

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER
Date: Tuesday 18 December 2012
Time: 10.30 am

Membership:

Cllr John Brady	Cabinet Member for Finance Performance and Risk
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Public Health and Protection Services
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development and Strategic Planning
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Transformation, Culture, Leisure and Libraries


Please direct any enquiries on this Agenda to James Hazlewood, of Democratic Services, County Hall, Trowbridge, direct line 01722 434250 or email james.hazlewood@wiltshire.gov.uk

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

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

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**

2 **Minutes of the previous meeting (Pages 1 - 12)**

To confirm and sign the minutes of the Cabinet meeting held on 6 November 2012.

3 **Minutes - Capital Assets Committee (Pages 13 - 16)**

To receive and note the minutes of the Capital Assets Committee held on 6 November 2012.

4 **Declarations of Interest**

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

5 **Leader's announcements**

6 **Public participation**

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. Written notice of questions or statements should be given to James Hazlewood of Democratic Services by 12.00 noon on Friday 14 December. Anyone wishing to ask a question or make a statement should contact the officer named above.

7 **Street Lighting Savings (Pages 17 - 48)**

 Report of the Service Director for Highways and Transport

8 **Tenancy Strategy (Pages 49 - 56)**

 Report of the Service Director Adult Care and Housing Strategy

9 **Business Plan Scorecard Update (Pages 57 - 74)**

Report by the Head of Policy, Performance and Corporate Business Management.

10 **Council Tax Base 2013/2014 (Pages 75 - 86)**

Report of the Service Director Finance

11 **Revenue Budget Monitoring (Pages 87 - 110)**

Report of the Service Director Finance

12 **Highways and Streetscene Contract (Pages 111 - 128)**

 Report of the Service Director for Highways and Transport

13 **Urgent Items**

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

14 **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 14 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

Part II

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

15 **Highways and Streetscene Contract (Pages 129 - 146)**

 Report of the Service Director for Highways and Transport


The items on this agenda reflect the key goals of Wiltshire Council, namely 'Work together to support Wiltshire's Communities', 'Deliver high quality, low cost, customer focused services and 'Ensure local, open, honest decision making'.

CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 6 November 2012.

Cllr John Brady	Cabinet Member for Finance Performance and Risk
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Public Health and Protection Services
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development and Strategic Planning
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Transformation, Culture, Leisure and Libraries

Also in Attendance:	Cllr Allison Bucknell
	Cllr Trevor Carbin
	Cllr Chris Caswill
	Cllr Peter Colmer
	Cllr Linda Conley
	Cllr Christine Crisp
	Cllr Andrew Davis
	Cllr Peter Doyle
	Cllr Richard Gamble
	Cllr Mike Hewitt
	Cllr Jerry Kunkler
	Cllr Laura Mayes
	Cllr Jemima Milton
	Cllr Bill Moss
	Cllr Jonathon Seed
	Cllr Carole Soden
	Cllr Anthony Trotman
	Cllr Fred Westmoreland
	Cllr Christopher Williams

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

118 **Apologies**

There were no apologies

119 **Minutes of the previous meeting**

The minutes of the meeting held on 23 October 2012 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 23 October 2012

120 **Declarations of Interest**

There were no declarations of interest.

121 **Leader's announcements**

The Leader thanked everyone for their good wishes in respect of her husband's illness and said that he was making a good recovery.

The Leader thanked everyone who had been involved in resolving issues following the bad weather last weekend.

122 **Public participation**

The Leader commented that members of the public were welcome to participate in the discussion on items on the agenda.

123 **Future Delivery of the Waste Management Service** 

Councillor Toby Sturgis, Cabinet member for Waste, Property, Environment and Development Control Services introduced the report. The Council were looking at options including more efficient ways to deliver the service and also carrying out benchmarking exercises to ensure that informed decisions were made in respect of options for future service delivery.

Options considered by cabinet are detailed in the report.

RESOLVED:

To approve:

1. **The draft, updated Wiltshire Council Waste Management Strategy 2012.**
2. **The commencement of formal consultation with staff and relevant trade unions on the adoption of new working patterns for the waste collection service.**
3. **Development of a business case for the waste collection service for:**
 - (a) **In-house service delivery**
 - (b) **An out-sourced service**
4. **Development of a business case for:**
 - (a) **Terminating the FCC Environment waste collection contract in 2014**
 - (b) **Extending the FCC Environment contract to be co-terminus with the Hills contract in 2016**
5. **Use of a single service provider to deliver an integrated collection service from 2016.**
6. **Development of the detailed business case to tender the provision of the following waste management services as three lots:**
 - (a) **Landfill capacity**
 - (b) **Garden waste composting facility**
 - (c) **Materials recovery facility, transfer stations, wood waste and servicing household recycling centres (rates to be invited for tender and a percentage share of income from sale of recyclable materials).**

Reason for the decision

To ensure that the Council continues to deliver sustainable and affordable statutory waste collection and waste disposal services and wider waste management services that will enable achievement of the targets confirmed in the updated Wiltshire Council Waste Management Strategy.

124 Integration of Public Health

The Leader introduced the report. It was explained that public health becomes the responsibility of Wiltshire Council in 2013 and public health teams including the Director of Public Health will come over to the Council. Cabinet were asked to consider the options presented in the report regarding the transfer and integration of the post of Joint Director of Public Health.

Taking into account the legal position and the current guidance available there were four options to be considered for the integration of the post of joint director

of public health. After due consideration it was proposed that Option 1 be adopted, this being:

Moving the current joint director of public health into the council in advance of the integration of public health and formalise the contractual relationship with the post holder as an employee of Wiltshire Council. This will enable consultation on a re-structure of the senior management team to be completed for implementation on 1st April 2013 when the integration of public health takes effect. The options to re-structure are to merge the responsibility for public health (a statutory responsibility from 1st April 2013) with:

- a. the corporate director (CD) role with statutory responsibility for adult social services to create a new corporate director role with statutory responsibility for services delivering adult social services & public health, **or**
- b. the CD role with statutory responsibility for children's social care to create a new corporate director role with statutory responsibility for delivering public health, education and children's social care services,

There is nothing in the wording of section 73A of the NHS Act 2006 (as inserted by section 30 of the Health and Social Care Act 2012) to prevent the same officer holding two different statutory appointments. However the council would need to be satisfied that the officer concerned has the right qualifications and experience to deliver the requirements of the two roles and this should be a key consideration of the appointments process.

There are clear synergies with the statutory director of adult social services and it is with this role that the joint responsibility is recommended in this option.

This option would allow the joint director of public health to be included in the consultation for changes to the senior management structure. As part of this consultation the appointments and redundancy policies & procedures for chief & senior officers will apply to all corporate directors, and the joint director of public health.

The appointment, which must be made jointly with the Secretary of State for Health, acting through Public Health England following a selection process, could take effect on 1st April 2013 which would support the integration of public health and meet the guidance relating to the appointment of director of public health.

To change the employment relationship with the joint director of public health in advance of the transfer of public health this would need the agreement of both the post holder and the PCT. Consideration would have to be taken of the terms and conditions that would apply, and the appointment would have to be approved by the Officer Appointments Committee.

Legal advice has confirmed that this is an option available to the council, if the joint director of public health and the PCT are willing to agree to this. Currently, PCTs are required to have a member of their Board with responsibility for public health but this does not necessarily have to be an employee of the PCT. Section 113 of the Local Government Act 1972 allows a local authority to make one of its employees available to an NHS trust (such as a PCT) to perform certain functions.

RESOLVED:

- 1. To approve in principle option 1, as detailed above and for arrangements to move the current joint director of public health into the council in advance of the integration of public health and formalise the contractual relationship with the post holder; and**
- 2. To agree in principle the proposal outlined in option 1 to combine the statutory roles for adult social services and public health into one corporate director with joint responsibility for adult social services and public health, and the subsequent formal consultation process to enable appointment to the joint statutory role by 1 April 2013 to support the integration of the public health service; and**
- 3. To agree that the implementation of option 1 is delegated to the Service Director HR and Organisational Development as the Council's Head of Paid Service, in consultation with the Leader of the Council.**

Reason for the decision

To advise Cabinet of the available options with regard to the transfer and integration of the post of joint director of public health and to determine the best way forward taking into account legal advice and guidance over the integration of public health.

125 Public Health Transition Update

Councillor Keith Humphries, Cabinet member for Public Health and Public Protection presented the report which provided an update on the Public Health transition project and outlined progress that had been made in respect of finance, IT and communications. It was expected that staff would undertake an induction in the next few weeks and the final move would take place on 1 December.

Decisions were being taken in line with national guidance on the Public Health transfer and by using the Public Health Transition Project Board chaired by

Councillor Keith Humphries. The PCT and Council are represented on this project board and this feeds into the joint PCT cluster transition programme board.

RESOLVED:

To note and approve the progress report

Reason for the decision

To advise Cabinet of Department of Health National Guidance.

126 Controlled Waste Regulations 2012 and Proposed Changes to the Council's Charging Policies

Councillor Toby Sturgis, Cabinet member for Waste, Property, Environment and Development Control Services presented a report which set out changes to the powers of local authorities for making charges for waste collection and disposal as defined in the Controlled Waste Regulations 2012, which replaced the 1992 Regulations. The main issue was how to identify the premises that were referenced in the Regulations and work was being undertaken to code these premises accordingly.

The option of not applying charges to organisations where permitted by the legislation had been considered, but pursuing that option would have been counter to the government's reason for reviewing the legislation. Not applying charges would result in council tax payers funding the waste management costs of organisations who have a duty to manage their waste.

It was requested that the Council communicates to the organisations that are affected in user-friendly language and that it is explained to them that it is Wiltshire Council's statutory duty. Cllr Carole Soden also requested that further communication should also be made to Village Hall committees, copied to Parish Councils and local members, to explain the process.

RESOLVED:

To

- 1 Approve the provision to charge non-domestic organisations for waste collection and disposal in accordance with paragraphs Error! Reference source not found. to Error! Reference source not found. of the report and any associated actions required to introduce these charges.**

- 2 Approve the harmonisation actions identified in paragraphs Error! Reference source not found. to 65 of the report, including the provisions to apply charges where indicated.**
- 3 Communicate in a user-friendly language to all affected organisations, explaining that it is the Council's statutory duty and also to communicate to Parish Councils via the Parish Newsletter so that they are aware of the process.**

Reason for the decision

To ensure that:

- (i) The Council's waste policies are updated to take account of the new regulations, including harmonisation of anomalies in current practice.
- (ii) The changes to policy prevent council tax payers from funding the costs of waste management for organisations which are responsible for the waste that they produce.

127 Council Tax Support and Technical Changes

Councillor John Thomson, Cabinet member for Adult Care, Communities and Housing introduced the report which provided options in response to the Coalition Government's Welfare Reform changes that see a significant reduction in the Council's funding of Council Tax Benefit. It proposed a local, means tested, method of calculating a reduction in council tax; as well as a number of technical changes to council tax discounts and exemptions to go in part to meet that imposed funding gap. A consultation had taken place and it was reported that there had been no significant changes to the results since the publication of the agenda and the conclusions therefore still stood, but that these would be reported in full to Council on 13th November before the decision is taken.

Cabinet considered the options presented in appendix 1 of the report.

RESOLVED:

To recommend to Council that:

- 1. A local council tax support scheme is introduced, as set out at paragraphs 16 to 18 of the report.**
- 2. Technical changes are made to the way in which council tax discounts for second homes and exemptions for properties in classes A, C and L are applied from 1st April 2013, as set out at Appendix 2 of the report, and paragraph 20.**
- 3. Council introduce a discretionary fund to be administered in conjunction with the discretionary housing payments (DHP) and**

ring fence the Social Fund grant allocation to mitigate the impact of transition from the old scheme to the new, in cases where householders may feel the impact of other changes to benefit entitlement, under-occupancy costs, for example. Criteria for awards under this scheme to be approved by Cabinet and Council by January / February 2013 and implemented from 1st April 2013.

Reason for the decision

For the purpose of setting 2013/14 council tax it is also important that a decision is made now to ensure that having maximised the period for consultation on the draft scheme, the council is able to introduce the scheme within its budgetary timetable and the statutory timetable ending 31 January 2013.

128 Volunteering in Wiltshire

Councillor John Thomson - Adult Care, Communities and Housing presented a report which updated councillors on the work to develop volunteering across the County and requested agreement to the proposals set out in the report. It was noted that volunteering in the Libraries had been a great success and the Spice Time Credits Scheme had worked very well. The Council would use the learning about volunteering support to provide further opportunities for staff to volunteer to support community activities and events in the forthcoming year.

RESOLVED:

That Cabinet

- 1. Commits to its community leadership role in relation to employee volunteering, so that it can be seen by local businesses to be a key partner to Wiltshire Responsible Employer Network and a role model to local businesses.**
- 2. Agrees that the Council will use the learning about volunteering to support the work of the Legacy Board with further opportunities for staff to volunteer to support community activities or events next year.**
- 3. Delegates the fine detail of the employee volunteering scheme to the Cabinet member for Adult Care, Communities and Housing who will work with the Communities and Voluntary Sector Support Team (with links to the HR Policy and L& D teams) to implement it and refer to the Staffing Policy Committee if deemed appropriate**

Reason for the decision

Cabinet is requested to commit to its community leadership role in relation to employee volunteering so that it can be seen by local businesses to be a key partner to Wiltshire Responsible Employer Network and a role model to local businesses.

129 Interim Report on Treasury Management Strategy 2012-13

Councillor John Brady, Cabinet member for Finance, Performance and Risk presented the report. This was an interim report covering the period from 1 April to 30 September 2012. It was noted that no external borrowing would be undertaken thereby reducing the cost of borrowing.

RESOLVED

To note the contents of the report in line with the Treasury Management Strategy.

Reason for the decision

The report is a requirement of the Council's Treasury Management Strategy.

130 Housing Management Repairs and Maintenance Contract 

Councillor John Thomson, Cabinet member for Adult Care, Communities and Housing presented the report which requested Cabinet's approval to sign off up to five separate contracts for the delivery of repairs, maintenance and improvements to the council's housing stock. The new arrangements will deliver extra investment in to existing stock and five separate contracts will help to spread the risk.

There were options around what type of contract to use, and after careful consideration a partnering style contract was agreed on, on the basis of being more flexible in use, and to gain greater efficiencies throughout, as well fitting the ethos of the councils to work in partnership, the re-structuring of landlord services has been developed around this approach.

RESOLVED:

That Cabinet

1 Approves the expenditure of up to £ 61 million pounds over the next five years split across five contracts, which has already been assumed with the HRA self financing model

2 Approves to the signing of five contracts for the repairs, maintenance and improvements to the Councils housing stock, to be delegated to the Service Director of Communities in consultation with the Cabinet member for Adult Care, Communities and Housing

Reason for the decision

The existing contract arrangements covering works detailed in this tender process ends March 2013, therefore the re-tendering was required.

Due to the OJEU process, and the timescales involved it is necessary to get approval at this cabinet meeting, as the evaluation process is not complete, we have asked for the final approval be delegated.

131 Budget Monitoring Period 5 August 2012

Councillor John Brady, Cabinet member for Finance, Performance & Risk presented the report. The Council were on track for a balanced budget by the end of the year.

RESOLVED:

To note the outcome of the Period 5 (August) budget monitoring

Reason for the decision

To inform effective decision making and ensure a sound financial control environment

132 Urgent Items

There were no urgent items.

133 Exclusion of the Press and Public

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

RESOLVED:

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 minute number 117 below because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

No representations had been received on the question of taking the item in private.

134 **Agency and Temporary Staff Contract Award**

Councillor John Noeken, Cabinet member for Resources presented the confidential report which sought Cabinet approval for the “Agency and Temporary Staff” award of contract.

Options for various types of service model were detailed in the report.

RESOLVED:

That Cabinet

Agrees to give delegated authority to the Service Director, Finance, following consultation with the Cabinet member for Resources, to award a contract through the Mstar framework with an intended contract start date of 19th November 2012 and to be in place for 3 years with an option to extend for one further year.

Reason for the decision

To award the agency and temporary staff contract.

(Duration of meeting: 11.00 am - 1.15 pm)

These decisions were published on the 9 November 2012 and will come into force on 19 November 2012
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The Officer who has produced these minutes is Pam Denton, of Democratic Services, direct line 01225 718371 or e-mail pam.denton@wiltshire.gov.uk
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CABINET CAPITAL ASSETS COMMITTEE

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 6 November 2012.

Cllr Jane Scott OBE	Leader of the Council
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development and Strategic Planning
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services

Also in Attendance: Cllr John Brady
Cllr Dick Tonge
Cllr Stuart Wheeler

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

52 Apologies and Substitutions

Apolgoies for absence had been received from Councillor John Thomson

It was noted that Councillor Grundy was in attendance as a substitute for Councillor Thomson.

53 Minutes of the previous meeting

Resovled:

To approve as a correct record and sign the minutes of the meeting held on 10 September 2012.

54 Leader's Announcements

None.

55 **Declarations of interest**

There were no declarations of interest.

56 **Capital Monitoring - month 6**

The Chief Financial Officer introduced the report which reflected the position of the 2012/2013 Capital Programme as at 30 September 2012. The report also detailed changes to the budget made since the previous monitoring reports.

Resolved:

That the Cabinet (Capital Assets) Committee:

- a. Notes the budget movements undertaken to the capital programme in Appendix A, including reprogramming of expenditure of £20.590 million into 2013/2014.**
- b. Notes total budget increases of £0.795 million as shown in Appendix B.**
- c. Notes the current spend against the budget to date in Appendix A.**

Reasons for Proposals

To inform Cabinet of the current position of the 2012/2013 capital programme and highlight changes and note budget reprogramming into 2013/2014.

57 **Devizes Browfort Options**

Councillor Toby Sturgis, Cabinet Member for Waste, Property, Environment and Development Control Services, introduced the report which presented all the potential options for the disposal of the Browfort site and asked Members to select their preferred option.

Councillor Sturgis noted that the proposed approach was to market the site on present use for six months. If no significant interest or deliverable schemes were forthcoming, then further consultation would be undertaken with the Area Board and the Town Council. This was to ensure compliance with the Council's Core Strategy, and to ensure the best return was achieved for the asset whilst balancing against the need to ensure a sustainable development which would benefit the community.

Resolved:

1. **That officers undertake consultation with the Area Board and the Town Council based on this Committee's preferred option(s). That officers commence early marketing of the site for employment use.**
2. **Six months after marketing commences, if no significant and deliverable interest has been demonstrated, Dr Brand, in conjunction with Cllr Stuart Wheeler, to determine and proceed with implementation of one of the options preferred by this Committee, giving due consideration to the views of the Area Board and the Town Council.**

Reasons for decision

As set out in the report and above.

58 Urgent items

None.

(Duration of meeting: 1.30 - 1.40 pm)

These decisions were published on 8 November 2012 and will come into force on 16 November 2012
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The Officer who has produced these minutes is James Hazlewood, of Democratic Services, direct line 01722 434250 or e-mail james.hazlewood@wiltshire.gov.uk
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Wiltshire Council

Cabinet

18 December 2012

Subject: Street Lighting Savings

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: Yes

Executive Summary

There is a need to reduce street lighting costs because of budget constraints and rising energy costs, carbon tax and in order to meet the Council's carbon reduction target.

In the Public Consultation on the Council's 2012/13 budget in February 2012 savings from reduced street lighting scored the highest of the seven savings options suggested, showing a high level of public support for changes to the street lighting.

Following consideration of the options a package of measures was developed, including permanently turning off some street lighting, converting lights to operate for only part of the night, dimming others at off peak periods, and introducing LED lighting on new installations, and a public consultation undertaken to obtain views on these.

The opportunity has been provided for the views of the Police, other public bodies and those affected by the proposals to be considered. The consultation was announced at the Area Board meetings, and local Town and Parish Councils were invited to comment. The consultation documents were available on the Council's website, and this was announced in the August and September Parish Newsletters. The consultation received substantial local press coverage, including reports on a number of local radio stations.

The consultation closed on 30 September 2012. There were 246 responses via the on-line questionnaire, and 18 by letter and e-mail. The majority of those responding were generally in favour of changes to the street lighting. In response to the on-line questionnaire 73.2% thought that many or some of the lights should be turned off permanently, 86.2% thought that many or some should be turned off between midnight and 5.30 a.m., and 91.1% thought that many or some of the street lights should be dimmed. The responses not in favour of the proposals were mainly concerned about public safety issues.

The Wiltshire Community Safety Partnership Executive Board, whose members include Wiltshire Police, Wiltshire Fire and Rescue Service, the Probation service, the Youth Offending Team and Wiltshire Council, considered the matter at their October meeting, and advised that they support the street lighting reduction proposed.

Proposals

It is proposed that energy savings should be obtained by a scheme to:

- (i) Introduce Part Night Lighting where feasible so that approximately half of the street lights are turned off between midnight and 5.30 a.m.
- (ii) Dim lighting levels at less busy times where appropriate and technically feasible.
- (iii) Use LED lighting or similar energy efficient lighting on new installations.
- (iv) Turn off street lighting where there are no significant pedestrian movements and it is not required for safety reasons.
- (v) Introduce a Street Lighting Management System to provide more responsive and flexible control over the operation of the Council's street lights.

The scheme would require capital investment to proceed and it is suggested that the proposals are considered as a potential invest to save scheme.

Reasons for Proposals

There is a need to reduce street lighting costs because of budget constraints and rising energy costs and carbon tax, and the need to meet the Council's carbon reduction targets.

The assessment of options indicates that the best balance is a package of measures, including the conversion of about half the existing lights to operate for part of the night, and turning out some lights permanently, and dimming others at off peak periods.

The proposed option would have good economic returns and provide flexibility to adapt to future changes in energy costs and carbon tax. It has been assessed with a 25 year business case model using a standard Net Present Value appraisal method (NPV). Three scenarios of energy cost increases have been modelled to allow for uncertainties about future energy costs, and overall the proposal would represent a good investment.

Parvis Khansari
Service Director for Highways and Transport

Subject: Street Lighting Savings

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: Yes

Purpose of Report

1. To consider proposals to reduce the energy consumption and carbon footprint of the Council's street lighting following the recent public consultation.

Background

2. The Council has 40,524 street lights and illuminated signs. Energy costs have risen sharply in the past, and they are likely to continue to rise in the longer term. Carbon tax also has to be allowed for. The energy budget for street lighting is currently over £1.2 million, and with current budget restrictions these costs are becoming unaffordable. It is anticipated that energy costs will increase by 10% in the next financial year.
3. Street lighting accounts for 12% of the Council's carbon footprint producing 7,084 tCO₂ per year. Allowances under the Carbon Reduction Commitment (CRC) Scheme are payable for street lighting as the Council is responsible for procuring and paying for electricity consumption. These allowances will be payable on the Council's street lighting from 2014/15 onwards at an estimated annual cost of £128,000, which will increase year on year. The Council has a target to reduce its carbon footprint by 20% by 2013/14 and an aspiration to achieve a 50% reduction by 2020.
4. Street lighting is a highly technical service, which in Wiltshire is managed by a specialist consultant on behalf of the Council, with a specialist contractor carrying out the lighting maintenance. The electricity for the lighting is procured corporately as part of corporate energy purchasing. Energy costs are particularly volatile, but are expected to continue to rise in the future. With limited budgets and rising costs the future provision of street lighting needs to be considered.
5. The number of street lights in Wiltshire is increasing. New developments have lighting which is adopted by the Council and, although the new houses bring in extra revenue for the Council, they increase the energy costs and also incur carbon tax. The developments recently completed, or in the process of being constructed, generally include more energy efficient units than the older stock, but they will still continue to increase energy costs for the Council.

6. The Council has already made a start in reducing its energy consumption in connection with street lighting. Over 1,300 units have already been converted to part night lighting following the community based project last year, and a previous Salix funded invest to save scheme converted the Council's illuminated bollards to low energy units.
7. At the Council meeting on 28 February 2012 Members asked for a report for Cabinet regarding ways to improve the efficiency of street lighting and reduce energy costs. In order to understand the public's view of potential changes to street lighting a public consultation has been undertaken.
8. In the Public Consultation on the Council's 2012/13 budget in February 2012 savings from reduced street lighting scored the highest of the seven savings options suggested, showing a high level of public support for reducing lighting costs.

Main Considerations for the Council

9. From the initial investigations it would be possible to obtain energy savings by a number of means:
 - (i) Part night lighting where feasible so that lights are turned off between midnight and 5.30 a.m.
 - (ii) Dim lighting levels at less busy times where appropriate and technically feasible.
 - (iii) Use LED lighting or similar energy efficient lighting.
 - (iv) Turn off street lighting where there are no significant pedestrian movements and it is not required for safety reasons.
 - (v) Introduce a Street Lighting Management System to provide more responsive and flexible control over the operation of the Council's street lights.

Consultation

10. In July 2012 the Cabinet Member for Highways and Transport approved public consultation being undertaken on implementing changes to the Council's street lighting.
11. The opportunity was provided for the views of the Police, other public bodies and those affected by the proposals to be considered. The consultation was announced at the Area Board meetings, and local Town and Parish Councils were invited to comment. The consultation documents were available on the Council's website, and the consultation was announced in the August and September Parish Newsletters. The consultation received substantial local press coverage, including reports on a number of local radio stations. A document of 'Frequently Asked Questions' was prepared to inform the consultation (see **Appendix 1**).

12. The consultation period was extended until the end of September to allow for the summer holidays when many Town and Parish Councils and other organisations do not hold regular meetings.

Response to the Consultation

13. The consultation closed on 30 September 2012. There were 246 responses via the on-line questionnaire, and 18 by letter and e-mail. The results of the response and a summary of the comments made are included in **Appendix 2** of this report.
14. The majority of those responding were generally in favour of changes to the street lighting. In response to the on-line questionnaire 73.2% thought that many or some of the lights should be turned off permanently, 86.2% thought that many or some should be turned off between midnight and 5.30 a.m., and 91.1% thought that many or some of the street lights should be dimmed.
15. Most of those responding lived on streets with street lighting (91.8%), and the majority rarely travelled between midnight and 5.30 a.m., or only did so once a year (70.0%). Those who did travel at night mainly travelled for pleasure/entertainment (47.9%), visiting people (21.6%) or work/business (14.8%). Most used the car to travel during those hours (78.3%) or were walking (17.5%).
16. Most of those responding were concerned about light pollution (78.9%), and thought there was too much street lighting (78.6%). There was concern about increasing energy costs (96.8%), and about carbon emissions (80.9%).
17. The majority thought that some lights should remain on all night at junctions and roundabouts (71.4%), in town centres (74.8%), and at subways and alleyways (92.2%) and at speed humps and central islands (71.3%).
18. Those responses not in favour of changes to the street lighting indicated that their main concerns were in connection with crime and road safety.
19. There were a number of comments regarding specific sites where the replies indicated that lighting could be turned off, or where it was important that lighting was left on.

Wiltshire Community Safety Partnership

20. The Wiltshire Community Safety Partnership works to address community safety issue across the county. The members include Wiltshire Police, Wiltshire Fire and Rescue Service, the Probation service, the Youth Offending Team and Wiltshire Council. The views of the Partnership were requested.
21. The Wiltshire Community Safety Partnership Executive Board considered the proposals at their October meeting. The Executive Board thought that there needed to be efforts made in encouraging people to change their behaviour in respect of walking the streets at night, regardless of whether street lighting is available or not. There was discussion about encouraging people to wear reflective clothing, which was identified as an urgent need. Suggestions were made about school children being encouraged to walk to school, using the partnership safe drive, stay alive programme, and other opportunities to put the message over. In respect of young people it was felt that a competition for

young people themselves to design a campaign to get it over to peers might be a way forward. It should be noted that only a small proportion of the road network has street lighting, and the use of reflective clothing would be a real benefit on all roads used by pedestrians.

22. The Road Safety Delivery Board was asked to give consideration to help in respect of getting the reflective clothing message over to people in Wiltshire and better understanding of the need for this behaviour change for all aspects of road safety.
23. The Wiltshire Community Safety Partnership advised that they support the street lighting reduction proposed, and will do all they can to promote the safety aspects as highlighted in the discussions.

Options to reduce street lighting energy consumption

24. There are a number of options which have been considered for reducing the energy consumption of the Council's street lighting stock. The technology used in street lighting has improved considerably in recent years, and where possible energy efficient equipment is being installed as part of the routine maintenance of the lighting units and is used when new lighting is installed. However, there are still many older units which would be difficult or expensive to adapt to dimming.
25. For comparison purposes four main options have been compared in terms of financial benefits, operational and safety considerations.

Option 1 - Permanently turn off street lights

26. Permanently turning off street lights would reduce energy costs, but the columns would still remain as a maintenance liability. The columns would eventually have to be disconnected and removed for safety reasons. The timescale for their removal would depend on their rate of deterioration, which is likely to accelerate when the lights are not operational, and there would be concerns about the safety of the electrical equipment. Removal within a period of about five years would probably be necessary when lights are turned off completely. Initial disconnection costs would be low at £0.083 million, but the column removal costs (revenue costs) would be substantial at £2.654 million over a ten year period. Energy savings would be £0.234 million in the first year.
27. The permanent removal of large numbers of street lights would result in dark areas on many streets at nights and on winter mornings. The impact on individuals and the community, which have had the benefit of street lighting for many years, would need to be carefully considered where this option is applied. There is a risk of considerable adverse publicity and comment in connection with turning street lights out permanently. The fear of crime and concerns about road safety should not be underestimated. Other authorities have had to turn lights back on because of local opposition.

28. It is anticipated that permanently removing street lighting would be most suitable at a small number of sites where under current design standards street lighting would not be installed. A number of these are high energy consuming lights on main roads, which are currently operating for part of the night, and could be turned off to further reduce energy consumption.
29. For comparison purposes it has been assumed that 20% of the lighting units could be turned off permanently.

Option 2 - Part night lighting and dimming

30. The introduction of controls to turn off the lights after midnight and back on in the early morning would reduce energy costs whilst still having the lights operating when most needed. The Council has already converted 1,300 street lights to part night lighting, mainly through the successful community area based project to reduce unnecessary lighting.
31. Some of the newer units which need to be kept on for safety reasons could be dimmed in off peak periods in order to slightly reduce lighting levels and energy consumption. For example, on the A350, near the new ASDA development at Melksham, the new lighting units are dimmed when traffic volumes are low, resulting in a 30% reduction in energy usage. Unfortunately, at present about half of the county's current lighting stock is not suitable for dimming because they are older units.
32. It is considered that it would be feasible to convert over half of the Council's lighting stock to part night lighting, and introduce dimming on a further 5% of the remaining lights. The cost of conversion would be £1.060 million, and the initial savings in energy costs would be £0.294 million in the first full year.
33. Most of the street lights to be converted to part night lighting would be on residential minor roads, with the main road units being dimmed for part of the night, or turned off where appropriate. The lights would be on at peak times in the mornings and evenings.

Option 3 - Part night lighting and dimming with Management System

34. The technology is now available to control street lighting from a computer management system. This would allow units to operate for part of the night, and where existing lights are suitable for the lighting levels to be dimmed or adjusted to meet circumstances. An initial scheme has been implemented in Wiltshire using developer's contributions arising from a recent development. This has allowed the technology to be tested in a small area before it is rolled out to the rest of the county. A number of other authorities have also already successfully introduced this or similar technology, including Warwickshire, Birmingham, Essex, Suffolk and Cornwall.

35. The Management System would enable individual lights to be operated separately. For example, lights in some streets could be timed to come on or go off at particular times according to circumstances. Lighting in town centres could be dimmed or turned off during the evenings, but turned up late at night when people leave clubs and public houses. The lighting can be changed remotely with no need for engineers to visit site, and the system can accommodate changes to British Summer Time. Lights that are faulty or remain on all day can be detected remotely and efficient repair schedules can be set up. The cost of installation of the Management System is estimated at c. £2.000 million, with savings of energy costs of £0.380 million in the first full year.
36. In the event of anti-social or criminal behaviour occurring, the lighting could be switched on, or its timing altered, as necessary. The computer controlled system offers the opportunity to react to circumstances, and offers scope to achieve further savings through dimming or reducing the hours of operation as circumstances and energy costs change. There should be fewer complaints about faulty lighting units and reduced electricity usage.

Option 4 - LED (Light Emitting Diode) Lighting

37. The latest street lighting equipment is more energy efficient than the older equipment which comprises most of Wiltshire's lighting stock. LED lighting uses less energy and the units are longer lasting than the older lighting units.
38. The cost of converting street lights to LED lighting can be considerable, with the costs of the higher powered LED units for main road lighting currently significantly higher at over £600, compared to traditional units which usually cost just over £300. However, LED units are reducing in price, and it is likely that there will be further reductions in the future as the technology improves and the use of these units increases. As and when LED lighting becomes more financially attractive, they could be introduced.
39. The LED lighting is particularly suitable for dimming, either through a Management System, or with individual control of units. They allow much more control of lighting levels at different times of day to take into account traffic or pedestrian movements than the lighting systems currently used. On recently constructed developments, all new street lighting is being installed with LED or similar so that it can be dimmed, usually between midnight and 5.30 a.m. to reduce energy usage by up to 70%.
40. For comparison purposes it has been assumed that 10,000 lights would be converted to LED units with this option. The cost of installation would be £3.175 million, with first full year energy savings of £0.195 million.

Comparison of options

41. All four options would reduce energy costs, with Options 1, 2 and 3 offering the best economic return as described in the Financial Implications section of the report below.

42. Turning off street lights (Option 1) would have the high initial costs due to the phased revenue impact of disconnection and removal of units although it provides good economic returns immediately. However, communities have become accustomed to street lighting being provided, especially in urban areas, and for it to be on during the hours of darkness. With lighting permanently turned off there would be dark areas on streets which would affect residents' journeys to work and schools in the mornings and evenings during the winter.
43. Turning off street lights for part of the night (Options 2 and 3) appears to be acceptable to most members of the public, based on the response to the consultation and the Part Night Lighting trials carried out in conjunction with the Area Boards last year. However, it should be noted that in the community based initiative there were a small number of locations where the full night lighting was reinstated following requests from the public.
44. The introduction of Part Night Lighting (Option 2) would require capital investment of £1.060 million, but would have significantly less overall adverse effect on the public and road users than turning the lights out permanently as the lighting would be operating when the roads are busiest.
45. A Management System (Option 3) would require the most investment (c.£2.000 million), but would be the most flexible method of introducing changes to the street lighting. It would facilitate further changes should it be necessary and can be much more responsive to changing demands. The introduction of a Management System would allow the operation of the lighting to be monitored remotely, reducing the need for night visits to inspect them. It will also reduce the incidents of street lights being on all day as faulty units will be identified by the system. This will have financial benefits over and above the energy savings.
46. The Management System offers an inexpensive, flexible and rapid response to locations where:
 - Anti-social behaviour has appeared.
 - Young people are congregating, improving their safety and addressing concerns of residents.
 - There are scenes of crime or the Police make special requests.
 - There are accident black spots where different timing of lighting might be appropriate.
 - There are community events which finish very late.
 - Temporary road works are in process.
 - Roads are compromised by works being carried out by developers.
 - Severe bad weather is causing driving difficulties.

With the other options rapid responses of this type would be prohibitively expensive as it would involve several staff and a cherry picker to gain access to the lights. With the centralised system, changes can be made instantly from a computer keyboard. In addition, there is a possibility of offering this flexible service to third parties, such as housing associations, other public and private organisations. At present no marketing has been carried out, and no financial benefit of this has been included in the financial considerations.

47. Should energy costs rise considerably, Option 3 would provide the opportunity to reduce energy consumption by reducing the hours of operation of the street lights. The lights could remain on during peak hours, but be reduced for the remainder of the night. This would enable additional savings to be made without incurring additional costs.
48. The introduction of LED lighting (Option 4) would have economic benefits, but based on current costs these are not as economically attractive as the other options. It is expected that the viability of the units will improve in the future, and it would be desirable to use these or other energy efficient units on all new lighting installations.

Other Considerations

49. Despite Wiltshire being a safe county, the consultation indicates that there still is a fear of crime. There are concerns that reducing street lighting could increase anti-social behaviour and vandalism at night, but some responses indicated the contrary and suggested lights should be turned off to discourage people congregating late at night.
50. Making changes to the street lighting when there are concerns about crime or safety would be easier with Option 3 as it would be more flexible and would allow changes to be made to the lighting regime if required. Putting in place a good community engagement programme and working in partnership with local environmental groups would be necessary to help minimise negative impacts of the proposed changes.
51. The main differences between the options are summarised in **Appendix 3**.

Environmental and Climate Change Considerations

52. Carbon emissions associated with street lighting account for 12% of the Council's overall footprint. Street lighting has a key part to play in reducing the Council's energy consumption, and a number of part night lighting schemes have already been installed by this Council successfully. The implementation of a scheme to further reduce energy would help the Council meet its carbon reduction targets.
53. The Council co-ordinates the Wiltshire World Changers Network, which brings together people and communities from across Wiltshire who are taking action to look after the environment, tackle climate change and protect wildlife, and can use this forum to engage groups on this topic. The proposals offer the opportunity for local environmental groups to reduce the carbon footprint of their area and engage their community in the debate on environmental impacts and energy savings.

Equalities Impact of the Proposal

54. A reduction in street lighting, especially in urban areas, could have equality and diversity implications. With street lighting permanently turned off some sections of the community may feel disadvantaged or at risk.

55. Fear of crime is a serious consideration, even in a safe county like Wiltshire, and walking along streets with unlit areas may inhibit some members of the community from walking at night or early in the morning, or result in parents refusing to let children walk to school. The introduction of part night lighting in residential areas is likely to have less adverse effects than turning off lighting permanently.
56. In localised areas where there are higher than average crime rates, or where anti-social behaviour is a problem, reducing street lighting may be perceived to be increasing the danger to the public, and care would need to be taken in implementing changes to street lighting. In some areas, such as town centres with CCTV systems, it is anticipated that the lighting would remain on all night.

Legal Implications

57. There is no legal requirement for the Council to provide street lighting, but where lighting is provided there is a responsibility to keep it in safe condition.
58. Street lighting is often provided at major junctions and locations where there may be hazards. It can play a part in improving road safety, and the current proposals will leave lights on at the identified high risk areas.
59. Some existing 30 mph speed limits in urban areas require a street lighting system to be in place to be enforceable. If street lights are turned off permanently, and redundant columns are removed, it may be necessary to amend some Traffic Regulation Orders to ensure that the speed limits on the road are not compromised.

Risk Assessment

60. Increased energy costs and carbon tax are a concern to the Council. Energy costs are likely to increase significantly in the future. Taking measures to reduce the energy consumption of street lighting now will reduce the risk of energy costs having an adverse impact on budgets in future, with consequent implications for Council services.
61. Although the consultation indicates support for reducing street lighting, there is a risk that there may be public concern about changes to street lighting in particular areas, especially with regard to turning street lights out permanently. The fear of crime and concerns about road safety should not be underestimated in considering the options. In order to manage this risk, a comprehensive communication and engagement programme will need to be developed, working in partnership with Area Boards and local environmental groups where they exist to maximise positive news stories.
62. The street lighting currently uses energy throughout the night when demand is low. There is a risk that the introduction of energy saving measures which reduce off-peak energy consumption may not deliver the full value of expected savings if energy suppliers increase their pricing mechanisms to allow for the reduced consumption from street lighting during off-peak hours. However, carbon tax would not be affected.

Financial Implications

63. The financial implications of the proposed changes to the Council's street lighting have been assessed. The assessment included consideration of initial capital outlay as well as ongoing revenue financing and operational costs. An estimate of cashable savings through a 25 year business case model using a standard NPV appraisal method has been made.
64. Three scenarios of energy cost increases have been modelled. These are to assume no increase in energy costs, a 10% rise in 2013/14 and another 10% in 2018/19, and a situation with 5% year on year increase. These represent a range of values which allow an estimate of the scale of the likely financial benefits to be assessed.
65. The four potential options for changing street lighting have been assessed using the three scenarios for energy costs. The summary of the results is shown in **Appendix 4**. All four options would have economic benefits, with Options 1, 2 and 3 providing the best returns.
66. The table below shows the various NPV outcomes based on the potential rises in future energy costs.
67. The savings are split between cashable, i.e. where there is a recurring current budget that could be removed or reduced, and non cashable where there are savings on future rises (cost avoidance).

Option	NPV over 25 Years £m	Cashable savings over 25 years £m	Non Cashable (Cost Avoidance) savings over 25 years £m
Option 1 Switch off 20% of light permanently – No Energy increase	-3.790	-3.790	0.000
Option 1 Switch off 20% of light permanently – 5 % annual rise	-6.661	-3.790	-2.871
Option 1 Switch off 20% of light permanently – 10% rise in 2013/14 and 2018/19	-4.531	-3.790	-0.741
Option 2 Part night lighting and Dimming (Permanent) – No Energy increase	-4.884	-4.884	0.000
Option 2 Part night lighting and Dimming (Permanent) – 5 % annual rise	-8.212	-4.884	-3.328
Option 2 Part night lighting and Dimming (Permanent) – 10% rise in 2013/14 and 2018/19	-5.307	-4.884	-0.423
Option 3 Part night lighting and Dimming (Management System) - No Energy increase	-4.876	-4.876	0.000
Option 3 Part night lighting and Dimming (Management System) - 5 % annual rise	-9.184	4.876	-4.308

Option 3 Part night lighting and Dimming (Management System) - 10% rise in 2013/14 and 2018/19	-5.424	4.876	-0.548
Option 4 LED Lanterns - No Energy increase	-0.602	-0.602	0.000
Option 4 LED Lanterns - 5 % annual rise	-2.812	-0.602	-2.210
Option 4 LED Lanterns - 10% rise in 2013/14 and 2018/19	-0.883	-0.602	-0.281

68. Option 2 would have the best value, on a purely cashable savings basis with a NPV of -£4.884 million. Option 3 would provide slightly lower cashable savings of -£4.876 million.
69. Taking into account both cashable and non cashable savings and the varying potential for energy price increases in the future, Option 3 represents best value with a NPV of -£9.184 million for the 5 % increase in energy prices and a NPV of -£5.424 million for the 10% increase in energy prices. This is due to the option generating larger cost avoidance savings from a greater reduction in the usage of energy.
70. All options would generate savings within the street lighting energy budget. The forecast annual saving, which could be realised as a base budget reduction in the street lighting energy budget, is summarised per option below:

Option	Street lighting Energy savings £m
Option 1 Switch off 20% of light permanently	0.234
Option 2 Part night lighting and Dimming (Permanent)	0.294
Option 3 Part night lighting and Dimming (Management System)	0.380
Option 4 LED Lanterns	0.195

*Street lighting energy savings exclude any savings relating to reduced scouting of the light network.

71. Option 3 therefore provides the largest forecast saving against the Street lighting energy budget of £0.380 million (full year annual saving); a vital requirement of the street lighting schemes and an important factor in setting the 2013/14 (and future) revenue budgets.
72. The street lighting energy savings will however be offset by an increased revenue cost required in borrowing the capital funds to procure the management system. The revenue borrowing costs are £0.231 million, meaning a net saving of £0.149 million recurring when taking into account energy savings and borrowing costs.

73. Option 3 with the Management System to control the lights would provide significantly greater flexibility to adapt to changing conditions. It would be comparatively easy to adjust the timing of operation of the lights to make greater savings if required for future budget setting.
74. The requirement for capital funds to implement the preferred street lighting scheme would carry the requirement to produce a separate business case to the Cabinet Capital Asset Committee. The revenue cost of financing the capital expenditure has been factored into the NPV calculations above.

Options Considered

75. The cost of energy for street lighting is likely to rise substantially in the future. Considerable budget provision would need to be made in future years to allow for rising energy costs and carbon tax for street lighting, with consequent adverse effects on budgets for other services if changes are not made.
76. There are various options which have been considered to reduce street lighting energy consumption, including permanently turning off some street lighting, converting lights to operate for only part of the night and dimming others at off peak periods, and introducing LED lighting to replace existing lighting units.
77. From the initial investigations converting a majority of the street lights to operate for only part of the night, and dimming others at off peak periods, would appear to offer the best savings in the longer term, with potentially little adverse impact on the public and communities. The proposals also include the removal of lights at locations where they would not be provided under current design standards, and the introduction of LED and similar energy efficient units on new lighting schemes.
78. The lighting at key locations, such as important junctions and traffic signals, would operate all night as necessary to ensure that road safety is not compromised. Lighting in town centres would be controlled so that lighting levels are appropriate for the time and potential usage by the public, and would remain on where there are CCTV systems.
79. From a purely financial analysis, Option 3 represents the best value for money when taking into account the possible future increase in energy costs. This option will provide both cashable and non cashable savings as detailed in the financial implications.

Conclusions

80. There is a need to reduce street lighting costs because of budget constraints and rising energy costs and carbon tax.
81. There is a range of options available to reduce street lighting energy consumption, from turning out lights permanently to dimming them at off peak periods. The assessments indicate that the best balance would be a package of measures, including the conversion of about half of the existing street lights to operate for part of the night, with a Management System to provide flexibility in the control of the lighting.

82. From the consultations undertaken on changes to street lighting it would appear that there is support for reducing unnecessary lighting, and that there are concerns about the costs of energy and carbon emissions. The main concern about the proposals was in connection with crime and safety issues.

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

None

Appendices:

- Appendix 1 – Consultation on Street Lighting – Saving Money, Energy and Carbon
- Appendix 2 – Summary of Consultation Response
- Appendix 3 – Summary of Options
- Appendix 4 – Financial Implications

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CONSULTATION ON STREET LIGHTING SAVING ENERGY MONEY AND CARBON

Background

Wiltshire Council has over 40,000 streetlights. Most of these are on all night whether they are needed or not.

The Council needs to save money and reduce its carbon footprint by reducing energy usage. Rising energy costs, carbon tax and budget restraints make it necessary to change the way we light our streets.

The Proposal

It is proposed to convert about half of the street lights to operate for part of the night. Generally they will be off between midnight and 5.30 a.m.

Lights at junctions, pedestrian crossings and where required for safety will remain on all night.

Where suitable the lighting levels on some street lights will be adjusted to be dimmer when traffic flows and pedestrian movements are reduced.

Lighting where there are CCTV systems, in town centres, and in areas where crime is a problem will remain on.

A few lights will be turned off permanently where they are no longer required.

The operation of the scheme will be monitored and changes will be made as necessary in the event of problems.

Why the changes are needed

The Council's energy budget for street lighting is over £1.2 million, and energy costs will increase in the future, especially with the introduction of the carbon tax. Budgets are constrained and it is necessary for councils to reduce expenditure.

Street lighting accounts for 12% of the Council's carbon footprint. The Council has a target to reduce its carbon footprint by 20% by 2013/14 and an aspiration to achieve a 50% reduction by 2020.

Over 1,300 street lights have already been converted to part night lighting following the recent Area Board community based projects, and the Council has already converted its illuminated bollards to low energy units.

Other councils have successfully implemented similar schemes without adverse impacts, and are making large savings.

CONSULTATION ON STREET LIGHTING SAVING ENERGY MONEY AND CARBON

Consultations

The Council is seeking views on the proposals to save money and reduce its carbon footprint by reducing energy usage on street lighting.

The initial consultations is on the proposal to convert about half of the Council's street lighting to operate for part of the night, dim suitable lights when the streets are less busy, and remove lighting no longer required.

Subject to the outcome of this consultation and consideration by the Council's Cabinet, the scheme will be worked up in more detail. Further consultations will then be held with the relevant Town and Parish Councils on the individual lights to be changed.

If you have any comments on the proposals at this stage please go to the Council's consultations page at:

<http://www.wiltshire.gov.uk/council/consultations.htm>

Or e-mail them to:

streetlighting@wiltshire.gov.uk

Or write to:-

Street Lighting Consultation
Wiltshire Council
County Hall
Trowbridge
Wiltshire
BA14 8JD

All comments should be made by 30 September 2012

We look forward to receiving your comments.

FREQUENTLY ASKED QUESTIONS

1. **When will lighting be turned off?**

Selected lighting units will be turned off from about midnight until 5.30 a. m. They will come back on at about 5.30 a.m. if it is still dark. The times of operation may vary by about 15 minutes depending on the type of switching used. From dusk until midnight and on dark mornings after 5.30 a.m. they will operate as usual. This is when our streets are busiest.

2. **What does dimming lights mean?**

Some of the more modern lighting units can have their power levels adjusted so that lighting levels can be reduced when traffic flows are low or at off peak times. They can be turned up to full power when needed. The dimming saves energy.

3. **Which lights will be converted to operate for part of the night?**

An assessment will be undertaken of every area where the changes are proposed. Where necessary some lights will be left on all night.

The lights to be left on will generally be:-

- Main traffic routes with substantial pedestrian movements, or potential conflict areas, such as junctions and roundabouts.
- Areas with above average night time pedestrian activity, such as town centres or near 24 hour or early morning facilities.
- Areas with 24 hour operational emergency services sites, such as hospitals and fire stations.
- Street lights near uncontrolled pedestrian crossings (zebra crossings or informal crossings) and within subways, stairways and ramps, enclosed footpaths and alleyways.
- Street lights close to potential hazards on the highway (such as roundabouts, central carriageway islands, build-outs and speed-humps).

4. **Which lights will be turned out permanently?**

A few lights which were installed many years ago are no longer required. Modern standards would not require lighting to be provided at these locations. These are generally in rural areas or in other locations where there are no houses fronting onto the roads, or where lighting levels exceed current standards.

5. Why cannot all lights be dimmed instead of turned off?

To dim a street light both the lamp in the lantern and the electronic gear that controls it needs to be capable of dimming. The majority of street lighting equipment is of an older generation and cannot be dimmed. The upgrading of large numbers of street lights is prohibitively expensive. Also dimmed lighting continues to consume energy and does not maximize energy savings.

6. Could one in three lights be turned off permanently instead?

The intention of the scheme is to develop a safe and sustainable method of reducing energy consumption. Turning off lights permanently would result in uneven lighting levels for all road users during the hours of darkness. It is considered that turning lights off for part of the night would have less adverse impact on the public and road users.

7. Could the lighting have new technology such as motion sensing?

Motion-sensing switches, such as those which operate security lights, have been considered, but most of the street lighting in use today requires a warm-up period of several minutes to reach full output and is not suitable for this type of switching. There are also concerns about potential uneven lighting for drivers and disturbance for residents.

8. Could solar powered lighting be used instead?

At present there are issues with the use of solar power for public street lighting. The cost of conversion, battery life and the number of panels required mean that costs are much higher than conventional units. In the future the technology may develop and it could become viable.

9. Could LED lighting units be used instead?

Converting all the existing lights to LED (Light Emitting Diode) lighting would be much more expensive, but on new developments and new lighting installations this type of lighting will be used where appropriate and cost-effective.

10. Can the Council legally turn off street lights?

Yes. There is no statutory requirement on local authorities in the UK to provide street lighting. The Highways Act empowers local authorities to light roads but does not place a duty to do so. However, the Council does have a duty to ensure that lighting units are kept in safe condition.

11. What about road safety?

The lights at major junctions, roundabouts, pedestrian crossings and obstructions in the road will be kept on. These are the areas which would benefit most from being lit. All street lighting will be on at peak travel periods during the hours of darkness as at present. The accident data will continue to be monitored regularly, and if problem sites are identified changes to the lighting regimes will be made.

12. What about crime?

The lighting in town centres and any identified high crime areas will remain on. Where there is CCTV the lighting will also remain on as necessary. Wiltshire is a safe county, but it is appreciated that there is a fear of crime, and there are concerns that reducing street lighting could increase anti-social behaviour and vandalism at night. The situation will be monitored and where necessary changes will be made so that the lighting remains on at key sites where justified.

13. What about cars parked on the street at night?

The lights in residential areas where cars are likely to be parked over night are only likely to be turned off between midnight and 5.30 a.m. when traffic flows are low. If you do park your vehicle over night on the road you should be aware of the Highway Code requirements, especially regarding not parking at night facing against the direction of traffic and displaying parking lights on roads with a speed limit greater than 30 mph. Please refer to the Highway Code for details.

14. Will 30 mph speed limits be affected if lights are switched off?

No. A 30 mph speed limit automatically applies to any road containing a system of street lights placed not more than 200 yards apart, unless signposted with a different speed limit. There is no current law stating that these lights have to be switched on all night to be applicable. Therefore, motorists should be aware that the usual 30 mph speed limits will apply.

15. Will there be a reduction in my Council Tax?

No. The Council needs to reduce its spending and the money saved by the changes will help keep Council Tax down. Reducing expenditure on street lighting was an area identified for savings during the consultations on the Council's budget.

16. Will my insurance premium go up?

Councils do not have a statutory requirement to provide public lighting. All street lighting is in place to light areas of the highway as a duty of care to road users. Lighting is not provided to protect private properties. Street lighting within the vicinity of your property is not usually an element that insurance companies take into account when developing home insurance or property policies.

17. If I become a victim of crime or have an accident can I claim against the Council?

There is no statutory requirement for local authorities in the UK to provide public lighting and you are unlikely to be able to claim as a result of the proposed changes to the street lighting. If crime or safety does become an issue changes will be made to the lighting in that area as necessary.

18. What are other Councils doing?

Many other authorities have introduced similar part night lighting schemes successfully, without adverse effects and have made significant savings. The proposed changes in Wiltshire are not as large as those some authorities have made, which have turned off lighting permanently. With rising energy costs and reduced budgets these types of changes to street lighting are becoming more common.

19. What savings will this make?

It is anticipated that savings of over £300,000 could be made annually at current energy prices. Even with moderate energy cost increases of 3% annually the proposals would be expected to save over £12 million over 25 years.

20. Would Town and Parish Councils be able to pay to keep all the lighting on all night?

Each case would be considered on its merits, but keeping the lights on would not help the Council meet its carbon reduction target, and will become increasingly expensive for the Councils in the future.

21. Can changes be made to the scheme after it is implemented?

Yes. The Council will be introducing a control system so that the majority of the county's street lights can be controlled remotely. This will allow alterations to the lighting to be made in response to circumstances.

22. Why hasn't the Council written to every resident?

It would cost a significant amount of money to write to every individual household in the county. Instead the Council is consulting with the Area Boards and Town and Parish Councils. However, individuals are welcome to comment on the proposals.

23. What consultation is taking place?

The Area Boards and organisations including the police and emergency services are being invited to comment on the proposals. Town and Parish Councils will be invited to comment. Members of the public and other organisations are welcome to submit comments which will be taken into account before reaching a decision about implementation.

24. How will any comments be taken into account?

The comments and views received will be reviewed and reported to the Cabinet before a decision is made regarding the proposals. The response to the consultations will be taken into account before deciding how to proceed.

25. Will there be further consultations on the details of the proposals?

Subject to outcome of the consultations and consideration by the Council's Cabinet, the scheme will be developed in detail. These will then be the subject of further consultations with the relevant Town and Parish Councils.

26. When will it be implemented?

Subject to the consultations, and consideration by the Council's Cabinet, it is anticipated that the changes will start to be introduced in 2013 when the necessary alterations to the equipment will be made.

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Summary of Responses to on-line consultation

1. **Postcode Given**
246 (100.0%)
2. **Does your street have street lighting?**
223(91.8%) Yes 20 (8.2%) No
3. **How often do you travel between midnight and 5.30am?**
151(61.1%) Rarely
22 (8.9%) Once a year
45 (18.2%) About once a month
18 (7.3%) Once a week
11 (4.5%) Daily
4. **What is your main reason for travelling between midnight and 5.30 a.m.?**
35 (14.8%) Work/Business
51 (21.6%) Visiting people
113 (47.9%) Pleasure/entertainment
37 (15.7%) Other
5. **What mode of transport do you normally use between midnight and 5.30 a.m. ?**
188(78.3%) Car
1 (0.4%) Bus or train
5 (2.1%) Taxi
0 (0.0%) Motorcycle
4 (1.7%) Bicycle
42 (17.5%) Walking
6. **Is your community one where part night lighting has already been introduced?**
43 (17.5%) Yes 159(64.6%) No 44 (17.9%) Don't know
7. **Are you concerned about light pollution?**
195(78.9%) Yes 52 (21.1%) No
8. **Do you think there is too much lighting on between midnight and 5.30am?**
195(78.6%) Yes 47 (19.0%) No 6 (2.4%) Don't know
9. **How concerned are you about increasing energy costs?**
179(72.8%) Very concerned
59 (24.0%) Slightly concerned
6 (2.4%) Not very concerned
1 (0.4%) Not at all concerned
1 (0.4%) Don't know
10. **How concerned are you about the carbon emissions in connection with street lighting?**
137(55.7%) Very concerned
62 (25.2%) Slightly concerned
27 (11.0%) Not very concerned
17 (6.9%) Not at all concerned
3 (1.2%) Don't know

11. **Do you think some streets light should be turned off permanently and removed?**
 77 (31.3%) Many should be
 103 (41.9%) Some should be
 53 (21.5%) None
 13 (5.3%) Don't know
12. **Do you think some street lights should be turned off between midnight and 5.30 a.m.?**
 148(59.9%) Many should be
 65 (26.3%) Some should be
 32 (13.0%) None
 2 (0.8%) Don't know
13. **Do you think some street lights should be dimmed between midnight and 5.30 a.m.?**
 166(67.2%) Many should be
 59 (23.9%) Some should be
 18 (7.3%) None
 4 (1.6%) Don't know
14. **Do you agree that some lights at junctions and roundabouts should remain on all night?**
 175(71.4%) Yes 53 (21.6%) No 17 (6.9%) Don't know
15. **Do you agree that some lights in town centres should remain on all night?**
 184(74.8%) Yes 50 (20.3%) No 12 (4.9%) Don't know
16. **Do you agree that some lights should be left on in subways, stairways, ramps and footpaths and alleyways?**
 226(92.2%) Yes 11 (4.5%) No 8 (3.3%) Don't know
17. **Do you agree that some lights should be left on close to roundabouts, central carriageway islands and speed-humps?**
 174(71.3%) Yes 55 (22.5%) No 15 (6.1%) Don't know
18. **Are there other places where you think that lights should remain on?**
 98 (100.0%)
19. **Please let us have any other comments you may have about changes to street lighting**
 137 (100.0%)
20. **Please tell us your age:**
 0 (0.0%) Under 18
 1 (0.6%) 18-24
 13 (7.3%) 25-39
 89 (49.7%) 40-59
 68 (38.0%) 60-74
 8 (4.5%) 75+

21. **How would you describe your ethnicity?**
231 (99.1%) White
0 (0.0%) Mixed / multiple ethnic groups
0 (0.0%) Asian/Asian British
0 (0.0%) Black/African/Caribbean/Black British
2 (0.9%) Other ethnic group

22. **Are you:**
139 (58.4%) Male 99 (41.6%) Female

23. **Do you consider yourself disabled?**
15 (6.3%) Yes
224 (93.7%) No

Main Comments made:-

In favour of proposals (57)
Concern about crime (23)
In favour of dimming (6)
Particular Concern about pedestrian safety (4)
Consider use of energy efficient lamps (4)
Install movement detectors (3)
Swindon recently abandoned a similar scheme (3)
It would be cheaper to buy people a torch (2)
Include public buildings in project (2)
Concern about amount of private security lighting (2)
Consider LED lighting (2)
Lighting design is important (2)
Crime falls in unlit areas
Is this being done just for the money
Consider Dark Sky policy
Different management at weekends suggested
Lights come on too early in summer
Do not believe in global warming
Consider other budget areas for reductions
Target those lights on all day
Concern about road safety
Remove lights from bus shelters
Review after six months
Proposals should be given a great deal of consideration
Use better lighting units
Turn off every other light
Each light must be considered in its context
Introduce white lights
Reduce lights in residential areas not on main roads
Lighting not needed at junctions with modern car headlights
Park and Ride sites should not be lit after they close
1.00 a.m. would be better switch off time
Switch off lights on main roads
It will benefit the economy
Have a trial period

Response to Consultation by e-mail and letter

Supports Proposals (14)

Against Proposals (4)

Main comments:-

Also supports use of LED lighting

Consideration should be given to safety and crime reduction

A fantastic idea

Too much lighting and too bright

Lighting should be turned off in some places

Some lighting unnecessary

Some lights may need to be turned back on if an accident occurs

Consultation required with Town and Parish Council's about which lights should be turned off

Worried about burglars and crime

Footpaths should be lit at all times

Major roads should remain lit

Would benefit human and wildlife

Current lighting levels are excessive

Concern about effect on CCTV systems

Summary of Options

	Option 1	Option 2	Option 3	Option 4
Description	Turn off some street lights	Part night lighting	Central Management System	LED lighting
No. of Lights to be changed	8,400	15,050 Part Night 4,180 Dimming	15,050 Part night 4,180 Dimming	10,000
Initial Investment	£2.737 million	£1.060 million	c.£2.000 million	£3.175 million
First Year Energy Savings	£0.234 million	£0.294 million	£0.380 million	£0.195 million
Economic Benefits	Good return	Very good return	Very good return	Poor return
CO2 per year reduction	954t	1,150t	1,750t	1,000t
Potential Effect on Public	Most negative effect. Some lights off permanently	Moderate. Most lights off midnight to 5.30 am	Moderate. Most lights off midnight to 5.30 am	Least effect. No lights turned off.
Flexibility	Poor. Reconnecting lights would be very difficult.	Moderate. Reconnecting units would be possible.	Very Good. Individual control of most lights possible.	Moderate. Introduction of further changes possible.
Ability to deliver further savings if required.	Poor. To achieve further savings more lights would need to be turned off permanently.	Poor. Road and community safety concerns may limit scope.	Good. Changes in hours of operation of lights can be made easily.	Poor. Significant investment needed to convert more units.

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Financial Model

Option	Net Present Value over 25 years £m
Option 1 Switch off 20% of Lights Permanently Option 1 with no energy increase Option 1 including 10% rise in electricity prices in 2013/14 and another 10% in 2018/19 Option 1 including 5% annual rise year on year in electricity prices from 13/14	-3.790 -4.531 -6.661
Option 2 Part night lighting and Dimming – Permanent Installation Option 2 with no energy increase Option 2 Part night light and dimming including 10% rise in electricity prices in 2013/14 and another 10% in 2018/19 Option 2 Part night light and dimming including 5% annual rise year on year in electricity prices from 13/14	-4.884 -5.307 -8.212
Option 3 Part night lighting and Dimming - Management System Option 3 with no energy increase Option 3 Management System including 10% rise in electricity prices in 2013/14 and another 10% in 2018/19 Option 3 Management System including 5% annual rise year on year in electricity prices from 13/14	-4.876 -5.424 -9.184
Option 4 LED Lanterns Option 4 with no energy increase Option 4 LED Lantern Savings including 10% rise in electricity prices in 2013/14 and another 10% in 2018/19 Option 4 LED Lantern Savings including 5% annual rise year on year in electricity prices from 13/14	-0.602 -0.883 -2.812

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Wiltshire Council

Cabinet
18 December 2012

Subject: Tenancy Strategy

Cabinet Member: Councillor John Thomson – Adult Care, Communities and Housing

Key Decision: Yes

Executive Summary

All Local Authorities are required to produce a Tenancy Strategy as one of the requirements of the Localism Act. Wiltshire Council is required to have a Tenancy Strategy in place by January 2013. As a landlord we are also required to produce our own Tenancy policy which will confirm our approach to tenancy management for our own stock. This policy is currently being developed by Housing Management

The strategic direction for the development of this strategy has come from Wiltshire's Housing Partnership, who will continue to help set and agree the priorities and direction for strategic housing. The outcome of our full three month consultation with communities, tenants, key partners and housing providers has been fed into this strategy, which has set a framework for providers to 'have regard to' rather than being prescriptive.

The strategy acknowledges the additional flexibility that flexible tenancies will bring and provides some suggested exclusions on the use of flexible tenancies, as well as identifying factors that housing providers should consider on reviewing a fixed term tenancy. The strategy proposes that the Council will support housing providers introducing affordable rents of up to 80%, but consideration should be made on affordability issues following the introduction of the welfare reform.

Note: The Tenancy Strategy does not deal with the amendments and review that will be made to the allocations policy Homes4Wiltshire. A separate review and consultation process commenced last month to address the new freedoms that were brought about following the introduction of the Localism Act. Further information on this review can be obtained directly from Nicole Smith – Head of Strategic Housing.

Proposal

That cabinet:

a) provide approval to formally adopt the tenancy strategy

Reason for Proposal

The Localism Bill (2012), S150 places a duty on the Local Authority to prepare and publish a Tenancy Strategy by January 2013

Author: Nicole Smith – Head of Strategic Housing

Contact Details: Nicole.smith@wiltshire.gov.uk, 07742 844855

Subject: Tenancy Strategy

Cabinet Member: Councillor John Thomson – Adult Care, Communities and Housing

Key Decision: Yes

1.0 Purpose of Report

To consider and adopt Wiltshire's first Tenancy Strategy as required by the Localism Act, to set a framework for the housing providers across Wiltshire to have 'regard to' when developing their own tenancy policies.

2.0 Background

- 2.1 All Local Authorities are required to produce a Tenancy Strategy as one of the requirements of the Localism Act. This report is to inform cabinet on the background and requirements of the strategy Appendix 1, as well as a summary of the consultation responses, Appendix 2, and amendments made, Appendix 3.
- 2.2 The Tenancy Strategy sets the framework that Wiltshire Council would expect housing providers in Wiltshire to consider when developing their own tenancy policies which should confirm their approach to tenancy management.
- 2.3 The Tenancy Strategy has set out proposals on:
- Affordable rents
 - How fixed term tenancies will be used
 - The circumstances in which lifetime tenancies should be granted – exclusions
 - The review criteria for re-issuing of tenancies at the end of a fixed term
 - Succession rights
 - Disposals and conversion of existing social housing stock
 - The review of our allocations policy
- 2.4 Housing providers are only required to 'have regard' to our tenancy strategy when formulating its own tenancy policy. Housing providers will be able to offer a flexible fixed term tenancy on affordable and social rented homes once they have adopted their tenancy policies, which should explain
- the kind of tenancies they will grant

- the circumstances in which they will do this
- the length of tenancy terms and
- the circumstances in which a further tenancy will be granted

3.0 Main Considerations for Cabinet

3.1 The Localism Act includes a number of changes to the way in which affordable housing is provided. It has introduced a programme of social housing reform which will make changes to the type of tenancies that are provided, called tenure reform, the ability to charge an affordable rent as well as a new structure to allow for a flexible approach to the allocation of social housing, called allocation reform. The key objectives of the social housing reform are:-

- Localism, fairness and focusing social housing on those most in need in a way that enables them to use it as a springboard to opportunity
- Social housing is flexible and available to more people and to those that genuinely need it
- Make the best use of social rented homes
- Increase the freedoms available to all social landlords to determine the sort of tenancy they grant to new tenants
- Protect the right of existing tenants

3.2 The tenancy strategy has covered the main areas contained within the social housing tenure reform.

Social Housing Tenure Reform

3.3 The key element of tenure reform is the introduction of flexible fixed term tenancies.

“a flexible tenancy is a tenancy that lasts for a fixed term, and which is regularly reviewed”

3.4 The introduction of flexible fixed term tenancies is intended to give greater freedom to local authorities and housing associations to be able to better manage its properties and respond to local circumstances and the needs of individual households. The tenancy strategy proposes that the Council welcomes the additional local flexibility of fixed term tenancies as they provide an opportunity to address issues such as under-occupation, improve stock turnover, and encourage the best use of Wiltshire’s limited affordable housing stock.

3.5 It expects housing providers to have clear and transparent policies on, who will be granted flexible tenancies and how long the tenancies will be for. A 5 year tenancy is the minimum term, but the policy recognises that in some circumstances a longer term or lifetime tenancy should be granted. The suggested exclusions from the use of fixed term tenancies are:-

- all forms of temporary accommodation where assured shorthold tenancies, non-secure tenancies and licences are permitted for shorter periods, to support us in carrying out our homelessness duty

- any tenant with a lifelong need for support or who is terminally ill and this would apply to tenants in specialist and supported accommodation, as well as older persons' accommodation such as sheltered or extra care
- a tenant with a spouse or child with a lifelong need for support or who is terminally ill
- any customer of retirement age who is living in a home which is suitable for their needs e.g. 1 bed property not classed as older persons' accommodation or extra care.
- Any customer identified as needing accommodation for witness protection or safeguarding issues.
- secure tenants whose tenancy commenced before 1 April 2012 and who are moving to another council property - already protected in law.

3.6 Flexible fixed term tenancies can only be applied to future social housing tenancies, as existing social housing tenants will not be affected by these proposals.

Affordable Rents

3.7 Affordable housing now includes social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Affordable rented housing is social rented housing except that it is outside the national rent regime and can be offered to eligible households at a rent of up to 80% of local market rent.

3.8 The purpose of introducing affordable rents is to be able to raise sufficient income to help deliver affordable housing. Housing providers across Wiltshire have already received confirmation from the HCA regarding their development bids to deliver affordable housing and all bids have been based on 80% open market rents. It would therefore be difficult for housing providers to charge anything less without have a significant impact on their delivery programmes.

3.9 The tenancy strategy has therefore recommended that affordable rents can be set at up to 80% but on setting these rents housing providers should be mindful of the potential impact of the government's plans to introduce a universal credit system and benefit cap in April 2013 which will limit the amount of benefit available to families to £500.00 per week.

Consultation

3.10 S150 of the Localism Act specifies a required that we consult with all housing providers in the area in the formulating of a tenancy strategy. We have completed a full 3 months consultation process to comply with this act as well as with our Compact agreement.

The process of developing the strategy was launched at the Wiltshire Housing Partnership in November 2011. We have since completed a full 3 month consultation process that included consultation with all the housing providers with stock in Wiltshire, the housing partnership, our own tenants and the

tenant members of the Wiltshire Strategic Tenant Partnership as well as other housing stakeholders and the voluntary sector.

A summary of the consultation responses and amendments made to the strategy are contained within Appendix 2 and 3

4.0 Environmental Impact of the Proposal

4.1 There are no environmental impacts for this proposal.

5.0 Risk Assessment

5.1 The Council is required to have a Tenancy strategy in place within 12 months of Section 150 of the Localism Act coming into force. If it fails to have a Strategy in place by this deadline, the Council will not be complying with the requirements of the Act.

5.2 It is possible that some of the proposals in the Consultation Paper (e.g. flexible tenancies) could lead to a higher turnover in tenancies locally and an increase in the number of households becoming homeless and seeking assistance from the Council. This will be closely monitored when doing quarterly returns on homelessness.

6.0 Financial Implications

6.1 There are no financial implications in approving the Tenancy Strategy

7.0 Legal Implications

7.1 The Localism Bill, s150 places a duty on the Local Authority to prepare and publish a strategic tenancy policy within 12 months. The Tenancy Strategy in Appendix 1 when adopted will fulfil this requirement.

8.0 Options Considered

Tenancy Reform

8.1 The tenancy strategy sets out Wiltshire's position in respect of social housing tenancies. It provides guidance in relation to the nature of tenancies deemed appropriate for use, tenancy length and review conditions. As the tenancy strategy is only guidance the recommendations made are not prescriptive. The Options for the different aspects of tenancy management will be detailed within all housing providers' tenancy policies including our own.

Affordable Rent

8.2 The council could specify a reduced rent of less than 80%, but this could lead to fewer affordable homes if the housing providers were to apply the reduced rent. It would also risk making schemes unviable and at the very least delaying construction with consequent impacts on implementing the Local Development

Framework, the loss of new homes bonus and greater levels of homeless households in temporary accommodation

9.0 Conclusion

- 9.1 The Tenancy Strategy provides a framework for all housing providers to 'have regard' in the development of their tenancy policies and outlines the Council's recommendations on the various aspects of social tenancy reform.
-

Background Papers

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

Appendices

- Appendix 1 – Tenancy Strategy
- Appendix 2 – Summary of consultation responses
- Appendix 3 – Summary of amendments made to the strategy

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Wiltshire Council

Cabinet

18 December 2012

Subject: Business Plan Scorecard Report

Cabinet Member: Councillor John Brady - Finance, Performance and Risk

Key decision: No

Purpose of the report

1. This report provides a summary of progress against Wiltshire Council's Business Plan for the second quarter of 2012/13. It includes:
 - Community results and performance scorecards for the period April to September 2012.
 - The status of the council's main work/project programmes.
 - Highways Service – Road Defects Capability Chart
2. The first year of the council's four year Business Plan ended on 31st March. Cabinet members were presented with the first annual update on 19th June, which outlined the progress on each of the council's priorities.
3. Following feedback on the annual update, reports now include additional information to provide a balanced overview of performance. This report provides the overview for the second quarter, of the second year of the Plan. The scorecards at Annex 1 include a 'comments' column which provides narrative about the majority of the indicators and an additional column to specify whether indicators are designated as 'priority'.
4. The policy, performance and partnerships team is currently undertaking a review of the way performance information is presented and the nature of the indicators and targets which are currently used to measure progress. Options for presenting this key information will be discussed and developed with the corporate leadership team, cabinet and overview and scrutiny.
5. In advance of this, we are currently trialling alternative ways of presenting information. Annex 3 shows a 'Capability Chart' (CAP) for Highways Defects; capability charts help us to understand the natural variation in any process and look at individual values (or data points) over time. This enables us to understand how the end to end system is working and to react correctly to common and special causes of that variation thus avoiding an over focus on performance against (sometimes arbitrary) targets. Feedback about the information contained in Annex 3 would be welcome.

Background

6. In February 2011 Wiltshire Council published its four year Business Plan, which set out what the council would deliver by 2015 and how it would make the savings required whilst continuing to invest in key front line services.
7. The Business Plan set out the priorities, targets and actions for the council. The performance indicators provide one measure to determine progress in delivering the targets and actions. The targets are challenging and in some areas apply to the four year plan period. A range of external factors can influence the achievement of the targets in any one year, including for example severe weather affecting the condition of the roads, and the economic downturn impacting on business growth and job creation. It is, therefore, unrealistic to deliver on all targets in any one year, but to review targets over the four years.
8. As well as showing results against targets, the performance scorecards also show performance indicators that are reported later in the year as these indicators are annual.
9. The status of the council's main projects and programmes is provided by the programme office and shows whether each programme is on track.
10. In previous quarters, we have provided the council's workforce report as an annex to this scorecard. The workforce report is produced for the staffing policy committee and the information contained in it is designed to serve a different purpose to the information produced to measure service performance. Following feedback from the Quarter 1 report we have removed the workforce report annex, however it can be accessed on the council website.
[Staffing Policy Committee 7 November 2012](#)

Main considerations for the council

11. Progress against the Business Plan is summarised below.
12. **Community and council scorecards**
There are 53 indicators being measured, of which 12 are priority indicators included as targets in the Business Plan.
13. Of these, 26 are measures with results available later. These are mainly annual measures, but some are new indicators that are still being defined nationally. Once results are available these indicators will be moved into the main scorecard tables.

At the end of the second quarter, 17 of the remaining 27 indicators were on target, another four were within 5 per cent, and three have no targets set. Only three indicators were not on target, none of these is a priority target.

Full details of all the results including comments and narrative are included in the Business Plan Scorecards (Cabinet report – Annex 1). The highlights include;

- The Help to Live at Home service is saving Wiltshire Council money by helping people stay independent for longer, which means they need less care. Since April, 61% of customers who completed the first six weeks of Help to Live at Home “Initial Support” returned to their normal lives and did not need ongoing care. (The national benchmark for similar services is about 50%). 19% needed longer-term care but it cost less per week than their Initial Support. This suggests that Initial Support has helped them to regain some of their independence.
- 48 FirstBuy units have been secured in Wiltshire. This is an affordable housing initiative targeted at first time buyers whereby the buyer can secure equity loan funding equivalent to 20% of the value of the property through the Homes and Communities Agency with no charge on the equity loan for the first 5 years. This scheme has made a significant contribution to the delivery targets and provides an additional option for those looking to get a first step on the housing ladder.
- The Wiltshire Business Support Service which was launched earlier this year to help with the creation and safeguarding of jobs is starting to have an impact and created over 70 new jobs in the last quarter.
- The bid for £10m submitted to the Regional Growth Fund towards the wider development of the Porton Down Science Park has been successful.
- In July 2012 the Council made two national, mandatory returns on its carbon performance: its Greenhouse Gas (GHG) report for 2011/12 (which includes both in-house and contracted-out services, stationary and transport emissions), and its annual CRC return (stationary emissions only) for 2011/12. The GHG footprint was 16% lower for 2011/12 compared with the previous year. The CRC footprint was 23% lower; although this was mainly due to street lighting (16%) temporarily being removed from the reporting requirement, it is still an indication of improvement.

Areas for improvement and attention (see full comments in Annex 1 for action being taken)

- Customer call connection rates are under target this month. This is largely due to waste demand being driven into customer services as a result of customers not being able to get through on direct lines. Work is being done with IT and the services concerned to address this situation (see detailed comment in Annex 1)
- The Family Placement Team has been working to achieve an increase in the percentage of children accommodated in house. This has proved problematic as the increase in carers/bed availability has been counteracted by increase in number of children coming into care. A recent parliamentary [Education Select Committee](#) report recommends early intervention but also earlier protection, suggesting the increasing trend may continue.

Environmental Impact of the Proposal

14. This is a scorecard so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

Equalities Impact of the Proposal

15. As this is a progress report the proposal has no direct impact on equalities.

Risk Assessment

16. The council's risk management arrangements apply across all services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to the corporate management team and Audit Committee. No risks arise as a result of this report, but it does highlight any actions required relating to achieving targets and delivering the council's main programmes.

Financial Implications

17. This is a scorecard report so has no direct financial implications. Actions to address developments and savings arising from improved delivery are accounted for in other Council reports and decisions.

Legal Implications

18. As this is a scorecard report there are no direct legal implications.

Options Considered

19. As this is a scorecard report there are no 'options to consider'.

Proposal

20. Cabinet is asked to note progress against the Business Plan.

Paul Mountford

Head of Policy, Performance and Corporate Business Management

Report Author: Karen Spence, Principal Performance Officer
karen.spence@wiltshire.gov.uk

Date of report: 12 November 2012

Appendices

Annex 1: Business Plan Scorecards

Annex 2: Transformation Programme Paper

Annex 3: Highways Service – Road Defects Capability Chart

Business Plan Scorecard Results to September 2012

Index

- Community Results Scorecard
- Council Performance Scorecard
- Measures to be added later

Scorecard Key:

H = High (good performance if actual is higher than target); **L** = Low (good performance if actual is lower than target)

3 yr trend: **I** = Improving; **W** = Worsening

On target: **Y** = Yes; **N** = No; **A** = Almost

Community Results Scorecard to September 2012

MEASURES TO SEPTEMBER														
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Priority Indicator	high/low	2009/10 Actual	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2012/13 Target to Sept	2012/13 Actual to Sept	On target?	2014/15 target	Lead officer	Comments
Protect and Safeguard Vulnerable Children														
1005	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	Y	H	60.9	62.8	59.2	W	68	68	58.6	A	68	Fiona Fitzpatrick	<p>The Family Placement Team have been unable to achieve the expected increase in the percentage of children accommodated in house as increase in carers/bed availability has been counteracted by increase in number of children coming into care.</p> <p>In addition there has been an increase in the number of young children (babies) and younger sibling groups coming into care which had not been predicted. This change in service demand has identified a gap in house provision of carers able to meet demand. The Family Placement Team have modified their recruitment strategy accordingly and are prioritising potential carers offering this resource - but this will take some time to have an impact.</p> <p>Investment has been made into additional temporary staff to undertake assessments ensuring that new carers are found and recruited without delay.</p>
Protect and Safeguard Vulnerable adults														
1015	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	Y	H		8,720	9,283	-	9,405		6,170	Y	9,939	James Cawley	<p>On 30/09/2012, 978 Help to Live at Home customers had Support Plans to help them live independently; 1824 customers had Telecare; and a further 1184 private customers used the new Help to Live at Home Emergency Response telephone service. We also helped 2012 people who don't use formal care services but still need day to day support to stay independent. For example, people who don't need formal care sometimes need help managing money or arranging appointments.</p> <p>Only 12 customers left the H2LAH service and moved to a care home. National statistics show that Wiltshire Council does not admit a lot of older people to care homes. In 2011/12 575 people per 100,000 were admitted. The</p>

MEASURES TO SEPTEMBER

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Priority Indicator	high/low	2009/10 Actual	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2012/13 Target to Sept	2012/13 Actual to Sept	On target?	2014/15 target	Lead officer	Comments
														average for councils in the South-west was 682 and the national average was 707. In 2010/11 Wiltshire scored 590.
	Invest in: Housing													
1018	1,800 new affordable homes by Mar 2015 (ave 450 pa)	Y	H	554	648	626	I	450		385	Y	450	James Cawley	In Q2 a total of 209 new affordable homes were completed including 53 homes delivered through the Housing PFI project. The cumulative total for the first half of the year is therefore 385 completions with 53 homes completed through PFI. This is ahead of the average target of around 450 new affordable homes per year. We are currently expecting to exceed the target of 450 new affordable homes in 2012/13.
1019	Affordable homes include 250-350 for rent from PFI	Y	H				-	-	-	53	-		James Cawley	
	Economy and Unemployment													
1023	Help create 6,000 additional jobs by Mar 2015	Y	H		455	991	-	2,000	1,000	1,526	Y	1,000	Alistair Cunningham	A significant success this quarter has been the securing of the TJ Morris distribution centre for Solstice Park creating over a thousand jobs. Potential new jobs identified in the pipeline this quarter include 150 apprenticeships due to start between October and December. Nationally business conditions are still poor; export growth continues to slow, manufacturing output remains slow although spending on consumer goods and services has started to grow at a gradual pace. Employment intentions indicate that there will be little job creation in the private sector over the coming six months.
1024	Help safeguard 8,000 existing jobs by Mar 2015 [NB the target and actual figures for this for this indicator have been changed to a cumulative basis to provide a more accurate picture of performance.]	Y	H		370	2814	-	4,000	3,000	2,874	Y	8,000	Alistair Cunningham	2,874 jobs have been safeguarded to date against a target of 3000 projected to date. Jobs are only considered to be safeguarded when an employer needs the council's support to remain in business in Wiltshire. Work is continuing with a large number of companies and therefore there are currently 1,118 potential safeguarded jobs in the pipeline (i.e. we are working with the employers to resolve the issue). The trigger for formally recording pipeline safeguarded jobs (i.e. the issue is satisfactorily resolved) has not happened within this quarter. We are

MEASURES TO SEPTEMBER

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Priority Indicator	high/low	2009/10 Actual	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2012/13 Target to Sept	2012/13 Actual to Sept	On target?	2014/15 target	Lead officer	Comments
														therefore currently meeting the projected target and expect to continue meeting that target in the next quarter.
	Invest in: Waste Management													
1026	Recycle 50% of our waste by Mar 2015 (Figures are monthly cumulative figures rather than actual)	Y	H	40.5%	41.4%	42.8%	I	45%		50.4%	Y	50%	Tracy Carter	By the end of quarter 2 we continue to achieve significant improvement on last year and are comfortably above our target result. This is due to the positive tonnage returns from the new service changes.
1027	Reduce waste being landfilled to 25% by Mar 2015 (Figures are monthly cumulative figures rather than actual)	Y	L	47.2%	37.5%	36.6%	I	35%		31.9%	Y	25%	Tracy Carter	By the end of quarter 2 we continue to achieve significant improvement on last year. This is encouraging as September experienced planned shutdowns at the Lakeside EFW plant, reducing the tonnage diverted from Landfill.
	Invest in: Energy Efficiency													
1028	Lower our carbon emissions from April 2010 to Mar 2015 by 11,823 tCO2	Y	H	baseline	742 reduction	1,118 reduction	-	-		1,883	Y	11, 823 tCO2 reduction	Alistair Cunningham	The council's business plan contains a target to reduce corporate carbon emissions by 11,823 tCO2 by March 2014. A combination of investment in energy efficiency measures and behaviour change has led to a reduction of a cumulative total of 1,883 tCO2 from our footprint leading to an estimated annual saving of £368k. In terms of the various work streams identified to achieve this target (such as the invest-to-save energy efficiency fund, the administrative hub element of the campus programme and new ways of working), current forecast projections estimate that we are only likely to achieve 60-70% of this target based on current investment. These two factors present conflicting pictures. A full review of the council's Carbon Management Plan is therefore scheduled to be carried out, with input from key services across the council to increase our understanding of our emissions and ensure improved quantification of the impact of the various contributing programmes.

Council Performance Scorecard to September 2012

MEASURES TO SEPTEMBER														
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Priority Indicator	high/low	2009/10 Actual	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2012/13 Target to Sept	2012/13 Actual to Sept	On target?	2014/15 target	Lead officer	Comments
Protect and Safeguard Vulnerable Children														
1010	Care leavers in suitable accommodation	N	H	76.5%	97.1%	94.7%	I	95%	95%	94%	Y	95%	Fiona Fitzpatrick	The return of 94% (32 out of 34 young people) although lower than previous returns and lower than our own target, remains significantly higher than the National average of 90% and statistical neighbours where the return is 91.1%. The high percentage of young people in suitable accommodation evidences Wiltshire's commitment to supporting young people through ensuring that there is a range of housing options available. Children and Family services are currently developing a 16+ Accommodation Options Strategy; this initiative will inform future resource requirements.
1011	Care leavers in suitable education, jobs or training	N	H	41.2%	65.7%	39.5%	W	72%	72%	53%	N	72%	Fiona Fitzpatrick	See detailed comment below
1012	Timely adoptions	N	H	92.9%	100%	68%	W	90%	90%	77.7%	A	90%	Fiona Fitzpatrick	The small cohort will mean individual cases have a major impact on outturn. Learning from recent complex cases is leading to improved processes and timeliness. Adoption figures are always a measure of historical rather than current practice, but current figures suggest a small improvement. The adoption team now has in place a dedicated home finder post with specific responsibility to address delay issues in historical cases and ensure earlier links and matches are made with prospective adopters, this will lead to improvements in meeting timescale targets.
1013	Safeguarding: initial assessments done in 10 days	N	H	65.1%	73.0%	88.0%	I	80%	80%	24.3%	N	80%	Fiona Fitzpatrick	See detailed comment below
1014	Safeguarding: child protection plan reviewed on time	N	H	97.9%	100%	100%	I	100%	100%	95%	A	100%	Fiona Fitzpatrick	There has been a significant increase in the number of initial child protection conferences held in the first quarter of 2012/13 as a result of the Ofsted Safeguarding/LAC inspection. This increase in initial CPCs has impacted on the timeliness of review CPCs.

Invest in: Our Communities														
1021	Number of volunteers in the library service	N	H	new	new	670	-	325	325	684	Y	325	Niki Lewis	Community Library Volunteers = 318; Added Value volunteer roles (Home Library, Summer Reading Challenge, Computer Supporter, Rhyme time) = 366
1081	Opening hours (per week) supported by volunteers at Level 2 libraries	N	H	new	new	135	-	94	94	140	Y	94	Niki Lewis	No unplanned closures in September 2012
1082	Opening hours (per week) supported by volunteers at Level 3 libraries	N	H	new	new	45.5	-	34	34	46	Y	34	Niki Lewis	No unplanned closures in September 2012
Economy and Unemployment														
1029	Helping business: sites brought forward	N	H			0	-	2		1	Y	5	Alistair Cunningham	The bid for £10m submitted to the Regional Growth Fund towards the wider development of the Porton Down Science Park has been successful. A planning application is expected to be submitted before the end of the calendar year. Bids for Growing Places Infrastructure Funding for three other strategic sites in Wiltshire have been submitted to the LEP. The outcome of these bids is expected before the end of the calendar year, and if successful this revolving fund will unlock significant employment sites.
1031	Number of businesses assisted	N	H			768	-	625	310	362	Y	625	Alistair Cunningham	As the new incubation centres are established across the county over the next year this will increase the number of support opportunities. The Wiltshire 100 programme continues to develop. Support has included provision of information on energy efficient investment, liaison on rates relief/planning applications, brokering to UKTI to explore new export markets, help with enforcement action and participation in networking events and other core initiatives e.g. the apprenticeships programme.
1083	Number of people helped with skills (T)	N	H	669	1046	2299	I	tbc		181	-	tbc	Alistair Cunningham	As at the end September 2012 we have 31 active apprenticeships; 10 within council, and 20 with local SMEs for whom we provide the training programme. This was launched by Wiltshire Council in July 2011 - there are now considerable opportunities in the pipeline for 2012/13.
1084	Number of people placed into work (W)	N	H		435	310	-	tbc		102	-	tbc	Alistair Cunningham	Project Leonardo: First group of 10 departed for Italy on 29 August having undertaken basic language and employability training. 1 participant has withdrawn from the project to date.

														Project IMPRESS secured European funding. ESF Supporting Skills Development across Wiltshire & Swindon for those at Risk of Redundancy, and for those who are unemployed. Job outcomes are a key part of this contract. In addition support is provided to enable employers to employ an apprentice.
	Invest in: Highways													
1033	The average days taken to repair a pothole	N	L	13	5.2	8.6	I	10		7.8	Y	10	Mark Smith	Whilst the indicator is described as 'The average days taken to repair a pothole' the figure reported has always included all highway defects. This is because some defects are listed as edge deterioration, other, pothole, overrun etc so, at the time, the decision was made to include all defects. This also explains the high end to end times as defects such as white lining and signs are included. When the defect reports are run immediately after each quarter these figures are at best an early indicator of performance as completed defects will be added for many months after the report date giving a different figure at a later date. See Annex 3 for alternative presentation of data about road defects.
	Invest in: Leisure Services													
1034	The number of visits to our leisure centres (000)	N	H	3,431	3,364	3,163	W	3,320	1,653	1,628	A	3,660	Mark Smith	Usage is 3% up on last year which is positive in this period of austerity. Actuals recorded to date are slightly below the target. However the mechanisms for recording usage have changed following the purchase of a new leisure management system for a number of the leisure facilities which is believed to be the cause of this variance. The targets were amended before the beginning of this current financial year and were based on projections from last year's figures.

Other														
1004	The percentage of budgeted savings achieved	N	H			100%	-	100%	80%	93%	Y	100%	Michael Hudson	The current forecast suggests that savings are being applied per council decisions. Where corporate targets were set for facilities and procurement work is underway and significant steps taken to deliver the target, with for example £1.1m of procurement savings reported to the Procurement & Commissioning Board recently after only 3 months.
1041	Customer telephone call connection rates of 90%+	N	H		92.6%	88.3%		90%+	90%+	84.2%	N	90%+	Jacqui White	See detailed comment below
Public Health measures														
1042	Hospital admissions - alcohol related (/100,000)	N	L	1,390	1,621	1,615	W	1,615		1,579	Y		Maggie Rae	Actual figure is based on Sept 2011 to Aug 2012 (inclusive) data. Proxy data indicates a downward trend seen in recent quarters and these figures are using the new census 2011 populations (an increase in the population of 15,000)
1046	Drug users in effective treatment (rolling 12 months ave.) OCUS = Opiate and Crack users	N	H		All Drug Users as of Q4 723 (OCUs 661)	All Drug Users as of Q4 744 (OCUs 627)		To maintain current performance		As of Q2 2012/13 All Drug Users 753 (OCUs 628)	Y	No target	Maggie Rae	This indicator has been aligned to the national performance management processes. This shows all drug users in treatment and Opiate and/ or Crack users (OCU). Funding is determined by a combination of successful completions, effective treatment and the York formula, which is then compared to National performance and allocated accordingly. The most recent data shows an increase in all drug users when compared to the 2011-12 result, and a similar number of OCU.

Comments on Council Performance Scorecard

Results that are not on target (No)

Ref 1011 – Care leavers in suitable education, jobs or training

Target: 72%, Actual: 53%

Reason not on target and what we are doing:

There are 18 young people (out of the current cohort of 34) who are not in education, employment and training. Of these 18, three have medical reasons, two are young mothers and six are actively seeking work with the support of Personal Advisers. However seven young people are currently not engaging with the local authority therefore the frequency of contact with them has been increased in order to remind them of the support to which they are entitled. We have dedicated Personal Adviser support in place for care leavers.

There are a number of projects in place to support young people for example and help to address this:

- Project Inspire supports vulnerable young people who are not in education, employment or training, or are at risk of becoming so.
- A Care to Work plan will shortly be submitted to the National Care Advisory Service (NCAS) and steps are being taken to strengthen partnership working with the NCAS.
- The Council is identifying what additional action it can take as an employer (e.g. Positive Action) to improve access to apprenticeship and job opportunities for Looked After Children and Care Leavers. A new work experience programme (within the council) will be launched in the New Year designed to give young people a real sense of the workplace environment.
- We are progressing plans to recruit, train and allocate mentors to looked after young people and care leavers via the Corporate Parenting Group. Work is underway to encourage our young people to engage with this scheme and to optimise the benefits being part of it can provide.

Ref 1013 – Safeguarding: initial assessments done in 10 days

Target: 80%, Actual: 24.3%

Reason not on target and what we are doing:

This performance indicator focuses on timeliness of the completion of initial assessments using 10 days as a standard benchmark. At the end of quarter 2, cumulative figures are 24.3% for April – September against our target of 80%. However, September data shows there is an improvement: Of the 298 assessments started during September, 42% (124) were authorised within 10 days. A further 29% (86) were authorised within 11-15 days; a total of 71% therefore completed within 15 days .

As soon as risk is found to be significant, cases are escalated through the child protection processes and cases causing concern are dealt with swiftly.

Since the Ofsted Inspection, there has been an increase in referrals to social care and a subsequent increase in all related safeguarding activity, for example, during April-June 2011 there were 1,113 referrals compared to 1,544 this year, and there were 752 initial assessments started during April-June 2011 compared to 996 this year. This meant that it was difficult to achieve the benchmark of 10 days. Extra capacity has been added to the Referral and Assessment Team to address the situation.

Ref 1041 - Customer telephone call connection rates of 90%+**Target: 90%+, Actual: 84.2%**

Reason not on target and what we are doing: Connection rates are under target this month. This is largely due to waste demand being driven into customer services as a result of customers not being able to get through on direct lines. We are working with these services to try to improve this position. The main services where this was an issue was Housing Benefits and Council Tax. This impacted on Customer Services in 3 ways:

- An increase in Council Tax and Benefits calls coming through Customer Services (as a result of customer being unable to get directly through to the service).
- Customer Services were then also unable to put a number of customers through to the service area. This results in the call bouncing back to customer services after it has been transferred. This adds extra time to the call; providing explanation and trying to appease frustrated customers.
- An increase in customers visiting our main offices because they couldn't get through on the phone.

By way of a comparison:

In June 2012

Council Tax calls taken by Customer Services – 1,297

Calls that CS were unable to transfer – 199 (15.3%)

Benefits calls taken by Customer Services – 1,721

Calls that we were unable to transfer – 196 (11.4%)

In September 2012

Council Tax calls taken by Customer Services – 3,588

Calls that CS were unable to transfer – 2030 (56.6)

Benefits calls taken by Customer Services – 2,241

Calls that we were unable to transfer – 1025 (45.7%)

Work is being done by IT to try to give Revenues and Benefits some better reporting information (to help manage the service). They are also looking at stopping calls bouncing back to Customer Services after the call has been put through, as well as putting tailored messages on the Revs & Bens telephone lines.

A further contributory factor is the amount of time needed to dedicate to moving staff/locations. We have had to work on setting up new processes, some re-training and taking time away from phones to do the physical moving.

Ref 1024 - Help safeguard 8,000 existing jobs by Mar 2015**Target: 1250, Actual 60****Reason not on target and what we are doing:**

Work is continuing with a large number of companies and therefore the number of safeguarded posts in the pipeline remains high.

In addition to actual safeguarded posts this quarter there are 1118 potential safeguarded posts in the pipeline where work is ongoing to support existing businesses. There is considerable variability and unpredictability within this target measure on a quarterly basis. Because this measure deals with jobs at risk, information about the specific companies that are being supported is 'commercial in confidence'. There are a range of activities undertaken to support companies including rate relief support, funding, and site development to enable companies to expand and remain in Wiltshire, helping them secure development investment as well as a range of business support and advice. The Service has been successful this quarter securing significant funding through the Regional Growth Fund and Growing Places Fund to support a number of local businesses. The next quarter should therefore result in a significant increase in numbers of jobs safeguarded.







Community Results Scorecard – results available later


























MEASURES - results available later											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Priority Indicator	high/low	2009/10 Actual	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2014/15 target	Lead officer	Data available
	Living in Wiltshire										
1001	Percentage of people satisfied with their local area	N	H	86.4%	no survey	90%	I			Maggie Rae	Local survey
	Invest in: Broadband										
1002	85% premises able to access superfast broadband by Dec 2015	Y	H				-	contract starts	85% Dec 2015	Carolyn Godfrey	2012/13
	Protect and Safeguard Vulnerable Children										
1006	Children with non-accidental injuries/10,000 children	N	L	109.5	109.3	102.2	I			Fiona Fitzpatrick	May 2013
	Invest in: Children's Attainment										
1007	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	Y	H	71	75	75	-	76.2	79.2	Stephanie Denovan	Annual
1008	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	Y	H	55.4	55.8	60	I	61	63	Stephanie Denovan	Annual
	Protect and Safeguard Vulnerable adults										
1016	Good quality of life of people who use social services	N	H		19.4 (best in IPF group)	18.8	-	tbc		James Cawley	Year End
	Invest in: Our Communities										
1017	Level of participation in regular volunteering	N	H	29.9%		28.4%	W			Niki Lewis	Local survey
	Invest in: Highways										
1025	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	Y	L		£59.1m	£53.8m	-	£56.2m	£53.2m	Parvis Khansari	March 2013
	Public Health measures										
1045	Hospital admissions of older people due to falls	N	L	3,276	3,129	3,077	I	3,077		Maggie Rae	Annual
1077	Life expectancy – males (yrs)	N	H	79.3	79.5	79.6	I	79.6		Maggie Rae	December 2013
1078	Life expectancy – females (yrs)	N	H	83.3	83.5	83.7	I	83.7		Maggie Rae	December 2013
1079	Reduce health inequalities – males (yrs between most and least deprived)	N	L	5.1	5.8	6.6	W	6.6	4.47	Maggie Rae	-
1080	Reduce health inequalities – female (yrs between most and least deprived)	N	L	3.4	3.9	3.8	W	3.8	2.84	Maggie Rae	-

Council Performance Scorecard – results available later


MEASURES - results available later											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Priority Indicator	high/low	2009/10 Actual	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2014/15 target	Lead officer	Data Available
	Overall										
1003	Percentage of people satisfied with the council	N	H	37.9%	No survey	55.9%	I			Maggie Rae	Local survey
	Protect and Safeguard Vulnerable Children										
1009	More children in care get 5 A*-C GCSEs (or equivalent)	N	H	14.3%	16%	4%	W	25%	32%	Fiona Fitzpatrick	Annual
	Invest in: Our Communities										
1020	Environmental and youth spend by area board	N	H					Due mid 2013		Michael Hudson	Mid 2013
1022	Satisfaction with area boards	N	H	n/a	45%	51.7%	-	55%	65%	Niki Lewis	Annual
	Economy and Unemployment										
1030	Helping business: incubation centre facilities created	N	H			0	-	4	0	Alistair Cunningham	Annual
	Invest in: Energy Efficiency										
1035	Units of energy used by the council: Electricity	N	L	60,603,250 kwh	57,705,401 kwh	56,667,040 kWhs				Alistair Cunningham	Year End
1036	Units of energy used by the council: Natural Gas	N	L	67,115,842 kwh	61,132,670 kwh	56,590,159.24 kWhs				Alistair Cunningham	Year End
1037	Units of energy used by the council: LPG	N	L	81,659 litres	156,012 litres	124,033 litres				Alistair Cunningham	Year End
1038	Units of energy used by the council: Oil.	N	L	1,343,856 litres	1,829,806 litres	1,572,442 litres				Alistair Cunningham	Year End
1039	CRC (carbon tax) costs avoided	N	H							Alistair Cunningham	Year End
1040	Reduce carbon emissions by 40% (WTP estate)	N	L							Mark Stone	Year End
	Public Health measures										
1043	Proportion of children aged 4-5 classified as overweight or obese	N	L	7.8	8.8	8.0	-	7.8		Maggie Rae	Annual
1044	Proportion of children aged 10-11 classified as overweight or obese	N	L	14.7	15.7	16.4	-	16.2		Maggie Rae	Annual

Annex 2: Programme Status

Key	
	Red - major issue for escalation
	Amber - major issue, mitigation plan in place
	Green - on time, to quality and budget
	Blue - Project complete
	Grey - Suspended
	White - Project not started

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)					
Local Development Framework (LDF) (Investment)					
Wiltshire Online (Super-fast broadband) (Investment)					
Campus (Transformation)					
Capital Maintenance (Transformation)					
Cloud Programme (Transformation)					
Development Services Transformation Programme					
Education Capital (Transformation)					
Housing Management Programme (Transformation)					
Hubs and Depots (Transformation)					
Information Services (Transformation)					
Knowledge Management (Transformation)					
Localism (Transformation)					
Procurement (Transformation)					
SAP Development (Transformation)					
Service Reviews and Systems Thinking (Transformation)					
Strategic Partner and Employee Engagement (Transformation)					
Waste Transformation (Transformation)					

Summary of red issues – there are no red issues for this period

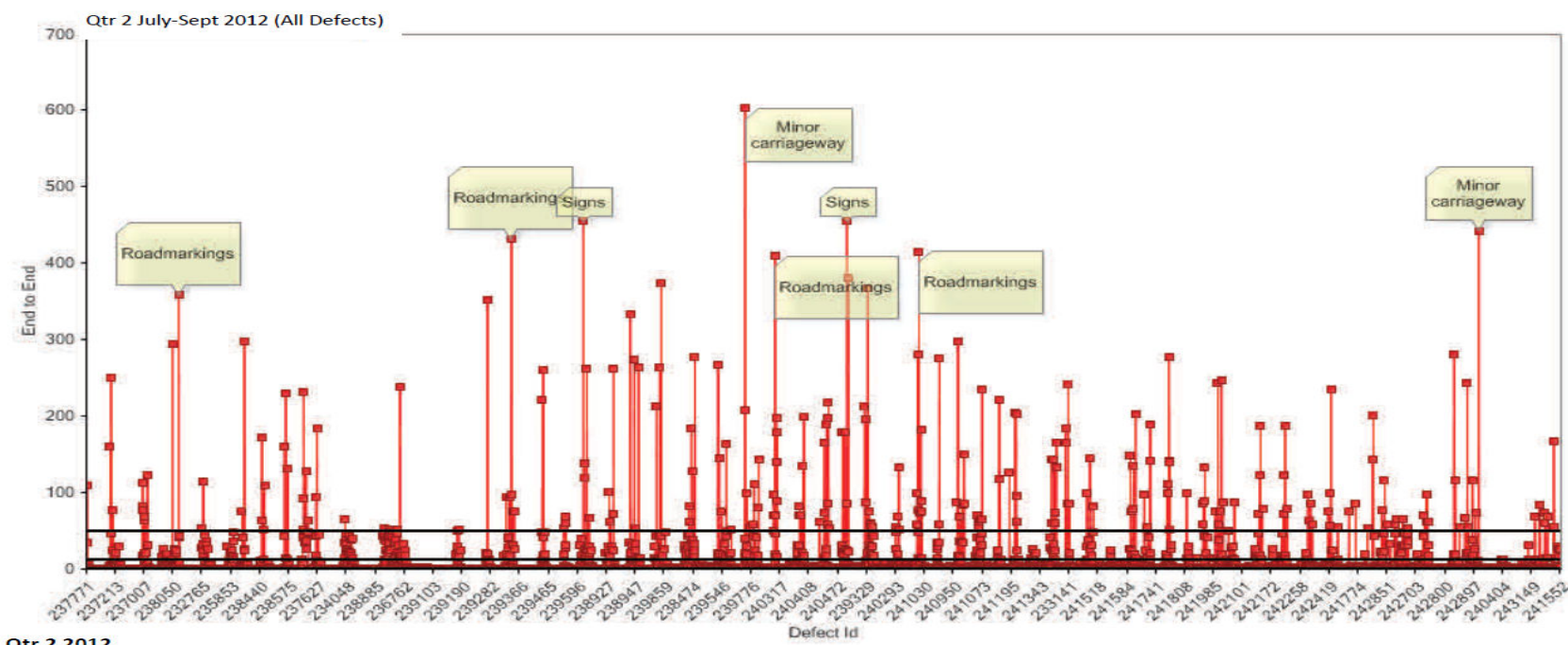
	Programme	Project	Issue
			

Karen Perrett - Head of Corporate Programme Transformation
 Status: September 2012

Annex 3: Capability Chart information

Capability charts help us to understand the natural variation in any process and look at individual values (or data points) over time. This enables us to understand how the end to end system is working and to react correctly to common and special causes of that variation thus avoiding an over focus on performance against (sometimes arbitrary) targets. This cap chart for Highways shows data for all road defects recorded for Q2. It can be seen that most of the incidences are clustered around the bottom of the chart and take between 0 and 10 days to repair. The highways team would use this information to determine that on the whole their system is stable with most repairs taking a length of time to complete which is within the normal expected range. There are however some repairs that take considerably longer to repair than normal and the team will use this data to enable them to look at these incidents to see what was happening differently at that point. In common with previous quarters, one of the main issues identified by this information is road markings, these are currently not repaired when the weather is bad and so this together with the previous quarter is likely to be responsible for the time taken. This information will help the team, to decide whether this is something they need to consider changing their systems to address.

Page 74



Qtr 2 2012
Total **4639** Defects logged on Exor UCL **49.3** Mean **11.9**

Qtr 1 2012
Logged cases 5234 UCL 29.5 Mean 7.7
Qtr 2 2011
logged cases 6316 UCL 32.3 Mean 8.6

	180912
UCL	241552
Mean	49.3
LCL	11.9
	0

Qtr 2 2012 potholes
Logged defects **1291** UCL **29.5** Mean **7.8**

Qtr 2 2011 potholes
Logged Defects 1438 UCL 27.6 Mean 7.7

Wiltshire Council

Cabinet

18 December 2012

Subject: Council Tax Base 2013-2014

Cabinet Member: Councillor John Brady – Finance, Performance & Risk

Key Decision: No

Executive Summary

The Council is required to approve its Council Tax Base annually, in accordance with the Local Government Finance Act 1992 and The Local Authorities (Calculation of Council Tax Base) Regulations 1992.

The Council Tax Base 2013-2014 has to be notified to major precepting authorities by 31 January 2013. Each Parish and Town council is also notified of the figure for its area.

Proposal

For Cabinet to consider and approve the Council Tax Base 2013-2014; and approve in principle, subject to any further announcements, regulations or guidance, a new local grant arrangement as set out under the Government's published response to the outcome of its consultation on providing certainty for local precepting authorities funding.

Reason for Proposal

Before the Council Tax can be set by the Council in February 2013 a calculation has to be made and approved of the Council Tax Base, which is an annual requirement as laid out in the Local Government Act.

In addition, under new guidance to account for coalition's imposed changes to Wiltshire's tax base arising from a need to introduce a new local Council Tax Support Scheme, the Council is required to agree a local arrangement with local precepting authorities to pass down funding to these bodies to ensure they do not suffer financial loss from the unintended consequences of this new scheme.

Michael Hudson
Service Director Finance

Wiltshire Council

Cabinet

18 December 2012

Subject: Council Tax Base 2013-2014

Cabinet Member: Councillor John Brady – Finance, Performance & Risk

Key Decision: No

Purpose of Report

1. To ensure that the Council Tax Base for 2013-2014 is approved by Cabinet.

Background

2. The Council Tax Base is the taxable capacity of an area (e.g. Wiltshire) or part of an area (e.g. a Parish/Town Council).
3. The Council has to approve its Council Tax Base annually and notify any precepting authorities e.g. police authority before 31 January 2013. Parish and Town Councils will also be notified of the tax base for their area.
4. The Coalition Government decided that from April 2013, Council Tax support (formerly Council Tax Benefit) will take the form of Council Tax reductions which will have the effect of reducing the Council Tax Base.
5. Central Government will provide billing and major precepting authorities directly with Localising Council Tax Support funding which will offset the majority of the funding lost through the reduction in the Council Tax Base.
6. Central Government has no mechanism with which to provide direct funding to local precepting authorities. As such, Central Government will provide the funding attributable to local precepting authorities to billing authorities (Wiltshire Council). The Government has published provisional funding allocations, setting out how much funding might be attributable to the local precepting authorities, based on its share of council tax in the billing authority area. The billing authority is then expected to pass funding down to the Local Precepting Authorities in order to offset some or all of the funding lost through reduction in the Council Tax Base, however in line with the localism agenda there is no legislative duty to do so nor is any amount prescribed. It is down to the billing authority to agree funding arrangements with its local precepting authorities.

7. Wiltshire Council's Local Council Tax Support Scheme, approved by Members on 13 November 2012, and was designed to offset the remainder of the funding lost through the reduction in the Council Tax Base. The guidance and regulations to bring this into law were later issued and laid before Parliament respectively on 27th November 2013. This has required changes to the way we had considered passing funding to Parish and Town Councils.
8. Given the lack of any mechanism to fund Parish / Town Councils direct it is proposed that officers work with representatives of these bodies to design a local scheme. It is estimated that to ensure no impact of Wiltshire's local Council Tax Support scheme will cost £1.4 million. It is noted that the indicative grant reported as allocated by the coalition for this is only £1.1 million. Officers will pursue further funding support from DCLG. The Council will undertake if this is not forthcoming to make up this shortfall in 2013/14, and will work with its Parish and Town Council partners during 2013 to design a new local scheme that addresses the limitations of the coalitions guidance and support.

Council Tax Base Calculation

9. This is essentially a two stage process:

Completion of CTB1 Form to Central Government

10. The starting point for the calculation is the list of properties and their tax band as at 10 September 2012 which has been supplied to the Council by the external Valuation Officer.
11. The list is broken down into Town and Parish order and then adjusted to allow for the following information, for each band, which it holds on 1 October 2012:
 - Properties which will be entirely exempt so no tax is payable e.g. those occupied entirely by students.
 - Properties which will attract a 25% reduction e.g. those with a single adult occupier.
 - Properties which will attract a 50% reduction e.g. those where all of the adult residents qualify for a reduction.
 - Properties which will be treated as being in a lower band because they have been adapted for a severely disabled person. The regulations have been amended to take account of the reduction available to those in band A properties.
 - Properties which will be on the valuation list but which attract discounts or disablement relief or are exempt, for only part of the year.
12. This results in an estimate of the number of full year equivalents within each band.

13. Each band is then converted into "band D equivalents" by applying the factor laid down by legislation. For example, a band A property is multiplied by 6 and divided by 9 to arrive at the "band D equivalent" figure, whilst a band H property is multiplied by 2. All these are then added together to give a total of "band D equivalents".
14. The total is then adjusted in respect of class O exempt dwellings (MOD properties). This figure provides a tax base that is submitted to Central Government and is used for formula grant purposes.

Adjusting CTB1 Tax Base to set Council Tax Base for 2013/2014

15. Additions are made for estimates of new property completions in 2013-2014 and the remaining part of 2012-2013.
16. Additions are made to reflect the differences in the levels of discounts for Second Homes and Long Term Empty Properties between those assumed by the CTB1 form and those actually offered by Wiltshire Council.
17. Reductions are then made in respect of Council Tax Support. As discussed in paragraph 7, these reductions do not impact upon the Council Tax Base for Parish/Town Councils.
18. The Council is then required to decide what its collection rate is likely to be and multiply its relevant tax base by this percentage to give its Council Tax Base. In 2011-2012 the Council set its collection rate at 99.25%. When setting the 2012-2013 collection rate the Council felt it was prudent to increase its collection back rate to 99.50%, as it had been in 2010-2011. For 2013-2014 the Council feels that it is prudent to retain the collection rate at 99.50% as this reflects current expectations for collection. However, an adjustment has been deemed prudent for those households impacted by the changes made as part of localising Council Tax support. These households are expected to contribute an additional 20% towards their Council Tax in 2013-2014 and as such the Council feels that it is prudent to set a collection rate of 75% for these households only.
19. The following table helps summarise the calculation:

	Wiltshire Council Taxbase (Number of Band D Equivalent Properties)
Approved Council Tax Base 2012-2013	181,007.02
Council Tax Base 2013-2014:	
Council Tax Base per CTB1 Form (as at 3 October 2012)	182,214.07

Adjustment for New Builds	702.00
Adjustment for Second Homes/Long Term Empty Properties	1,621.44
Adjustment for Council Tax Support	(17,818.84)
Adjustment for Collection Rate	(2,143.08)
Council Tax Base 2013-2014	164,575.59

20. To calculate the Council Tax for the Council, the Council Tax Base is divided into the Council's budget requirement. This will be finalised during January and February, culminating in the Council Tax being set by Council on 26 February 2013. This date is subject to the Council being notified of the major precepting requirements.
21. An estimate of the surplus or deficit on the Council Tax Collection Fund has to be made, by law, on or before 15 January 2013. Council Tax surplus or deficits will be credited or charged to Wiltshire Council, Wiltshire Police Authority and Wiltshire Fire Authority in proportion to their precepts, and will be taken into account in setting the 2013-2014 Revenue Budget and Council Tax levels.
22. The Council Tax Base 2013-2014 for the whole of Wiltshire broken down for each Town and Parish is set out in Appendix 1. The Council Tax Base for Wiltshire for 2013-2014 is 164,575.59 band D equivalent properties (181,007.02 in 2012-2013).

Main Considerations for the Council

23. The calculation of the Council Tax Base for the year 2013-2014 has to be approved.
24. The Chief Finance Officer is given delegated authority to determine the estimated Collection Fund balance as at 31 March 2013 by 15 January 2013.

Environmental Impact of the Proposal

25. None

Equalities Impact of the Proposal

26. None

Risk Assessment

27. There is a low risk that the Council has overestimated the number of Band D properties as controls are in place to ensure large variations are investigated and assumptions around new builds are prudent.
28. There is a low risk that the actual collection rate of Council Tax due is lower than the anticipated level because of the current economic conditions. This risk has been assessed and as per paragraph 17 has been reflected in the assumptions.
29. In either situation, this could lead to a deficit on the Collection Fund which would result in additional funds having to be added in the following financial year.

Financial Implications

30. The financial implications are outlined in the report.
31. The Council Tax Base is used to calculate the level of Council Tax for the financial year 2013-2014.

Legal Implications

32. The legal implications are outlined in the executive summary of the report.

Options Considered

33. Assumptions assessed were as follows:
 - a. Determination of number of Band D properties (equivalent).
 - b. Estimation of new property completions.
 - c. Variation in discounts payable and property exemptions.
 - d. Assumption on the level of MOD contribution based on occupancy.
 - e. Estimation of number of Band D properties (equivalent) in respect of second homes and long term empty properties to add back into the Council Tax Base
 - f. Estimation of number of Band D properties (equivalent) receiving Council Tax Support to reduce from the Council Tax Base
 - g. Consideration on effect of varying levels of collection rate.

Conclusions

34. Having taken all of the above into account, the Council Tax Base for 2013-2014 be approved and set as 164,575.59 Band D equivalent properties.
35. In principle the Council subject to any further guidance or regulation changes, also is in support of a local grant scheme to ensure no Wiltshire Parish or Town Council suffers any financial loss in setting its precept for 2013/14 as a result of the introduction of the new local Council Tax Support

scheme. The final workings of the local grant will be finalised by officers in conjunction with representatives of the Parish and Town Councils and members will be updated as part of the budget setting report in February 2013.

Michael Hudson
Service Director Finance

Report Author: Stuart Donnelly

Date of report: 29 November 2012

Background Papers

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

Appendices

Appendix 1 – Council Tax Base for Wiltshire Council 2013-2014

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Wiltshire Council Tax Base 2013-2014

Parish / Town	2013-2014 Band D Tax Base	Parish / Town	2013-2014 Band D Tax Base
Aldbourn Parish Council	753.64	Chirton Parish Council	171.01
Alderbury Parish Council	910.35	Chitterne Parish Council	127.18
All Cannings Parish Council	249.04	Cholderton Parish Council	84.51
Allington Parish Council	175.54	Christian Malford Parish Council	340.05
Alton Parish Council	103.44	Chute Forest Parish Council	86.44
Alvediston Parish Council	45.59	Chute Parish Council	163.32
Amesbury Town Council	3,376.35	Clarendon Park Parish Council	113.09
Ansty Parish Council	72.43	Clyffe Pypard Parish Council	136.44
Ashton Keynes Parish Council	641.26	Codford Parish Council	323.11
Atworth Parish Council	476.76	Colerne Parish Council	916.96
Avebury Town Council	215.71	Collingbourne Ducis Parish Council	357.32
Barford St Martin Parish Council	192.83	Collingbourne Kingston Parish Council	203.63
Baydon Parish Council	282.77	Compton Bassett Parish Council	99.11
Beechingstoke Parish Council	65.64	Compton Chamberlayne Parish Council	58.90
Berwick Bassett & W/Bourne Monkton Parish Council	85.96	Coombe Bissett Parish Council	351.22
Berwick St James Parish Council	73.34	Corsham Town Council	4,281.79
Berwick St John Parish Council	132.86	Corsley Parish Council	327.53
Berwick St Leonard Parish Council	15.00	Coulston Parish Council	77.31
Biddestone Parish Council	237.56	Cricklade Town Council	1,484.71
Bishops Cannings Parish Council	722.19	Crudwell Parish Council	491.28
Bishopstone Parish Council	259.33	Dauntsey Parish Council	241.90
Bishopstrow Parish Council	62.43	Devizes Town Council	3,738.57
Bowerchalke Parish Council	166.67	Dilton Marsh Parish Council	646.63
Box Parish Council	1,443.63	Dinton Parish Council	278.80
Boyton Parish Council	86.55	Donhead St Andrew Parish Council	247.32
Bradford On Avon Town Council	3,615.22	Donhead St Mary Parish Council	449.87
Bratton Parish Council	481.94	Downton Parish Council	1,233.27
Braydon Parish Council	22.84	Durnford Parish Council	175.68
Bremhill Parish Council	440.69	Durrington Town Council	2,036.25
Brinkworth Parish Council	573.87	East Kennett Parish Council	50.90
Britford Parish Council	169.21	East Knoyle Parish Council	324.00
Broad Hinton & W/Bourne Bassett Parish Council	376.44	Easterton Parish Council	227.64
Broad Town Parish Council	253.67	Easton Grey Parish Council	44.18
Broadchalke Parish Council	304.88	Easton Royal Parish Council	136.80
Brokenborough Parish Council	98.90	Ebbesbourne Wake Parish Council	97.55
Bromham Parish Council	737.77	Edington Parish Council	318.78
Broughton Gifford Parish Council	325.75	Enford Parish Council	238.10
Bulford Parish Council	1,055.47	Erlestoke Parish Council	87.42
Bulkington Parish Council	118.20	Etchilhampton Parish Council	67.88
Burbage Parish Council	735.01	Everleigh Parish Council	87.55
Burcombe Parish Council	57.77	Figcheldean Parish Council	214.61
Buttermere Parish Council	29.98	Firsdow Parish Council	273.53
Calne Town Council	5,080.29	Fittleton Parish Council	101.82
Calne Without Parish Council	1,077.06	Fonthill Bishop Parish Council	41.96
Castle Combe Parish Council	162.75	Fonthill Gifford Parish Council	54.81
Chapmanslade Parish Council	300.52	Fovant Parish Council	310.54
Charlton Parish Council	224.44	Froxfield Parish Council	133.36
Charlton St Peter & Wilsford Parish Council	83.64	Fyfield & West Overton Parish Council	372.05
Cherhill Parish Council	333.64	Grafton Parish Council	319.08
Cheverill Magna (Great Cheverell) Parish Council	238.32	Great Bedwyn Parish Council	545.44
Chicklade Parish Council	38.01	Great Hinton Parish Council	101.82
Chilmark Parish Council	227.81	Great Somerford Parish Council	364.89
Chilton Foliat Parish Council	189.71	Great Wishford Parish Council	130.95

Chippenham Town Council	11,285.48	Grimstead Parish Council	263.41
Chippenham Without Parish Council	84.73	Grittleton Parish Council	267.27

Parish / Town	2013-2014 Band D Tax Base	Parish / Town	2013-2014 Band D Tax Base
Ham Parish Council	103.31	North Wraxall Parish Council	199.83
Hankerton Parish Council	147.12	Norton & Foxley Parish Meeting	62.61
Heddington Parish Council	180.68	Norton Bavant Parish Council	54.23
Heytesbury & Knook Parish Council	319.79	Oaksey Parish Council	219.33
Heywood Parish Council	287.03	Odstock Parish Council	242.38
Hilmarton Parish Council	290.43	Ogbourne St Andrew Parish Council	180.20
Hilperton Parish Council	1,733.23	Ogbourne St George Parish Council	208.56
Hindon Parish Council	221.56	Orcheston Parish Council	100.80
Holt Parish Council	642.03	Patney Parish Council	60.45
Horningsham Parish Council	151.82	Pewsey Parish Council	1,364.22
Hullavington Parish Council	464.47	Pitton & Farley Parish Council	351.77
Idmiston Parish Council	871.80	Potterne Parish Council	547.64
Keevil Parish Council	225.42	Poulshot Parish Council	142.54
Kilmington Parish Council	130.57	Preshute Parish Council	80.70
Kington Langley Parish Council	347.74	Purton Parish Council	1,580.21
Kington St Michael Parish Council	282.87	Quidhampton Parish Council	142.34
Lacock Parish Council	480.51	Ramsbury Parish Council	902.81
Landford Parish Council	563.41	Redlynch Parish Council	1,494.51
Langley Burrell Parish Council	123.36	Roundway Parish Council	1,923.22
Latton Parish Council	226.52	Rowde Parish Council	470.95
Laverstock & Ford Parish Council	2,188.48	Royal Wootton Bassett Town Council	3,894.10
Lea & Cleverton Parish Council	390.23	Rushall Parish Council	74.24
Leigh Parish Council	137.05	Salisbury City Council	13,518.68
Limpley Stoke Parish Council	289.49	Savernake Parish Council	134.05
Little Bedwyn Parish Council	127.91	Seagry Parish Council	158.77
Little Cheverell Parish Council	76.88	Sedgehill & Semley Parish Council	269.68
Little Somerford Parish Council	180.77	Seend Parish Council	510.31
Longbridge Deverill Parish Council	370.92	Semington Parish Council	368.87
Luckington Parish Council	284.34	Shalbourne Parish Council	298.92
Ludgershall Town Council	1,281.90	Sherrington Parish Council	30.37
Lydiard Millicent Parish Council	731.91	Sherston Parish Council	665.81
Lydiard Tregoze Parish Council	201.52	Shrewton Parish Council	710.21
Lyneham & Bradenstoke Parish Council	1,438.51	Sopworth Parish Council	59.94
Maiden Bradley Parish Council	123.42	South Newton Parish Council	214.15
Malmesbury Town Council	1,841.44	South Wraxall Parish Council	214.72
Manningford Parish Council	182.95	Southwick Parish Council	680.44
Marden Parish Council	51.14	St Paul Without	912.03
Market Lavington Parish Council	726.32	Stanton St Bernard Parish Council	81.04
Marlborough Town Council	3,086.98	Stanton St Quintin Parish Council	253.88
Marston Meysey Parish Council	108.41	Stapleford Parish Council	125.25
Marston Parish Council	75.70	Staverton Parish Council	663.36
Melksham Town Council	4,179.74	Steeple Ashton Parish Council	417.59
Melksham Without Parish Council	2,760.00	Steeple Langford Parish Council	232.79
Mere Parish Council	1,060.62	Stert Parish Council	90.45
Mildenhall Parish Council	206.23	Stockton Parish Council	84.15
Milston Parish Council	52.45	Stourton Parish Council	92.85
Milton Lilbourne Parish Council	248.57	Stratford Tony Parish Council	30.04
Minety Parish Council	665.02	Sutton Benger Parish Council	402.60
Monkton Farleigh Parish Council	165.58	Sutton Mandeville Parish Council	133.23
Netheravon Parish Council	367.42	Sutton Veny Parish Council	300.52
Netherhampton Parish Council	191.36	Swallowcliffe Parish Council	103.63
Nettleton Parish Council	324.54	Teffont Parish Council	138.60
Newton Toney Parish Council	164.58	Tidcombe & Fosbury Parish Council	51.58
North Bradley Parish Council	656.27	Tidworth Parish Council	1,933.79
North Newnton Parish Council	182.07	Tilshead Parish Council	131.61

Parish / Town	2013-2014 Band D Tax Base	Parish / Town	2013-2014 Band D Tax Base
Tisbury Parish Council	821.82	Whiteparish Parish Council	667.35
Tockenham Parish Council	111.58	Wilcot & Huish Parish Council	261.69
Tollard Royal Parish Council	61.54	Wilsford-cum-Lake Parish Council	55.99
Trowbridge Town Council	9,352.50	Wilton Town Council	1,206.41
Upavon Parish Council	447.02	Wingfield Parish Council	182.02
Upper Deverills Parish Council	164.35	Winsley Parish Council	886.20
Upton Lovell Parish Council	84.63	Winterbourne Parish Council	544.15
Upton Scudamore Parish Council	135.27	Winterbourne Stoke Parish Council	83.48
Urchfont Parish Council	468.98	Winterslow Parish Council	858.71
Warminster Town Council	5,527.97	Woodborough Parish Council	142.04
West Ashton Parish Council	300.43	Woodford Parish Council	221.23
West Dean Parish Council	93.37	Wootton Rivers Parish Council	118.37
West Knoyle Parish Council	61.72	Worton Parish Council	250.06
West Lavington Parish Council	440.08	Wylve Parish Council	199.78
West Tisbury Parish Council	264.84	Yatton Keynell Parish Council	351.82
Westbury Town Council	4,280.52	Zeals Parish Council	254.09
Westwood Parish Council	459.22	Total Tax Base	164,575.59

18 December 2012

Budget Monitoring Period 7 October 2012

Cabinet Member: Cllr John Brady – Finance, Performance & Risk

Key Decision: No

Executive Summary

This report advises elected members of the revenue budget monitoring position as at the end of Period 7 (end of October 2012) for the financial year 2012/2013 and highlights new cost pressures or changes since the previous budget monitoring report on 23 October 2012.

The Period 5 budget monitoring report identified potential cost pressures that totalled £1.973 million. This period has identified further increases in these cost pressures that total £0.016 million. This gives a revised potential year end cost pressure of £1.989 million.

Financial pressures in children's services reflect the national increase in the number of children being taken into care and the impact that this is having in Wiltshire. It also reflects the additional resources (£0.500 million) required following the Ofsted inspection in March this year. The council is delivering a number of actions following the inspection to address the improvements needed in this area. The safeguarding of children is a key priority for Wiltshire Council.

The corporate leadership team is working on a number of actions to address the areas of potential overspend. It is currently projected that the council will require an additional £1.700 million from reserves, to support the pressure on safeguarding children and deliver a balanced budget by 31 March 2013.

The year-end balance on the general fund reserves is projected to be £12.445 million. This meets the requirement to keep robust reserves as set out in the council's financial plan.

Proposals

Members are asked to note the outcome of the Period 7 (October) budget monitoring.

Reason for Proposal

To inform effective decision making and ensure a sound financial control environment.

Michael Hudson
Service Director Finance

18 December 2012

Budget Monitoring Period 7 (October)

Cabinet Member: Cllr John Brady – Finance, Performance and Risk

Key Decision: No

PURPOSE OF REPORT

1. To advise members of the revenue budget monitoring position as at the end of period 7 (October 2012) for the financial year 2012/2013 and highlight any additional cost pressures or changes since the previous budget monitoring report on 23 October 2012.

BACKGROUND

2. The report focuses on the gross and net position by service area. Comprehensive appendices showing the individual budget headings are included in Appendix C. More details on the movements in the year are included later in the report.

SUMMARY

3. The projected year end position for the relevant accounts is set out as follows:

	Revised Budget Period 7 £ million	Profiled Budget to date £ million	Actual and committed to date £ million	Projected Position for Year £ million	Projected Over/ (Under)spend £ million	Over/ (under)spend reported at period 5 £ m	Movement since period 5 £ m
General Fund Total	326.655	336.273	270.759	328.644	1.989	1.973	0.016
Housing Revenue Account	0.141	0.162	(7.034)	0.141	0	0	0

COST AND INCOME PRESSURES

4. Finance has continued to monitor budgets with a focus on the budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This has identified the areas where costs have risen quicker than forecast.
5. Budget monitoring is an ongoing process and budgets and expenditure are reviewed between budget managers and accountants regularly, on a risk based approach.

6. The period 7 report shows more detailed information and includes a number of smaller variances. Full details of service area figures are included in Appendix C.
7. The period 5 report identified potential cost pressures of £1.973 million. This report identifies an increase in these cost pressures of £0.016 million resulting in cost pressures of £1.989 million at period 7. This is summarised in the Period 7 monitoring report in Appendix D.
8. As part of continual improvement all services with exception of Looked After Children, have to find further savings to help deliver a balanced budget by the end of the financial year. This work is in progress and further details will be included in future reports.

BUDGET MOVEMENTS IN YEAR

9. There have been some movements between service areas in the year to date. More details are given in Appendix B.

Detailed monitoring

10. The overall revised projected net position by service area is set out in Appendix C.
11. A more detailed summary of the forecast variances is set out by service area as follows. Budgets are profiled to reflect actual spend within the year. This leads to some variances between the current profiled budget, actual and committed to date. This is due to timing differences and work will continue to refine budget profiling within the year.

Adult Social Care (Including Older People, Learning Disabilities, Mental Health, Other Vulnerable Adults and Resources, Commissioning & Strategy) £0.265 million net overspend projected before action.

12. The current projected overspend across the combined Adult Social Care Service area is £0.265 million. Included within this projection are a number of assumptions, which will continue to be monitored throughout the financial year:
 - Transformational savings attributable to the Help to Live at Home programme will be delivered throughout the financial year to achieve a balanced position across Older People and Mental Health Older Adults at the year end. Action plans and monitoring processes are in place to manage this throughout the year and the achievement of these savings is essential to the delivery of a balanced position at the end of the financial year;
 - The Supporting People budget has been disaggregated across service blocks for 2012/2013 and ongoing spending pressures in this area will be monitored and managed. The position will be updated, as required, in future reports;

- Across 18-64 age group services, Other Vulnerable Adults is currently reporting an underspend of £0.040 million and Mental Health Adults of Working Age an overspend of £0.187 million. These areas will continue to be reviewed to ensure that spend is robustly managed, using the panel process;
 - Additional cost pressures of £0.118 million have been identified this month, mainly relating to the provision of short term additional front line staff to provide services to Older People and Other Vulnerable Adults as a result of continued improvement in placing people coming out of hospital. There has also been a need to cover vacancies whilst the service meets the ongoing demand.
13. Within Adult Care Services, spending pressures continue and are monitored and managed, as appropriate, for example through the panels' process. Within Older People services, residential and nursing placement unit costs are increasing, particularly for complex need cases although the actual number of placements is remaining relatively steady. Therefore, an action plan has been put in place to address this through negotiation with providers. Within Other Vulnerable Adults, there continues to be demand for high cost care packages to support very complex cases, for example to support people with acquired brain injuries or people who have suffered strokes. An action plan is being developed to review packages and in particular packages for people who are supported out of county.
 14. We are now entering the winter months and the service will work in partnership with the Primary Care Trust (PCT) throughout this period to monitor the demand pressures and the impact of this on the PCT and also on social care services.
 15. Adult Social Care services continue to work in partnership with NHS colleagues to achieve improved integration that will benefit both social care and health services. During this year, the service is developing and piloting a STARR bed service, providing "step up" and "step down" bed facilities with direct input from health staff, for example physiotherapy services. The intention is that this will benefit the whole health and social care pathway by reducing hospital admissions, and improving outcomes post hospital admissions.

Libraries, Heritage and Arts services Projected balanced

16. These areas are all reporting a balanced position for the year.

Communities, Leadership and Governance services £0.063 million net underspend projected before action

17. These services are now reporting an underspend of £0.063 million.

Housing Services £0.064 million net underspend projected before action

18. Strategic Housing service is currently projecting an underspend of £0.064 million, which is an improvement since last reported of £0.281 million. There are continuing cost pressures mainly against the Private Sector Leasing budget, as a result of slower than planned reduction in the number of private sector leases; and the Gypsy and Traveller service. These are being offset by staffing savings and the projected spend on the housing PFI budget has been revised down this month.

Highways and Street Scene £0.250 million net overspend projected before action

19. Despite mitigating actions already taken to address previous cost pressures amounting to £0.700 million within the Highways and Street Scene service, an overspend of £0.250 million is projected which is unchanged on the last reported forecast. There is an underachievement against income budgets, which the service is continuing to work towards offsetting both within the service and relevant corporate directorate.
20. There is a significant risk that spend on routine highway maintenance, especially relating to drainage repairs, could see the overspend increase. A harsh winter is being forecast and work is underway to estimate the likely net cost of an unusually adverse winter, the outcome of which should be available for Period 9 reporting. Any exceptional winter maintenance would reduce overspends on routine highways maintenance as resources are diverted from one function to another. The situation will continue to be closely monitored and actively managed by the service.

Leisure £0.160 million net overspend projected before action

21. The service is reporting an overspend of £0.160 million which is an increase on the balanced position previously reported. This is due to a number of factors including a fall in demand in certain parts of the service, such as leisure centres. These will continue to be reviewed along with the timing of new income such as gym memberships in the New Year. A further update will be included in the next report.
22. There is also currently a forecast overspend of £0.100 million at Melksham House, due to unavoidable costs around staffing and reduced income from future bookings.

Car Parking £0.238 million net overspend projected before action

23. Based on analysed occupancy data received up to the end of September and then modelled to project income for a full financial year and budget monitoring at the end of October, the parking service is showing a small (0.034% of total income) net shortfall of £0.238 million, a deterioration of £0.088 million. Pay and Display (P&D) income levels are forecast to be less than budgeted due to a continued reduced trend in ticket sales over the first 6 months of the financial year compared to previous years arising in part from the success of selling more season tickets. P&D income received at Period 7 is £3.400 million, at this stage last year £3.500 million had been received. Income from Penalty Charge Notices, although up from last year, is also lower than predicted. This is a trend the council supports as it reflects better driver awareness, but will need to be funded. It is anticipated that this small shortfall will be offset across all services within the relevant corporate directorate.

Children's Services (including Safeguarding, Children's Social Care, Integrated Youth, Early Years, School Improvement, Targeted School & Learner Support, Business & Commercial Services, Funding Schools and Commissioning & Performance) £2.359 million net overspend projected before action.

24. The current projected overspend across the combined Children's Services areas is £2.359 million. This comprises an overspend in Children's Social Care offset by underspends within other areas of children's services.
25. Children's Social Care services are currently projected to overspend by £3.882 million. This projection takes in to account the transfer of £0.500 million from reserves and income of £0.100 million from the national Children's Improvement Board to offset the additional staffing costs incurred through the implementation of the Social Care Improvement Plan. All known vacancies within children's social care and the projected impact of interim and agency staff in front line teams has been updated in the forecast position.
26. Within the total £3.882 million overspend, placement budgets for looked after children are projected to overspend by £2.700 million due to increases in the numbers of young people coming in to care. There are currently 447 children and young people looked after in Wiltshire and the projected number of nights care to be delivered in 2012/2013 exceeds the budget by 12,845 nights.
27. Actions continue to be taken to ensure that the right children come into care including:

- implementation of a new higher level Family Support Service, commissioned as part of the Family and Parenting Support Commissioning Strategy,
 - appointment of additional Adolescent Support Workers within the Integrated Youth Service to carry out direct support to young people on the edge of care,
 - A new process for Gateway Panels which will be the focal point for all decisions in relation to support for children & young people.
28. In conjunction with these actions, within Commissioning & Performance the Troubled Families grant allocated by the government to Wiltshire will be utilised to support the new higher level Family Support Service and Family Group Conferencing services. This will enable £0.532 million base budget funding to be released in 2012/2013. This is a one off recovery action for the current year. An underspend of £0.100 million in the Short Breaks service for disabled children & young people has also been identified.
29. An underspend of £0.694 million is projected against Schools & Learning services arising from savings against vacant posts and against activity budgets within the Early Years service. These are one off recovery actions in the current year.
30. The budget for Urchfont Manor has overspent by £0.048 million this year as a result of a shortfall in income prior to the closure of the service.
31. Within Children's Services, managers are working to identify further savings to enable the overspend to be reduced to the level previously approved by Cabinet of £1.700 million. Proposals will be considered and reported to future meetings.

Policy, Performance & Partnership Projected Balanced

32. This area is all reporting a balanced position for the year.

Finance, Procurement & Internal Audit £0.100 million net underspend projected before further action

33. The service is currently forecasting an underspend of £0.100 million, an improvement of £0.140 million on the previous report.

34. Procurement are forecasting an underspend of £0.230 million mainly due to unfilled vacancies and a rebate on agency staff from Comensura forecast to be £0.370 million for the year.
35. Across the rest of the service there are small overspends on staff costs in Revenues and Benefits, additional Private Finance Initiative (PFI) costs, and unachievable income in accountancy and audit arising from changes in schools.

Legal & Democratic £0.300 million net underspend projected before action

36. The service is currently forecasting an underspend of £0.300 million which is a reduction of £0.235 million since the last report. The variance is mainly due to a shortfall in spend on members' expenses and training of £0.200 million together with underspend in the monitoring officer salaries and other costs offset by overspends in Legal where additional demand for work is required in a wide range of services to support transformation, Child protection, adult care and changes to section s106 arrangements.

Communications £0.023 million net underspend projected before action

37. The service is forecasting a net underspend of £0.023 million, mainly from delivering savings on the salary budget, arising from vacancies.

Human Resources & Organisational Development £0.120 million net underspend projected before action

38. The service is reporting an underspend of £0.120 million to meet the 2% savings target, an improvement of £0.120 million on the previously reported balanced position. This saving will be delivered by managing vacancies.

Information Services £0.500 million net underspend projected before action

39. Information services is forecasting to deliver savings of £0.500 million in 2012/2013, this exceeds the challenge of 2% savings of the Net budget to contribute to balancing the Councils forecast overspend.
40. This position has been achieved through the restructure which has meant vacant posts for the first part of the year and re-forecasting investment cycle for replacement laptops and servers.
41. The service has submitted a capital bid to increase funds in 2013/2014 to £2.400 million and for new budget allocations in 2014/2015 and 2015/2016.

Laptop and server replacements will be due to commence in 2013/2014. In addition to the revenue savings put forward for 2013/2014 the service have retained the budget to cover the capital financing on this bid.

Customer Care & Business Services Finance £0.097 million net underspend projected before action

42. Business services is forecasting to deliver savings equivalent to 2% of the Net budget to contribute to balancing the council's forecast overspend.
43. The service is managing the budget to the bottom line and has also covered a forecast overspend on Insurance of £0.095 million. This forecast has been based on the current expectation for claims, however these are difficult to manage and forecast, 2012/2013 claims totalled £1.000 million which is £0.130 million more than in the current forecast. Business services would not be able to absorb any additional overspend.
44. This position has been achieved by holding vacant posts in business services, finance and health and safety totalling £0.126 million and increased income from Blue Badges of £0.066 million.
45. These savings have been brought forward and were part of 2013/2014 saving proposals.

Strategic Property Services £0.259 million net underspend projected before action

46. The service is projecting an underspend of £0.259 million which exceeds the savings target of 2% against the net budget to contribute to balancing the council's forecast overspend. This is in part due to additional one off income from the council's commercial estate and partly due to savings on the salaries budget as a result of the increased ability to recharge officer time to works before sales. There are also several small variations across other spending areas which contribute to the underspend.

Transformation Programme £0.178 million net overspend projected before action

47. The forecast overspend of £0.178 million is an additional £0.028 million since the previous report mainly as a result of a peak over the summer in reactive maintenance and repairs required to the council's entire property estate.
48. Every effort is being made to reduce this overspend by only carrying out essential repairs due to health and safety considerations and continuation of service.

49. However, there is a risk that the levels of essential reactive maintenance required will rise further over the winter months leading to a higher than forecast position.

Economy & Enterprise Projected balanced

50. The service is reporting a balanced budget.
51. The service is seeking ways of achieving the 2% Net budget savings target.

Development Services £0.050 million net underspend projected before action

52. The service has no change to report and is still on target for an overall underspend of £0.050 million, meeting the 2% Net budget saving target for 2012/2013 and contributing to balancing the council's forecast overspend.
53. Development control is forecasting an overachievement of income which is offsetting overspends in building control and land charges. These services continue to work hard to combat these issues and manage the overall budget. Income received for September and October is down against profile however we continue to forecast optimistically.
54. The date for the proposed central government fee increase of 15% has now been confirmed as the 22nd November 2012.

Highways Strategic Services £0.164 million net underspend projected before action

55. The service previously reported net overspend forecast of £0.100 million has improved significantly so that the service is now reporting a £0.164 million net underspend.
56. As previously reported there is an anticipated overspend on street lighting energy costs, although the forecast overspend has reduced from £0.400 million to £0.264 million due to clarification of the energy prices related to the second half of the financial year. The underlying reason for overspend is the time required for consultation before changing the service, the result of which will be reported to cabinet in December.
57. The remainder of the underspend is due to vacancy management within the service.

58. The majority of the increase in income is due to development supervision fees, an increase of £0.100 million on Period 5 to £0.150 million.

Passenger Transport (including Education Transport and Public Transport)
£0.049 million overspend projected before action

59. The public and education transport budgets are forecasting a combined overspend with a slight increase of £0.049 million from the last report. A £0.068 million underspend on public transport relating to concessionary fares and a £0.117 million overspend on education, relating to a forecast shortfall on 16+ income and a small overspend on education transport contracts, giving a net overspend of £0.049 million overall.

Waste £0.180 million overspend projected before action

60. The waste management budget is currently forecasting an overspend of £0.180 million against the previously reported balanced budget. This comprises a number of factors. The limited market and reduction in demand for wood waste to energy from waste has resulted in an increase in the gate fee which we pay under the Hills landfill and recycling contract. The service has generated £0.115 million less income from chargeable services to date than forecast for the current financial year. Following a ruling by HMRC based on advice from the Environment Agency, street sweepings can no longer be used to produce low grade compost, but have to be landfilled at the higher Landfill Tax rate of £64 per tonne (total impact £0.128 million)
61. Further detailed work will be done to review assumptions made on income from commercial waste and recycling collection services to inform the next budget monitoring report. Landfill Tax will vary due to a number of factors including the impact of the new recycling services. As data is now available for the first six months of the financial year the projections on Landfill Tax will also be reviewed for the next reporting period.

Public Health and Public Protection Projected balanced

62. Overall the service is forecasting on budget.
63. The service continue to manage spend on supplies and services carefully in order to achieve a 2% saving on discretionary spend and to manage the under achievement on Pest Control as reported last reporting period.

64. The Department of Health is due to publish the public health allocations on 14th December 2012. Work on the transition continues with public health staff due to relocate to County Hall in December.

Digital Inclusion Projected balanced

65. This area is reporting a balanced position for the year.

Corporate Directors Projected balanced

66. This is unchanged from the last report and is forecasting a balanced budget with spend to date in line with the profiled budget.

Corporate £0.050 million net overspend projected before action

67. Capital financing is showing an underspend of £1.500 million in line with period 5 budget reporting. This is due to the re-programming of capital expenditure since budget setting. This area will be reviewed as part of the budget setting process to reflect current spend trends in future periods.
68. Restructure and contingency is showing an overspend of £1.550 million. This line represents the delivery of corporate saving targets set in February relating to administration and facilities management review. As is highlighted in the RAG rating in period 3, they have delivered some savings, although not the whole amount, due to some delays in the reviews. The first part of the review of administration is completed but it is now expected that the next stage will not be completed until later in 2013. Work on identifying the general efficiencies is ongoing.
69. Further work on the corporate savings has commenced and will review current underspends, customer demand and vacancies. A further update will be included in the next monitoring update, but if concerted management action is taken to focus resource as planned it is expected this target will be delivered by the end of the financial year.

Housing Revenue Account Projected balanced

70. Budget figures on the Housing Revenue Account have been reviewed as part of the regular monitoring process. At present there is no reported change in forecast.

RESERVES

71. The tables below provide the forecast as at period 7 on the general fund balance held by the council. The latest forecast on general fund currently stands at £12.445 million at 31 March 2013.

72. A draw from reserves of £1.600 million is being forecast to cover the additional spending on Looked After Children. The position will be reviewed in following months and updated to members in future reports.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2012		(14.145)
Planned contribution in 2012/2013	0	
Draw from reserves for Looked After Children	1.700	
Total Forecast movement		0
Forecast Balance 31 March 2013		(12.445)

73. At present is assumed that all other areas currently overspending will be on line by the year end following management action. A review of the assessment of need has been undertaken by the section 151 Officer to link all the General Fund balances to risk.

Overall Conclusions

74. This report has identified an overspend / shortfall on the balanced general fund budget of £1.989 million for period 7 due to cost pressures / shortfalls in income. This is an increase of £0.016 million on the balance reported at period 5.
75. The early identification of potential issues is part of sound and prudent financial management. Action to address this year's forecast should be taken where officers have the delegated powers to do so and this is underway.

Implications

76. This report informs member's decision making.

Risks assessment

77. If the council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on its reserves. The level of reserves is limited and a one off resource that cannot thus be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Equalities and diversity impact of the proposals

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

Financial implications

79. This is a report from the chief finance officer and the financial implications are discussed in the detail of this report. It is forecast that a balanced budget will be achieved by 31 March 2013.

Legal Implications

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

Proposals

81. Members are asked to note the outcome of the period 7 (end of October) budget monitoring.

Reasons for proposals

82. To inform effective decision making and ensure a sound financial control environment.

Background Papers and Consultation

2011-15 Business Plan
2012-15 Financial Plan
Budget Monitoring Cabinet Period 3 10 September 2012
Budget Monitoring Cabinet Period 5 23 October 2012

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Report author: Matthew Tiller, Chief Accountant

Appendices:

Appendix A: Revenue Budget Movements 2012/2013
Appendix B: Service Area Movements 2012/2013
Appendix C: Detailed Service Area Budget Statements
Appendix D: Forecast Variance Movements

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Wiltshire Council Revenue Budget Movements 2012/2013

Service	Original Budget	In Year Virements to Period 3	Revised Budget Period 3	In Year Virements to Period 5	Revised Budget Period 5	In Year Virements to Period 7	Revised Budget Period 7
£m	£m	£m	£m	£m	£m	£m	£m
Adult Care Operations							
Older People	44.055	1.326	45.381	0.000	45.381	0.015	45.396
Other Vulnerable Adults	8.503	0.381	8.884	0.000	8.884	(0.392)	8.492
Learning Disability	38.444	0.310	38.754	(0.034)	38.720	(0.010)	38.710
Mental Health	23.748	(2.017)	21.731	0.000	21.731	0.400	22.131
Adult Care Commissioning							
Resources, Strategy & Commissioning	2.807	0.000	2.807	0.009	2.816	0.001	2.817
Communities, Libraries, Heritage & Arts							
Community Leadership & Governance	3.303	0.000	3.303	0.583	3.886	(0.021)	3.865
Libraries Heritage & Arts	4.540	0.000	4.540	0.000	4.540	(0.007)	4.533
Housing Services							
Housing Services	5.456	0.000	5.456	0.417	5.873	(0.028)	5.845
Neighbourhood Services							
Highways and Street Scenes	19.215	0.209	19.424	0.003	19.427	(0.026)	19.401
Leisure	3.197	0.103	3.300	0.000	3.300	0.035	3.335
Car Parking	(5.927)	0.000	(5.927)	0.084	(5.843)	(0.013)	(5.856)
Children & Families							
Safeguarding (moved to Children's Services)	0.970	0.000	0.970	(0.970)	0.000	0.000	0.000
Children's Social Care	29.704	(0.030)	29.674	0.232	29.906	0.006	29.912
Integrated Youth	3.661	(0.450)	3.211	0.036	3.247	0.029	3.276
Schools & Learning							
Early Years	9.102	(0.032)	9.070	0.000	9.070	0.000	9.070
School Improvement	3.752	0.078	3.830	0.121	3.951	(0.122)	3.829
Business & Commercial Services	0.771	0.099	0.870	(0.116)	0.754	0.103	0.857
Targeted Services & Learner Support	7.572	(0.087)	7.485	0.408	7.893	(0.002)	7.891
Children's Services Commissioning & Performance							
Commissioning and Performance	2.916	0.044	2.960	0.051	3.011	(0.171)	2.840
Funding Schools	0.000	0.000	0.000	1.520	1.520	0.000	1.520
Safeguarding (Moved from Schools & Learning)	0.000	0.000	0.000	0.944	0.944	(0.009)	0.935
Policy, Performance & Partnership							
Policy, Performance & Partnership	0.516	(0.140)	0.376	0.000	0.376	(0.078)	0.298
Finance							
Finance, Procurement & Internal Audit	8.592	0.195	8.787	(0.330)	8.457	(2.617)	5.840
Revenues & Benefits - Subsidy	0.007	0.000	0.007	0.000	0.007	0.000	0.007
Legal & Democratic							
Legal & Democratic	7.488	(0.023)	7.465	0.000	7.465	(0.059)	7.406
Communications							
Comms & Branding	2.238	0.014	2.252	(0.021)	2.231	(0.012)	2.219
HR & Organisational Development							
Human Resources & Organisational Development	2.689	0.713	3.402	0.000	3.402	0.102	3.504
Business Services							
Information Services	14.865	0.212	15.077	0.017	15.094	(0.016)	15.078
Shared Services and Customer Care/ Business Services	5.684	(0.817)	4.867	0.039	4.906	(0.083)	4.823
Strategic Property Services	2.510	(1.437)	1.073	0.000	1.073	0.407	1.480
Transformation Programme							
Transformation Programme	15.492	1.263	16.755	(0.115)	16.640	(0.120)	16.520
Economy and Enterprise							
Economy & Enterprise	3.862	0.005	3.867	0.707	4.574	(0.009)	4.565
Development Services							
Development Services	1.186	0.032	1.218	0.000	1.218	(0.056)	1.162
Strategic Services, Highways and Transport							
Highways Strategic Services	7.054	(0.093)	6.961	0.000	6.961	(0.030)	6.931
Public Transport	11.287	0.012	11.299	0.274	11.573	(0.016)	11.557
Education Transport	8.241	(0.012)	8.229	0.012	8.241	0.000	8.241
Waste							
Waste	30.597	(0.531)	30.066	(0.023)	30.043	(0.010)	30.033
Public Health & Protection							
Public Health & Protection	4.055	0.008	4.063	0.000	4.063	(0.035)	4.028
Digital Inclusion							
Digital Inclusion	0.091	0.147	0.238	0.000	0.238	0.000	0.238
Corporate Directors							
Corporate Directors	0.970	(0.109)	0.861	(0.026)	0.835	(0.040)	0.795
Corporate							
Movement To/ From Reserves	0.000	(0.238)	(0.238)	(3.121)	(3.359)	(0.045)	(3.404)
Capital Financing	25.221	0.492	25.713	0.000	25.713	0.000	25.713
Restructure and Contingency	(0.904)	(0.306)	(1.210)	(0.701)	(1.911)	0.380	(1.531)
Specific and General Grants	(38.033)	0.000	(38.033)	0.000	(38.033)	2.549	(35.484)
Corporate Levys	7.158	0.679	7.837	0.000	7.837	0.000	7.837
2011-2012 Budget Requirement	326.655	(0.000)	326.655	0.000	326.655	0.000	326.655
HRA Budget	0.141	0.000	0.141	0.000	0.141	0.000	0.141
	326.796	0.000	326.796	0.000	326.796	0.000	326.796

Major Wiltshire Council Virements between Services Areas from Period 5 Budget to Period 7

	£m		£m
Adult Care Operations		HR & Organisational Development	
Revised Budget Period 5	114.716	Revised Budget Period 5	3.402
<i>In Year Virements periods 6 & 7</i>		<i>In Year Virements periods 6 & 7</i>	
Postage centralisation	(0.001)	Postage centralisation	(0.045)
Withdrawal of Earmarked Reserves	0.046	Stationery centralisation	0.003
Stationery centralisation	(0.029)	Training centralisation	0.144
Training centralisation	(0.003)	Revised Budget Period 7	3.504
Revised Budget Period 7	114.729		
Adult Care Commissioning		Business Services	
Revised Budget Period 5	2.816	Revised Budget Period 5	21.073
<i>In Year Virements periods 6 & 7</i>		<i>In Year Virements periods 6 & 7</i>	
Postage centralisation	(0.028)	Postage centralisation	0.311
Movement of PAs to Adult Care Commissioning	0.067	Movement of posts to finance	(0.031)
Stationery centralisation	(0.008)	Movement of cleaning budgets	0.075
Training centralisation	(0.030)	Stationery centralisation	(0.029)
Revised Budget Period 7	2.817	Training centralisation	(0.018)
		Revised Budget Period 7	21.381
Communities, Libraries, Heritage & Arts		Transformation Programme	
Revised Budget Period 5	8.426	Revised Budget Period 5	16.640
<i>In Year Virements periods 6 & 7</i>		<i>In Year Virements periods 6 & 7</i>	
Health watch Start up costs	0.023	Movement of cleaning budgets	(0.122)
Movement of PAs to Adult Care Commissioning	(0.046)	Postage centralisation	(0.001)
Stationery centralisation	(0.004)	Stationery centralisation	0.008
Training centralisation	(0.001)	Training centralisation	(0.005)
Revised Budget Period 7	8.398	Revised Budget Period 7	16.620
Housing Services		Economy and Enterprise	
Revised Budget Period 5	5.873	Revised Budget Period 7	4.574
<i>In Year Virements periods 6 & 7</i>		<i>In Year Virements periods 6 & 7</i>	
Movement of PAs to Adult Care Commissioning	(0.021)	Stationery centralisation	(0.006)
Stationery centralisation	(0.004)	Training centralisation	(0.003)
Training centralisation	(0.003)	Revised Budget Period 7	4.565
Revised Budget Period 7	5.845		
		Development Services	
Neighbourhood Services		Revised Budget Period 5	1.218
Revised Budget Period 5	16.884	<i>In Year Virements periods 6 & 7</i>	
<i>In Year Virements periods 6 & 7</i>		Stationery centralisation	(0.049)
Postage centralisation	(0.016)	Training centralisation	(0.007)
Movement of cleaning budget	0.047	Revised Budget Period 7	1.162
Stationery centralisation	(0.023)		
Training centralisation	(0.012)	Strategic Services, Highways and Transport	
Revised Budget Period 7	16.880	Revised Budget Period 7	26.775
		<i>In Year Virements periods 6 & 7</i>	
Children & Families		Postage centralisation	(0.016)
Revised Budget Period 5	33.153	Stationery centralisation	(0.028)
<i>In Year Virements periods 6 & 7</i>		Training centralisation	(0.004)
Postage centralisation	(0.026)	Revised Budget Period 7	26.729
Movement of PAs from Comm & Performance	0.014		
Release of adoption services funding	0.080	Waste	
Pension strain virement	(0.015)	Revised Budget Period 7	30.043
Stationery centralisation	(0.011)	<i>In Year Virements periods 6 & 7</i>	
Training centralisation	(0.007)	Stationery centralisation	(0.007)
Revised Budget Period 7	33.188	Training centralisation	(0.003)
		Revised Budget Period 7	30.033
Schools & Learning		Public Health & Protection	
Revised Budget Period 5	21.668	Revised Budget Period 5	4.063
<i>In Year Virements periods 6 & 7</i>		<i>In Year Virements periods 6 & 7</i>	
Postage centralisation	(0.004)	Postage centralisation	(0.016)
Stationery centralisation	(0.008)	Stationery centralisation	(0.014)
Training centralisation	(0.009)	Training centralisation	(0.005)
Revised Budget Period 7	21.647	Revised Budget Period 7	4.028
Children's Services Commissioning & Performance		Digital Inclusion	
Revised Budget Period 5	5.475	Revised Budget Period 5	0.238
<i>In Year Virements periods 6 & 7</i>		<i>No Virements in period</i>	
Postage centralisation	(0.095)	Revised Budget Period 7	0.238
Movement of PAs to Children & Families	(0.014)		
Release of adoption services funding	(0.060)	Corporate Directors	
Pension strain virement	0.015	Revised Budget Period 5	0.835
Stationery centralisation	0.001	<i>In Year Virements periods 6 & 7</i>	
Training centralisation	(0.007)	Stationery centralisation	(0.011)
Revised Budget Period 7	5.295	Postage centralisation	(0.029)
		Revised Budget Period 7	0.795
Policy, Performance & Partnership		Corporate	
Revised Budget Period 5	0.376	Revised Budget Period 5	(9.753)
<i>In Year Virements periods 6 & 7</i>		<i>In Year Virements periods 6 & 7</i>	
Restructuring savings to corporate	(0.079)	Health watch Start up costs	(0.023)
Revised Budget Period 7	0.298	Withdrawal of Earmarked Reserves	(0.046)
		Restructuring savings from policy, performance and partnership	0.078
Finance		Movement of Council Tax grant to finance	2.572
Revised Budget Period 5	8.464	Stationery centralisation	0.303
<i>In Year Virements periods 6 & 7</i>		Revised Budget Period 7	(6.689)
Postage centralisation	(0.006)		
Movement of posts to finance	0.031	SUMMARY TOTALS	
Movement of Council Tax grant from corporate	(2.572)	Revised Budget Period 5	326.655
Stationery centralisation	(0.053)	Revised Budget Period 7	326.655
Training centralisation	(0.017)		
Revised Budget Period 7	5.847		
		HRA Budget (Unchanged)	0.141
Legal & Democratic			
Revised Budget Period 5	7.465		
<i>In Year Virements periods 6 & 7</i>			
Postage centralisation	(0.021)		
Stationery centralisation	(0.031)		
Training centralisation	(0.007)		
Revised Budget Period 7	7.406		
Communications			
Revised Budget Period 5	2.231		
<i>In Year Virements periods 6 & 7</i>			
Postage centralisation	(0.007)		
Stationery centralisation	(0.002)		
Training centralisation	(0.003)		
Revised Budget Period 7	2.219		

Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-12

		Original Budget	Revised Budget Period 7	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Adult Care Operations								
Older People	Gross Costs	53.241	52.711	31.456	33.382	52.711	-	-
	Income	(9.186)	(7.315)	(4.373)	(5.850)	(7.315)	-	-
	Net	44.055	45.396	27.083	27.532	45.396	-	-
Other Vulnerable Adults	Gross Costs	9.179	9.006	5.681	5.676	8.966	(0.040)	(0.4%)
	Income	(0.676)	(0.514)	(0.323)	(0.413)	(0.514)	-	-
	Net	8.503	8.492	5.358	5.263	8.452	(0.040)	(0.5%)
Learning Disability	Gross Costs	42.018	41.181	26.017	26.298	41.181	-	-
	Income	(3.574)	(2.471)	(1.582)	(2.030)	(2.471)	-	-
	Net	38.444	38.710	24.435	24.268	38.710	-	-
Mental Health	Gross Costs	27.941	25.597	15.707	14.470	25.784	0.187	0.7%
	Income	(4.193)	(3.466)	(2.119)	(2.262)	(3.466)	-	-
	Net	23.748	22.131	13.588	12.208	22.318	0.187	0.8%
Adult Care Commissioning								
Resources, Strategy & Commissioning	Gross Costs	2.955	2.964	1.729	1.745	3.082	0.118	4.0%
	Income	(0.148)	(0.147)	(0.086)	(0.051)	(0.147)	-	-
	Net	2.807	2.817	1.643	1.694	2.935	0.118	4.2%
Communities, Libraries, Heritage & Arts								
Community Leadership & Governance	Gross Costs	3.358	3.920	2.788	2.974	3.857	(0.063)	(1.6%)
	Income	(0.055)	(0.055)	(0.043)	(0.495)	(0.055)	-	-
	Net	3.303	3.865	2.745	2.479	3.802	(0.063)	(0.016)
Libraries, Heritage & Arts	Gross Costs	5.516	5.500	3.209	3.531	5.500	-	-
	Income	(0.976)	(0.967)	(0.564)	(0.459)	(0.967)	-	-
	Net	4.540	4.533	2.645	3.072	4.533	-	-
Housing Services								
Housing Services	Gross Costs	6.627	7.191	4.182	4.379	7.127	(0.064)	(0.9%)
	Income	(1.171)	(1.346)	(0.792)	(0.540)	(1.346)	-	-
	Net	5.456	5.845	3.390	3.839	5.781	(0.064)	(1.1%)

Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-12

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		£m	£m	£m	£m	£m	£m	
Neighbourhood Services								
Highways & Street Scene	Gross Costs	21.855	21.987	12.428	12.394	21.857	(0.130)	(0.6%)
	Income	(2.640)	(2.586)	(1.724)	(1.716)	(2.206)	0.380	(14.7%)
	Net	19.215	19.401	10.704	10.678	19.651	0.250	1.3%
Leisure	Gross Costs	8.489	8.877	5.535	5.277	8.977	0.100	1.1%
	Income	(5.292)	(5.542)	(3.233)	(2.866)	(5.482)	0.060	(1.1%)
	Net	3.197	3.335	2.302	2.411	3.300	0.160	4.8%
Car Parking	Gross Costs	1.900	1.971	1.150	1.022	1.863	(0.108)	(5.5%)
	Income	(7.827)	(7.827)	(4.617)	(4.157)	(7.481)	0.346	(4.4%)
	Net	(5.927)	(5.856)	(3.467)	(3.135)	(5.618)	0.238	(4.1%)
Children & Families								
Children's Social Care	Gross Costs	30.533	30.975	17.757	25.915	34.857	3.882	12.5%
	Income	(0.829)	(1.063)	(0.473)	(0.313)	(1.063)	-	-
	Net	29.704	29.912	17.284	25.602	33.794	3.882	13.0%
Integrated Youth	Gross Costs	4.975	4.568	2.627	2.759	4.452	(0.116)	(2.5%)
	Income	(1.314)	(1.292)	(0.532)	(0.935)	(1.292)	-	-
	Net	3.661	3.276	2.095	1.824	3.160	(0.116)	(3.5%)
Schools & Learning								
Early Years	Gross Costs	25.117	25.113	14.598	15.409	24.818	(0.295)	(1.2%)
	Income	(16.015)	(16.043)	-	(0.016)	(16.043)	-	-
	Net	9.102	9.070	14.598	15.393	8.775	(0.295)	(3.3%)
School Improvement	Gross Costs	6.830	6.848	3.697	3.626	6.763	(0.085)	(1.2%)
	Income	(3.078)	(3.019)	(2.311)	(2.339)	(3.019)	-	-
	Net	3.752	3.829	1.386	1.287	3.744	(0.085)	(2.2%)
Business & Commercial Services	Gross Costs	4.455	3.837	2.422	2.618	3.926	0.089	2.3%
	Income	(3.684)	(2.980)	0.249	0.379	(2.980)	-	-
	Net	0.771	0.857	2.671	2.997	0.946	0.089	10.4%
Targeted Services & Learner Support	Gross Costs	23.199	23.584	14.397	9.453	23.181	(0.403)	(1.7%)
	Income	(15.627)	(15.693)	(1.139)	(0.299)	(15.693)	-	-
	Net	7.572	7.891	13.258	9.154	7.488	(0.403)	(5.1%)

Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-12

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		£m	£m	£m	£m	£m	£m	
Children's Services Commissioning & Performance								
Safeguarding	Gross Costs	1.058	1.116	0.642	0.783	1.116	-	-
	Income	(0.088)	(0.181)	(0.109)	(0.191)	(0.181)	-	-
	Net	0.970	0.935	0.533	0.592	0.935	-	-
Commissioning & Performance	Gross Costs	9.426	10.193	6.738	5.994	9.487	(0.706)	(6.9%)
	Income	(6.510)	(7.353)	(0.780)	(0.641)	(7.360)	(0.007)	0.1%
	Net	2.916	2.840	5.958	5.353	2.127	(0.713)	(25.1%)
Funding Schools	Gross Costs	283.830	285.351	143.048	91.365	285.351	-	-
	Income	(283.830)	(283.831)	(0.728)	(18.433)	(283.831)	-	-
	Net	-	1.520	142.320	72.932	1.520	-	-
Policy, Performance & Partnership								
Policy, Performance & Partnership	Gross Costs	0.520	0.301	0.174	0.193	0.301	-	-
	Income	(0.004)	(0.003)	(0.001)	-	(0.003)	-	-
	Net	0.516	0.298	0.173	0.193	0.298	-	-
Finance								
Finance, Procurement & Internal Audit	Gross Costs	18.100	17.921	9.619	9.946	17.857	(0.064)	(0.4%)
	Income	(9.508)	(12.081)	(4.962)	(5.106)	(12.117)	(0.036)	0.3%
	Net	8.592	5.840	4.657	4.840	5.740	(0.100)	(1.7%)
Revenues & Benefits - Subsidy	Gross Costs	138.555	138.555	69.483	71.567	138.555	-	-
	Income	(138.548)	(138.548)	(80.101)	(83.309)	(138.548)	-	-
	Net	0.007	0.007	(10.618)	(11.742)	0.007	-	-
Legal & Democratic								
Legal & Democratic	Gross Costs	8.295	8.213	4.717	4.495	7.913	(0.300)	(3.7%)
	Income	(0.807)	(0.807)	(0.303)	(0.144)	(0.807)	-	-
	Net	7.488	7.406	4.414	4.351	7.106	(0.300)	(4.1%)
Communications								
Comms & Branding	Gross Costs	2.318	2.299	1.346	1.438	2.239	(0.060)	(2.6%)
	Income	(0.080)	(0.080)	(0.047)	(0.037)	(0.043)	0.037	(46.3%)
	Net	2.238	2.219	1.299	1.399	2.196	(0.023)	(1.0%)
HR & Organisational Development								
Human Resources & Organisational Development	Gross Costs	3.012	4.636	2.707	2.579	4.516	(0.120)	(2.6%)
	Income	(0.323)	(1.132)	(0.660)	(0.880)	(1.132)	-	-
	Net	2.689	3.504	2.047	1.699	3.384	(0.120)	(3.4%)

Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-12

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		£m	£m	£m	£m	£m	£m	
Business Services								
Information Services	Gross Costs	15.152	15.381	9.718	9.678	14.881	(0.500)	(3.3%)
	Income	(0.287)	(0.303)	(0.176)	(0.070)	(0.303)	-	-
	Net	14.865	15.078	9.542	9.608	14.578	(0.500)	(3.3%)
Customer Care/Business Services Finance	Gross Costs	8.708	7.043	4.108	4.452	6.892	(0.151)	(2.1%)
	Income	(3.024)	(2.220)	(1.350)	(1.713)	(2.166)	0.054	(2.4%)
	Net	5.684	4.823	2.758	2.739	4.726	(0.097)	(2.0%)
Strategic Property Services	Gross Costs	3.854	5.167	3.014	2.889	5.056	(0.111)	(2.1%)
	Income	(1.344)	(3.687)	(2.168)	(1.859)	(3.835)	(0.148)	4.0%
	Net	2.510	1.480	0.846	1.030	1.221	(0.259)	(17.5%)
Transformation Programme								
Transformation Programme	Gross Costs	18.740	17.141	10.454	11.425	17.319	0.178	1.0%
	Income	(3.248)	(0.621)	(0.158)	0.124	(0.621)	-	-
	Net	15.492	16.520	10.296	11.549	16.698	0.178	1.1%
Economy & Enterprise								
Economy & Enterprise	Gross Costs	3.948	5.467	3.191	2.759	5.467	-	-
	Income	(0.086)	(0.902)	(0.526)	(0.721)	(0.902)	-	-
	Net	3.862	4.565	2.665	2.038	4.565	-	-
Development Services								
Development Services	Gross Costs	5.908	5.884	3.432	3.287	5.837	(0.047)	(0.8%)
	Income	(4.722)	(4.722)	(3.035)	(2.983)	(4.725)	(0.003)	0.1%
	Net	1.186	1.162	0.397	0.304	1.112	(0.050)	(4.3%)
Strategic Services, Highways & Transport								
Highways Strategic Services	Gross Costs	8.729	8.467	4.717	5.211	8.458	(0.009)	(0.1%)
	Income	(1.675)	(1.536)	(0.812)	(1.025)	(1.691)	(0.155)	10.1%
	Net	7.054	6.931	3.905	4.186	6.767	(0.164)	(2.4%)
Public Transport	Gross Costs	14.939	15.449	7.743	8.894	15.842	0.393	2.5%
	Income	(3.652)	(3.892)	(2.188)	(2.037)	(4.353)	(0.461)	11.8%
	Net	11.287	11.557	5.555	6.857	11.489	(0.068)	(0.6%)
Education Transport	Gross Costs	8.964	8.964	4.301	4.294	9.023	0.059	0.7%
	Income	(0.723)	(0.723)	(0.890)	(0.594)	(0.665)	0.058	(8.0%)
	Net	8.241	8.241	3.411	3.700	8.358	0.117	1.4%

Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-12

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		£m	£m	£m	£m	£m	£m	
Waste								
Waste	Gross Costs	33.268	33.384	17.296	17.638	33.829	0.445	1.3%
	Income	(2.671)	(3.351)	(2.023)	(1.448)	(3.616)	(0.265)	7.9%
	Net	30.597	30.033	15.273	16.190	30.213	0.180	0.6%
Public Health & Protection								
Public Health & Protection	Gross Costs	5.164	5.637	3.289	3.146	5.607	(0.030)	(0.5%)
	Income	(1.109)	(1.609)	(0.974)	(1.512)	(1.579)	0.030	(1.9%)
	Net	4.055	4.028	2.315	1.634	4.028	0.000	0.0%
Digital Inclusion								
Digital Inclusion	Gross Costs	0.091	0.278	0.162	0.103	0.278	-	-
	Income	-	(0.040)	(0.040)	(0.040)	(0.040)	-	-
	Net	0.091	0.238	0.122	0.063	0.238	-	-
Corporate Directors								
Corporate Directors	Gross Costs	1.015	0.822	0.533	0.534	0.822	-	-
	Income	(0.045)	(0.027)	(0.008)	-	(0.027)	-	-
	Net	0.970	0.795	0.525	0.534	0.795	-	-
Corporate								
Movement To/From Reserves		-	(3.404)	(3.404)	(3.404)	(3.404)	-	-
Capital Financing		25.221	25.713	5.429	4.395	24.213	(1.500)	(5.8%)
Restructure & Contingency		(0.904)	(1.531)	1.896	1.511	0.019	1.550	(101.2%)
Specific & General Grants		(38.033)	(35.484)	(24.817)	(25.117)	(35.484)	-	-
Corporate Levys		7.158	7.837	7.058	6.759	7.837	-	-
	Net	(6.558)	(6.869)	(13.838)	(15.856)	(6.819)	0.050	(0.7%)
Wiltshire Council General Fund Total	Gross Costs	865.224	866.630	461.974	417.740	868.729	2.099	0.2%
	Income	(538.569)	(539.975)	(125.701)	(146.981)	(540.085)	(0.110)	0.0%
	Net	326.655	326.655	336.273	270.759	328.644	1.989	0.6%
Housing Revenue Account (HRA)	Gross Costs	24.424	24.424	14.247	6.262	24.424	-	-
	Income	(24.283)	(24.283)	(14.085)	(13.296)	(24.283)	-	-
	Net	0.141	0.141	0.162	(7.034)	0.141	-	-
Total Including HRA	Gross Costs	889.648	891.054	476.221	424.002	893.153	2.099	0.2%
	Income	(562.852)	(564.258)	(139.786)	(160.277)	(564.368)	(0.110)	0.0%
	Net	326.796	326.796	336.435	263.725	328.785	1.989	0.6%

Wiltshire Council Forecast Variance Movements

APPENDIX D

	Reported Period 5 £m	Variance £m	Current Pressures Period 7 £m
<u>Adult Care Operations</u>			
Other Vulnerable Adults	(0.263)	0.223	(0.040)
Mental Health	0.548	(0.361)	0.187
<u>Adult Care Commissioning</u>			
Adult Care Commissioning		0.118	0.118
<u>Communities, Libraries, Heritage & Arts</u>			
Communities, Leadership & Governance		(0.063)	(0.063)
<u>Housing Services</u>			
Strategic Housing	0.217	(0.281)	(0.064)
<u>Neighbourhood Services</u>			
Highways and Street Scene	0.250		0.250
Leisure		0.160	0.160
Car Parking	0.150	0.088	0.238
<u>Children & Families</u>			
Children's Social Care	2.329	1.553	3.882
Integrated Youth	0.000	(0.116)	(0.116)
<u>Schools & Learning</u>			
Early Years	(0.077)	(0.218)	(0.295)
School Improvement	(0.085)		(0.085)
Business & Commercial Services	0.048	0.041	0.089
Targeted Services & Learner Support	(0.290)	(0.113)	(0.403)
<u>Children's Services Commissioning & Performance</u>			
Commissioning and Performance	(0.554)	(0.159)	(0.713)
<u>Policy, Performance & Partnership</u>			
Policy, Performance & Partnership	(0.055)	0.055	0.000
<u>Finance</u>			
Finance, Procurement & Internal Audit	0.040	(0.140)	(0.100)
<u>Legal & Democratic</u>			
Legal & Democratic	(0.535)	0.235	(0.300)
<u>Communications</u>			
Comms & Branding	0.000	(0.023)	(0.023)
<u>HR & Organisational Development</u>			
Human Resources & Organisational Development		(0.120)	(0.120)
Information Services		(0.500)	(0.500)
Customer Care/Business Services Finance		(0.097)	(0.097)
Strategic Property Services		(0.259)	(0.259)
<u>Transformation Programme</u>			
Transformation Programme	0.150	0.028	0.178
<u>Development Services</u>			
Development Services	(0.050)		(0.050)
<u>Strategic Services, Highways and Transport</u>			
Highways Strategic Services	0.100	(0.264)	(0.164)
Public Transport		(0.068)	(0.068)
Education Transport		0.117	0.117
<u>Waste</u>			
Waste		0.180	0.180
<u>Corporate</u>			
Capital Financing	(1.500)		(1.500)
Restructure and Contingency	1.550		1.550
TOTAL FORECAST VARIANCE MOVEMENT	1.973	0.016	1.989
HRA Budget	0.000	0.000	0.000

Wiltshire Council

**Cabinet
18 December 2012**

Subject: Highways and Streetscene Contract Award

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: Yes

Executive Summary

The Council's highways and street functions are currently delivered by three separate contracts and an element of in-house provision. A review of future expenditure and requirements for the highways and streetscene service was carried out in 2011, when options for the future provision of the service were considered.

In March 2012 it was agreed by Cabinet that tenders should be invited for a new Highways and Streetscene Contract to start on 1 June 2013.

Tenders for the new contract have been invited in accordance with current legislation and Council procurement procedures. Six contractors were invited to tender, who all met the capacity and capability requirements as set out in the Pre-Qualification Questionnaire.

Five of the contractors submitted tenders, which have been assessed in terms of cost and quality, using Price/Quality considerations of 70/30 described in the tender documentation. All five contractors passed the minimum threshold with regard to quality scores.

The detailed scoring and financial information is contained in a confidential report to be considered in Part 2 of this meeting.

Proposal

The proposal is to be considered as a Part 2 Item at this meeting.

Reasons for Proposal

- (i) There is a need for a specialist contractor to deliver the Council's highways and related services, and this would be most economically provided by through a single contract.
- (ii) The new Highways and Streetscene Contract offers opportunities for further cost reductions and for achieving service improvements from economies of scale, innovations and by incentivising the contractor.
- (iii) There are significant benefits that a major contractor can bring to the Council, including the provision of a new fully integrated communication system to provide a more responsive service to customers and deliver efficient operation.
- (iv) The tenders were assessed in terms of price and quality. Whilst the price is of vital importance, the quality of the service is also important because of the high value of the highways service to the Council and the public. Poor quality construction and implementation could have a serious effect in terms of road safety, costs and public perception of the Council.
- (v) The most advantageous tender for the Council, taking into account quality and price, should be accepted in accordance with the procurement procedures. The detailed scoring and financial information is contained in a confidential report to be considered in Part 2 of this meeting.

Parvis Khansari
Service Director
Highways and Transport

Mark Smith
Service Director
Neighbourhood Services

Subject: Highways and Streetscene Contract Award

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: Yes

Purpose of Report

1. To approve the award of the Highways and Streetscene Contract.

Background

2. A large proportion of the Council's highways functions will be delivered by the Highways and Streetscene Contract. The original Highways Works Contract was awarded to Ringway and Parkman by the then Wiltshire County Council in June 1999, and was operated as a joint arrangement under the name of Ringway Parkman until May 2006. The contracts were then retendered as separate contracts and the Highways Consultancy Contract was awarded to Mouchel (formerly Parkman) and the Works Contract to Ringway Infrastructure Services.
3. The Highways Consultancy Contract, which provides highway design and supervision services, was retendered earlier this year, and was awarded to Atkins. This contract is for five years from 1 December 2012 and may be extended by up to two years, subject to delivery of continuing satisfactory performance and value for money.
4. In order to consider the best means of delivering the Council's highways and streetscene services, and to determine the appropriate procurement strategy, a review was undertaken of the current operation and expenditure of the highways and streetscene services. The review was reported to Cabinet in November 2011, and in March 2012 it was agreed that tenders should be invited for a Highways and Streetscene Contract to commence on 1 June 2013.
5. The existing highways and streetscene services are provided by a number of separate contracts and an element of in-house provision. The existing Highways Works Contract with Ringway Infrastructure Services provides construction and highways maintenance services in connection with roads and bridges, including road resurfacing, drainage works, bridge strengthening and maintenance, improvement schemes, road markings, gully emptying and pothole repairs. This contract provides the Council's out-of-hours emergency response on the highway network, and delivers the Council's winter precautionary salting operation. The expenditure through the works contract is generally in the region of £22 million annually. The existing contract will end in May 2013.

6. The Council's highway street lighting is currently maintained by Balfour Beatty Living Places under a separate contract. The services provided include the changing of lighting units, replacement of lighting columns, installation of new lighting, renewal of equipment and replacement of damaged lights and illuminated traffic signs. The existing contract has a value of just over £1 million, and has been extended until the end of May 2013.
7. There are contracts for street cleansing and landscaping with English Landscapes, which were procured by the former West Wiltshire District Council. There are also contracts for grass cutting with English Landscapes in some parts of the former Salisbury District Council areas. These contracts have also been extended to the end of May 2013.
8. There are services which are delivered directly by Council employees in connection with street cleansing, grounds maintenance, and the maintenance of highways and streetscene vehicle fleet. The street cleansing and grounds maintenance operations are in those areas not covered by the former West Wiltshire and Salisbury District Council contracts.
9. Following the review of the highways and streetscene service, Cabinet approved the invitation of tenders for a single contract which would provide these services. The Highways and Streetscene Contract will provide works in connection with highways maintenance, road resurfacing, road safety schemes, bridge maintenance, integrated transport, street lighting maintenance, winter gritting, street cleansing, litter picking and routine highways maintenance operations. It is anticipated that it will have an annual value in the region of £27 million.

Main Considerations for the Council

10. In order to manage the procurement process of the contract a Project Board has been established, which includes the relevant Cabinet and Portfolio holders and senior officers of the Council, and is supported by a Project Team comprising the Heads of Service and relevant finance, HR and procurement officers involved in the highways service, and a union representative.
11. Consultations have taken place with the relevant Heads of Service and support staff in order to fully understand the existing service delivery, budget pressures and factors likely to influence future service requirements in connection with highway consultancy services. The views of existing service suppliers, other local authorities and potential bidders for the contract were sought in order to identify the package of works which would be most attractive to the market.

Options considered

12. There are various service delivery models being used by local authorities across the country for highways and streetscene services. In the right circumstances these have the potential to achieve savings through procurement, and by providing a structure to generate savings and service improvements in the future. The particular model used tends to reflect local circumstances and priorities, and that used by one authority may not be suitable for others.

13. The in-house provision of the full range of highways and streetscene services to be provided by the contract would not be feasible as many of the services provided through the existing contracts are of a specialist nature, and it would not be practical or cost-effective for this Council to employ staff to carry out this work which is required intermittently and irregularly. These include specialist bridge works, major highway reconstruction and surfacing, and some street lighting maintenance.
14. The use of Framework Contracts to provide specialist services on demand, or to top up in-house provision, has benefits for some organisations. However, in Wiltshire these services are currently provided by external suppliers, and it is considered that it would be more efficient to have a single tendered contract with as few suppliers as possible.
15. It has been proved with the existing highways contracts that with the right organisations it is possible to set up an effective partnership to facilitate delivery. This arrangement has demonstrated the flexibility to improve and adapt to changing circumstances. The Council has learnt from the operation of the existing highway works and consultancy contracts, and has good experience of partnership working. The construction industry has also adapted to new ways of working, and such arrangements are now much more common. The use of Early Contractor Involvement and Service Delivery Teams with representatives of all parties has proved to be successful with the existing highway contracts.
16. The matter was considered by Cabinet in November 2011 and March 2012, and it was concluded that, given the previous experience in Wiltshire, having a single highways and streetscene contract would be the best way to achieve value for money, flexibility and service improvements.

Scope of the Contract

17. The new contract will combine the services currently provided by the three different contractors and those provided by an in-house team. The main service to be provided under the new contract will include:
 - Local Highways and Streetscene – Street cleansing, litter picking, grass cutting, maintenance of public open space, Parish Steward service, footway and carriageway repairs, potholes, gully emptying, road markings and signing.
 - Highways Major Maintenance – Road resurfacing, surface dressing, road reconstruction, footway surfacing, road improvements and schemes.
 - Weather and Emergency response – Winter gritting, grit bins, response to flooding, emergency response to incidents on the highway.
 - Bridges and Structures – Bridge strengthening and repair, maintenance of retaining walls and other highway structures.
 - Street Lighting – Maintenance of lighting, replacement of damaged units, new street lighting and improvements.
 - Drainage and Flood Alleviation – Drainage surveys, improvements and flood protection works.

- Vehicle Maintenance – Maintenance of the winter gritting fleet.
18. Total expenditure through the contract is anticipated to be in the region of £27.000 million annually, incurring both revenue (approximately £12.000 million) and capital expenditure (approximately £15.000 million).

Potential Benefits of the New Contract

19. The contract has the potential to deliver a number of benefits for the Council:
- A single supplier will deliver the highways and streetscene services previously provided by two contractors and an in-house provider.
 - The street lighting maintenance will be carried out by the same contractor as the highways and street scene service, rather than being a separate contract.
 - The single service supplier will mean there is one point of contact, with simplified management to deliver efficiencies.
 - A number of service improvements are being included in the contract, including the establishment of Community Teams to build on the success of the Parish Steward Scheme.
 - The contract will make full use of new technology to improve communications and control of operations, and potentially improve the management of street lighting.
20. As well as delivering efficiencies, this has the potential to lead to more effective and responsive service delivery. A summary of the main anticipated benefits are included as **Appendix 1**.
21. The formation of One Council provided the opportunity to integrate the highways and streetscene functions, and achieve efficiencies and improve effectiveness by combining the services, both in terms of delivery and management. A Systems Thinking project has been undertaken to transform future service delivery in the local highways and streetscene service in trial areas.
22. The Systems Thinking review involved council staff, contractors and internal partners (e.g. HR and customer contact centre). Participation events were held with Town and Parish Councils and local community groups. The purpose of the service was identified during the early stage of the review as *‘working with the community to meet the needs of the asset and the community priorities whilst maximising the use of resources.’* It was concluded that there was an opportunity to improve community involvement and meet community priorities, which is the essence of the localism agenda and our corporate vision and goals.
23. As part of the review the Council is introducing Community Teams (assigned to a community area) who are empowered to set their own priorities in partnership with the local community ensuring the service undertakes the right fix, first time. Leading the team is a Team Co-ordinator, with the responsibility of being the local contact and organising community involvement. The Team Co-ordinator is supported by a specialist who looks after two community areas and the whole team will report to an Area Manager. The driver is to adopt a ‘Can Do’ approach, ensuring a customer first philosophy whilst strengthening communities to become more resilient themselves.

24. The intention is to continue the creation of Community Teams across the county with the new contractor taking the lead in forming the new teams. An important time for the new contract will be the lead in and start periods when the new contractor will need to manage the cultural transition of transferring employees and new recruits. The bringing together of a number of workforces currently with different employers will be a challenge for the new contractor and their proposals will be carefully considered as part of the tender evaluation before recommending a preferred bidder.
25. Improved Information Technology and new communications systems will be provided by the new contractor. This offers the opportunity to create a new fully integrated system to allow customers to report defects and concerns which are communicated directly to those doing the work. The technology has the potential to include work scheduling, reprioritising to react to events, and financial and cost information. Trials in connection with the Systems Thinking project have demonstrated the benefits and feasibility of these communications systems, which are becoming more effective and increasingly used by contractors to streamline their operations. Such a system is a key requirement for the future service provider, with the necessary equipment being supplied under the contract.
26. In order to make full use of the potential communications improvements it is likely that major changes to the existing website and Clarence reporting of defects and problems would be necessary in order to improve the customer experience. This will be the subject of a separate project to be developed in parallel with the start of the new contract. Existing systems are inadequate and there are now much better equipment and processes being used by other councils.
27. In order to improve the service and create the opportunity to achieve future cost savings the contract includes the potential provision of a Management System for street lighting. This would enable the timing and efficiency of the majority of street lights to be individually controlled centrally. Street lighting has been the subject of a recent public consultation, and is the subject of a separate report to Cabinet. If it is decided to proceed with changes to street lighting the procurement process for the equipment has already been completed as part of the new contract to allow early implementation and early realisation of benefits such as savings within the Council's revenue street lighting energy budget.
28. Since the introduction of the Area Boards, the Highways Service has taken significant steps to delegate decisions and budgets to local communities. Examples are the Parish Steward Scheme, Speedwatch, and Community Area Transport Groups. Since April 2010, £1.100 million has been handed over to Area Boards for funding locally identified and prioritised highways improvements. The direction of travel will undoubtedly require further involvement of communities in the decisions regarding service delivery during the life of the next contract. The new contract has therefore been designed to not only support the Council in developing resilient communities, but to add value to the process by offering innovative solutions that involve local communities.

29. The new contract will be capable of accommodating changes resulting from delegation of services to local groups or Town and Parish Councils. The Council will be able to transfer part of the service and the associated resources in response to requests for delegation to local level. The contract will have a mechanism for change of scope which will accommodate service delegation, asset transfer, or service withdrawal.
30. The contract will be for five years, with possible extensions of up to two years. The award of the extensions will depend on the satisfactory performance of the consultant, which will provide an incentive for good performance. The achievement of efficiency savings will be a major consideration when considering whether to award any extensions.

Procurement Process

31. In order to achieve the maximum benefit from the new contracts it was important that as well as being packaged carefully, the work was tendered in ways that would be easily understood and attractive to potential bidders. The tender documents were clear about what will be expected of potential suppliers so that they had a good understanding of the requirements and could price accurately.
32. Discussions were held with a number of key potential bidders at an early stage to determine what would be attractive to the market. It was clear that the size and scope of the potential contract in Wiltshire made it attractive to many of the larger companies successfully operating similar contracts elsewhere.
33. The contract has used the restricted procedure advertised in accordance with the EU Procurement Rules. This involved a list of tenderers being invited to bid following an initial selection process based on their capabilities and experience. This ensured that those being invited to tender met the minimum requirements to deliver the services.
34. Following publication of the Official Journal of the European Union (OJEU) notice the Pre-qualification questionnaires (PQQ) were made available to potential providers from March 2012. A total of 20 enquiries from potential providers were received and PQQ packs were sent out accordingly.
35. An open invitation was made to potential providers to attend a 'Candidates Open Day'. This was held on the afternoon of Friday 20 April 2012 in the Council Chamber at County Hall. A presentation was delivered to attendees which included the following:
 - General background information;
 - The proposed combination of existing service contracts;
 - Anticipated indicative expenditure;
 - Works included in each service area;
 - The partnership relationship (Client / Consultant / Contractor);
 - Contract management arrangements;
 - Contract objectives;
 - Local Highways and Streetscene Service information;
 - Key considerations:
 - Efficient and effective operation
 - Locally responsive service

- Carriageway repairs
 - IT and Communications
 - Procurement timetable
36. The Candidates Open Day was attended by representatives from 11 different potential providers.
37. In accordance with the procurement timetable, PQQ responses were required by 12:00 noon on Wednesday 2 May 2012. A total of eight PQQ responses were received.
38. The questionnaire responses were scored in accordance with the methodology described in the PQQ documentation, and the top six scoring companies were considered to have met the selection, criteria, including financial assessment and included on the tender list.
39. Tenders were invited in June 2012, with tenders returned on 28 September 2012. During the tender period there were a total of 398 requests for information from bidders which were responded to by e-mail. Five of the companies invited to bid submitted tenders by the deadline. One advised that they would not be submitting a bid because they did not feel they could offer a competitive offer in the current circumstances.

Tender Assessment

40. The tender assessment process has recognised the vital importance of obtaining cost-effective services, but has also recognised the importance of the quality of the services provided by the contractor. Consequently, bids have been evaluated on a 70/30 Price/Quality basis in order to reflect the relative importance of these two aspects.
41. The Quality and Price elements of the bid were assessed separately, and the outcomes of the evaluations were then combined to obtain an overall ranking of the bidders.

Quality Assessment

42. The Tenderers were required to answer specific questions regarding how they would deliver the required services. These covered five main aspects:

- Management Arrangements
- Systems and Processes
- Operations and Methods
- Customer Care
- Performance, Innovation and Efficiency

43. The bids were assessed by a panel comprising the Service Directors, Heads of Service and other staff who have had extensive experience of the type of work being undertaken through the contract. The weightings given to each aspect of the Quality Questionnaire are described in **Appendix 2**. A threshold of 60% was applied to each section. It was indicated in the tender documentation that a tender with any scores below this level would be disqualified and not considered further.

44. Quality Scores were calculated for each tenderer by dividing their initial quality scores awarded by the panel by the highest initial quality score. Thus the tenderer with the highest initial quality score from the Quality evaluation is awarded a score of 100.00% and all the others are awarded Quality Scores pro rata to their *initial quality scores* (rounded to two decimal places).
45. The outcome of the tender quality assessment is reported in the Part 2 item to be considered at this meeting.

Price Assessments

46. Tenderers priced a schedule of rates and items for the work most likely to be required during a typical year under the contracts. This included a mixture of rates for different types of work, fixed sums for particular identified elements of the works, and on-costs and multipliers to be applied in certain circumstances. These rates were used to price a basket of items which represented the anticipated annual expenditure through the contracts.
47. The lowest average annual value calculated from the price assessment was awarded 100%. The cost scores for all the other tenderers were calculated by dividing the lowest annual value by each tenderer's average annual value in turn.
48. The outcome of the price assessment is reported in the Part 2 item to be considered at this meeting.

Comparison of bids

49. The quality and price scores of the tenderers were combined to determine the preferred bidder. The full details of the assessment are described in the Part 2 item to be considered at this meeting.

Future Programme

50. Following the decision to award the contract there will be a ten day standstill period during which other tenderers may make a legal challenge to the award of the contract.
51. Subject to the outcome of the decision by Cabinet, and assuming no legal challenge is received, the intention is to enter into the contract as soon as possible in order to provide the maximum lead in time before the contract starts on 1 June 2013.
52. There will be a significant amount of preparatory work for the successful bidder in arranging the necessary plant and equipment, communications systems and infrastructure. There are also likely to be significant numbers of employees transferring from existing service suppliers and the Council to the new contractor. It will be important to establish a consistent culture and processes for meeting the employment obligations, especially in connection with the TUPE regulations.

53. The new contract will make a number of changes to the way services are delivered, including the formation of Community Teams, and these arrangements will have to be developed by the new supplier and agreed with the Council Officers. In order to monitor this process it is proposed that regular reports on progress should be made to the Environment Select Committee.

Environmental and Climate Change Considerations

54. The Council has a target to reduce its carbon footprint by 20% by 2013/14 and an aspiration to achieve a 50% reduction by 2020. The new contract includes a requirement for the contractor to both accurately report emissions and seek to reduce them in line with targets set out in the Council's Business Plan. With the increasing cost of fuel and Carbon Reduction Commitments (CRC) allowances this approach has the potential to improve the sustainability of the contract and avoid exposure to increased costs in the future.
55. Existing services that are supplied through the existing contracts are estimated to account for 12.57% of the Council's carbon footprint (Streetlighting – 7,084.03 tCO₂, Ringway – 816.38 tCO₂ and English Landscapes 250.6 tCO₂). Of these emissions, allowances under the CRC Scheme are payable for street lighting as the Council is responsible for procuring and paying for electricity consumption. These allowances will be payable from 2014/15 onwards at an estimated cost of £128,000, a cost that is likely to increase year on year.
56. The Climate Change Adaptation Plan (2011-2014) outlines the risks the Council could be exposed to due to future climatic changes. With recent variability in weather conditions experienced in Wiltshire, this contract presents an opportunity to mitigate some of the risks associated with highways and streetscene services. There is the opportunity to achieve environmental improvements, especially in terms of reduced carbon footprint and recycling of materials. The existing highways contracts have already introduced changes with the use of new road construction techniques to reduce landfill and the introduction of energy efficient lighting units.
57. The maintenance of highways, verges, open spaces and watercourses carried out by the highways and streetscene services can have an important influence on the local ecology and environment in Wiltshire, and this will be reflected in future arrangements for the provision of these services.
58. Recent winters have been particularly severe, and have emphasised the importance of the precautionary salting and snow clearing which will be operated by the new contractor. The duties of the Council as Lead Local Flood Authority will increase the importance of responding to emergencies. The new contractor will provide an immediate response to flooding incidents in the county, with resources being increased in response to events. It is likely that flood alleviation and community protection works will increase in importance during the life of the future contract.
59. The tender assessment process has taken into account the environmental implications of the bids in the quality assessments.

Equalities Impact of the Proposal

60. The new contract will result in existing employees of service providers and the Council having the right under TUPE regulations to transfer to the new suppliers, and the successful tenderer will have to make the appropriate arrangements.
61. The successful tenderer has been required to demonstrate good practice in terms of employment policies and practices, and will conform to the Council's standards. The tenderers' employment policies have been taken into account in considering the tenders.
62. It is proposed to complete an equalities impact assessment of the group of Wiltshire Council staff who could potentially be TUPE transferred to a new provider. This is a two-stage process, with the second stage as part of the tendering process to check the impact on staff and on equal pay.
63. The staff currently employed by the Council on the streetscene elements of the service have been regularly updated on the progress of both the Systems Thinking Review and the procurement process. Meetings with the representatives of the trade unions have been held, and a Union Representative sits on the Systems Thinking working Group, the Contract Project board and on the Project Team.

Risk Assessment

64. There are significant risks associated with the Council's highway and streetscene operations, especially in terms of health and safety, and in financial and reputational risks to the Council. The appointment of a good quality supplier is important in managing and reducing these risks. The preferred bidder has demonstrated the ability to manage these risks, and has a proven track record with a number of similar local authorities.
65. A key risk has been that the procurement and award process in connection with the Highways and Streetscene Contract will not be completed in time to have a supplier in place for the required dates. This risk will be significantly reduced by the timely adoption of the proposals in this report.

Financial Implications

66. The financial assessment of the bids was compiled in line with the evaluation criteria within the invitation to tender (ITT) as described earlier in this report. The financial implications of the contract award are detailed in the Part 2 item to be considered at this meeting.
67. It is anticipated that as well as delivering immediate financial savings, the new Contract has the potential for delivering further savings through innovation and service improvements during the life of the contract. As part of the tender process, contractors have specified year on year efficiency targets which will allow future savings to be assessed in the medium term and not with just a short term view.
68. The financial plan 2013-14 has been put together with an assumption against those revenue budgets determined to be in scope for the new Contract to deliver a 10% saving.

Legal Implications

69. The Highways and Streetscene Contract will deliver important aspects of the highway service, and help ensure that the Council meets its obligations under the Highways Act and other legislation. The new Contract and the appointment of a suitable supplier will help ensure that the services are provided to the standard necessary for the Council to fulfil its statutory duties.
70. The transfer of staff under TUPE from the existing service suppliers and the Council to any new supplier will be managed, with appropriate legal advice, as part of the contract transition process. This will include the protection of pension rights of transferring staff through either access to the Local Government Pension Scheme or a broadly comparable scheme, details of which will be negotiated with the new supplier.
71. It is important that the procurement process and contract award have followed the processes set out in the PQQ and tender documentation in order to avoid legal challenges during the process which could delay or prevent the start of the Contract.

Options Considered

72. Future service requirements in connection with the Council's highways and streetscene service were reviewed in 2011 when a range of options were considered, especially with regard to in-house and tendered services, and Cabinet agreed in March 2012 that tenders should be invited for the Highways and Streetscene Contract.
73. Following publication of the OJEU notice the PQQs were made available to potential providers from November 2011. A total of eight completed questionnaires were received, and in accordance with the stated procedure six best scoring companies were invited to tender.
74. The bids submitted have been assessed in terms of quality and price in accordance with the methodology set out in the tender documentation.

Conclusions

75. The results of the assessment to identify the preferred bidder is described in the Part 2 item to be considered at this meeting. There would be significant financial and operational advantages in awarding this contract to the preferred bidder.

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

None

Appendices:

Appendix 1 – Benefits of New Contract

Appendix 2 – Quality Evaluation Weightings

Benefits of New Contract

The benefits of the new contract are expected to include:

1. Simplified management of the service currently provided by three contractors and in-house teams.
2. Ability to reconfigure resources in event of reduced workload.
3. Contractor carries workforce employment risks in connection with redeployment and occupational hazards.
4. Specialist personnel and corporate best practice processes and procedures.
5. Management capability and capacity which has been assessed at the prequalification stage and tender quality assessment.
6. Greater flexibility for optimising deployment of operatives and resources.
7. Greater flexibility for redeploying personnel in response to budget changes.
8. Group-wide call-off arrangements for highway related materials and consumables resulting in price benefits due to bulk buying.
9. Established skills in dealing with highways related sub-contractors.
10. Ability to apply common operational management systems across services.
11. Established mobile working solutions for communications with field operatives.
12. Provision, updating, maintenance and renewal of specialist highways related ICT included in rates.
13. Effective specialist IT support for operational management systems.
14. Expertise in working with clients to develop public interfaces.
15. Dedicated Health and Safety specialist personnel and best practice procedures.
16. Economies of scale by dealing with Health and Safety issues across services and contracts.
17. Ingrained familiarity with regulations and procedures relating to CDM, H&S, HSE, etc.
18. Corporate Quality management and Environmental Management Systems.
19. Group wide training programmes for operatives and management.
20. Apprenticeships or work opportunities.
21. Access to wider highway community through other contracts and industry groups.
22. Highways research and development activities.
23. Joint innovation trials and sharing costs.
24. Collaboration and systems thinking reviews in conjunction with client.
25. Transfer of responsibility for non-strategic fleet to contractor.
26. Local management structure across the range of services.
27. Potentially reduced overhead costs for centrally provided support.
28. Potential capital investment in plant and equipment.

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Quality Evaluation Weightings

Evaluation Weighting by Sub-section & para (Tiers 2 & 3)							
	Sub-section	Para	Weighting within Sub-section	Sub-section total	Weighting within Total	Weighting within Total	
A: Management Arrangements	1 Local Organisation and Management	1.1 Organisational structure	40%			2.50%	
		1.2 Assigning personnel to key positions	30%			1.88%	
		1.3 How the local organisation will function	30%			1.88%	
					100%	6.25%	
	2 Mobilisation / Demobilisation	2.1 Comprehensive mobilisation proposals	45%			2.81%	
		2.2 Mobilisation for vehicle and equipment maintenance	35%			2.19%	
		2.3 Exit strategy and demobilisation	20%			1.25%	
					100%	6.25%	
	3 IT Mobilisation	3.1 Project plan for developing fully operational IT interfaces	60%			3.00%	
		3.2 Risk mitigation measures	40%			2.00%	
					100%	5.00%	
	4 Personnel Training and Development	4.1 Personnel training and development proposals	25%			1.25%	
		4.2 Managing cultural transition	25%			1.25%	
		4.3 Ensuring partnering ethos	25%			1.25%	
		4.4 Health & Safety training	25%			1.25%	
				100%	5.00%		
5 Depot Proposals	5.1 Use of Wiltshire's depots and offices	50%			1.25%		
	5.2 Temporary or supplementary facilities	50%			1.25%		
				100%	2.50%		
B: Systems and Processes	6 Reactive Works Management Process	6.1 Forming the Community Teams and working in partnership	60%			4.20%	
		6.2 Processes for handling reactive works instructions	40%			2.80%	
					100%	7.00%	
	7 Mobile IT	7.1 Approach to managing mobile operations	35%			2.45%	
		7.2 Mobile communications systems to facilitate two-way communication	35%			2.45%	
		7.3 Training site personnel to use mobile IT	30%			2.10%	
					100%	7.00%	
	8 Administrative Processes	8.1 Requests for payment are accurate and issued in a timely manner.	50%			3.00%	
		8.2 Prompt completion and prompt closure of all orders	50%			3.00%	
				100%	6.00%		
C: Operations and Methods	9 Local Highways and Streetscene Operations	9.1 Management and delivery of grounds and streetscene by Community Team	100%			6.00%	
					100%	6.00%	
	10 Management of Programmed Highways and Bridges Works	10.1 Minimisation of disruption associated with programmed highways works	100%			4.50%	
				100%	4.50%		
11 Winter, Weather and Emergency Service	11.1 Local snow clearing and gritting activities	100%			4.50%		
					100%	4.50%	
D: Customer Care	12 Customer Care	12.1 "Working for Wiltshire"	50%			7.50%	
		12.2 Interactions with members of the public leave positive impressions.	50%			7.50%	
				100%	15.00%		
E: Performance Innovation and Efficiency	13 Performance and Innovation	13.1 Proposals for 12 Key Performance Indicators	40%			5.00%	
		13.2 Address any aspect of non-performance	30%			3.75%	
		13.3 Approach to innovation	30%			3.75%	
					100%	12.50%	
	14 Operational Efficiency and Year-on-Year Value-for-Money Improvements	14.1 Works and services are carried out cost-effectively and efficiently	20%			2.50%	
		14.2 Year-on-year efficiency improvements	20%			2.50%	
		14.3 Value-for-money in services carried out by Community Teams	20%			2.50%	
14.4 Community Teams transitioned from resource to output payments		20%			2.50%		
	14.5 Apply Systems Thinking to future service development	20%			2.50%		
				100%	12.50%		
					100.00%	100.00%	

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