breastfeeding group.</li> <li>• Parents aware of Spurgeons groups-stay and play/breastfeeding</li> <li>• Parent-can health clinic be there again? Not running over covid pandemic</li> <li>• Parent commented her friend was accessing Triple P parenting virtually</li> <li>• Parents want to access things online and through school</li> <li>• Parents mentioned Thrive support</li> <li>• 2 parents had worked with social care and had a positive experience</li> <li>• Yes use library /leisure centre</li> <li>• Majority of parents would access services at school and campus.</li> </ul>

3/03/23	Chippenham-Spring Rise Children's Centre	LAB/RD	15 from Chippenham	<ul style="list-style-type: none"> <li>• Positive experience working with social care</li> <li>• Wouldn't ask school for support-don't feel supported with my child who has ADHD</li> <li>• Supported by The Rise-used breastfeeding and stay and play groups and Freedom course</li> <li>• Online only, google everything</li> <li>• School is good, I use school for support</li> <li>• Online support, like idea of one place for everything. Use school, very helpful. Read about survey in message from school. like the idea of help for school age children, what would it be? need something for children of different ages.</li> </ul>
6/03/23	Tidworth Leisure Centre	LAB/RD	3 from Tidworth	<ul style="list-style-type: none"> <li>• Uses the children's centre- trying to contact Health visitor for check up as baby 6 months old. No call back from HV. Had twins (now 15 years) and used Childrens centre all the time.</li> <li>• Warm space here at leisure centre. Thinks leisure centre ideal for a F/Hub as leisure centre already has library, café, pre-school, The Hive, community hall.</li> <li>• Parents access library rhyme time on wed mornings.</li> <li>• Library shares Spurgeons and Family Community learning Info</li> <li>• 1 parent has accessed children's centre for HV drop-in, Five to Thrive, Baby massage.</li> <li>• Parent access Homestart baby toddler group in leisure centre once a week</li> <li>• Good support from health visitor at 'weigh-ins'</li> <li>• Leisure centre is where I come for everything-no where else to go</li> <li>• NSPCC centre shut, use children's centre and leisure centre now</li> </ul>
6/03/23	Westbury Community Project (WCP)	LAB/RD	10 from Westbury	<ul style="list-style-type: none"> <li>• Parents access childrens centre services and health visitor in the building</li> <li>• Some used café and dance group</li> <li>• Parent with 12 year old, 9 year old, 5 year old needed suitable activities to take children together</li> <li>• Need more support from school as my child has autism</li> </ul>

				<ul style="list-style-type: none"> <li>• Happy to access services from at WCP</li> <li>• Don't access services as children's centre building taken away in 2019</li> <li>• Supported by Childrens centre outreach worker to access groups. Wouldn't have come without her help.</li> </ul>
7/03/23	Trowbridge Sports Centre	LAB/RD	0 parents	
7/03/23	Mere Town Council and School	LAB/RD	15 from Mere	<ul style="list-style-type: none"> <li>• Child with autism at school –'school help me'</li> <li>• Parents would go to school for help</li> <li>• Parents suggested library as a place to go for family help services as' they are really helpful there'</li> <li>• Would welcome family services at school</li> <li>• 'I get help through school'- all my children have SEND</li> <li>• Wouldn't know where to go for help-just google it or look on .gov websites</li> <li>• Am on a low income and no transport so I need services in Mere. We use library-they help us</li> <li>• Don't need any services but would look online if I had to</li> <li>• I ask friends for support, I don't go online</li> <li>• Facebook could be good, school have a facebook page and I use that.</li> <li>• Health visitor was good for 2 of my children but not the other 2. For 2 I use school nurse.</li> <li>• EHCP really good in- transfer from Dorset.</li> <li>• Online is good. Found Splitz and MASH really helpful.</li> <li>• Used Children's Centre when it was there.</li> <li>• Possibly online.</li> <li>• SEND workers good in Mere.</li> </ul>
09/03/23	Warminster Library		14 from Warminster	<ul style="list-style-type: none"> <li>• Regularly use library services-rhymetime</li> <li>• Want to access HV but didn't know how-SPA number given</li> <li>• Would be good to have morre online</li> <li>• Good to have face to face here but if its once/twice a week is that enough?</li> <li>• Weren't aware of Spurgeons-childrens centres</li> </ul>

				<ul style="list-style-type: none"> <li>• Use Frome library also</li> <li>• Yes would use QR code</li> <li>• I use nursery for help and advice</li> <li>• I use schools for help</li> <li>• I have a community nursery nurse</li> <li>• I use family and friends for support and help</li> <li>• Think 0-19 offer is a good idea</li> <li>• Like idea of having anything online but would need to promote to us where it is</li> </ul>
10/03/23	Devizes Childrens Centre		5 from Devizes	<ul style="list-style-type: none"> <li>• Don't drive so I need to walk to services-need to be local</li> <li>• I have used, baby massage group, sensory room and doing five to thrive</li> <li>• Would access children's centre for groups and support</li> <li>• Would look online for support for my older children</li> <li>• HV and midwife both recommended groups at Childrens centres</li> <li>• Need groups for my two older children-15 and 8 in Devizes.</li> <li>• There is a gap after children turn 5 and I can't access CC services</li> <li>• HVs should promote services more</li> <li>• Didn't know anything for me until I went to HV about S and L</li> <li>• Online support sounds good</li> <li>• Groups at children centre are free-this is a good thing-more people should know about it</li> <li>• Moved into area and my HV told me about CC services-I use baby groups and sensory room. I don't look online for services I would come to CC's. I don't have transport I have to walk so would need to access services close to my home</li> <li>• Activ8 in Devizes leisure centre not running anymore, childcare provision difficult to find in school holidays</li> <li>• Youth bus comes to Devizes sporadically but not enough</li> </ul>

13/03/23	Pewsey Leisure Centre		3 from Devizes, Pewsey (1 Traveller/Boater)	<ul style="list-style-type: none"> <li>• Have recently used Devizes Childrens Centre</li> <li>• I would happily use a community building such as a library/leisure centre</li> <li>• Need somewhere to take your children-don't mind where</li> <li>• Use midwife services currently-planning home birth-would access support online. Will be seeing a health visitor when baby born.</li> <li>• Would access services in one building such as leisure centres/libraries</li> </ul>
14/03/23	Trowbridge Library		16 from Trowbridge	<ul style="list-style-type: none"> <li>• I have 4 children-would access services here at library but would also ask for help and any of my children's schools</li> <li>• Also might look for support and activities on social media</li> <li>• A comfy social space where you meet other parents is important. To have a drink there and park easily would be ideal</li> <li>• I'm a first time mum-I google everything. I don't use social media/facebook etc Am unaware of how/where to find services I need-this is my first visit to the health drop-in here</li> <li>• Changing facilities brilliant in library</li> <li>• Happy to access more services here in library and County Hall-need things in one place for people</li> <li>• Accessed The Rise Children centre services</li> <li>• Would like to access services in children's centre-don't like health drop in within library-too public</li> <li>• Love the idea of one website/QR codes/one branding</li> <li>• I use my friends for support and find out where things are</li> <li>• Use friend who is a nurse</li> <li>• Like the idea of 0-19 service</li> <li>• Used Children centre for groups-don't use Studley green-too far from centre of Trowbridge</li> <li>• No one could help me with my older child that needed support-school were good but he needed more and no one knew where I should go</li> </ul>

				<ul style="list-style-type: none"> <li>• Had good support when I phoned MASH and social worker helped me with my older child</li> <li>• I get support from my GP- she helps me with everything</li> <li>• Good support from Health Visitors here</li> </ul>
14/03/23	Calne Library		11 from Calne	<ul style="list-style-type: none"> <li>• Love library would use that</li> <li>• Family first for help/support</li> <li>• Midwife supportive, only just met HV</li> <li>• Public space in library bit difficult if baby cries here</li> <li>• Would use google for trusted sources especially when up at night with baby</li> <li>• Often google things to do with children</li> <li>• Look for local things in Calne</li> <li>• Lots of things like swimming are so expensive now-need more free activities like stay and play. Yes would access library</li> <li>• Not aware of children's centre services</li> <li>• Would not use a library for services</li> <li>• I don't have help from school-my child is likely to have ADHD but school don't agree and I don't get support</li> <li>• I use local social media such as Shout out Calne to find things I need or ask friend</li> <li>• Out of school childcare is really difficult here-I work and there is hardly anywhere for them to go. I use local nursery bt now their older they find it boring</li> <li>• I would use a website to find services</li> <li>• I feel supported by school. I would come here for any help I need</li> </ul>
15/03/23	Malmesbury Library		5 from Malmesbury	<ul style="list-style-type: none"> <li>• If I need any activities or support I go by 'word of mouth'. I have a support network of friends.</li> <li>• I wouldn't know where to look so one place online would be good.</li> <li>• I use the Health Visitor SPA number if I need anything</li> <li>• I like seeing the Health Visitor in the library although the room is full of very hot pipes-not ideal with a little one.</li> </ul>



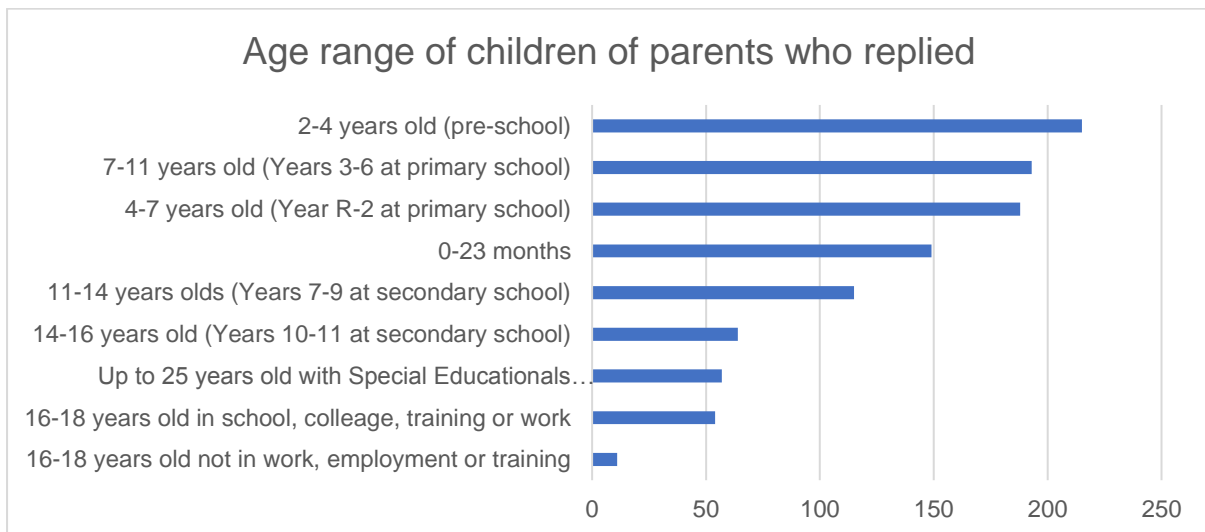
17/03/23	Cricklade Town Council		0	<ul style="list-style-type: none"> <li>Local councillor dropped in regarding local services-explained youth provision, use of leisure centre, police drop-ins, hv clinics in church, good out of school provision and nurseries. They felt there is a gap for support/activities for 10, 11, 12 year olds.</li> </ul>
17/03/23	Royal Wootton Bassett		3 Parents	<ul style="list-style-type: none"> <li>I don't use groups, never used local children's centre, Apart from library and going swimming there's not much to do here. Never see a health visitor. They didn't help me at all. I saw one when my child was a baby and at their 2 year check but it's always a different HV so I don't bother anymore.</li> <li>I use the library to read books with my child-its free</li> <li>My wife might use the childrens centre but not sure-Hv is brilliant. My child is 2 years</li> <li>Online resource would be brilliant</li> <li>Would be good to have first aid tips on the website platform eg choking, minor burns-something easy to find. Like the idea of it being a trusted source of info on the one platform</li> <li>I have older children but wouldn't use 0-19 service-don't need it</li> <li>I want a service for older children as that would change my life, the children's centre have been fantastic.</li> </ul>
March 2023	Salisbury library parents		22 Salisbury area, Redlynch	<ul style="list-style-type: none"> <li>Redlynch parent – buses only every 1.5 hrs so difficult to get to sessions at Downton Library or into Salisbury on time.</li> <li>Great feedback from the use of Salisbury Library from families and other adults using the building “great to see children interacting with books and families reading together”.</li> <li>One parent has said the 5TT sessions have inspired bedtime reading with her baby and that now her 3 year old is revisiting her own books as a result.</li> <li>Most of the parents there had learnt about the sessions via Mums Chat Consistency-Parents know that there will be a session there every Tuesday which they can book on for, but also drop in too.</li> <li>Parents would like to see sessions such as Rhymetime Bookstart, Early words Together, Five to Thrive replicated across other libraries. One off events and themed sessions are their favourite.</li> </ul>

				<ul style="list-style-type: none"><li>• Like scrapstore/ craft activities being put on at the same time as the Children's Centre sessions in library.</li><li>• Board within the children's library which promote Children's Centre services.</li><li>• Libraries are generally on a main bus route which makes them accessible to those parents who do not drive and for those who want to stay longer with car parking costs so high in Salisbury. Co-ordinating services alongside community partners like the Salisbury Pantry and Community Café opening times would be good.</li><li>• Naomi, the children's librarian, reports that footfall has definitely increased since the Children's Centre sessions have been delivered there.</li><li>• The cohort of families at the session, included grandparents who were caring for their grandchildren.</li><li>• Families attend the library as they say it is warm and welcoming and the sessions are free.</li></ul>

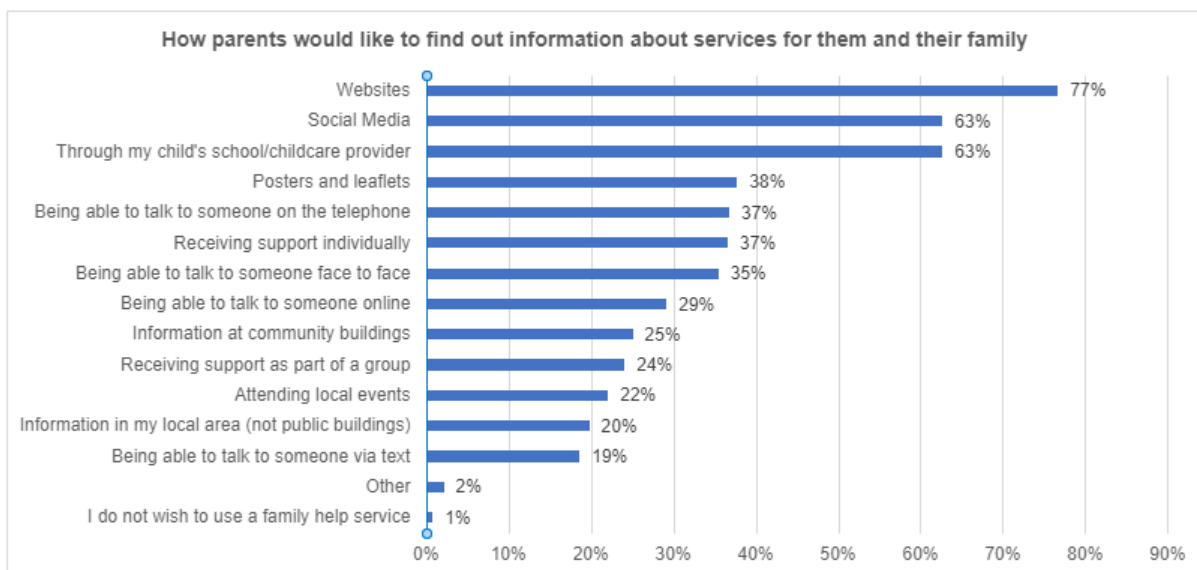
## Family Help Survey 2023

An online survey was launched on the 10 January 2023 and closed at the beginning of April 2023. The survey was initially publicised with a press release and then regularly promoted via Facebook and through weekly electronic newsletters sent to over 600 Wiltshire schools and childcare providers. External partners, such as our children's centre providers and the Wiltshire Parent Carer Council also promoted the survey on their websites. A total of 606 responses were received.

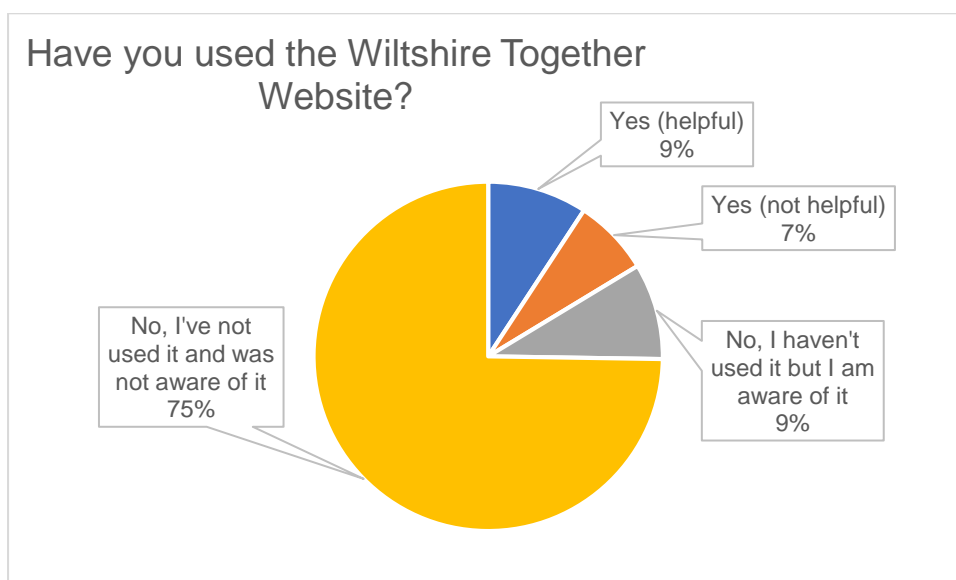
Most parent/carers who replied to the survey had primary-school aged children (381) the second largest audience to respond were those with pre-school aged children (364) (NB Some responders have children in more than one category). 7% of responders were either pregnant or their partner was pregnant.



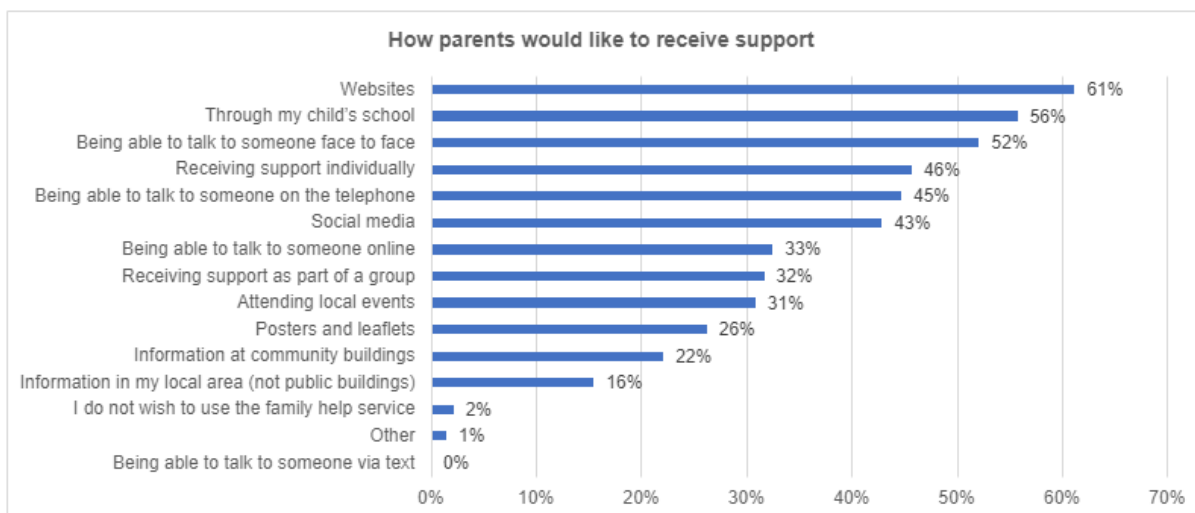
When asked how they would like to find out information about services for them and their family, the most popular answer was via a website. Social Media and through the child's educational establishment were joint second choice. 5 responders (1%) stated they did not wish to use a family help service (465). Social Media and through the child's educational establishment were joint second choice (380). Posters and leaflets (229), Being able to talk to someone on the telephone (223), Receiving support individually (222) and being able to talk to someone face to face (215) were close behind. Only 5 responders (1%) stated they did not wish to use a family help service.



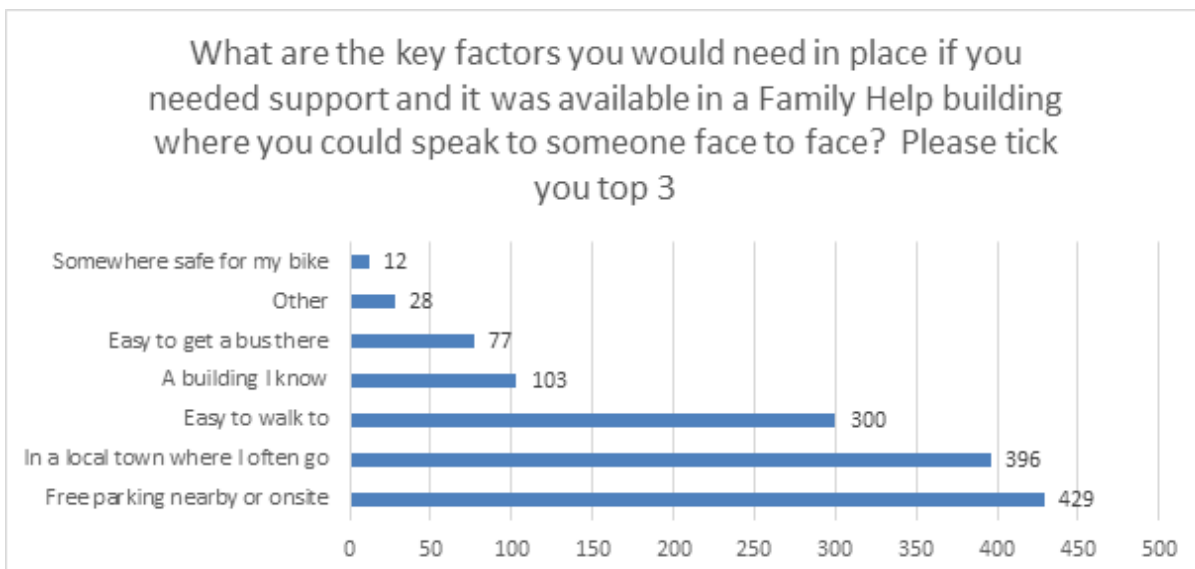
When questioned what they thought about the Wiltshire Together Website, the following responses were given:



When asked how they would like to receive support, 371 (61%) of responders would like to use a website or online offer, 338 (56%) would like support through their child's school, and 316 (52%) would like to talk to someone face to face. Receiving support individually 277 (46%) and being able to talk to someone on the telephone 271 (45%) are the next most popular responses. The survey allowed families to respond to more than one category. Only 13 (2%) families said that they would not like to use the family help service.



Responders were asked to give their top three preferences on what they would like in place if they needed support, and it was available in a Family Help building where they could speak to someone face to face. The majority 71% (429) requested free parking on site. Second 65% (339) was that the building was in a local town where they often go, the third 50% (300) was that the building was easy to walk to. Less important was a building that the parent knew 17% (103) and that it was on a bus route 13% (77). 2% (12) requested safe bike storage:



Responders were asked to give their top three preferences on what was important when meeting someone face to face, the majority (519) stated that a private space to talk was the most important and having a child-friendly play area to occupy their children was second (458). Food and drink (180) were given a higher priority to computer (45) or phone (24) access. 27 responders requested the following features in their top three as most important:

The quality of interaction with staff:

- They understand the issues I have and are experiencing.
- Knowledgeable friendly and approachable staff.
- Non-judgemental, experience.

The quality of the environment:

- Accessible toilet and good overall accessibility

- Quiet as I have Menière's Disease and background noise is a problem.

Other aspects:

- Flexibility on opening hours (after 3pm)
- Interpreter for deaf
- Enough time to talk through the issue.
- Socializing with group of parents
- SEN appropriate
- Appointment availability
- Free Wi-Fi to look at sites together.
- To meet others that have the same problems.
- Somewhere easy to get a buggy in and out of. Marlborough library is a nightmare

Service characteristics

- Time of day so I could arrange childcare
- Not Woke, not cultural Marxist, not toxic feminist/misandrist, no diversity/Trans propaganda
- Someone available to play with my children while discussing things so I can communicate better
- Suitable times
- Open outside of normal working hours
- Would need to be able to bring children with me
- Flexible opening times for working parents
- outside of core working hours
- Interpreter for deaf person for communication face to face
- N/a would rather you spent the money on services / support available for 18-25 year olds
- SEN focused

Responders were asked to give their top three preferences on what was important when meeting someone face to face, the majority (519) stated that a private space to talk was the most important and having a child-friendly play area to occupy their children was second (458). Food and drink (180) were given a higher priority to computer (45) or phone (24) access. 27 responders requested the following features in their top three as most important:

The quality of interaction with staff:

- They understand the issues I have and are experienced
- Knowledgeable and friendly staff
- Friendly, helpful staff
- No wokeness
- Non-judgemental, experience
- friendly staff who are approachable and non-judgemental. Knowledgeable staff.
- Knowledgeable and friendly person
- That it's not a waste of my time and that it really is relevant and specialist

The quality of the environment:

- Accessibility toilet and good overall accessibility
- Accessibility for prams

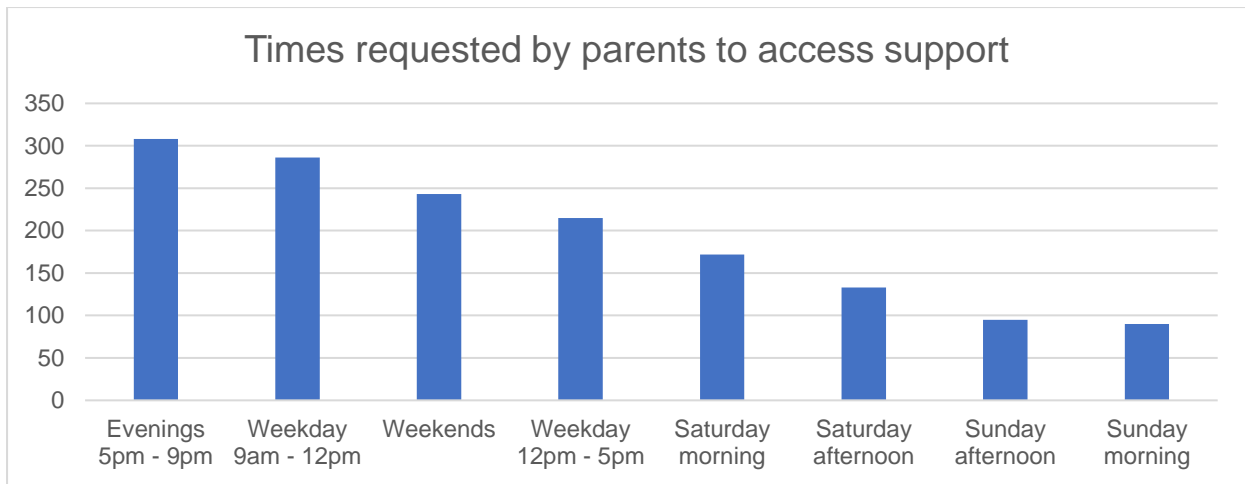
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- Appointment availability
- Free Wi-Fi to look at sites together
- To meet others that have the same problems

Responders were asked to tick their top five services which they thought were the most important to have in a family help building. The majority wanted activities for children aged 0-5.

<b>1</b>	Activities for children 0-5	324
<b>2</b>	Parenting support	290
<b>3</b>	Mental health services	281
<b>4</b>	Special Educational Needs and Disabilities support and services	273
<b>5</b>	One to one family support from a professional	244
	Health visiting	194
	Financial support (advice on paying for childcare and claiming entitlements)	186
	Early language support	130
	Domestic abuse support	125
	Debt and welfare advice	109
	Youth services	104
	Infant feeding	92
	Support for improving family relationships	86
	Housing support	79
	Maternity services	59
	Birth registrations	50
	Nutrition and weight management	46
	Support for separating and separated parents	34
	Oral health improvement	20
	Substance (alcohol/drug) misuse support	10
	Stop smoking support	3
	Youth justice services	3
	Other	0



51% of responders requested that they had access to support between the hours of 5pm and 9pm. 47% of responders requested weekday mornings (9am-12pm) to access.



**Wiltshire Council**

**Cabinet**

**13 June 2023**

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**Subject: Contract Award – Vehicle Fuel**

**Cabinet Member: Cllr Caroline Thomas – Cabinet Member for Transport, Street Scene and Flooding**

**Key Decision: Key**

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## **Executive Summary**

The council's current fuel contract is with Certas Energy under Crown Commercial Services (CCS) Framework. The contract expires on 31st March 2024.

A Framework agreement has been found to be a good fit for the council's requirements and allows the flexibility to access a variety of liquid fuels.

Use of a Framework contract allows the Council to take advantage of low prices generated through economies of scale.

The Council spends approximately £1.2 million annually on diesel fuelling at its bunkered tank sites.

The current annual budget for fuel is £1.2 million and is projected to be sufficient to cover the proposed new tender outcome.

The duration of the new arrangement will run from 1st April 2024 to 31<sup>st</sup> March 2028.

## **Proposal(s)**

Cabinet is requested to:

- a) Approve a mini-competition for liquid fuel through the YPO Framework for supply of fuels and associated products and services.
- b) Delegate authority to the Director of Highways and Transport, in consultation with the Cabinet Member for Transport, Street Scene and Flooding to deal with all ancillary matters pertaining to the competition and the award of the User Agreement with the Provider selected (most economically advantageous provider) and placing orders under the contract.

**Reason for Proposal(s)**

To comply with The Public Contracts Regulations 2015 (as amended).

To ensure the best value provision of liquid fuels is achieved.

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

**Subject: Contract Award – Vehicle Fuel**

**Cabinet Member: Cllr Caroline Thomas – Cabinet Member for Transport, Street Scene and Flooding**

**Key Decision: Key**

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### **Purpose of Report**

To seek cabinet approval to run a mini competition for liquid fuel through the YPO Framework for supply of fuels and associated products and services.

To delegate authority to the Director of Highways and Transport, in consultation with the Cabinet Member for Transport, Street Scene and Flooding to deal with all ancillary matters pertaining to the competition and the award of the User Agreement with the Provider selected (most economically advantageous provider) and placing orders under the contract.

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

The provision of fuel and its costs impacts upon the delivery of all services within the Council and the delivery of the Business Plan.

### **Background**

The council's current fuel contract with Certas Energy under Crown Commercial Services (CCS) expires on 31st March 2024.

The Council spends approximately £1.2 million annually on diesel, fuelling at its bunkered tank sites.

The Council's budget for fuel is £1.2 million after adjustments.

The forecasted annual spend on a new tender is £1.2 million, at today's rate.

A Framework has been found to be a good fit for the council's requirements based on contract terms.

Use of a Framework contract will allow the Council to take advantage of low prices generated through economies of scale and to access to a range of fuels, including alternative fuels as required.

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

This tender will be for the bulk provision of liquid fuels to all the council's depots and salt stores.

The council will undertake a mini competition through YPO Framework.

This ensures that that margin paid above weekly Platts price (Platts price benchmarks are a respected price reference in the energy markets. They reflect the latest market values and give you an up-to-date reference for pricing commodities) for fuel is the most competitive one for the authority.

The council will include numerous additional requirements in the tender, including using new technologies to allow automatic refilling and minimal trigger levels to ensure resilience in the fuel supply system.

Having an all-liquid fuels contract, rather than one stated fuel type, allows the council to the change to alternative fuels, should this be a future requirement or to a move to non-liquid fuels should alternative technologies become available.

The contract is set commence on 1<sup>st</sup> April 2024 and expire on 31<sup>st</sup> March 2028, which will allow future planning pre the council's 2030 carbon neutrality pledge.

### **Overview and Scrutiny Engagement**

The Chairman and Vice-Chairman of the Environment Select Committee have been briefed on this report

### **Safeguarding Implications**

None

### **Public Health Implications**

Burning fossil fuels is changing our climate with regards to health, including by increasing temperatures, the likelihood of droughts and air pollution.

The emerging Fleet Strategy is to move to carbon neutral outcomes, and the new contract will allow the council the flexibility to move to more sustainable fuels through the term of the contract.

With the new contract/ framework period expires in 2028, the next provision will be able to be built on the opportunities at that time and deliver carbon neutral outcomes before 2030.

### **Procurement Implications**

This procurement process will be carried out by YPO with a further competition under its own framework. The procurement team will be involved further where appropriate.

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

None

## **Environmental and Climate Change Considerations**

Burning fossil fuels is changing our climate with regards to health, including by increasing temperatures, the likelihood of droughts and air pollution.

We are committed to becoming carbon neutral as an organisation by 2030 and we therefore need to address the carbon emissions from our fleet. In 2021/22, these amounted to 1236 tonnes CO<sub>2</sub>.

The emerging Fleet Strategy is to move to carbon neutral outcomes, and the new contract will allow the council the flexibility to move to more sustainable fuels through the term of the contract.

With the new contract/ framework period expires in 2028, the next provision will be able to be built on the opportunities at that time and deliver carbon neutral outcomes before 2030.

## **Workforce Implications**

There are no TUPE implications for the Council.

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

The council would not be able to achieve the economies of scale delivered by a Framework agreement.

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

Poor supplier performance including unacceptable delivery times. This will be mitigated by ensuring the contractor delivers services in line with Key Performance Indicators within the Framework.

Poor Quality Products. The supplier is required to deliver fuel that conforms to industry mandated specifications. Failure to deliver products that meet the required standard will be dealt with within the mechanisms contained within the contract. Ultimately, the contract contains the mechanism to terminate the contract for poor supplier performance.

## **Financial Implications**

The fuel budget is currently £1.2 million after adjustments. It is estimated that this will be sufficient to cover the outcomes of the tendering exercise.

## **Legal Implications**

The report recommends that approval is given to commence a procurement off an existing framework.

Any Call off contract must be carried out in accordance with the Call Off Process set out in the Framework Agreement.

Legal Services are instructed and will provide advice to ensure that that the tender process and the evaluation criteria proposed will accord with the Framework Agreement and call off process. It should be noted that the terms and conditions will be those as set down by the Framework Agreement and the client department should satisfy themselves as to whether they are suitable for their requirements.

## **Options Considered**

The alternative options considered were:

1. Spot Purchase.

Rejected.

Liquid fuel is essential in delivering front line operations. To comply with the Contracts Regulations (as amended) Wiltshire Council, needs to enter into a procurement contract to avoid any spend breaches.

2. Let a bespoke council contract.

Rejected.

The Council's spend on liquid fuel is in scope of Procurement Regulations which would require a full compliant tendering exercise with significant officer resource needed.

The Council's fuel use, although significant cannot compete with economies of scale that existing framework contracts offer. The bespoke approach does not deliver best value to the Council. Using an existing framework will save officer resources and deliver greater value for money.

3. Reconfigure service to use a Commercial Fuel Card system.

Rejected.

A Fuel Card system does not offer the Council adequate resilience in the event of fuel shortages. Bunkered fuel stores allow Wiltshire Council to purchase additional stocks when prices are low, fuel cards would not offer the same opportunity. In addition, fuel cards would be tied to local petrol stations.

## **Conclusions**

The council's current fuel contract with Certas Energy under Crown Commercial Services (CCS) Framework expires on 31st March 2024.

A Framework agreement has been found to be a good fit for the council's requirements and allows the flexibility to access a variety of liquid fuels.

Use of a Framework contract allows the Council to take advantage of low prices generated through economies of scale.

The Council spend approximately £1.2 million annually on diesel fuelling at its bunkered tank sites.

The current budget for fuel is £1,2 million and is projected to be sufficient to cover the proposed new tender outcome.

The duration of the new arrangement will run from 1st April 2024 to 31<sup>st</sup> March 2028.

Lead Director -  
Samantha Howell Director of Highways and Transport

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Report Author: Adrian Hampton – Head of Highway Operations  
[Adrian.hampton@wiltshire.gov.uk](mailto:Adrian.hampton@wiltshire.gov.uk)

**Appendices**

None

**Background Papers**

None

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**Wiltshire Council**

**Cabinet**

**13 June 2023**

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**Subject: Disposals Programme Update**

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

**Key Decision: Non Key**

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## **Executive Summary**

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

## **Proposal(s)**

Cabinet is requested to:

- a) Note the position in respect of completed receipts for the financial year 2022/3.
- b) Note the projected position for the following financial years.
- c) Approve the sale of the freehold interest of the two assets in Appendix 2 to generate capital receipts in support of the Council's capital programme.
- d) Authorise the Director for Assets to dispose of the freehold interest in the assets, or in their absence the Corporate Director Resources, in consultation with Cabinet Member for Housing, Strategic Assets, Asset Transfer.

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

To note the year-end position in respect of capital receipts for the financial year 2022/23, note the projections for following financial years, and confirm the freehold interest in the 2 assets can be sold to generate capital receipts, after a review of the options to determine how the best overall interest of the Council can be achieved.

**Terence Herbert  
Chief Executive**

**13 June 2023**

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**Subject: Disposals Programme Update**

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

**Key Decision: Non Key**

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### **Purpose of Report**

1. The purpose of this report is to note the year-end position in respect of capital receipts for the financial year 2022/23. Also, to confirm the freehold interest in the assets can be sold to generate capital receipts. The freehold interest in the 2 assets referred to in Appendix 2 are to be declared surplus and capable of review, to determine the best overall return for the council.

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

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

### **Background**

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

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

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

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

### **Overview and Scrutiny Engagement**

10. The Financial Planning Task Group, on 26<sup>th</sup> November 2020, considered the Cabinet paper for 1<sup>st</sup> December 2020 and the comments from the group have been incorporated into the process of dealing with surplus assets.

### **Safeguarding Implications**

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

### **Public Health Implications**

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

### **Procurement Implications**

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

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

14. None

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

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

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

17. The Medium-Term Financial Strategy (MTFS) for the Council is, in part, dependent on the success of the disposal of property and assets. Failure to decide to declare new freehold interests to be sold, failure to sell those that are currently declared or an inability to re-use existing assets for alternate purposes will impact on the council's ability to achieve its overall business plan. This is balanced against service delivery, community or strategic outcomes.

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

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

### **Financial Implications**

19. The realisation of capital receipts from the sale of assets is used to support the MTFS and Council Business Plan. Reducing sales and the delivery of capital receipts will reduce the amount that the Council can invest in its communities through the capital programme and/or be used to reduce borrowing requirements and thus free up revenue for delivering services. The forecasting of disposal of surplus assets is not only integral to the council's medium term financial planning but is part of good asset management practice balanced against service delivery, community or strategic outcomes.
20. Projected Capital Receipts for two years from 2021/22 to 2022/23 were initially set at £5.916m. The actual amounts received from sales, net of allowable costs for 2021/22 was £2.892m and £1.827m for 2022/23. A total of £4.719m.
21. For 2022/23 the Capital Receipt balance brought forward was £5.797m. This means Capital Receipts in 2022/23 is £7.624m. The approvals for 2022/23 are to use £3.937 to fund the Capital Programme and £1m under Flexible use of Capital Receipts to fund Transformation programmes across the council. The forecast remaining balance for future years will therefore be £2.687m. The final financing position in 2022/23 will depend on the actual spend in year of the programmes, and this will be reported through the budget monitoring process and the final position and balance will be reported to Cabinet as part of the Outturn report.
22. The projected Capital receipts for 2023/24 have been set at £3.8m, reprofiled for 2024/25 at £2.25m and for 2025/26 the target is £1.25m. From 2026 onwards the target is projected at £1m.
23. These forecasts will be used for Budget Setting assumptions, and recommendations for the use of balances will be presented as part of Budget Setting for approval.

## **Legal Implications**

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

## **Workforce Implications**

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

## **Options Considered**

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

## **Conclusions**

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

## **Andy Brown (Corporate Director Resources & Deputy Chief Executive)**

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Report Author: Rob Scott, [Robert.Scott@wiltshire.gov.uk](mailto:Robert.Scott@wiltshire.gov.uk),

5<sup>th</sup> April 2022

## **Appendices**

Appendix One – Asset review process  
Appendix Two – Assets for consideration

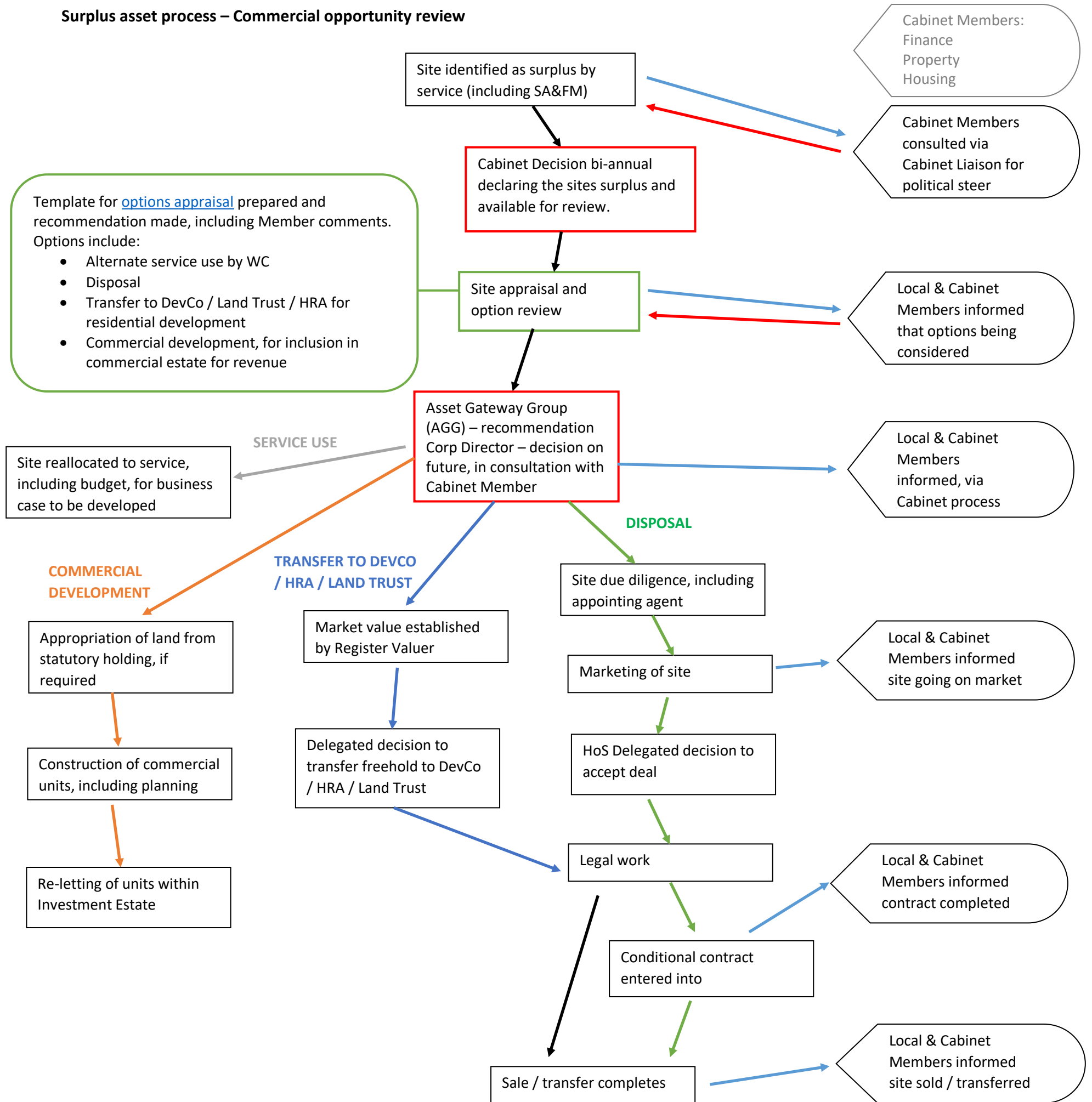
## **Background Papers**

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

None

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## Surplus asset process – Commercial opportunity review



### Benefits of revised approach

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



### Disposal / sales reporting process

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

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

Town	Site	Site reference	Current stage of review	Plan
Warminster	Land adjoining Deverill Road	02576	Surplus Approval/ Land to facilitate adjoining development	
Chippenham	Land at Bath Road, Chippenham	00996	Surplus Approval/Subject to Public Open Space Notices.	

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