

AGENDA

Meeting: Overview and Scrutiny Management Committee

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

Date: Tuesday 28 January 2020

Time: 10.30 am

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718504 or email kieran.elliott@wiltshire.gov.uk

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

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

Membership:

Cllr Chuck Berry
Cllr Christine Crisp
Cllr Stewart Dobson
Cllr Mary Douglas
Cllr Howard Greenman
Cllr Alan Hill (Vice-Chairman)
Cllr Ruth Hopkinson
Cllr Jon Hubbard

Cllr Gordon King
Cllr Pip Ridout
Cllr John Smale
Cllr Tony Trotman
Cllr John Walsh
Cllr Stuart Wheeler
Cllr Graham Wright (Chairman)

Substitutes:

Cllr Clare Cape
Cllr Ernie Clark
Cllr Anna Cuthbert
Cllr Brian Dalton
Cllr Christopher Devine

Cllr Gavin Grant
Cllr George Jeans
Cllr Jacqui Lay
Cllr Ricky Rogers
Cllr Suzanne Wickham

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Public Participation

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

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

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

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

AGENDA

PART I

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

1 **Apologies**

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

2 **Minutes of the Previous Meeting** (*Pages 5 - 10*)

To approve and sign the minutes of the meeting held on 3 December 2019.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on 21 January 2020 in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on 23 January 2020. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Wiltshire Council's Financial Plan Update 2020-2021 and Medium Term Financial Strategy 2020-2025** (Pages 11 - 60)

A report from the Chief Executive Officers and Director of Finance on the Council's Financial Plan Update for 2020-2021 and the Medium-Term Financial Strategy 2020-2025 will be circulated to all councillors.

It will be accessible at the following [link](#).

7 **Final Report of the Digital Strategy & Implementation Task Group** (Pages 61 - 68)

To receive the Final Report of the Task Group.

8 **Forward Work Programme** (Pages 69 - 92)

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

9 **Management Committee Task Groups** (Pages 93 - 98)

To receive updates on recent activity of Task Groups established by the Management Committee.

10 **Date of Next Meeting**

To confirm the date of the next meeting as the extraordinary meeting on 11 February 2020 to consider any amendments to the budget.

To confirm the date of the next ordinary meeting of the committee on 17 March 2020.

11 **Urgent Items**

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

PART II

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

Overview and Scrutiny Management Committee

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 3 DECEMBER 2019 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Chuck Berry, Cllr Christine Crisp, Cllr Stewart Dobson, Cllr Howard Greenman, Cllr Alan Hill (Vice-Chairman), Cllr Ruth Hopkinson, Cllr Gordon King, Cllr Pip Ridout, Cllr John Smale, Cllr Tony Trotman, Cllr Stuart Wheeler and Cllr Graham Wright (Chairman)

Also Present:

Cllr Allison Bucknell, Cllr Richard Clewer, Cllr Simon Jacobs, Cllr Philip Whitehead and Cllr Ian Blair-Pilling

67 **Apologies**

An apology was received from Councillor Jon Hubbard.

Councillor Howard Greenman also gave apologies he would arrive late to the meeting.

68 **Minutes of the Previous Meeting**

The minutes of the meeting held on 24 September 2019 were presented for consideration, and it was,

Resolved:

To approve and sign the minutes as a true and correct record.

69 **Declarations of Interest**

There were no declarations.

70 **Chairman's Announcements**

There were no announcements.

71 **Public Participation**

A statement had been received from Mr Colin Gale in respect of the Executive Response to the Final Report of the Public Consultations Task Group, as

included in the Agenda Supplement. Additional materials from Mr Gale had been circulated to the Committee members.

72 **Executive Response to the Final Report of the Public Consultations Task Group**

On 20 November 2018 the Committee established the Public Consultations Task Group to examine the number, purpose and method of public consultations taking place in Wiltshire. The Final Report of the Task Group was approved by the Committee at its meeting on 24 September 2019, and the formal response of the Executive was therefore to be considered.

Prior to debate a statement was received from Mr Colin Gale on behalf of the Pewsey Community Area Partnership, Pewsey Parish Council, and Campaign for the Protection of Rural England, that collectively they did not consider the report had captured all points that it should have, had not engaged sufficiently with the public, and that the executive response did not provide clarity on timelines for its actions in response.

Councillor Allison Bucknell, Cabinet Member for Communications, Communities, Leisure and Libraries, presented her report and response to the Task Group recommendations. She added that the Business Intelligence Hub would ensure formal consultations would coordinate with communications and services, and that in implementing the recommendations the new structure would ensure more focused, appropriate consultations.

Councillor Stuart Wheeler, Chairman of the Public Consultations Task Group, welcomed the response of the Cabinet Member as set out in the report, and the recommendations to improve delivery of consultations within Wiltshire. He noted that the Task Group had retained concerns about the responsibilities being placed on the Business Intelligence Hub, and that it was proposed therefore that the Task Group reconstitute within 12 months to assess the new service.

The Committee debated the report and welcomed the suggestion to review the status of the Business Intelligence Hub within 12 months, and also noted the importance of managing public expectations in any public engagement, in particular being clear what was a formal consultation and what was information gathering or surveying.

At the conclusion of discussion, it was,

Resolved:

- 1) **To note the Executive Response to the Task Group's final report.**
- 2) **To note that in September 2019 the Committee resolved to receive a report in approximately 12 months' time about how those recommendations accepted by the Executive have been implemented.**

73 **Scrutiny of Contracts and Contractors**

The Chairman provided an update regarding discussions between the Overview and Scrutiny Committee chairmen and vice-chairmen and Executive members regarding arrangements for the scrutiny of council contracts and contractors. This had been in response to the publication of new Statutory Guidance on Overview and Scrutiny in England and Wales, which made reference to Overview and Scrutiny carrying out legitimate scrutiny of council contracts.

It was reported the discussion had focused upon engagement with contractors, scrutiny of the tendering of contracts, and scrutiny of contract performance. It was not considered, given contractors usually engaged well with scrutiny, that including clauses in contracts to mandate this was required at the present time, and that scrutiny of the tendering process was well embedded. Some concerns had been raised regarding how members could be aware of contract performance in order to request scrutiny of it, and members were informed it was intended in early 2020 for a degree of contract performance reporting to be included in performance reports to Cabinet.

The Committee discussed the update, and welcomed the increased transparency of reporting on contract performance. Members also raised the scrutiny of the awarding of contracts, including smaller contracts, to ensure best value, and whether the council had sufficient expertise and capacity at appropriate levels to ensure this,

At the conclusion of discussion, it was,

Resolved:

- 1) To note the discussions had with officers and the Executive regarding contract and contractor scrutiny.**
- 2) To agree that, due to a longstanding culture of providers engaging with Wiltshire OS on request, no contract clause requiring this is necessary at present, but to review this in the future if appropriate.**
- 3) To note that, from the New Year, there is an aspiration to add a new section to the quarterly budget, performance and risk reports to Cabinet giving high-level performance information on the council's 'platinum' contracts.**
- 4) To agree that, once performance information is included in the quarterly reports to Cabinet, Financial Planning Task Group will refer any areas of concern to the relevant select committee when appropriate.**
- 5) The Chairman and Vice-chairman to meet with officers and consider the current officer processes and procedures in procuring contracts, with information brought back to the next meeting.**

74 **Joint Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Task Group Report on the Chippenham Station Hub Project**

To note that the report requires further discussion by the Task Group and to defer its consideration until the next meeting of Management Committee.

75 **Management Committee Task Group Updates**

The written update on Task Groups was received. Members sought additional details on the level of response to a survey from the Communications with Councillors Task Group, and whether this covered direct email and face to face communication by officers in particular in relation to local division matters.

At the conclusion of discussion, it was,

Resolved:

- 1) **To note the update on Task Group activity.**
- 2) **To ask the Communications with Councillors Task Group to ensure that the following issues are addressed in its final report:**
 - **officer response times**
 - **the consistency with which officers communicate with councillors; and**
 - **what information needs to be communicated to councillors.**

76 **Forward Work Programme**

The Forward Work Programmes of the Select Committees were received.

In relation to the Environment Select Committee it was stated the Housing Aids and Adaptations Task Group had begin its work, and there would also be a report on the impact of Community Area Transport Groups after their ten years in operation.

In relation to the Health Select Committee it was noted that further announcements on social care policy, which could have a big impact on local government, would follow sometime after the General Election.

In response to a query it was stated the proposed reorganisation of the senior staff structure would need to be resolved before any consideration of if the committee structure for overview and scrutiny would be affected.

At the conclusion of discussion, it was,

Resolved:

To note the Overview and Scrutiny work programme.

77 **Date of Next Meeting**

The date of the next meeting was confirmed as 28 January 2019.

78 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 - 11.25 am)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services,
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AGENDA ITEM

WILTSHIRE COUNCIL

Overview & Scrutiny – 28 January 2020

Cabinet – 4 February 2020

Council – 25 February 2020

Subject: Wiltshire Council's Budget 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25

**Cabinet Members: Councillor Philip Whitehead- Leader of the Council
Councillor Simon Jacobs - Cabinet Member for Finance**

Key Decision: Yes

EXECUTIVE SUMMARY

The report presents members with the proposed 2020/2021 Budget and Medium Term Financial Strategy 2020/21 to 2024/25.

The report sets out, for approval by cabinet, the budget setting proposals and gives the details that feed into the budget setting reports.

Reasons for Proposals

To enable the Cabinet to recommend to Council to:

- Set its revenue and housing revenue accounts budgets and levels of reserves and Council Tax for the financial year 2020/21;
- Provide the Council with a strong financial plan for sustainable delivery of services in 2020/21;
- Provide the Council with a Medium Term Financial strategy to drive long term financial sustainability and delivery of the business plan; and
- Meet its strategic financial objectives.

PROPOSALS

It is proposed that Cabinet recommends to Council that it:

- a. Agrees the budget for 2020/21;
- b. Approves the growth and savings proposals summarised in the report to provide a net revenue budget for 2020/21 of £344.023 million;

c. Agrees to:

- i. Set the Council's total net expenditure budget for 2020/21 at £344.023 million;
 - ii. Set a Council Tax increase of 1.99% and Social Care Levy increase of 2%;
 - iii. Delegate changes in fees and charges as set out in Section 9;
 - iv. Set a 2.7% increase for social dwelling rents (CPI plus 1%);
 - v. Set the Housing Revenue Account (HRA) Budget for 2020/21 at £30.302 million expenditure; and
 - vi. All service charges related to the HRA being increased to recover costs, capped at increase of £5 per week for those not on housing benefits and garage rents increased by 1.7% (CPI).
- d. Endorse the Medium Term Financial Strategy and receive regular updates on delivery against strategy to Cabinet; and
- e. Notes the budget gap of £69.527 million for MTFs period 2021/22 – 2024/25.

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WILTSHIRE COUNCIL

Overview & Scrutiny – 28 January 2020

Cabinet – 4 February 2020

Council – 25 February 2020

Subject: Wiltshire Council's Budget 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25

**Cabinet Members: Councillor Philip Whitehead- Leader of the Council
Councillor Simon Jacobs - Cabinet Member for Finance**

Key Decision: Yes

Purpose of Report & Background

1. This report sets out the Council's budget 2020/21 and Medium Term Financial Strategy 2020/21- 2024/25 (MTFS). It highlights expenditure and income from 2020/21 to 2024/25.
2. This report sets out an updated Financial Strategy that covers the five years 2020-25. It reflects the current Government funding announcements and is attached at Appendix A to this report.
3. This Council's strategic aims and priorities drive the medium term financial planning process, with changes in resource allocation determined in accordance to policies and priorities. A key focus for the Council is to ensure a strong sustainable financial base exists in these challenging times. This report builds on the Update to the Medium Term Financial Strategy that was presented to Cabinet on 10 December 2019 and the Council's Business Plan.
4. The key changes reflect the revised forecast for the increasing demand for care for the vulnerable, including adults and children with complex care needs and special educational needs and the delay in Government determining a new fairer funding settlement.
5. This report considers:
 - Delivering the Council's Business Plan priorities– Section 2
 - The Council's Medium Term Financial Strategy – Section 3
 - Funding Position – Section 4
 - Budget Summary 2020/21 – Section 5
 - Budget Pressures – Section 6
 - Savings – Section 7
 - Other Changes – Section 8
 - Fees & charges, capital, housing and schools' proposals – Section 9
 - Assessment of reserves – Section 10

- Budget Assumptions & Business Risk – Section 11
 - Budget Consultation – Section 12
 - Consideration of other factors and implications – Section 13
6. Due to the lead time to produce the budget setting papers, all reports are presented in the Council structure as at 31 December 2019. As in previous years, budgets will be recast before start of the 2020/21 financial year to reflect any structural changes and include the allocation of growth and savings to individual services.

SECTION 2 DELIVERING THE COUNCIL'S BUSINESS PLAN PRIORITIES

Service Planning

7. The Business Planning process for 2020/21 and future years is currently being undertaken alongside the development of the MTFs to ensure that the Corporate Priorities are expressed in financial terms in the MTFs and all the priorities are fully resourced. The Business Planning process links service activity from across all council services to the council's Business Plan ensuring that activity is planned against all the Council's stated strategic objectives.
8. Major strategic projects have been mapped against the Council's business and financial plans. Potential national and international developments have also been taken into account and, where appropriate, new risks assessed.
9. Recent cross-council work has identified the outcomes that will help deliver the council's priorities in the next three to five years. Work is ongoing to define the actions, projects and changes that will be required. These actions, once defined, can be used as the base for building outcome/activity based budgets for 2021/22 and beyond.
10. Over the last decade the council, in collaboration with its public and voluntary sector partners, has improved people's lives, strengthened communities and helped businesses to develop and relocate in Wiltshire. Looking ahead to the next decade, we plan to continue that success.
11. The Council's 2017-27 Business Plan sets out our priorities and how we will deliver them working closely with local communities and partners; as well as investing in technology to make it easier for residents and businesses to engage with us and resolve matters more quickly. The Council's key priorities are:
- Growing the economy
 - Strong communities
 - Protecting those who are most vulnerable
 - An innovative and effective council

SECTION 3 THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY

Medium Term Financial Strategy

12. As part of our strong financial management the Council has a Medium Term Financial Strategy that is updated annually as part of the process of setting the Council Tax levels. The Medium Term Financial Strategy (MTFS) sets out both the process and assumptions in aligning the council's financial resources with its business plan.
13. Movements and forecasts in future years can be summarised in the table below:

	2020/21	2021/22	2022/23	2023/24	2024/25	Total 2020/21 - 2024/25
	£m	£m	£m	£m	£m	£m
Opening Position	332.378	344.023	353.436	364.011	374.902	332.378
Budget Pressures (Section 6)	34.214	29.219	24.959	24.705	26.644	139.741
Savings Required (Section 7)	(14.683)	(26.196)	(15.384)	(14.814)	(16.428)	(87.505)
Other Changes (Section 8)	(7.886)	6.390	1.000	1.000	1.000	1.504
Closing Position/ Forecast Funding available (Section 4)	344.023	353.436	364.011	374.902	386.118	386.118

14. A detailed MTFS is attached at Appendix A, with a 2020/21 high level summary in Appendix B and below.

SECTION 4 FUNDING POSITION

Level of Funding

15. The Council draws its funding from two main sources – local taxation and Government grants. The Council no longer receive any Revenue Support Grant (RSG). The main areas of Government grant are:
- Baseline Funding - Business Rates Retention Scheme (BRRS);
 - Additional ring fenced grants, such as Public Health;
 - New Homes Bonus; and
 - Other one off grants, such as social care, rural support grant etc.

16. The local taxation funding expected in 2020-25 is as follows:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Income / Funding					
Recurring Funding					
Council Tax (1.99% increase and 1% demographic growth)	(260.830)	(269.288)	(278.055)	(287.084)	(296.382)
Social Care Levy (2% growth 2020/21 only)	(23.893)	(23.893)	(23.893)	(23.893)	(23.893)
Business Rates Retention (3% growth)	(56.600)	(60.255)	(62.063)	(63.925)	(65.843)
Collection Fund	(2.700)	0.000	0.000	0.000	0.000
Total Forecast Funding	(344.023)	(353.436)	(364.011)	(374.902)	(386.118)

17. The Government confirmed there will be no real changes to the current one-year financial settlement 2020-21 in the settlement announcement on 19 December 2019.
18. The projected increase in Council Tax is set just below the government referendum limit of 2%. Additionally, the overall Council tax base has seen another increase, as set out in the December report to Cabinet. It is assumed these growth streams continue for the length of the MTF5.
19. The Government announced the Council could raise an additional levy of 2% this year in order to contribute towards the continued increasing costs of adult social care.
20. Business Rates are collected from local businesses, calculated based on the Valuation Office value of the businesses multiplied by the annual rate set by Government. The business rate increase is based on an increase in both numbers of local businesses and the annual Government multiplier.
21. The Government is currently undertaking a Fairer Funding reviewing of local government funding and a review of the localisation of Business Rates. The delayed consultations are expected this year. The aim of the review is to recognise that the way local authorities receive government funding is over a decade old, and a new baseline for funding allocations to local authorities based on an up-to-date assessment of relative needs and resources, using the best available evidence is needed. At this stage no change has been made to the Medium Term Financial Strategy given the uncertainty of the outcome of Government's review however there is an assumption that the additional funding for social care will remain within on-going funding regardless of any changes that might be seen from any Fair Funding review. The Council will continue to be updated of any changes, which are forecast to be announced in 2020.

SECTION 5 BUDGET SUMMARY 2020/21

2020/21 Council Tax calculation

22. The overall net budget position for 2020/21 is reflected in this report:

2020/21 Revised Base Budget	332.378
Plus Budget pressures (Section 6)	34.214
Less Savings (Section 7)	(14.683)
Less Other changes (Section 8)	(7.886)
Net budget requirement	344.023
Financed by	
Amount funded through Council Tax	(260.830)
Social Care Levy	(23.893)
Business Rates Retention	(56.600)
Collection Fund Surplus	(2.700)
Total Financing (Section 4)	(344.023)
Gap remaining	0.000

Medium Term Financial Strategy by Directorate for 2020/21

23. This is shown by directorate in the table below

	Adult Care & Public Health Services	Children & Education Services	Growth, Investment & Place Services	Corporate	Total
2019/20 Revised base Budget	155.929	78.621	100.852	(3.024)	332.378
Budget Pressures	13.035	6.596	4.646	9.937	34.214
Savings	(8.861)	(1.820)	(1.547)	(2.455)	(14.683)
Other Changes	0.000	0.000	0.000	(7.886)	(7.886)
2020/21 Budget	160.103	83.397	103.951	(3.428)	344.023
% Change	2.68%	6.07%	3.07%	13.36%	3.50%

SECTION 6 BUDGET PRESSURES

Growth and challenges to our spending

24. At present, the scale of cost pressures facing the Council is more than the projected increase in income.
25. The reason we recognise investment, growth and pressures is so that we understand the scale of the task. If a service had the same cash budget as the previous year, that service would still have to make savings to standstill as pay costs or contract prices may have risen.
26. There are significant cost pressures arising from changing demographics and a growing population. These lead to an increase in demand and costs for adult and children services, as well as other services across the Council.
27. This results in a gross funding requirement in 2020/21 to meet all of these challenges of £34.214 million. Looking ahead the growth and pressures on spend will continue at similar levels, however, as set out below the adult and children's transformation programmes are designed deliver efficiencies. Other programmes around community responsibility, digital and commercial will address need to address the other pressures.
28. The breakdown of budget pressures and growth is below. A full list and detail is included at Appendix C. This growth table shows the forecast increase required in each year.

	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Budget pressures & growth					
Adult Care & Public Health	10.275	8.988	9.697	10.638	10.638
ICT	2.448	0.661	0.718	0.366	0.383
Legal & Elections (one off growth)	0.312	1.000	(1.000)		
Children & Families	6.596	3.870	4.244	4.728	5.211
Economy & Development	0.500				
Highways & car parks	0.830	0.472	0.592	0.599	0.611
Waste (including increased demand)	2.045	1.286	1.325	1.366	1.409
Strategic Assets & Facility Management	0.250	0.351	0.366	0.385	0.401
Communities & Neighbourhood	1.021	0.384	0.398	0.462	0.476
Corporate growth					
Pay growth	5.013	4.928	5.057	5.192	5.192
Climate Change Team	0.350				
Economic Development South Wiltshire	0.200				
External footpaths and cycle paths	0.100				
Capital Financing to fund capital programme	4.274	7.279	3.562	0.969	2.323
Total Budget Pressures	34.214	29.219	24.959	24.705	26.644

SECTION 7 SAVINGS

Level of savings

29. The Council's financial plan identifies a need to find £14.683 million of savings in 2020/21. £3.849 million of savings were approved at budget setting in 2019/20. This leaves £10.834 million of new savings identified in the 2020/21 budget setting process.
30. A full list of savings is included at Appendix D.
31. These savings have been assessed and considered realisable, although there may be some further movement in some as work progresses which means a small element could need to be found from other areas.
32. The Council has introduced a saving delivery group to monitoring and track savings proposals to ensure that they are delivered and review impact on services.
33. In future years of the MTFs (2021/22-2024/25) a budget gap of £69.527million remains with savings that will need to be identified to address this gap. Actions to address the budget gap are being assessed and will include such actions as service transformation, commercialisation, and income generation alongside service efficiencies.

SECTION 8 OTHER CHANGES

34. As well as budget pressures and savings, the Council also forecasts some changes in grants and draw from reserves. These mainly reflect changes in grants the Council has received from Central Government. A summary is included below:

Changes in Grants	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Changes in New Homes Bonus Received	(0.380)	1.000	1.000	1.000	1.000
Additional Adult Grant Received	(6.457)				
Additional top up of General Reserves		1.400			
One off Draw from Earmarked reserves	0.851	0.674			
Removal of Rural Support Grant		3.316			
Additional Business Rate Grants	(1.900)				
Total	(7.886)	(6.390)	1.000	1.000	1.000

SECTION 9 FEES & CHARGES, CAPITAL, HOUSING AND SCHOOLS' PROPOSALS

Fees and charges

35. As part of budget setting, it is assumed that most discretionary fees and charges will be increased on average by +5%. Other fees have been based on statutory national levels (where set by statute) or individual agreements.
36. As per 2019/20, it is proposed that detailed individual fees & charges are delegated to appropriate budget managers. The detailed fees and charges booklet will be updated before the beginning of the new financial year.
37. Demand is mostly assumed to remain unchanged as the increase in the fees and charges have been assessed as tolerable. All other fees and charges proposal are assessed as deliverable at this stage but will also be monitored throughout the year.

Capital

38. This reports show significant additional revenue costs to fund capital financing. This reflects the additional investment in capital schemes arising from the Capital Strategy report, which is elsewhere on the agenda.

Dedicated Schools Grant (DSG)

39. The DfE issued the revenue funding settlement for schools on the 19 December 2019. The provisional Dedicated Schools Grant (DSG) allocation for Wiltshire Council is £374.503 million. This is an increase of £22.857 million compared with 2019/20. The increase reflects the impact of the increase to schools' block funding for the national funding formula (NFF) incorporating the additional funding pledged by the government, the overall increase in the numbers of pupils to be funded from the schools' block, and the impact of the funding uplift through the NFF for the High Needs Block.
40. The split of funding between the blocks is as follows:

	<u>2019-20</u>	<u>2020-21</u>	<u>Increase</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>
Schools Block	275.215	293.143	17.928
Central Services Block	2.570	2.480	(0.090)
High Needs Block	47.092	51.996	4.904
Early Years Block	26.769	26.884	0.115
Total Funding	351.646	374.503	22.857

41. The High Needs block has been allocated as per the baselines notified to local authorities in September 2019. These baselines are calculated according to the national funding formula for high needs, the greatest percentage of which is allocated according to historic spend. The basic entitlement amount reflects the numbers of pupils in special schools has been updated to reflect the October 2019 census and the import/export adjustment. The uplifted funding reflects and includes Wiltshire's share of the £700m additional funding announced for High Needs in 2020/21.
42. The funding also includes the additional £4.441 million, as announced in August 2019, awarded to Wiltshire as part of the additional £680m distributed to local authorities to acknowledge and go some way towards closing the gap between demand and funding levels. Wiltshire's demand remains in excess of the high needs block allocation and as a result has requested permission to transfer 1.58% of Schools Funding (£4.600 million) to the High Needs block from the Secretary of State. Following the SEN restructure in November 2019, a challenging recovery plan is proposed and will be discussed at Schools Forum on the 16 January 2020 when the budget transfer proposal will be finalised. Schools Forum are working with officers on a wide range of plans to reduce the commitment on the high needs block moving forward and national lobbying on funding continues.

Housing Revenue Account

43. The Housing Revenue Account (HRA) is a separate account that all local authorities with housing stock are required to maintain by law. This account accumulates and reports all transactions relating to, or associated with, local authority-owned housing. It is ring fenced which means that money cannot be paid into or out of it from the General Fund. In addition, it is not legal to run a deficit on the account.
44. The 30-year business plan aims to deliver a substantial increase in the amount of money available to be invested in capital works on existing dwellings and to deliver new housing to replace properties that have been sold under the Government's Right to Buy scheme and to address housing need.

Rent setting 2020/21

45. 2020/21 will be the first year when the rent setting process will revert to increasing by CPI plus 1%. For September 2019 this increase will be for 1.7% CPI plus 1%age point – totalling 2.7% increase. Previously the Chancellor of the Exchequer's announcement from Autumn 2015 was followed which reduced the rent by 1% for each year from April 2016 to March 2020.
46. For 2-bedroom properties, the average 2019/20 rent (social and sheltered) was £86.88 per week which will increase to an average of £89.25 for 2020/21. For 3-bedroom properties, the increase would be from £94.53 to £97.08.

Garage rents and service charges 2020/21

47. It is proposed to increase garage rents by 1.7% (CPI as at September 2019).
48. It is proposed that service charges are increased to recover costs but capped at no more than £5 per week increase for those not receiving housing benefits. This will be the last year of this cap and it will not be applied for subsequent years.

Budget impact

49. Details of the revised budget are shown in Appendix E.

Council Tax Setting

50. The council is required to set a Council Tax sufficient to balance the Collection Fund account it maintains. Details are included in Appendix F, which sets out the Section 151 Officer's assessment of the major areas of risk in the 2020/21 budget.
51. The precept for Wiltshire Police and Dorset and Wiltshire Fire and Rescue Service has yet to be finalised and approved for 2020/21, and as such no change to the Council Tax element for these precepts has yet been made in this report. These figures will be tabled at Full Council.
52. There are 252 parishes and town councils in Wiltshire. Each of these bodies has precepting powers and we are currently waiting to hear back from all of these bodies. Given the scale of the number of such councils, the detailed effect for each will be set out in an appendix to Full Council to show the movement for each parish and town on top of that for Wiltshire Council, the fire and police organisations.

SECTION 10 ASSESSMENT OF RESERVES

General Fund Reserves

53. A key part of the Council's Medium Term Financial Strategy is holding a minimum levels of reserves to minimise risk of unmanageable overspends and deal with unexpected events, without tying up funds unnecessarily.
54. The Council's general Fund reserves are currently at £15.100 million (4.3% of net spend). This level has been recognised as just adequate. The Medium Term Financial Strategy includes the maintenance of reserves for 2020/21 and an increase to 5% in the MTFS period.
55. Wiltshire Council has a low level of reserves compared to other Councils.
56. As part of the budget setting process, the levels of balances and reserves are reviewed and determined ensuring that the level is justifiable in the context of local circumstances. The Section 151 officer (Director of Finance) has reviewed the level in order to ensure a prudent level of balances that reflects a full risk assessment commensurate with the risks that the Council faces and the context within which the authority operates. Further details are included in Section 25 report in Appendix F.

57. The base budget is forecast to increase each year, so Council will need to increase reserves each year to maintain level of general fund reserves as a percentage of net spend. As shown below, this would mean contribution to reserves of £1.400 million in years 2021/22 to 2024/25 to ensure that the general fund reserve is maintained to at least the 5% threshold recommended by the Director of Finance. Scenario modelling is included below. This budget papers assume Scenario 3.

General Fund Reserves. Absolute position as at:	31 March 2021 £ million	31 March 2022 £ million	31 March 2023 £ million	31 March 2024 £ million	31 March 2025 £ million
Net budget	344.023	353.436	364.011	374.902	386.118
Scenario 1					
Opening General Fund Reserve	15.100	15.100	15.100	15.100	15.100
Contribution to general fund reserves	0.000	0.000	0.000	0.000	0.000
Closing General Fund Reserve	15.100	15.100	15.100	15.100	15.100
General Reserves as % net budget	4.39%	4.27%	4.15%	4.03%	3.91%
Scenario 2					
Opening General Fund Reserve	15.100	15.100	15.550	16.000	16.475
Contribution to general fund reserves	0.000	0.450	0.450	0.475	0.475
Closing General Fund Reserve	15.100	15.550	16.000	16.475	16.950
General Reserves as % net budget	4.39%	4.40%	4.40%	4.39%	4.39%
Scenario 3					
Opening General Fund Reserve	15.100	15.100	16.500	17.900	19.300
Contribution to general fund reserves	0.000	1.400	1.400	1.400	1.400
Closing General Fund Reserve	15.100	16.500	17.900	19.300	20.700
General Reserves as % net budget	4.39%	4.67%	4.92%	5.15%	5.36%

58. A significant reliance on reserves would not be a sustainable strategy as reserves are one off funding and when used are gone forever.

59. Our earmarked reserves including items such as schools and PFI are fully committed.

60. The forecast levels of ear marked reserves are set out below as at March 2019 and the forecast for future years over the period of the MTFS.

Earmarked Reserves. Absolute position as at:	31March 2021	31 March 2022	31 March 2023	31 March 2024
Locally Managed Schools Balances	(5,778)	(4,778)	(4,778)	(4,778)
Insurance Reserve	(3,414)	(3,414)	(3,414)	(3,414)
PFI Reserve	(2,900)	(2,600)	(2,300)	(2,000)
Revenue Grants Earmarked Reserve	(1,675)	(1,675)	(1,675)	(1,675)
PFI Housing Scheme Earmarked Reserve	(2,550)	(2,450)	(2,350)	(2,250)
Gain share income	(3,100)	(3,100)	(3,100)	(3,100)
Total	(19,417)	(18,017)	(17,617)	(17,217)

SECTION 11 BUDGET ASSUMPTION & BUSINESS RISK

Interest Rates

61. Investment income returns are budgeted at 0.75% for 2020/2021. The cost of borrowing for Wiltshire Council is 3.74%, however the average cost of new borrowing would be 3.12% (assume 25 year PWLB rates).

Inflation

62. The Consumer Price Index (CPI) has been hovering around the Bank of England's target of 2% during 2019, but fell again in October 2019 to 1.5%. It is likely to remain close to or under 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound. Additionally, the Government recently announced a 6.2% increase in the national living wage (NLW), which will increase cost pressures, especially in social care.

Pay and related costs

63. The cost of implementing the new pay and grading model together with the anticipated incremental progression is estimated to be £5.013 million. As a result of the completion of negotiations last year with the trade unions the additional estimated cost of implementing the new national pay and grading model has been built into the 2020/21 budget plan. There is also a financial impact for schools.

Budget pressures and delivery of 2019/20 budget

64. The delivery of the 2019/20 budget is monitored closely, and Cabinet receive regular updates on its revenue, capital, schools and housing budgets. The timing and level of transparency of these reports has again significantly improved throughout the year. Actions to mitigate service pressures have been taken throughout the year.
65. The latest forecast at Period 9 (December 2019) as set out at Cabinet on 4 February agenda reports forecast year-end break even budget, after appropriate action. It remains vitally important that all approved savings plans are delivered as not delivering savings would add to the level of savings required during 2020/21 and future years.

Business Transformation

66. The Council has embarked on an ambitious business transformation to ensure continual improvement on the efficiency of ways of working. This includes digitalisation of services and transforming how we deliver services. It is proposed that these areas will provide significant savings in future years of the Medium Term Financial Strategy.

Business Risks

67. As discussed in the growth section above, there are significant cost pressures arising from changing demographics and a growing population. These leads to increase demand and costs for adult and children services, as well as other services across the Council.
68. The delivery of savings continues to remain a major risk. Regular monitoring and reporting is in place to mitigate against this. The size of the budget savings has increased the risk, and any non achievement would require in year compensating savings to be identified.
69. Many of the saving proposals include service transformation. This will be closely review and monitored to identify both cost and performance implications of the changes
70. The United Kingdom's withdrawal from the European Union, together with other global financial issues, will have financial implications. These will be closely monitored and considered. It is too early to estimate the full extent of any financial impact arising from these changes.
71. There is still uncertainty in the overall Local Government finance position. The government has promised to consult on a fairer funding model from local government. This included business rates retention, changes to new homes bonus, reductions in ring fenced grants and possible new burdens. This means the Council faces a challenging time in balancing the budget and developing the medium term financial strategy.
72. Changes in service provision has meant that in some areas the capacity to deliver future changes will need to be closely monitored.

SECTION 12 BUDGET CONSULTATION

Consultation

73. The council carried out informal consultation inviting the public of Wiltshire to attend a series of public events - Focusing on the Future - that took place throughout January 2020 in Devizes, Chippenham, Trowbridge and Salisbury.
74. Consultations are held in January and February. These include Schools Forum, Housing Board, Business, Overview and Scrutiny Management Committee, and Finance Task Group. Detailed feedback will be taken to Full Council.

SECTION 13 CONSIDERATION OF OTHER FACTORS AND IMPLICATIONS

Fairness, Equality & Diversity

75. The Council's budget planning framework is supported by the development of Equality Impact Assessments (EIAs) for the budget proposals, identifying possible disproportionate impact in relation to the protected characteristics as described within the Equality Act 2010. The EIAs will also identify potential mitigation where applicable
76. The Council maintains its strong commitment to equality, believing that all groups and individuals within the community and its workforce have equal opportunity to benefit from the services and employment it provides. EIAs help the Council to arrive at informed decisions and to make the best judgements about how to target resources.
77. An overall Equality Impact Assessment has been completed for the budget and this is included in Appendix G.

Conclusions

78. The Council's budget for 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25 sets a clear direction for the coming years, and the budget proposals within that are robust. The Council is assessed as financially viable and resilient with sound and strong financial standing in terms of its current financial management and opportunities for further savings and income generation; albeit with low levels of reserves.
79. However, it should be noted that there are requirements for significant budget savings of £85.500 million in period 2020/21 – 2024/25. £14.700 million will be delivered in 20/21 with £73.000 million still to find in future years. The council needs to begin planning for identification and delivery of these savings as early as possible, ensuring that every penny it spends is matched to its priorities and specific outcomes.

Overview & Scrutiny Engagement

80. The proposals will also be subject to review and scrutiny by a range of stakeholders, including elected members through the scrutiny process, Trade Unions and Business through meetings with them, Housing Panel's consideration of the HRA proposals and Schools Forum consideration of the Dedicated Schools Grant changes.

Safeguarding Implications

81. Safeguarding remains a key priority for the Council and this report reflects the additional investment support the ongoing spend in adult care, looked after children and safeguarding.

Public Health Implications

82. Changes in public health grant are included in this report to set public health base budgets in line with the grant. Delivery plans are currently being developed.

Procurement Implications

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

Environmental and Climate Change Considerations

84. The plan and budget have been developed to support strong, resilient communities in Wiltshire. The budget includes growth for a Climate Change Team and additional footpath & cycle path funding and there is significant investment to reflect the additional revenue cost of Capital schemes. Further detail of specific schemes can be found in the Cabinet October Wiltshire Council Carbon Reduction report.
85. The Council declared a Climate emergency. Following the production of a climate change strategy, all implication, including financial implications, will be considered and reported through the appropriate governance processes.

Financial implications

86. This is the subject of the report. In accordance with Section 25 of the Local Government Act 2003 and CIPFA Code of Practice Appendix F sets out the Section 151 Officer's assessment of the major areas of risk in the 2020/21 base budgets / Medium Term Financial Plan, and recommended budget options. It is presented in order to provide elected members with assurances about the robustness of assumptions made, and to assist them in discharging their governance and monitoring roles during the forthcoming year.

Legal Implications

87. The Monitoring Officer considers that the proposals, together with this report, fulfil the statutory requirements set out below with regard to setting the amount of Council Tax

for the forthcoming year and to set a balanced budget:

- Section 30(6) Local Government Finance Act 1992 ('the 1992 Act') requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.
- Section 32 of the 1992 Act sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
- Section 33 of the 1992 Act requires the Council to set a balanced budget.
- Section 25(1) Local Government Act 2003 ('the 2003 Act') requires the Chief Finance Officer of the Council to report to it on (a) the robustness of the estimates made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.
- Section 25(2) the 2003 Act requires that when the Council is considering calculations under Section 32, it must have regard to a report of the Chief Finance Officer concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- The Local Authorities (Functions & Responsibilities) (England) Regulations 2000 (as amended) set out the respective functions of Council and of the Cabinet. With regard to the setting of the budget and Council Tax for the forthcoming year, the Regulations provide that the Cabinet formulates the plan or strategy (in relation to the control of the Council's borrowing or capital expenditure) and the preparation of estimates of the amounts to be aggregated in making the calculations under Section 32 of the 1992 Act. However, the adoption of any such plan or strategy/calculations is the responsibility of full Council.

88. The legislation that governs local government is changing significantly and the business plan will be kept under review to see if changes are needed as the changes in legislation are made available and clarified.

HR advice

89. Changes to the national pay spine in Spring 2019 led to local negotiations with trade unions to develop a new pay and grading model for the council. As a result of those negotiations a new pay and grading model was implemented in April 2019. The on-going and additional financial impact of this has been built into the 2020/21 budget plan. There is also a financial impact for schools.

PROPOSALS

90. It is proposed that Cabinet recommends to Full Council that it:
- a. Agrees the budget for 2020/21;
 - b. Approves the growth and savings proposals summarised in the report to provide a net revenue budget for 2020/21 of £344.023 million;
 - c. Agree to:

- i. Set the Council's total net expenditure budget for 2020/21 at £344.023 million;
 - ii. Set a Council Tax increase of 1.99% and Social Care Levy increase of 2%;
 - iii. Delegate changes in fees and charges as set out in Section 9;
 - iv. Set a 2.7% increase for social dwelling rents (CPI plus 1%);
 - v. Set the Housing Revenue Account (HRA) Budget for 2020/21 at £30.302 million expenditure;
 - vi. All service charges related to the HRA being increased to recover costs, capped at increase of £5 per week for those not on housing benefits and garage rents increased by 1.7% (CPI);
- d. Endorse the Medium Term Financial Strategy and receive regular updates on delivery against strategy to Cabinet; and
 - e. Notes the budget gap of £69.527 million for MTFS period 2021/22 – 2024/25.

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Appendices:

Appendix A: MTFS Financial Model 2020-25
Appendix B: 2020/21 High Level Summary
Appendix C: Summary of Budget Pressures
Appendix D: Summary of Savings
Appendix E: Housing Revenue Account (HRA) Budget
Appendix F: Section 151 Officer's assessment – section 25 report
Appendix G: Budget Equality Impact Assessment

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APPENDIX A MTF5 Financial Model 2020-25

MTFS Financial Model	2019-2020 Approved Financial Plan	2020-2021	2021- 2022	2022- 2023	2023- 2024	2024- 2025
	£m	£m	£m	£m	£m	£m
Income / Funding						
Recurring Funding						
Council Tax Requirement	(252.580)	(260.830)	(269.288)	(278.055)	(287.084)	(296.382)
Social Care Levy	(18.417)	(23.893)	(23.893)	(23.893)	(23.893)	(23.893)
Rates Retention	(58.500)	(56.600)	(60.255)	(62.063)	(63.925)	(65.843)
Collection Fund	(2.881)	(2.700)				
Total Funding (= A)	(332.378)	(344.023)	(353.436)	(364.011)	(374.902)	(386.118)
Total Projected Non recurring Funding (MEMO ONLY)						
Specific Grants						
New Homes Bonus	(11.474)	(11.854)	(10.854)	(9.854)	(8.854)	(7.854)
NHS Funding for social care	(9.100)	(9.100)	(9.100)	(9.100)	(9.100)	(9.100)
s31 Grant	(8.202)	(10.102)	(10.102)	(10.102)	(10.102)	(10.102)
Local services support grant	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
Business rate levy account surplus	(0.874)					
Rural Support Grant	(3.316)	(3.316)				
Total Projected Non recurring Funding	(33.166)	(34.572)	(30.256)	(29.256)	(28.256)	(27.256)
Total Projected Recurring Expenditure						
Adult Care, Public Health, ICT & Legal Services						
Base budget	155.929	155.929	160.103	170.622	179.977	190.981
Growth & Pressures		13.035	10.649	9.415	11.004	11.021
Savings		(8.861)	(0.130)	(0.060)		
Total Adult Care, Public Health, ICT & Legal Services	155.929	160.103	170.622	179.977	190.981	202.002
Children & Education, Corporate Services & HR						
Base budget	78.621	78.621	83.397	85.857	88.641	93.369
Growth & Pressures		6.596	3.870	4.244	4.728	5.211
Savings		(1.820)	(1.410)	(1.460)		
Total Children & Education, Corporate Services & HR	78.621	83.397	85.857	88.641	93.369	98.580
Growth, Investment & Place Services & Finance						
Base budget	100.852	100.852	103.951	106.289	108.890	111.702
Growth & Pressures		4.646	2.493	2.681	2.812	2.897
Savings		(1.547)	(0.155)	(0.080)		
Total Growth, Investment & Place Services & Finance	100.852	103.951	106.289	108.890	111.702	114.599
Corporate & Corporate Centre						
Base budget	(3.024)	(3.024)	(3.428)	15.169	24.788	31.949
Growth & Pressures		9.937	12.207	8.619	6.161	7.515
Savings		(2.455)				
Other changes		(7.886)	6.390	1.000	1.000	1.000
Total Corporate & Corporate Centre	(3.024)	(3.428)	15.169	24.788	31.949	40.464
Assume Balance Gap Delivered Year Before		0.000	0.000	(24.501)	(38.285)	(53.099)
Councils Projected Budget Requirement (= B)	332.378	344.023	377.937	377.795	389.716	402.546
Income / Expenditure GAP before Cost Reduction Plan (C= A-B)	0.000	0.000	24.501	13.784	14.814	16.428
INDICATIVE COST REDUCTION PLAN						
Savings to be found from other areas		0.000	(24.501)	(13.784)	(14.814)	(16.428)
TOTAL COST REDUCTION PLAN		0.000	(24.501)	(13.784)	(14.814)	(16.428)

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APPENDIX B Wiltshire Council Financial Plan 2020-21

Service Line	Revised 2019-20 Net Base Budget	Total Growth	Total Savings	Other Changes	Base Budget after savings 2020-21	Change 2019-20 to 2020-21	Change 2019-20 to 2020-21
	£m	£m	£m	£m	£m	£m	%
Adult Care & Public Health Services							
<u>Access & Reablement</u>							
Adults 18+	48.833	6.403	(5.700)		49.536	0.703	
<u>Learning Disabilities & Mental Health</u>							
Mental Health	18.280	0.598	(0.120)		18.758	0.478	
Learning Disabilities	51.906	2.299	(0.699)		53.506	1.600	
<u>Commissioning - Adults</u>							
Adults Commissioning	22.974	0.975	(0.692)		23.257	0.283	
<u>Public Health</u>							
Public Health	1.418		(1.000)		0.418	(1.000)	
<u>Digital & Information</u>							
Information Services	8.791	2.448	(0.648)		10.591	1.800	
<u>Legal, Electoral & Registration</u>							
Legal, Electoral & Registration	3.727	0.312	(0.002)		4.037	0.310	
Children & Education Services							
<u>Commissioning - Childrens</u>							
Commissioning - Childrens	4.519	0.140			4.659	0.140	
<u>Family & Children Services</u>							
Childrens Social Care	42.254	2.242	(1.086)		43.410	1.156	
0-25 Service: Disabled Children & Adults	19.287	4.214	(0.541)		22.960	3.673	
<u>Education & Skills</u>							
School Effectiveness	3.248		(0.045)		3.203	(0.045)	
Funding Schools	0.000				0.000	0.000	
<u>Corporate Services</u>							
Corporate Services	4.917		(0.025)		4.892	(0.025)	
Communications	1.202		0.000		1.202	0.000	
<u>Human Resources & Org Development</u>							
Human Resources & Org Development	3.194		(0.123)		3.071	(0.123)	
Growth, Investment & Place Services							
<u>Economic Development & Planning</u>							
Economic Development & Planning	2.282	0.500	(0.025)		2.757	0.475	
<u>Highways & Environment</u>							
Highways	19.356	0.830	(0.088)		20.098	0.742	
Car Parking	(6.532)				(6.532)	0.000	
Waste & Environment	39.994	2.045			42.039	2.045	
<u>Housing & Commercial Development</u>							
Housing Services	4.157		(0.238)		3.919	(0.238)	
Strategic Asset & Facilities Management	12.051	0.250	(0.516)		11.785	(0.266)	
<u>Communities & Neighbourhood</u>							
Libraries, Heritage & Arts	5.270	0.402	(0.022)		5.650	0.380	
Leisure	(0.193)		(0.538)		(0.731)	(0.538)	
Transport	17.580	0.521	(0.020)		18.081	0.501	
Public Protection	0.547	0.098	0.000		0.645	0.098	
<u>Finance</u>							
Finance & Procurement	7.040		(0.100)		6.940	(0.100)	
Revenues & Benefits - Subsidy	(0.700)				(0.700)	0.000	
Corporate							
<u>Corporate Directors</u>							
Members	0.899				0.899	0.000	
Corporate Directors	2.231	0.350			2.581	0.350	
Councils Net Spend on Services	338.532	24.627	(12.228)	0.000	350.931	12.399	4%

APPENDIX B Wiltshire Council Financial Plan 2020-21

Service Line	Revised 2019-20 Net Base Budget	Total Growth	Total Savings	Other Changes	Base Budget after savings 2020-21	Change 2019-20 to 2020-21	Change 2019-20 to 2020-21
	£m	£m	£m	£m	£m	£m	%
Movement To/ From Reserves	(0.651)			(0.023)	(0.674)	(0.023)	
Capital Financing	18.874	4.274			23.148	4.274	
Corporate Levies	6.525		(0.400)		6.125	(0.400)	
Restructure & Contingency	2.264	0.300	(2.055)		0.509	(1.755)	
Employee costs	0.000	5.013			5.013	5.013	
Corporate Investment & Costs	27.012	9.587	(2.455)	(0.023)	34.121	7.109	26%
New social care grants				(6.457)	(6.457)	(6.457)	
New Homes Bonus	(11.474)			(0.380)	(11.854)	(0.380)	
Other Grants	(7.802)			(1.900)	(9.702)	(1.900)	
Local services support grant	(0.200)				(0.200)	0.000	
Business rate levy account surplus	(0.874)			0.874	0.000	0.874	
Rural Services Grant	(3.316)				(3.316)	0.000	
NHS Funding for social care	(9.100)				(9.100)	0.000	
Other Grants no longer received	(0.400)				(0.400)	0.000	
Un-ringfenced Specific Grants	(33.166)	0.000	0.000	(7.863)	(41.029)	(7.863)	24%
Councils Budget Requirement	332.378	34.214	(14.683)	(7.886)	344.023	11.645	4%
Funding	Funding			Funding Movement	Funding	Funding Movement	Funding change
Council Tax Requirement	(252.580)			(8.250)	(260.830)	(8.250)	
Social Care Levy	(18.417)			(5.476)	(23.893)	(5.476)	
Rates Retention	(58.500)			1.900	(56.600)	1.900	
Collection Fund	(2.881)			0.181	(2.700)	0.181	
Total Funding	(332.378)			(11.645)	(344.023)	(11.645)	4%
GAP (Funding v Budget Requirement)	0.000				0.000	0.000	

Appendix C Summary of Budget Pressures

Ref.	Budget Pressures summary	Budget Pressure Description	Final Total (£m)
GA1	Adults Contract Inflation	Major contract inflation covering approximately 5,000 packages of care	4.256
GA2	Adults Demographics	Based on ONS growth on forecast year end placement figures	2.363
GA3	Additional Placement pressures	Full year effect of on-going costs due to additional demand and costs	2.556
GA4	Cessation of Independent Living Fund	Central Government grant no longer received	1.100
GA5	ICT contract inflation	Major contract inflation	2.448
GA6	Legal and Coroner's demand and Electoral Services' reduction in income	Additional resource to meet increased demand in Legal Services children's social care cases and Coroner's service and reduction in Electoral Services' income	0.212
GA7	Community Governance Review	Cost of Community Governance Review	0.100
	Adult Care, Public Health, ICT & Legal Total		13.035
GC1	Children's Demographics	Base growth costed: SEN at 10% LAC growth at 2%, Care Leavers 6% & asylum seeking children at 19%	1.872
GC2	Children's Contract Inflation	Major contract inflation	0.665
GC3	Children's Transport	Additional cost of providing children's transport in line with SEN demand	1.221
GC4	Children's Grant Changes	Two central Government grants no longer received	0.320
GC5	Children's Price & volume pressures	On-going additional costs due to demand exceeding that planned & increased complexity of cases	2.518
	Children & Education, Corporate Services & HR Total		6.596
GG1	Economic Development contract (one off)	One off rebasing of income targets	0.500
GG2	Highways contract	Major contract inflation including street lighting energy	0.830
GG3	Waste contract	Major contract inflation including landfill tax increase and move to new contracts which includes building of MRF and more recycling	2.045
GG4	SAFM Growth	Major contract inflation including business rates and energy	0.250
GG5	Libraries contract (one off)	One off rephasing of 18/19 savings target to allow for strategy development and consultation in relation to review and devolve libraries to communities, increasing further volunteers and securing greater efficiencies in sites	0.402
GG6	Transport contract	Major contract inflation and adjustment to base for use of S106 funding	0.521
GG7	Public Protection contract	Prior year unachievable savings targets reversal in relation to income and efficiencies	0.098
	Growth, Investment & Place Services & Finance Totals		4.646
GX1	Climate Change Budget	Growth in climate change team	0.350
GX2	Capital Financing Growth	Extra cost of the capital programme growth	4.274
GX3	Economic Development South Wiltshire	Growth in economic development in South Wiltshire	0.200
GX4	Highways (one off)	Fund posts to maximise external footpath & cycle path funding	0.100
GX5	Pay Growth	Staffing inflation for pay award, increments & pension costs	5.013
	Corporate Total		9.937
	Total Budget Pressures		34.214

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APPENDIX D Summary of savings proposals

Reference	Savings Name	Saving Description	Savings Counted 20-21 (£m)
ACPH-1	Reablement	Increased savings arising from the Wiltshire Council Reablement programme	1.846
ACPH-2	Hospital Discharges	Extension of current Reablement to include Pathway 3 Social Care Discharge work (Hospital Discharges).	1.000
ACPH-3	CHC Care Packages - Adult Care	Review complex high cost package of care in line with Continuing Health care funding & joint funding policies 2020/21. Saving to be achieved across directorates	1.000
ACPH-4	Public Health Grant	Align public health spend (including overheads) with level of grant	1.000
ACPH-5	Digital & Information	Savings within Digital & Information (Including reviews of licenses, capitalisation of software, SIP Trunks etc)	0.648
ACPH-6	Adult Care Commissioning	Savings within Adult Care Commissioning (Including changes to Direct Payments, VCS Grant funding)	0.469
ACPH-7	Access & Reablement	Savings within Access & Reablement (Including reviews of Direct Payments, optimisation of care funding)	0.400
ACPH-8	Partners4Change	To continue to work with Partners 4 Change to manage demand more effectively. Saving is across directorates	0.200
ACPH-9	Learning Disabilities & Mental Health	Savings within LD & Mental Health (Including reviews of CTPLD Transport arrangements)	0.120
		Adult Care & Public Health Total	6.683
CAE-1	Family & Children Services	Savings within Family & Children Services (Including contributions to PAUSE programme, increased digital innovation)	0.212
CAE-2	Education & Skills	Savings within Education & Skills (Including reduced funding for supporting schools converting to academies & conference expenditure)	0.045
CAE-3	Reduce Printing	Reduce printing and move to digital platforms	0.025
CAE-4	HR Traded Services	Increased traded income from access to staff benefits by Town and Parish councils – Wiltshire Rewards for example	0.010
		Children & Education Services Total	0.292
GIP-1	Leisure VAT Changes	VAT reclamation resulting from change in HMRC guidance relating to Local Authority Leisure services	0.528
GIP-2	Housing & Commercial Development	Savings within Housing & Commercial Development (Including reviews of Housing Contracts, increased commercial rents & reduction in BID levies)	0.289
GIP-3	Rental of Council Buildings	Additional income from occupation of Council buildings	0.250
GIP-4	Discretionary Housing Payments	Funding of Rent In Advance and deposit payments via Discretionary housing payment budget	0.160
GIP-5	Housing Benefit Subsidy	Removal of housing benefit subsidy rent limitation	0.100
GIP-6	Communities & Neighbourhood	Savings within Communities & Neighbourhood (Including Rights of Way contract and Tree Maintenance provision and in-house transport provision)	0.052
GIP-7	Electronic Publication of Planning Decisions	Publication of planning decisions on the website	0.025
		Growth, Investment & Place Totals	1.404
CORP-1	Upfront Pension Payments	Saving arising from the opportunity to pay pension payments to Wiltshire Pension Fund upfront	0.500

Reference	Savings Name	Saving Description	Savings Counted 20-21 (£m)
CORP-2	Carbon Reduction Scheme	Cessation of central government Carbon Reduction Scheme	0.400
CORP-3	Purchase of annual leave	Centralise the savings from salary deductions arising the purchase of annual leave scheme	0.270
CORP-4	Staff Mileage & Travel	Reduction in business travel budgets overall and change travel and expenses policy	0.660
CORP-5	Agency / Consultancy	Reduce agency/consultant spend	0.375
CORP-6	Training & Conferences	Centralisation of training budgets from service budgets and release savings through consistent management of the whole training budget and ensuring that approval of training and development requests is aligned with business priorities or is mandatory	0.250
		Corporate & Cross Cutting Total	2.455
		Total Savings identified 2020/21	10.834
Prior Year Savings			
PY-1	Reablement	Increased Savings from In-House Reablement (in addition to new saving above)	2.154
PY-2	Virtual Schools	Changes to delivery of Virtual Schools service, including benefits arising from No Wrong Door	0.874
PY-3	Young Adult Provision	Savings arising from recommissioning of the service provision for vulnerable young adults	0.541
PY-4	Human Resources & Org Development	Savings within HR & OD (Including increased income from trading)	0.113
PY-5	Strategic Asset & Facilities Management	Savings within SAFM (Including increased commercial rents, Depot strategy)	0.155
PY-6	Salisbury Asset Transfer	Revenue savings arising from Salisbury Asset Transfers	0.088
PY-7	Care Skills Partnership	Changes to the funding of the Care Skills Partnership	0.020
PY-8	Occupational Health	Increased trading of Occupational Health Service	0.004
PY-9	Housing - Removal	Removal of a prior year saving	(0.100)
		Total Savings agreed in Prior Years	3.849
		Total Savings	14.683

APPENDIX E Housing Revenue Account Budget

2018-19 Actual Outturn £	Service	2019-20 Budget £	2020-21 Proposed Budget £
	HRA Expenditure		
333,825	Provision for Bad Debt	370,000	370,000
3,672,220	HRA Interest	3,799,000	3,799,000
12,153,331	HRA Depreciation	10,162,000	10,162,000
5,486,511	HRA Revenue Contribution to Capital	6,326,600	7,050,800
4,709,369	Repairs and Maintenance	5,623,200	5,589,100
29,835	Supervision & Management Special	(1,600)	128,700
2,907,248	Supervision & Management General	3,202,350	3,202,340
29,292,339		29,481,550	30,301,940
	Housing Income		
165,410	Interest	140,000	140,000
24,743,182	Rents	24,412,100	25,174,600
4,383,747	Contribution from (+)/to (-) Reserves	4,929,450	4,987,340
29,292,339		29,481,550	30,301,940
0	Total Housing Revenue Account	0	0

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APPENDIX F Local Government Act 2003: Section 25

Introduction

1. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and the Council Tax precept, the Chief Finance Officer must report to it on the following matters:
 - The robustness of the estimates made for the purposes of the Council Tax requirement calculations
 - The adequacy of the proposed financial reserves
2. The Council is required to have due regard to this report when making decisions on the budget.
3. In determining the opinion, the Chief Finance Officer (CFO) has considered the financial management arrangements and control frameworks that are in place, the underlying budget assumptions, the adequacy of the business planning process, the financial risks facing the Council and the level of reserves.
4. In the context of this opinion section 25 of the Local Government Act 2003 focusses primarily on the forthcoming budget year 2020/21 and the risks and uncertainties within that timeframe. However, future uncertainties particularly relevant to longer term delivery of recurrent savings and ongoing pressures of increasing demands on services must also be considered alongside the need to maintain adequate reserves and balances in the medium term.

Robustness of Estimates

Financial management and control frameworks

5. The external auditors are expected to give an unqualified opinion on the accounts for the Council and the pension fund for 2018/19. This reflects the fact that the authority has proper and robust financial management and controls in place for that year. There have not been any significant changes to the financial management and control environment since 2018/19. The conclusions are based upon whether the organisation has proper arrangements in place for securing financial resilience and for challenging how it secures economy, efficiency and effectiveness.
6. The Director of Finance has responsibility for ensuring that an effective system of internal control is in place and identify any areas for improvement where appropriate. The Audit Committee receives regular updates on internal controls as well as the Annual Governance Statement which clearly identifies the strength of the governance arrangements in place on an annual basis and approves improvement plans where relevant.

7. All members and officers are required to work within the governance framework of the Council which is set out in the Constitution, Contract Standing Orders and Financial Regulations and supported by policies and procedures. The Council requires officers to complete mandatory training on an annual basis to ensure that officers are fully up to date on latest governance and legislative frameworks
8. There is rigorous system for budget monitoring and reporting, with Cabinet and the Overview and Scrutiny Management Committee receiving regular reports throughout the financial year. Mitigation plans are submitted where there are variances between budget and actual spend or income. Finance officers review and challenge budget managers regarding forecasts on a monthly basis and senior management receive full monthly budget reports to review and challenge as necessary.

Medium Term Financial Strategy (MTFS)

9. The MTFS has been reviewed in full and updated for future years including an extension to cover a 5 year period. It includes all known changes to funding levels as well as estimates for those funding streams for which we have not received confirmation. All estimates have been triangulated as far as is possible.
10. All current savings have been tested for deliverability and where adjustments have been required these have been made and substitute savings have been identified where current savings have not been fully deliverable.
11. Financial risks have been assessed and quantified where appropriate, either provision has been made or mitigations have been identified. The key risks in the budget are mainly in relation to demand led budgets in particular Social Care, Waste and Dedicated Schools Grant (DSG), all of which are under significant pressure in the current year. There are mitigation plans in place to manage these pressures, although the DSG deficit remains a concern.
12. The construction of the budget for 2020/21 and examination and validation of the budget proposals has been subject to challenge by the Council's Leadership Team, Heads of Finance and service directors. Further scrutiny of the MTFS and budget proposals has been undertaken by the Financial Planning Task Group which is a cross party subcommittee of the Overview and Scrutiny Management Committee.

Budget Assumptions

Government Grant and Business Rates

13. At this stage no change has been made to the Medium Term Financial Strategy given the uncertainty of the outcome of Government's Fairer Funding review however there is an assumption that the additional funding for social care will remain within on-going funding and the Rural Support Grant has been assumed to not continue as a prudent assumption regardless of any changes that might be seen from any Fair Funding review. The Council will continue to be updated of any changes, which are forecast to be announced in 2020.
14. Whilst the final settlement is likely to be confirmed in February 2020, it should be noted that at the time of writing this report further details on a number of grants are still to be confirmed. Any additional monies received from final settlements, unless ring-fenced, will be set aside in the General Fund reserves.
15. Business Rates assumptions are considered robust and a prudent approach has been taken in respect of the increase attributable to the number of local businesses. A more confident forecast will be known following the submission of the NNDR forms to MHCLG, for both the estimates for 2020/21 and the outturn position for 2019/20 (which are due at the end of January and Spring 2020 respectively).

Council Tax

16. The assumptions on income from Council Tax over the MTFS period are considered prudent with a modest growth in tax base and an assumed increase in Council Tax up to the referendum levels. For 2020/21 this includes a specific levy for Social Care the funding of which is all allocated to Adults Services.

Interest Rates

17. Investment income returns are budgeted at 0.75% for 2020/2021. The current cost of borrowing for Wiltshire Council is 3.74%, however the average cost of new borrowing would be 3.12% (assume 25 year PWLB rates).

Inflation.

18. The Consumer Price Index (CPI) has been hovering around the Bank of England's target of 2% during 2019, but fell again in October 2019 to 1.5%. It is likely to remain close to or under 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

Capital Strategy

19. The summary of the programme shown in the main MTFS report indicates the capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.
20. The additional investment in capital schemes arising from the Capital Strategy for 2020/21 results in significant additional revenue costs to fund capital financing. These are included within the MTFS. In future years the additional cost of borrowing continues to add pressure to the revenue budget

HRA

21. The Housing Revenue Account (HRA) is a separate account that all local authorities with housing stock are required to maintain by law. This account accumulates and reports all transactions relating to, or associated with, local authority-owned housing. It is ring fenced which means that money cannot be paid into or out of it from the General Fund. In addition, it is not legal to run a deficit on the account. There is significant capital expenditure planned in future years that results in pressure within the revenue account.
22. The 30-year business plan aims to deliver a substantial increase in the amount of money available to be invested in capital works on existing dwellings and to deliver new social housing to replace properties that have been sold under the Government's Right to Buy scheme.

Dedicated Schools Grant

23. The Dedicated Schools Grant is a ring-fenced grant to fund activity relating to the provision of education services. As a result of this ring-fencing the assumption within the MTFS is that any deficit position does not impact on the general resources available to the council in terms of the general fund revenue account and any deficit reserve.
24. The DSG deficit will have a standalone approved recovery plan. At the point of writing this report the proposed recovery plan is due to be considered by Schools Forum at their meeting on 16 January. The approved plan will be submitted to the Department for Education (DfE) in June 2020.

Financial Risks

25. There are significant cost pressures arising from changing demographics and a growing population. These lead to increased demand for adult and children services, as well as other services across the Council. These pressures have been built into the budget and will continue to be reviewed to ensure the assumptions remain robust and financial impacts can be reported, and management action taken if necessary however risk remains on the ability to manage this pressure.

26. The Delivery of Savings continues to remain a major risk. Regular monitoring and reporting is in place to mitigate against this. The size of the budget savings has increased the risk, and any non-achievement would require in year compensating savings to be identified. There are no longer any available reserves to manage the budget and no in-year contingency budget available for managing the financial impact of non-delivery of savings.
27. Many of the saving proposals include service transformation. This will be closely review and monitored to identify both cost and performance implications of the changes as well as the delivery of the financial benefits. Transformation costs are being funded by flexible capital receipts on a one-off basis. The value of future year savings is significant, and the council needs to begin planning for identification and delivery of these savings as early as possible, ensuring that every penny it spends is matched to its priorities and specific outcomes.
28. The United Kingdom's withdrawal from the European Union, together with other global financial issues, will have financial implications. These will be closely monitored and considered. It is too early to estimate the full extent of any financial impact arising from these changes.
29. There is still uncertainty in the overall Local Government finance position. The government has promised to consult on a fairer funding model from local government. This included business rates retention, changes to new homes bonus, reductions in ring fenced grants and possible new burdens. There is also no clear plan for a sustainable approach for funding social care. This means the Council faces a challenging time in balancing the budget and developing the medium term financial strategy.
30. Service changes have meant that in some areas the capacity to deliver future changes will need to be closely monitored.

Adequacy of Reserves

31. Sections 32 and 43 of the Local Government Finance Act 1992 requires a local authority to have due regard to the level of balances and reserves needs for meeting future estimates of future expenditure when calculating the Council Tax requirement. Further to this a local authority is not permitted to allow its spending to exceed its available resources which would result in a deficit.

32. Balances and reserves are held for three primary purposes:

- A working balance to help cushion the impact of cash flows
- A contingency to cushion the impact of unexpected events and emergencies
- Earmarked reserves to meet known and predicted liabilities

33. As part of the budget setting process, the levels of balances and reserves is reviewed and determined ensuring that the level is justifiable in the context of local circumstances. The Section 151 officer (Director of Finance) has reviewed the level in order to ensure a prudent level of balances that reflects a full risk assessment commensurate with the risks that the Council faces and the context within which the authority operates.

34. The level of general balances will be approved by Council alongside the level of Council Tax. The Council's external auditor reviews the level of balances and reserves as part of their annual conclusion of Value for Money (sustainable resource deployment - financial resilience).

35. The delivery of the 2019/20 budget is monitored closely, and Cabinet received regular updates on its revenue, capital, schools and housing budgets. The latest forecast at Period 9 (December 2019) as set out at cabinet on 4 February 2020 agenda reports forecast year-end balanced budget, after appropriate action. It remains vitally important that all approved savings plans are delivered as not delivering services would add to the level of savings required in 2020/21 budget setting process.

36. The Medium Term Financial Strategy for 5 year period has been reviewed and all assumptions validated to ensure that levels of future demand on services, inflation factors as well as deliverability of existing and future savings are prudent and de risked as far as possible. The MTFS has no drawdown of reserves other than those specified from earmarked reserves.

37. The Risk Assessed Levels of Balances for 2019/20 and future years are assessed as just adequate however a planned increase is recommended and it is the view of the Chief Finance Officer that an increase to the level of these balances to the sector wide best practice level of 5% by the end of the period is required to help provide more mitigation against the risk and uncertainties that the Council faces. The possible scenarios can be seen in section 10 of the main MTFS report.

38. The forecast levels of earmarked reserves are set out in the main MTFS report and forecast balances for future years over the period of the MTFS are shown. As can be seen the level of earmarked reserves is reducing. Although pressures such as demand, and demography are built into the revenue budget there is no capacity within earmarked reserves to fund transformational activity should the assumptions on pressures be too low.

Conclusion

39. On the basis of the above, the Section 151 Officer's advice is that the level of reserves, following the strategic approach to increase over the MTFS period, is adequate, the financial standing of the Council is sound in the context of the key risks and that the proposed budget is robust and achievable. The Council is assessed as financially viable and resilient with sound and strong financial standing in terms of its current financial management and opportunities for further savings and income generation; albeit with low levels of reserves.

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APPENDIX G Cumulative Equality Impact Assessment (EqIA)

Budget Proposals 2020/21 Onwards

Context

This EqIA identifies those areas in the 2020/21 budget which may affect equality and aims to describe their potential equality impact when taken together.

Our approach for assessing the equality impact of savings proposals is an ongoing process. At this stage the analysis is high-level and indicative and as individual proposals are further developed and implemented they will be subject to further assessment. Where a proposal could have a medium or high impact on a protected group the council undertakes a full equalities impact assessment (EqIA). This will quantify the likely impact of a proposal, ensure consultation with those potentially affected and produce a plan to deliver the best outcome. This report is not intended to act as a substitute for individual assessments where these are required.

The Council continues to face substantial pressure on its budgets and at the same time demand for services is rising. This means we need to reduce and reprioritise our spending. In doing so, we will take positive steps to mitigate the impact of budget reductions on the vulnerable. By anticipating any negative effects, we can take early action to minimise the effect on our communities.

We have a legal obligation under the Equalities Act 2010 to pay 'due regard' to nine protected characteristics when carrying out our annual budget planning process. These are: age, gender, gender reassignment, disability, religion & belief, race, sexual orientation, marriage & civil partnership, and pregnancy & maternity.

This means that decision makers must be able to evidence that they have considered any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken – including decisions relating to how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from external providers.

Summary of Impact

The budget includes twenty-six savings proposals for 2020/21 onwards. This assessment of these proposals found that:

None of the proposals are assessed as potentially having a high adverse impact on protected groups

Three proposals expect a medium adverse impact on some or all protected groups – these require a full EqIA

One proposal expects a low adverse impact on some or all protected groups

Ten proposals were considered to potentially have a positive impact on a people belonging to a group with a protected characteristic

The remainder identify no adverse equality impacts from the savings proposals.

The main groups impacted by the proposals are age, disability and race.

Equality and Inclusion in Wiltshire

The council is firmly committed to the principles of equality and inclusion in both employment and service provision. We are keen to celebrate the diversity of people who live and work in Wiltshire.

This means making our services accessible to all, treating people fairly and providing a fully inclusive working environment.

We oppose all forms of unlawful and unfair discrimination and are committed to building a workforce which broadly reflects the diversity of the local community. By working with partner agencies, organisations and community groups, we can promote equality and inclusion within Wiltshire.

In November 2019 Wiltshire Council adopted its new Equality & Inclusion Objectives and Action Plan. The objectives for 2019-22 are:

- 1. Equality considerations are embedded in the council's leadership, partnership and organisational commitment and complement the council's [equality vision](#) and [statutory duties](#)**
- 2. Build community resilience through understanding and listening to the voices and diversity of Wiltshire, with regard to all protected characteristics, with a focus on strengthening engagement with previously under-represented groups such as Lesbian, Gay, Bisexual, BME and Trans communities**
- 3. Embed an inclusive workplace for all employees, ensuring a skilled and committed workforce that is fit for the future**
- 4. Ensure equality considerations are built into the council's approach to customer access and service delivery which will ensure that our Services are fully accessible for all our communities and customers**
- 5. Ensure the Accessibility Strategy is implemented by engaging more schools and communities in robustly embedding their joint equality responsibilities and actions towards children and young people**

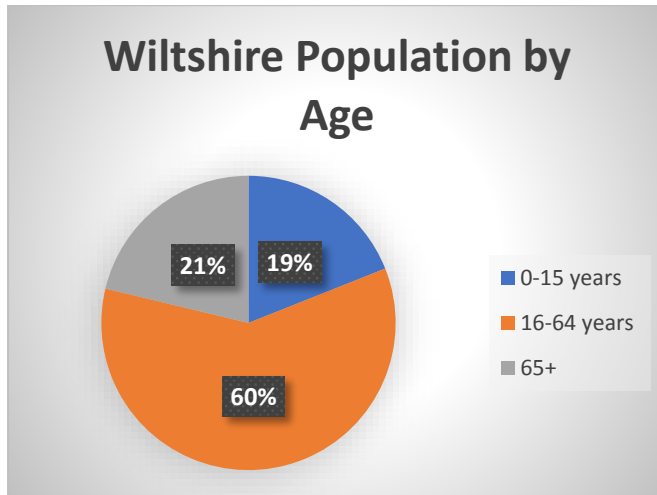
Growth

In addition to making savings, external factors such as inflation on contracts, increased demand due to demographic changes (children's and adults' services) and reduction or cessation of Government grants have put further pressure on the council's budget.

To relieve these pressures, there will be growth in some areas of the budget. As a result, it is expected that there will be an overall positive impact on service users, particularly children and young people, older people, and disabled people.

Savings - Details of impact by protected characteristic

Age



Population projections for Wiltshire show an increasing proportion of people in the 65+ age bracket, with a decrease in working age (16-64) and under 16 remaining about the same. The percentage of the population in the 85+ and 90+ age range is expected to increase at the highest rate.

The proposals identified as having a potential adverse impact on people due to their age are:

APCH7 Access & Reablement (Low impact)

This proposal is to review direct payment accounts to make sure individuals have the correct funds available to them.

There should be no impact on the care and support individuals receive. This work will ensure that the contingency funds available are correct.

APCH 6 Adult Care Commissioning (medium impact)

Wiltshire Council's Community Commissioning team currently provides a Community Day Service Grant to 26 local groups. The grants are provided as a contribution towards the group's core costs which include venue hire and to pay a coordinator to facilitate the effective delivery of the service.

A cessation in funding is proposed, with 10% of funding reserved in order to provide additional support to these identified persons utilising the Three Conversations approach and reduce the impact on this group.

A full EqIA will be carried out on this proposal.

APCH5 Digital & Information (medium impact)

As many user based software tools move from perpetual license (a one off purchase at the start) to subscription licenses (a recurring annual charge) the cost these tools is increasing significantly. As a result it has become worthwhile for the Council to implement alternative cheaper tools from alternative suppliers.

The impact on users will not be known until alternative tools/products are evaluated. The production of an EQIA will need to be undertaken as part of the alternative tool selection.

APCH4 Public Health Grant

A full EqIA will be needed

Disability

It is estimated that 23,599 people in Wiltshire have a moderate physical disability and a further 7,157 have a severe disability. By 2021 it is estimated the number of those with a moderate disability will increase to 23,973 and the number of those with a severe disability will increase to 7,372.

Hearing impairment is also thought to be increasing. 56,154 adults are estimated to have a moderate or severe hearing impairment in 2017 and this is likely to increase to 62,167 by 2021. An increase will also be seen in the number of people with a moderate or severe visual impairment, from 9,046 in 2017 to 10,149 in 2021. A needs assessment looking at young people with both special educational needs and disabilities and those who are looked after in care is currently being created.

The proposals identified as having a potential adverse impact on people due to disability are:

APCH7 Access & Reablement (Low impact)

As above

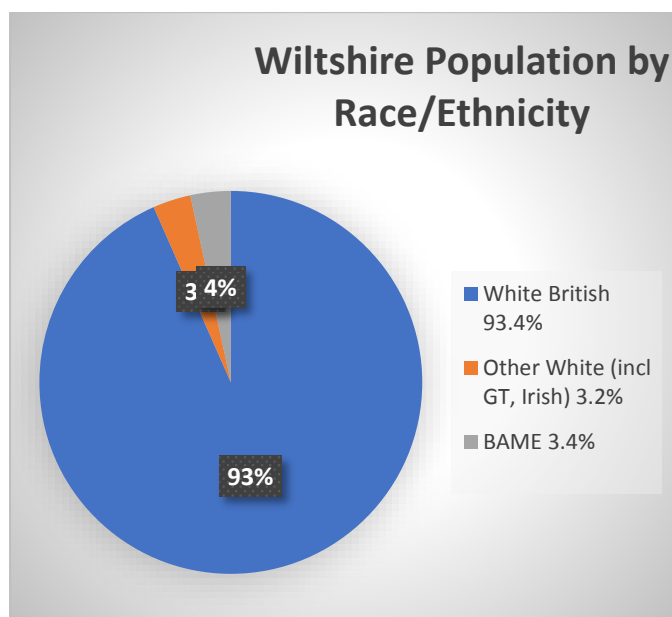
APCH5 Digital & Information (medium impact)

As above

APCH4 Public Health Grant

As above

Race



The figures shown above are from the 2011 Census. It is likely that the BAME population in the county has increased in the last 9 years, as has the other white category, largely due to immigration from eastern Europe.

The proposals identified as having a potential adverse impact on people due to race are:

APCH7 Access & Reablement (Low impact)

As above

APCH5 Digital & Information (medium impact)

As above

APCH4 Public Health Grant

As above

Religion & Belief

The religious make up of Wiltshire is 64.0% Christian, 26.0% No religion, 0.4% Muslim, 0.3% Buddhist, 0.3% Hindu, 0.1% Jewish, 0.1% Sikh, 0.1% Agnostic. The remaining 8.7% chose not to respond.

There are no equality impacts identified for this group, other than savings APCH 4 and APCH5 for the reasons explained above.

Sex/Gender

In the 2011 census the population of Wiltshire was 470,981 and is made up of approximately 51% females and 49% males.

There are no equality impacts identified for this group, other than savings APCH4 and APCH5 for the reasons explained above.

Sexual orientation

The data available for people in Wiltshire who identify as Lesbian, Gay or Bisexual; is limited. The national data puts an estimate of approximately 6% of the population being LGB.

There are no equality impacts identified for this group, other than savings APCH4 and APCH5 for the reasons explained above.

Gender reassignment

The data available for people in Wiltshire who have undergone Gender Reassignment (or identify as transgender) is limited.

There are no equality impacts identified for this group, other than savings APCH 4 APCH5 for the reasons explained above.

Marriage & Civil partnership

In 2011 the population of Wiltshire residents who were married was 43%, with 0.1% having entered into a civil partnership.

There are no equality impacts identified for this group, other than savings APCH4 and APCH5 for the reasons explained above.

The detail of equality impacts for each savings proposal is set out in the table below. As noted above, these impacts are indicative, each proposal will have equality impacts monitored as they develop and where new impacts are identified these will be taken into account.

Appendix G /detail

Key:

No impact	Positive Impact	Low adverse impact	Medium Adverse Impact (Full EqIA required)	High Adverse Impact (Full EqIA required)
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Ref	Name	Impact of Protected characteristics										Increase in charge or Fee?	Details of Impact and Mitigation
		Age	Disability	Race	Religion or Belief	Sex	Maternity/Pregna	Gender reassignment	Sexual Orientation	Marriage or civil partnership	Other		
APCH-1	Reablement											No	Positive impact on service users and partners including care providers.
APCH-2	Reablement - Hospital Discharges											No	Positive impact on service users and partners including care providers.
APCH-3	CHC Care Packages – Adult Care											No	Positive impact for all service users
APCH-4	Public Health Grant											No	Full Equalities Impact Assessment is required to be completed.

Ref	Name	Impact of Protected characteristics										Increase in charge or Fee?	Details of Impact and Mitigation
		Age	Disability	Race	Religion or Belief	Sex	Maternity/Pregna	Gender reassignment	Sexual Orientation	Marriage or civil partnership	Other		
APCH-5	Digital & Information											Yes	The impact on users will not be known until alternative tools/products are evaluated. The production of an EQIA will need to be undertaken as part of the alternative tool selection.
APCH-6	Adult Care Commissioning											Yes	There is the potential for a reduced level of service or a different approach required. Service Users may receive a reduced level of service and some may need to pay a contribution for remaining services.
APCH-7	Access & Reablement											No	Those customers involved will have a disability this is the indicator of inclusion. There is not mitigating action to be undertaken as consent will be obtained. There should be no impact on the care and support individuals receive.

Ref	Name	Impact of Protected characteristics										Increase in charge or Fee?	Details of Impact and Mitigation	
		Age	Disability	Race	Religion or Belief	Sex	Maternity/Pregna	Gender reassignment	Sexual Orientation	Marriage or civil partnership	Other			
														This work will ensure that the contingency funds available are correct.
APCH-8	Partners4Change												No	There will be positive impacts on individuals and their families who require support from social care. This way of working is aligned to the NHS 10 year plan which has prevention and early intervention as a key
APCH-9	Learning Disabilities & Mental Health												No	Positive impact for all service users
CAE-1	Family & Children Services												No	No equality impacts
CAE-2	Education & Skills												No	No equality impacts
CAE-3	Reduce Printing												No	No equality impacts
CAE-4	HR Traded Services												No	No equality impacts

Ref	Name	Impact of Protected characteristics										Increase in charge or Fee?	Details of Impact and Mitigation
		Age	Disability	Race	Religion or Belief	Sex	Maternity/Pregna	Gender reassignment	Sexual Orientation	Marriage or civil partnership	Other		
GIP-1	Leisure VAT Changes											No	The proposal for any VAT reclaim over and above £528k to be reinvested in improvements to our leisure facilities and leisure offer will deliver preventative services to maintain the health and wellbeing of Wiltshire's residents.
GIP-2	Housing & Commercial Development											Yes	No equality impacts
GIP-3	Rental of Council Buildings											No	No equality impacts
GIP-4	Discretionary Housing Payments											No	No equality impacts
GIP-5	Housing Benefit Subsidy											No	No equality impacts
GIP-6	Communities & Neighbourhood											Yes	This should be a positive impact, as new vehicles will be used. Service users should also see a more consistent

Ref	Name	Impact of Protected characteristics										Increase in charge or Fee?	Details of Impact and Mitigation	
		Age	Disability	Race	Religion or Belief	Sex	Maternity/Pregna	Gender reassignment	Sexual Orientation	Marriage or civil partnership	Other			
														maintenance programme and consistency of work delivered through the contract.
GIP-7	Electronic Publication of Planning Decisions												No	No equality impacts
CORP-1	Upfront Pension Payments												No	No equality impacts
CORP-2	Carbon Reduction Scheme												No	No equality impacts
CORP-3	Purchase of annual leave												No	No equality impacts
CORP-4	Staff Mileage & Travel												No	No equality impacts
CORP-5	Agency / Consultancy												No	No equality impacts
CORP-6	Training & Conferences												No	No equality impacts

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Wiltshire Council

Overview & Scrutiny Management Committee

28 January 2020

Final Report of the Digital Strategy & Implementation Task Group

Purpose of the report

1. To present the findings and recommendations of the task group for endorsement by the committee and referral to the Cabinet Member for IT, Digitalisation and Operational Assets for a response.

Background

2. The Digital Strategy & Implementation Task Group initially commenced as the MyWiltshire System Task Group in January 2016. One year later in January 2017, OS Management Committee agreed to widen the task group's remit to encompass the Council's Digital Strategy, which had recently been published. Thus, following the municipal elections, from June 2017 the task group became known as the Digital Strategy & Implementation Task Group and also had its Terms of Reference amended at this point (see below).
3. This task group links to the Council's Business Plan 2017-27 outcome of becoming an 'innovative and effective Council' and reports into OS Management Committee, as the scrutiny committee with responsibility for considering the digital portfolio.

Terms of Reference

4. As mentioned above, in June 2017 the task group amended its Terms of Reference (ToR) to the following. These were endorsed by OS Management Committee on [28 November 2017](#).
 - To meet at least four times a year and more frequently as required, when key milestones of the Strategy are identified
 - For the Task Group's Chairman to hold a position on the Digital Board

Culture Transformation:

- To investigate how the Council is engaging different user groups to support the re-design of Council services
- To help shape and implement the engagement of staff and members, as services are progressively automated

Technology and Platform:

- To provide an additional dimension of quality assurance on projects that emerge as a part of the Strategy
- To help shape and implement how the Council is maximising digital compatibility across all platforms, including legacy and partner systems

Service Re-Design

- To help shape how the Council prioritises its services for automation and the subsequent customer take-up of these services
 - To monitor and review how the Council can make effective efficiencies through increased automated services and the cost and the implications of the technology to do so
5. As the task group had been established as a standing task group, the three headings were laid out: 'culture transformation'; 'technology and platform' and 'service re-design'. It was agreed that the task group work through each heading and its corresponding ToRs on an annual basis, concluding with the next municipal elections in May 2021. In other words, it had been planned that the task group would finish working through each of their ToR by May 2021.
 6. However, after around 12 months in June 2018, it was agreed that the task group were not adding value. Therefore, new ToR were proposed by the Chairman and put forward for endorsement to OS Management Committee. The Committee endorsed these ToR on [18 September 2018](#). Subsequently, the task group have been working to the following ToR since September 2018:
 1. Look at the audit of existing software and how much we are/are not duplicating systems and costs
 2. Look at the list of projects and how things become projects - explore how these can be better vetted in future to ensure projects meet best needs
 3. Explore the options of the Microsoft Exercise and look at learning from other councils on how to potentially use those solutions
 4. How we interface between service users/residents and the council and its digital systems

Membership

7. The task group comprised the following membership:
 - Cllr Howard Greenman
 - Cllr Jon Hubbard (Chairman)
 - Cllr Bob Jones OBE
 - Cllr Stuart Wheeler
 - Cllr Gordon King

Methodology

8. The task group is grateful to the following witnesses for contributing to the scrutiny review:

Ian Baker	Former Head of Programme Office, Wiltshire Council
Cllr Ian Blair-Pilling	Cabinet Member for IT, Digitalisation and Operational Assets
Carlton Brand	Former Executive Director for Adult Social Care, Public Health & Digital, Wiltshire Council
Paul Bromley	Highways Asset Manager, Wiltshire Council
Sarah Cosentino	Former Portfolio Manager, Wiltshire Council
Liz Creedy	Head of Corporate Assurance and Programmes, Wiltshire Council
Paul Day	Former Director of Digital, Data and Technology, Wiltshire Council
Andi Foster	OD Consultant – Digital Programme, Wiltshire Council
Tony Gooden	Programme Manager, EMEA Business Applications Domain, Microsoft
Parvis Khansari	Director of Highways and Waste, Wiltshire Council
Tamsin Kielb	Strategic Business Partner, Wiltshire Council
Sarah Hedley	UK National Skills Lead, Microsoft
Cllr Ashley O'Neill	Former Portfolio Holder for ICT and Digitalisation
Ian Robinson	Director of Digital, Data and Technology, Wiltshire Council
Matt Tobin	Business Analyst, Wiltshire Council
Ceri Tocock	Head of Communications, Events and Marketing, Wiltshire Council
Robin Townsend	Director of Corporate Services, Wiltshire Council

Steve Vercella	Head of ICT, Wiltshire Council
Cllr Philip Whitehead	Former Cabinet Member for IT and Digitalisation

Alongside receiving evidence from the witnesses detailed above, the task group also considered other sources of evidence and these included:

- Customer Services at Wiltshire Council: listening into customer service's calls to understand the reason(s) customers contact the Council and whether an alternative digital option is available
 - Microsoft Navigator Programme
 - Microsoft's Value-Added initiative
 - Wiltshire Council's Digital Programmes
 - [Wiltshire Council: Digital Strategy](#)
 - Wiltshire Council's Culture Change programme
 - Wiltshire Council: ICT Strategy
 - Wiltshire Council's Highways Infrastructure Asset Management System (HIAMS)
 - The work of other Local Authorities in creating a Digital Strategy, specifically:
 - Aylesbury Vale
 - Bath and North East Somerset
 - Enfield
 - North Somerset
 - Wigan
 - Windsor and Maidenhead
9. Since the 2017 municipal elections, the task group have met 12 times and presented two interim reports, on an annual basis, to OS Management Committee. The first was received by committee on [18 September 2018](#) and the second on [24 September 2019](#).

Evidence

Microsoft Navigator Programme

10. The Council's total investment in the Microsoft Navigator Programme was around £7m, with the Programme's focus primarily centring on improving data management, cyber-security, the MyWiltshire app and the Council's digital platform. The Digital Board oversees the Navigator Programme and receives updates on work progression and any financial savings that have been achieved.
11. Enabling services to become increasingly automated could correlate to some financial savings. Should savings be achieved as a result of a department becoming increasingly automated (and in one sense 'more digital'), the Director would then not be able to increase spending elsewhere within their service

area. Instead, this saving would be recouped as part of the Council's digital savings.

12. In other words, as the Council had committed in [February 2018](#) to saving around £5m over a three year period from 2019/20, through becoming increasingly digital, any savings achieved by a directorate from digital processes would be recouped corporately; with the total figure saved unable to be spent elsewhere.

Microsoft Value Added Initiative

13. It was originally agreed that the task group would take a lead in the 'Citizen Engagement' workstream of the Microsoft Value Added initiative. However, after working on this area for several months, the consensus was that the task group had begun to move away from its overview and scrutiny principles of acting as a "critical friend" and working alongside the Executive to help shape policy. As a result, a Project Officer was brought in to lead on this workstream and the task group re-directed their focus.

ICT Strategy

14. The Council's ICT Strategy contains three key strands:
 - Investment – known as the "Get Well" programme
 - ICT Reorganisation – ensuring that the right skills are located in the right areas
 - Innovation – known as "change"
15. When the task group first began focussing on the ICT Strategy, members queried the number of applications on the Council's database and the fact that some of these overlapped in functionality. At this point, it was known that around 17 of the Council's applications were not compatible with Windows10. Thus, the Council began an audit of its entire application database; firstly, because it needed to accurately record which applications were incompatible with Windows10, as Windows7 would be disappearing at the end of 2019 and secondly, to account precisely for the total applications within its database.

Highways Infrastructure Asset Management System (HIAMS)

16. The HIAMS is a system procured by the Council's Highways service area. It is the Highways' line of business system for managing reactive maintenance. One of the key benefits of the HIAMS is that it effectively removes 20% of back-office duplication and has improved location accuracy, for when a customer reports a fault.
17. The HIAMS and the Digital Platform were integrated, to ensure full optimisation of all of the features of the HIAMS. This required the Council to

spend around £300,000. The outcome saw the HIAMS successfully embedded into the Council's new digital platform.

Conclusions

Microsoft Navigator Programme

18. When it came to how savings would be recouped from a service becoming increasingly automated, or a team utilising more digital processes, the task group had concerns about this approach, stating that it needed to be made clear to Directors and Heads of Service that they would not be able to make use of any digital savings elsewhere in their department. However, the Executive assured that the deployment of ICT Business Partners for each service area would allay this fear; as the Business Partners would help to establish a continual dialogue between Heads of Service and digital, creating an environment of two-way communication from the outset.
19. Additionally, the Executive stated that the creation of an 'Operational Board', which sits under the 'Digital Board', helps to ensure that the Council's digital systems are talking with one another and allows the opportunity for managers to see where there may be any app functionality duplication (which could lead to further financial savings). The Operational Board is composed of Heads of Service and Microsoft, with the Digital Board being composed mainly of Executive Directors and Directors.

Microsoft Value Added Initiative

20. As outlined in the task group's [2019 interim report](#) to OS Management Committee, whilst the task group are satisfied with the progress being made in the Citizen Engagement workstream, it had found it frustrating that after several months initial agreement for the task group to take a leading role in this area had later been rescinded. For example, the members felt as though both sides, the task group and the Executive, had lacked clarity about where the task group could add most value and this had culminated in the task group's efforts not being useful, as well as leading to further confusion for all about the group's role and purpose.

ICT Strategy

21. The task group had concerns that, initially, the Executive did not know how many applications were in the Council's database. Their view was that some applications would have duplicated functionality and it could be a 'quick-win' for the Council to remove the apps where functionality was duplicated. However, it was positive that an audit had now taken place and records were accurate.
22. At the task group's most recent meeting in December 2019, members were encouraged to learn about the specific projects within the ICT Strategy and how these had been RAG rated. However, in the past, the task group had

often been provided with limited information; which did not enable them to properly prepare for the meeting and therefore, adequately fulfil their lay perspective role.

23. Alongside this, the task group felt that the ICT Strategy's roadmap should be shortened. In other words, its view was that the plan of work to ensure the Council's ICT was in a healthier shape would take too long and there was a need for this work to be completed sooner. The Executive stressed that local government's resources are never infinite, however, the ICT Strategy's plan was the best that could be achieved with the resources and time available. Whilst the task group appreciated this position, they felt that their comments and suggestions were not positively contributing to the ICT Strategy, and this led to members questioning their value in scrutinising this aspect of the digital portfolio.

Highways Infrastructure Asset Management System (HIAMS)

24. Whilst the task group agreed that the HIAMS had hugely improved processes and business for employees and the Council as a whole, it does not support Councillors in better representing their communities. For example, the task group had initially been involved in discussions about an updated system to MyWiltshire potentially including a Councillor portal; so that a member can view back-office information for their division. The fact that the HIAMS did not currently include this option was disappointing for the task group and thus, the members concluded that their suggestions or comments had not been taken on board; which again contributes to the view that the task group is not adding value.

Proposal

25. In the past, when it has been felt that the task group have not been adding value, the Chairman has held briefing meetings both with the Cabinet Member and senior officers, to agree a new way forward. Additionally, the Terms of Reference were amended to help improve the situation.
26. In spite of the best efforts from all involved to remedy these issues, the task group has come to the conclusion that it is neither adding value, nor is there currently clarity and consensus about what its purpose and role should be. As referenced in the task group's [2018 interim report](#), this is seen to be because the digital portfolio is so vast and therefore, it is not possible to adequately scrutinise every aspect.
27. It is proposed that the Digital Strategy and Implementation Task Group be disbanded and, when need arises, the Chairman and Vice-Chairman of OS Management Committee meet with the Executive Members for ICT and Digitalisation and the Chairman of the Task Group, to agree a specific digital project where scrutiny engagement would be beneficial (e.g. the website re-design) and the parameters of scrutiny's role. This could be facilitated either

through the on-going dialogue between the Chairman and Vice-Chairman of scrutiny and the Cabinet Member for IT, Digitalisation and Operational Assets, or through the annual OS Management Committee – Executive meeting on the digital portfolio.

28. The task group support a scrutiny representative maintaining a place on the Digital Board. The task group propose that this arrangement be subsequently confirmed and agreed by OS Management Committee, in consultation with the Executive.

Recommendation

That the Overview and Scrutiny Management Committee:

- i. Endorses the Digital Strategy and Implementation Task Group becoming disbanded until such a time as scrutiny engagement in a specific digital project (e.g. website re-design) becomes more beneficial**
- ii. Maintains its regular dialogue with the Cabinet Member for IT, Digitalisation and Operational Assets and involves the current Chairman of the Digital Strategy and Implementation Task Group in any future discussions about potential scrutiny engagement**
- iii. Endorses a scrutiny representative maintaining a position on the Digital Board, in consultation with the Executive members for ICT and Digitalisation**

Cllr Jon Hubbard, Chairman of the Digital Strategy & Implementation Task Group

Report author: Natalie Heritage, Senior Scrutiny Officer, 01225 718062,
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Appendices

None

Background documents

Links are provided within the body of the report

Overview and Scrutiny Management Select Forward Work Programme

Last updated 30 DECEMBER 2019

Overview and Scrutiny Management Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Financial Planning Task Group	October 2013	
Swindon and Wiltshire Joint LEP Task Group	March 2014	
Digital Strategy and Implementation Task Group		
Commercialism Task Group		
Communications with Cllrs Task Group		

Overview and Scrutiny Management Select – Forward Work Programme			Last updated 30 DECEMBER 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
17 Mar 2020	Scrutiny of the Swindon & Wiltshire Local Enterprise Partnership (LEP)	To propose revised arrangements regarding democratic scrutiny of the Local Enterprise Partnership.	Robin Townsend	Cllr Philip Whitehead	Marie Gondlach
17 Mar 2020	Final Report of the Communications with Councillors Task Group	To consider the findings and recommendations of the task group.	Robin Townsend	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Adam Brown
17 Mar 2020	Executive Response to the Final Report of the Communications with Councillors Task Group	To present the Cabinet Member's response to the Task Group's findings and recommendations.	Robin Townsend	Cabinet Member for Communications, Communities, Leisure and Libraries	Natalie Heritage
17 Mar 2020	Joint Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Task Group Report on the Chippenham Station Hub Project		Robin Townsend	Cllr Philip Whitehead	Marie Gondlach

Children's Select Committee Forward Work Programme

Last updated 13 JANUARY 2020

Children's Select Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Child and Adolescent Mental Health Services (CAMHS)	October 2017	TBC
Youth Transport	May 2019	10 March 2020
Traded Services for Schools	December 2017	10 March 2020
Strategy and Support Programme for Disadvantaged Learners	TBC	TBC

Children's Select Committee - Rapid Scrutiny		
Topic	Details	Date

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	DfE Changes - Update from Department for Education	A report by Terence Herbert, Corporate Director, presenting an update on developments relating to children's services arising from the Department for Education.	Terence Herbert	Cabinet Member for Children, Education and Skills	Nicola McCann
	Update from Wiltshire Youth Union Representative	An update including a summary of recent activities of the Wiltshire Youth Union (WYU), the Youth Safeguarding Board (YSB) and the Children in Care Council (CiCC).	Terence Herbert	Cabinet Member for Children, Education and Skills	Sarah Banks
	School Ofsted Judgements	A report which includes information regarding the most recent Ofsted Inspection reports. It will provide an ongoing view of the effectiveness of schools as seen by Ofsted Inspection.	Terence Herbert	Cabinet Member for Children, Education and Skills	Louise Lewis
10 Mar 2020	Pre-Meeting Information Briefing: Traded Services	To receive as a training session for members prior to receiving the report of the Traded Services Task Group.	Helean Hughes (Director - Education and Skills)	Cabinet Member for Children, Education and Skills	Paul Redford

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
10 Mar 2020	Families and Children's Transformation Programme: Impact and Outcomes for Young People	<p>To receive the item following the resolution from the 5th March 2019 Children's Select Committee:</p> <p>"To receive a report in 12 months on the impact of the programme on the outcomes for young people in Wiltshire"</p> <p>It was also agreed at the Children's Select Committee on 12 November 2019 to receive updates on the implementation of FACT (Families And Children's Transformation).</p>	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	Theresa Leavy
10 Mar 2020	Final Report of the Traded Services for School Task Group		Helean Hughes (Director - Education and Skills)	Cabinet Member for Children, Education and Skills	Marie Gondlach
10 Mar 2020	Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills, Cabinet Member for Highways, Transport and Waste	Marie Gondlach

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 May 2020	Pre-Meeting Information Briefing: Children Accessing Alternative Educational Provision	To receive the topic as a pre-meeting briefing following the resolution from the 5th March 2019 Children's Select Committee meeting.	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	
5 May 2020	Elective Home Education for Children with SEND	Item follows the resolution from the 5th March 2019 Children's Select Committee: "To receive further data and analysis in 12 months on children with SEND receiving Elective Home Education."	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	Jen Salter
5 May 2020	Health Outcomes for Wiltshire children	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - to receive a report on the current scrutiny by the council (including information on the current and planned work on this topic of the Safeguarding Vulnerable People Partnership) to explore how the council can best scrutinise what partners (and providers) are doing to provide health outcomes for Wiltshire children.		Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 May 2020	Early Years & Childcare places across Wiltshire	To receive information on places available (and demand) in Early Years and Childcare settings across Wiltshire			
5 May 2020	Executive Response to the Final Report of the Youth Transport Task Group		Alistair Cunningham	Cabinet Member for Children, Education and Skills, Cabinet Member for Highways, Transport and Waste	Marie Gondlach
5 May 2020	Executive Response to the Final Report of the Traded Services for Schools Task group		Helean Hughes (Director - Education and Skills)	Cabinet Member for Children, Education and Skills	Marie Gondlach
30 Jun 2020	Pre-meeting briefing: real-life skills package for care leavers	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - what the council provide for care leavers in terms of "real life" skills (e.g. cooking, managing money, getting ready for employment, etc.), including the package provided by key workers.			

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Jun 2020	Performance monitoring report	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - that the committee receives performance monitoring reports on the overall service (following on from the pre-meeting briefing at the November meeting on the council's self-assessment process), likely to be June (to consider the year-end data from the previous year) then January meetings.		Cabinet Member for Children, Education and Skills	
30 Jun 2020	Safeguarding	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - that a report be brought to the committee in about 6 months, to provide information on what the council does as a whole regarding safeguarding and what it is planning to do, including input from the Safeguarding Board		Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
30 Jun 2020	Update on the implementation of FACT (Families And Children's Transformation)	As approved at CSC on 12 November 2019 (OS/executive meeting outcome). To received regular updates on the implementation of FACT (Families And Children's Transformation) during 2019-20.	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	
22 Sep 2020	Pre-meeting briefing: Outcomes for Disadvantaged learners	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - council's current work and aspirations			
22 Sep 2020	Outcomes for Disadvantaged Learners	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - the council's current work and aspirations.		Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
17 Nov 2020	Pre-meeting briefing: recruitment of in-house foster carers	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - a pre-meeting briefing on the recruitment of in-house foster carers, if possible including "known issues" and the numbers of in-house foster carers for both Wiltshire and comparator authorities (if these are recorded / reported) compared to demand / need.			
17 Nov 2020	Update on the implementation of FACT (Families And Children's Transformation)	As approved at CSC on 12 November 2019 (OS/executive meeting outcome). To received regular updates on the implementation of FACT (Families And Children's Transformation) during 2019-20.	Lucy Townsend (Director - Family and Children)	Cabinet Member for Children, Education and Skills	

Children's Select Committee – Forward Work Programme			Last updated 13 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
19 Jan 2021	Performance monitoring report	As approved at CSC on 12 November 2019 (OS/executive meeting outcome) - that the committee receives performance monitoring reports on the overall service (following on from the pre-meeting briefing at the November meeting on the council's self-assessment process), likely to be June (to consider the year-end data from the previous year) then January meetings.		Cabinet Member for Children, Education and Skills	

Environment Select Committee Forward Work Programme

Last updated 13 JANUARY 2020

Task Group	Start Date	Final Report Expected
Global Warming and Climate Emergency Task Group	May 2019	TBC
Housing Aids & Adaptations Task Group	October 2019	June 2020

Environment Select Committee – Forward Work Programme			Last updated 1 DECEMBER 2019		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	Environment Bill	As discussed at 24 October 2019 ESC-Executive meeting on the 'waste' portfolio, the committee to consider a high-level overview of the Government's environment bill and the implications for Wiltshire.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Tracy Carter
3 Mar 2020	CATGs: 10 Years On	As discussed at 24 October 2019 ESC-Executive meeting on the 'highways and transport' portfolio, a report to be provided detailing the benefit that CATGs have brought to Wiltshire's communities, following the 10 years since they were first implemented	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Allan Creedy, Peter Binley
3 Mar 2020	Rail Strategy	As discussed at 24 October 2019 ESC-Executive meeting on the 'highways & transport' portfolio, the committee to consider a report outlining the rail strategy for the region that Wiltshire's sub-national transport body encompasses	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	David Phillips

Environment Select Committee – Forward Work Programme			Last updated 1 DECEMBER 2019		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	Wiltshire Council's Housing Board Annual Report	To receive the annual update from the Housing Board	Simon Hendey (Director - Housing and Commercial)	Cllr Richard Clewer	Ian Seeckts
10 Nov 2020	Highways Annual Review of Service	As resolved at 5 November 2019 meeting, the committee to receive a report on the highways service and the Performance Management Framework in a year's time	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley
Not before 1 Jan 2021	Depot Strategy	As resolved at Cabinet on 7 January 2020, the Environment Select Committee to consider the Depot Strategy (Phase Two) ahead of Cabinet	Parvis Khansari, Simon Hendey (Director - Housing and Commercial)	Cabinet Member for ICT, Digitalisation and Operational Assets, Cabinet Member for Highways, Transport and Waste, Cabinet Member for Spatial Planning, Development Management and Investment	Nick Darbyshire, Mike Dawson, Bill Parks

Health Select Committee Forward Work Programme

Last updated 3 JANUARY 2020

Health Select Committee – Current / Active Task Groups			
Task Group	Details of Task Group	Start Date	Final Report Expected
Child and Adolescent Mental Health Services (CAMHS)			
N/A			

Health Select Committee – Forward Work Programme			Last updated 3 JANUARY 2020		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	00 - pre-meeting briefing - Dorothy House	To receive a presentation from representatives of Dorothy House to inform the committee of the range of services provided.			Marie Gondlach
3 Mar 2020	Cancer care strategies - update	(date TBC) To receive an update following the information provided at the HSC meeting in September 2017.			CCG
3 Mar 2020	Citizen's panels - update	As agreed at the 3 September meeting, for the committee to receive an update from Wiltshire CCG (who is acting on behalf of BANES, Swindon and Wiltshire CCGs on this), on the outcome of its investigation of several options for procurement of a market research agency to support the development, recruitment and maintenance of the Citizen's Panel.			Wiltshire CCG
3 Mar 2020	Great Western Hospital (GWH) - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite GWH to provide information on the areas identified in the report considered on 25 June 2019.			GWH
3 Mar 2020	Non-emergency patient transport service in the South West	As agreed at the HSC meeting on 25 June 2019, to receive information on any changes following the change of contractor and a performance update from the new provider E-Zec Medical transport.			
3 Mar 2020	Outcome of the Maternity Transformation Plan rapid scrutiny	To consider the final report following the rapid scrutiny exercise.			Marie Gondlach

Health Select Committee – Forward Work Programme			Last updated 3 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	SWASFT (South West Ambulance Service Foundation Trust) performance in Wiltshire - annual report	<p>As agreed at the HSC meeting on 25 June 2019, to receive a performance report from SWASFT in a year's time. It would be hoped that it would be in the same format as the report received on 25 June 2019 but including clear targets for the different categories.</p> <p>Furthermore, following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite SWASFT to provide information on the areas identified in the report considered on 25 June 2019.</p>			SWASFT - Paul Birkett-Wendes
3 Mar 2020	Update on model of procurement (specialist commissioning contacts)	<p>When considering the executive response to the rapid scrutiny exercise focusing on Extension of Specialist Commissioning Contracts for Supported Living, Floating Support and Supported Housing, the committee resolved: To be provided with an update on the model for procurement that would be adopted following this review work, in terms of the "direction of travel" for the contracts, including the feedback from providers and service users and if possible highlighting the main changes from previous contracts at the earliest opportunity. To include an update on Good Lives Alliance.</p>	Helen Jones (Director - Joint Commissioning)	Cabinet Member for Adult Social Care, Public Health and Public Protection	

Health Select Committee – Forward Work Programme			Last updated 3 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
3 Mar 2020	White Paper	To consider both the government and the LGA green paper on care and support for older people. There is currently no indication of when the paper will be published and it was therefore agreed that the item would remain on the forward work programme and be deferred until the paper is published.			Marie Gondlach
3 Mar 2020	Wiltshire Health & Care (Adult Community Health Care Service) - update following CQC report	At its meeting on 9 January 2018, the Committee resolved to receive a further update, possibly in July 2018, providing further information regarding the implementation of actions, and the development of the trust. The trust subsequently requested that this be brought to the September meeting. Delayed until the December meeting (no report received for the September meeting).			Wiltshire Health & Care
3 Mar 2020	Wiltshire Health and Care	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite Wiltshire Health and Care to provide information on the areas identified in the report considered on 25 June 2019.			Wiltshire Health and Care
3 Mar 2020	Wiltshire Safeguarding Adult Board - annual update and information on the three-year strategy	To receive the Wiltshire Safeguarding Adult Board's next three-year strategy in 2019, as agreed at the 18 December 2018 meeting.		Cabinet Member for Adult Social Care, Public Health and Public Protection	Emily Kavanagh Mr Richard Crampton, Chairman of the Board

Health Select Committee – Forward Work Programme			Last updated 3 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
23 Jun 2020	00 - pre-meeting briefing - Shared Lives	For the committee to receive information on the Shared Lives scheme			
23 Jun 2020	Advocacy - public visibility	To receive information from the contract holder for the Advocacy Service on its work, with a particular focus on visibility / awareness of advocacy from members of the public.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
23 Jun 2020	Avon and Wiltshire Mental Health Partnership (AWP) - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite AWP to provide information on the areas identified in the report considered on 25 June 2019.			AWP
23 Jun 2020	Bath and North East Somerset, Swindon and Wiltshire Clinical Commissioning Group merger - update	As agreed at the 3 September 2019 meeting, to receive an update on the implementation of the “single” CCG for Bath and North East Somerset, Swindon and Wiltshire, including recruitment / staffing, location, etc. (after April 2020)			CCG
23 Jun 2020	Care contracts	As agreed at the HSC meeting on 25 June 2019 for the committee to receive information on the council's main care contracts and the process(es) in place to monitor efficiency / delivery / performance.		Cabinet Member for Adult Social Care, Public Health and Public Protection	

Health Select Committee – Forward Work Programme			Last updated 3 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
23 Jun 2020	Carer support	As agreed at the HSC meeting on 25 June 2019, to receive an update on the current situation regarding carer support. The Carers in Wiltshire Joint Strategy 2017-22 was approved full council meeting in February 2018 following scrutiny by this Committee, discussion with the chair and vice chair of the Children’s Select Committee and approval by the Wiltshire Clinical Commissioning Group (CCG) governing body.		Cabinet Member for Adult Social Care, Public Health and Public Protection	
23 Jun 2020	Non-elected representation on the Health Select Committee	Annual consideration of Non-elected representation on the Health Select Committee (agreed in 2018 to take place at the same meeting as the election of chair and vice-chair)			Marie Gondlach
23 Jun 2020	Salisbury Foundation Trust (SFT) - update	Following consideration of the 2018 Quality Accounts at the Health Select Committee meeting on 25 June 2019 to invite SFT to provide information on the areas identified in the report considered on 25 June 2019.			SFT
15 Sep 2020	GP and health staff recruitment and retention	As agreed at the HSC meeting on 25 June 2019, to receive information to understand the current situation (i.e. number of vacancies, known issues in recruiting or retaining staff, actions taken by the council to help, etc.)		Cabinet Member for Adult Social Care, Public Health and Public Protection	

Health Select Committee – Forward Work Programme			Last updated 3 JANUARY 2020		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
15 Sep 2020	Home from Hospital - update	As agreed at the meeting on 3 September 2019, to receive confirmation of the decision made by Wiltshire Council and the CCG's Joint Commissioning Board on the commissioning (or decommissioning) of all three current "Home from Hospital" services. NB after June 2020. This could be a chairman's announcement.	Carlton Brand	Cabinet Member for Adult Social Care, Public Health and Public Protection	Sue Geary
15 Sep 2020	Outcome of Phase 2 of the Adult Social Care transformation programme	To receive information on the implementation of Phase 2 of the Adult Social Care transformation programme towards "completion"	Claire Edgar (Director - Learning Disabilities and Mental Health)	Cabinet Member for Adult Social Care, Public Health and Public Protection	
15 Sep 2020	Update on Strategic Outline Case - consultation results	Update on the information provided at the HSC meeting in September 2017.			

Wiltshire Council

Overview and Scrutiny Management Committee

28 January 2020

Task Group Update

1. Communications with Councillors Task Group

Membership

Cllr Graham Wright
Cllr Ruth Hopkinson
Cllr Gavin Grant
Cllr Trevor Carbin (Chairman)
Cllr Jose Green

Supporting officer: Natalie Heritage

Terms of Reference

1. To review Wiltshire councillors' experience and expectation of internal communications from the council across its service areas.
2. To contribute to the work already underway to develop a new online information portal for Wiltshire councillors.
3. To make recommendations to ensure that the communications received by Wiltshire councillors take into account their expectations to assist them in undertaking their role as effectively as possible.

Recent activity

The Communications with Councillors Task Group met on 9 January, to discuss the results of their recent Councillor survey. The members agreed that the survey's results showed that there may not be an issue with communication, rather, that technology could be better used to improve communication channels. As a result, the Task Group will be attending a bespoke 'Digital Hints and Tips' session, run by the OD/HR team on 4 February 2020.

Alongside this, the group will also be meeting with Democratic Services, HR and ICT to provide input into 2021's Councillor Induction Programme and the Member Development programme. It is then anticipated that the Task Group will be in a position to draft their final report.

2. Digital Strategy and Implementation Task Group

Membership

Cllr Howard Greenman
Cllr Jon Hubbard (Chairman)
Cllr Bob Jones OBE
Cllr Stuart Wheeler
Cllr Gordon King

Supporting Officer: Natalie Heritage

Terms of Reference:

1. Explore the options of the Microsoft Exercise and look at learning from other councils on how to potentially use those solutions
2. Look at the list of projects and how things become projects - explore how these can be better vetted in future to ensure project meet best needs
3. Look at audit of existing software and how much we are/are not duplicating systems and costs
4. How we interface between service users/residents and the council and its digital systems

Recent Activity

The Task Group visited Payroll on 9 January 2020 and were provided with a briefing session and demonstration of how the Virtual Assistant is working, to help ensure that the team is more effective and efficient. Members found this meeting valuable and are grateful to all of the officers who gave up their time to deliver the session.

A report from the Task Group is also included with the agenda pack.

3. Financial Planning Task Group

Membership

Cllr George Jeans
Cllr Pip Ridout
Cllr Ian Thorn (Chairman)
Cllr Stuart Wheeler
Cllr Richard Britton
Cllr Gavin Grant
Cllr Tony Trotman

Supporting officer: Henry Powell

Terms of Reference:

1. To understand and review the Medium Term Financial Strategy (4 year financial model)
2. To understand and review the approach and robustness of the financial planning regime within the Council
3. To understand and help develop the approach to the annual budget setting cycle
4. To review the specific contribution of overview and scrutiny in the annual budget setting cycle with a focus on outcomes
5. To undertake periodic budget monitoring including reviews of key midyear trends and developments and to ensure that these are taken into account when updating the Financial Plan
6. To work under the direction and guidance of the Management Committee and report regularly to the Cabinet Member, Management Committee and select committees (as appropriate) on its work and findings and to make any necessary referrals
7. To review the council's Performance and Risk monitoring reports and the Corporate Performance Framework.

Recent activity

The Task Group met on 4 December 2019 and considered the following items:

Waste budgets for 2019-20 and 2020-21

- We are still in an interim position awaiting delivery of a new waste disposal facility, which will be early in 2020. As a result, the council was projected to overspend by £2.4M as reported to Cabinet in November.
- Some commercial disputes had led to the current position, but once the new model is in place these should be resolved. Audit have also been asked to ensure that the payments the council is making to the contractor are based on sound financial evidence.
- There have been several issues:
 - The lack of planning permission for the Westbury site.
 - Contractual issues regarding TUPE pension responsibilities the council inherited from the contractor and which weren't foreseen.
 - The TUPE rates are now built into the budget for 2020-21, though these are still subject to agreement under the contract update mechanism.
 - Fleet maintenance demands, which placed a £0.5M pressure on the waste revenue budget.
- The 2019-20 budget is £39.8M and 2020-20 will show £1.960M growth.
- The 2020 budget includes an element of income reduction due to reducing prices for recycled plastics, cardboard and textiles. We have had the benefit of 75% gain-share with the contractor on recycled materials so the reduction in the market price has obviously impacted this. We are now recycling more in the UK than previously. The decreasing prices are due to China recycling more of its own waste.

- Increases in landfill tax are built into the budget and comprises approx. 8% of the service budget. We reduce the tonnages sent to landfill every year, but the tax rates also increases every year.

Mid Year Updated Medium Term Financial Plan

- Members felt that greater clarity was needed around the financial objective, “To generate income through a commercial approach” and the new Financial Objectives in general.
- Members queried whether a corporate contingency budget (para 10) might inevitably be used as an alternative to tight financial control. If such a budget was introduced the Task Group would wish to understand how it would be managed and released etc.

Council Tax Base

- Noted.

SAP improvement programme

- This is a major change programme with a go-live date of April 2022. Successful delivery will lead to greater efficiency as officers will spend less time trying to access financial and staffing information.
- Members requested that councillor involvement in the programme’s be considered, including Overview and Scrutiny.

4. Swindon and Wiltshire Local Enterprise Partnership (LEP) Task Group

Membership

Wiltshire Councillors:

Cllr Trevor Carbin
Cllr Christine Crisp
Cllr Alan Hill (Chairman)
Cllr Nick Murry

Swindon Borough Councillors:

Cllr Maureen Penny
Cllr Des Moffatt
Cllr Chris Watts
Cllr Rahul Tarar

Supporting officer: Marie Gondlach

Terms of Reference

1. Develop an overview and scrutiny framework and operational protocols which meet the requirements of democratic accountability for the use of public funds by a partnership body which is led by the business community under a mandate from the Secretary of State for Business, Innovation and Skills.
2. Whilst developing the framework, the Task Group will carry out trial activities to scrutinise the outcomes and work of the SWLEP. In fulfilling this role the task group will:
 - a) Perform all overview and scrutiny functions on behalf of both Councils in respect of the SWLEP and JSEC
 - b) Appoint such sub-groups as it consider appropriate to fulfil those functions.
 - c) Review and/or scrutinise decisions made or actions taken in connection with the discharge or any of the SWLEP and JSEC functions.
 - d) Make reports and recommendations to the Councils relevant partner in connection with the discharge of any functions.
 - e) Approve a forward work programme, including the programme of any sub-groups it appoints so as to ensure that the Task Group and sub-groups' time is effectively and efficiently utilised.
 - f) Foster and encourage an inclusive, structured, non-partisan and non-adversarial approach to overview and scrutiny which is reliant on evidence rather than anecdote.

Recent activity

The task group will hold its final meeting on Thursday 5 December to review its work to date and contribute to the development of the terms of reference and arrangements for future scrutiny of the LEP.

5. Commercialism Task Group

Membership

Cllr Richard Britton
Cllr Tony Deane
Cllr Gordon King
Cllr Ian Thorn
Cllr Stuart Wheeler (Chairman)

Supporting officer: Marie Gondlach

Terms of Reference

- a) To support implementation of the council's commercialism agenda, by considering and making recommendations regarding,
 - Developing existing income streams
 - Developing new commercial opportunities, either through existing assets or developing or acquiring new ones

- Councillor and officer expertise in this area
- The experiences of other local authorities
- Legal and commercial issues
- The ethos, values and reputation of the council when considering opportunities.

b) To liaise with the Financial Planning Task Group, Audit Committee and the Traded Services for Schools Task Group to ensure that a holistic approach is taken with regards to commercialism for the council.

Recent activity

There has been no meetings of the task group since the last meeting of this committee.

Proposals

To note the update on Task Group activity provided.

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