

AGENDA

Meeting: Overview and Scrutiny Management Committee

Place: Council Chamber - County Hall, Bythesea Road, Trowbridge, BA14 8JN

Date: Tuesday 25 January 2022

Time: 10.30 am

Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718221 or email stuart.figini@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 Graham Wright (Chairman)
Cllr Christopher Williams (Vice-Chairman)
Cllr Ruth Hopkinson
Cllr Jon Hubbard
Cllr Tony Jackson
Cllr Bob Jones MBE
Cllr Johnny Kidney
Cllr Gordon King

Cllr Jerry Kunkler
Cllr Bill Parks
Cllr Tony Pickernell
Cllr Elizabeth Threlfall
Cllr Jo Trigg
Cllr Tony Trotman
Cllr Iain Wallis

Substitutes:

Cllr Steve Bucknell
Cllr Clare Cape
Cllr Ernie Clark
Cllr Brian Dalton
Cllr Gavin Grant

Cllr Dr Nick Murry
Cllr Pip Ridout
Cllr Tom Rounds
Cllr Ian Thorn

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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 - 12*)

To approve and sign the minutes of the meeting held on 16 November 2021.

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 18 January 2022 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 20 January 2022. 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 **Draft Business Plan 2022-2032** (*Pages 13 - 34*)

The Wiltshire Council draft Business Plan 2022 to 2032 is attached.

7 **Wiltshire Council Budget 2022/23** (*Pages 35 - 102*)

To consider the budget process report alongside the Budget 2022/23.

A report from the Financial Planning Task Group will follow.

The report from the Chief Executive, the Corporate Director Resources and Deputy Chief Executive (S151 Officer), and Director of Legal and Governance (Monitoring Officer) on the Council's Budget for 2022/23 and Medium Term Financial Strategy 2022/23-2025/26 is attached.

8 **Financial Planning Task Group Update** (*Pages 103 - 108*)

To receive an update from the Financial Planning Task Group on activity not related to the annual budget.

9 **Management Committee Task Groups** (*Pages 109 - 114*)

To receive updates on recent activity for any Task Groups established by the Committee.

10 **Forward Work Programme** (*Pages 115 - 142*)

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.

11 **Date of Next Meeting**

To confirm the date of the next meeting as 8 February 2022.

12 **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.

NONE

Overview and Scrutiny Management Committee

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 16 NOVEMBER 2021 AT COUNCIL CHAMBER - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Graham Wright (Chairman), Cllr Christopher Williams (Vice-Chairman), Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Tony Jackson, Cllr Johnny Kidney, Cllr Gordon King, Cllr Jerry Kunkler, Cllr Bill Parks, Cllr Tony Pickernell, Cllr Elizabeth Threlfall, Cllr Tony Trotman, Cllr Iain Wallis and Cllr Ian Thorn (Substitute)

Also Present:

Cllr Pip Ridout, Cllr Ian Blair-Pilling, Cllr Richard Britton, Cllr Richard Clewer and Cllr George Jeans

38 Apologies

Apologies were received from Cllr Bob Jones MBE and Cllr Jo Trigg.

Cllr Trigg was replaced by Cllr Ian Thorn for this meeting only.

39 Minutes of the Previous Meeting

The minutes of the meeting held on 21 September 2021 were presented for consideration.

Resolved:

To approve and sign the minutes of the meeting held on 21 September 2021 as a true and correct record.

(Note – Cllr Trotman raised a query about minute 32 – Asset Transfer Policy Update and whether any arrangements had been made for the rapid scrutiny. The Democracy Manager (Scrutiny) explained that the planned consultation with town/parish councils on the Policy would now be replaced with a town/parish council conference to be held in January 2022. He also reported that the timing of the agreed scrutiny exercise might be affected, but that volunteers to take part would be sought very soon.)

40 **Declarations of Interest**

There were no declarations of interest.

41 **Chairman's Announcements**

The Chairman drew attention to the following announcements:

1. Evaluation of face-to-face select committee meetings

As this was the final select committee meeting for November, officers had been asked to circulate a short survey to all select committee members to evaluate their experience of the return to face-to-face meetings. The results would be available to everyone and will be used to help determine the future approach to select committee meetings.

2. Councillor training event

An online training event would be held for all councillors on Tuesday 23rd November at 9.30am, on the experiences of Wiltshire's Gypsy, Traveller, Romany and Boater communities, and the issues and challenges they face.

The online event will be jointly delivered by council officers and staff from the charity, Julian House, cover issues such as:

- History, culture and discrimination
- Accommodation needs
- Health
- Education; and
- Voices, Visibility and Inclusion

42 **Public Participation**

There was no public participation.

43 **Wiltshire Online Update**

The Committee received a presentation from Cllr Ian Blair-Pilling, Cabinet Member for Leisure, Libraries, Governance, Facilities Management and Operational Assets providing an update on the Wiltshire Online Programme.

The Chairman confirmed that the presentation slides had been circulated and were available on the Councils website and can be viewed [here](#) at Supplement 1.

The Committee noted that the Programme was launched in 2013 and targeted those premises that were considered commercially non-viable. The partnership was made between Wiltshire Council and Building Digital UK (a Directorate of the Department for Digital, Culture, Media and Sport delivering broadband networks to the UK), and four contracts had been awarded, 3 to Openreach and 11 to Gigaclear. The Council's investment totalled £15.5m.

Cllr Blair-Pilling commented in detail on the following areas:

- An update on the latest position with the 3 contracts with Openreach
- Openreach gainshare repayments
- An update on the latest position on the contract with Gigaclear
- Future plans.

Cllr Blair-Pilling responded to a number of questions and comments from the Committee which included the following areas:

- The performance of Gigaclear and their inability to meet contractual commitments.
- The trigger for repayments
- Commercial viability in part due to geographical positioning and the installation of the initial infrastructure
- Broadband capability in rural areas is in the gift of the Government and the Council has been lobbying the Government about this.
- Wiltshire, when compared with other council areas continued to perform well with the installation of broadband
- Wiltshire/South Glos/Swindon were in lot 30 of 38 and detailed information about the roll out was available on the Governments website.
- Issues surrounding the quality of installation work by Gigaclear

Cllr George Jeans, the Overview and Scrutiny nominated councillor representative on the programme provided an update report as detailed below:

'Over the last years Wiltshire Council have foreseen the Broadband revolution and with BDUK have intervened in non commercial areas of Wiltshire to enhance what if anything was available. In the South of Wiltshire intervention has finished. There are still areas in the south that have not a good service. An example of "helping yourself".

The South West Wiltshire Area Board (SWWAB) hosted a meeting presenting how Bishopstone intended to obtain fibre to the premises, giving them super-fast broadband. Also Wessex a local provider gave a presentation regarding their progress across Dorset and beyond including south west Wiltshire, providing fibre broadband. You may wish to visit www.communityfibre.openreach.co.uk, to view Openreachs roll out. During the coronavirus pandemic many people have used the internet to work from home and for shopping and entertainment services. Children have had on-line learning. Internet communication services have become vital. The Government's aim is to have "Gigabit capable"

(one gigabit =1000Mbps) broadband connections available to all. To achieve this aim it is necessary to have an optical fibre connection from the telephone exchange to the property - known as Fibre To The Property (FTTP), some already have this capability, others have what is known as fibre to the cabinet (FTTC), which has helped many in South Wiltshire. FTTP is the next step and its roll out is indicated by the above web site. Under the Government's Rural Gigabit Voucher scheme homes and businesses should be eligible for funding towards the cost of installing gigabit-capable broadband when part of a group. These homes and businesses can establish a Community Fibre Partnership (CFP). Rural premises with broadband speeds of less than100Mbps can use vouchers worth £1,500 per home and up to £3,500 for each small to medium-sized enterprises (SME) to support the cost of installing new fast and reliable connections. However, these vouchers may not meet the full cost of installation.

North of Wiltshire was given by Wiltshire Council and BDUK, intervention by Gigaclear, this has helped many, however they have had operational problems and have now fall behind in their delivery. The north has benefited from this program, however the speed of delivery and the extent of coverage may fall short I will update you all March/April of next year.'

Cllr Blair-Piling thanked officers for their input and ability to maximise the funding spent on the project.

The Chairman thanked Cllr Blair-Pilling for the informative presentation.

Resolved:

- 1. To note the update from the Cabinet member and Overview and Scrutiny councillor representative on the Wiltshire Online programme, and to thank Cllr Jeans and the officers involved for their work in this area.**
- 2. To receive a further update from the Overview and Scrutiny representative in March 2022.**

44 **Management Committee Task Groups**

The Committee considered an update report on the recent work of the Swindon and Wiltshire Local Enterprise Partnership Joint Scrutiny Panel.

The Chair welcomed Cllr Richard Britton to the meeting, who provided an update on the work of the Joint Scrutiny Panel. Cllr Britton reported that the Panel met on 21 October 2021 to consider the Business Cyber Centre proposals. He indicated that the Panel had requested further financial information in order to fully evaluate the proposals, but unfortunately this was rejected by the SWLEP due to the information being commercially

sensitive. Other Wiltshire Councillors also expressed their disappointment at the decision by the SWLEP not to release the information requested and the impact on the Panel's ability to fully scrutinise the proposals.

The Committee also considered a request from Cllr Pauline Church, Cabinet Member for Finance & Procurement, Commissioning, IT, Digital and Commercialisation to form a new Task Group to provide scrutiny input on the Council's Evolve Programme. It was noted that the Evolve programme involved the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council, which will impact on the work of all staff in respect of HR, finance, procurement and payroll processes. It will look to modernise technology and standardise business processes, improving efficiencies for core activities that are undertaken across the council, supporting their adoption through a comprehensive in-house business change and training effort, and will deliver improved data, insights and reporting capabilities.

The Chair asked for members to indicate their willingness to serve on the Task Group in addition to those who had already expressing an interest to be involved in the Task Group.

Resolution:

- 1. To note the update on task group and panel activity provided.**
- 2. To note the Swindon and Wiltshire LEP Panel's concerns about their limited ability to scrutinise the Business Cyber Centre proposals due to the limited opportunity and lack of information available.**
- 3. That the Chair of the Committee will write to the Swindon and Wiltshire LEP to outline the Committee's concerns and will report back.**
- 4. To establish a new Evolve Programme Task Group with the terms of reference outlined in the report, and appoint the following to the Task Group:**
 - Cllr Mary Webb**
 - Cllr Mark Verbinner**
 - Cllr Horace Prickett**
 - Cllr Ruth Hopkinson**
 - Cllr Dr Monica Devendran**
 - Cllr Jon Hubbard**

45 **Financial Planning Task Group Update**

A report on the ongoing work of the Financial Planning Task Group was presented by Cllr Pip Ridout, Chair of the Task Group.

Cllr Ridout provided details of the recent work of the Task Group including consideration of (i) Procurement of the Planned and Reactive Maintenance Contracts for Housing and General Fund Assets; and (ii) Care Homes Block Contract Procurement reports to Cabinet on 30 November 2021 and 14 December 2021.

The Democracy Manager (Scrutiny) confirmed that, for some reports heading to Cabinet, joint briefings for both the relevant select committee Chair/Vice-chair and the Financial Planning Task Group Chair would be arranged by the Scrutiny team.

The Chair thanked the Task Group and officers for their continued hard work.

Resolved:

- 1. To note the update on Financial Planning Task Group activity provided and thank its members for their work.**
- 2. To note the task group's forward work plan, Appendix 1 to the report.**

46 **Forward Work Programme**

The Committee considered the forward work programmes of each Select Committee, as well as updates from the Chair for each Select Committee. These included:

- Cllr Jon Hubbard - Children's Select Committee
- Cllr Johnny Kidney - Health Select Committee
- Cllr Jerry Kunkler - Environment Select Committee
- Cllr Graham Wright - Management Committee

Resolved:

- 1. To note the updates on select committee activity and approve the Overview and Scrutiny Forward Work Programme.**
- 2. To add the Asset Transfer Policy Rapid Scrutiny Exercise to the work programme to take place in December.**

47 **Date of Next Meeting**

The date of the next meeting was confirmed as 25 January 2022.

48 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.10 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services,
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WILTSHIRE

COUNCIL BUSINESS PLAN



2022 to 2032

 DRAFT

Wiltshire Council

Foreword

I am pleased to present the Business Plan for 2022 to 2032, following on from the Principles which were agreed in 2021.

This Plan represents Wiltshire Council's ten-year ambition for the county. It sets out the council's mission, how we will measure our achievement of it in the immediate future and the key themes that guide our work.

Although it is near impossible to plan in detail for the decade ahead, I am certain that this long-term focus on the challenges that we face as a county is the right approach and I wholly expect updated versions to be published in the coming years as our Services deliver upon their commitments.

Wiltshire is a thriving county with a rich and diverse heritage. We are home to half a million people with around half of the population living in towns and villages with fewer than 10,000 residents. This plan recognises that we cannot achieve everything in isolation; we need to work ever more closely with our partners and stakeholders.

Our strong and cohesive communities continue to be some of our proudest achievements. The way we look out for each other and handle the challenges we have faced together is what makes our beautiful county the best place to live, work and raise a family.

As a council, we know our mission is to ensure:

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- The people of Wiltshire are **empowered** to live full, healthy and enriched lives.
 - Our **communities** continue to be beautiful and exciting places to live.
 - Our local economy **thrives** and is supported by a skilled workforce.
 - We lead the way in how councils and counties mitigate the **climate** challenges ahead.

We are committed to listening to and speaking for Wiltshire. The council is a modern and democratic organisation that focuses on learning and adapting rapidly, paying continuous attention to our area's changing needs and ensuring we do what is right for the people of Wiltshire.

As a result, we are continually reviewing and refining our services to deliver better outcomes that empower local people. We will do this with a focus on a cost-effective, strategic and long-term approach to service reform.

We know that this is not without its challenges, which is why, in all that we do, we will continue to be inclusive and focus on preventing problems from arising and act quickly when they do.

We are striving to improve social mobility to reduce inequalities in our communities and joining national efforts to tackle this beyond our own geographic boundaries.

My administration will ensure we continue to work with, and for, our local communities to keep Wiltshire the distinctive place it is, creating pride in our county and our strong communities. It will be courageous and assured in its activities, focused on doing what is right for Wiltshire over the long-term and taking the kind of action that may not yet have been seen elsewhere.

Cllr Richard Clewer,
Leader of the Council



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Photo: Salisbury aerial view

Our mission



Wiltshire is a place where...

● Thriving Economy ● Resilient Society ● Sustainable Environment ● Empowered People

Our guiding themes

Prevention and early intervention

We take a long-term view, focusing on what is right for Wiltshire and invest in prevention and early intervention to tackle problems before they get worse. We have a whole life approach to planning and providing services for our residents. This includes our ambition to reach net zero carbon.

Improving social mobility and tackling inequalities

In everything we do, we consider the impact of the action on social mobility and ask how we can help to tackle the disparities in opportunity that exist within Wiltshire.

Understanding communities

We ensure our dialogue with communities is open, transparent and inclusive, in the right place and at the right time so that our services meet our distinctive local need.

Working together

We design and deliver our services in partnership with service users, local communities and other public sector partners where appropriate. We collectively consider how to integrate our work, get maximum value for public sector spend and plan our use of the public sector estate together.

 DRAFT

Introduction

This Business Plan marks the start of many exciting new opportunities for Wiltshire. It will help shape the future and allow us to respond to the challenges that arise with dynamism and courage.

The last two years have been some of the toughest faced by residents and public service alike. We recognise that, along with other councils across the country, we faced significant challenges before the COVID-19 pandemic, including challenging resource decisions amidst growing demand for our services.

These challenges remain and we now need to go even further to ensure Wiltshire Council is fit for the future by actively investing in our organisational resilience and the agility of our workforce.

For each of the outcomes in this plan, our Services have undertaken thorough delivery planning and we have set out our aims, what we are already doing and what we will implement in the years ahead. The activities set out will be the basis for measuring our success and are accompanied by indicators that tell us how successful we are in delivering the services that you, our residents, need and cherish most.

As Chief Executive, I am keen to instil the principles of working as one council, recognising that our residents do not live their lives in the compartmentalised way that our people and place-based services were typically run. I am confident that the transformation that will be delivered within the council over the next ten years will improve your interactions and experiences with the council.

We cannot do this alone. Working with our local communities, local businesses and our partners in the NHS, fire, police, justice, military, schools, voluntary sector and central government will be critical to success.

We will seek common cause with our partners and neighbouring local authorities to get the right solutions for you and for Wiltshire. We will develop clear plans for partnership working, communicating, influencing and for developing our commercial approach to complement this Business Plan.

Together we will deliver services over and above our statutory obligations for you, the people of Wiltshire, and ensure that your council is the highest performing in the country.

Terence Herbert, Chief Executive





Empowering PEOPLE

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 DRAFT

Photo: Getty Images

We get the best start in life

Children having the best start in life is a fundamental part of improving their long-term life chances, and affords them the best opportunity to live long, full, healthy and enriched lives. We know that families whose children fall behind in development or education find it even more difficult to help their children catch up.

We aim to:

- Ensure every one of our children achieves their optimal physical, emotional and mental health.
- Support the development of speech and language, ensuring that children are ready to learn at 2 years of age and ready for school at 5 years of age.
- Guarantee that there are enough high-quality and accessible pre-school places.
- Find the right specialist support for children with special education needs.
- Provide additional support to meet the needs of children who are looked after by the council, helping them to achieve their educational potential and creating opportunities for aspirational next steps in education, employment or training.
- Ensure all school pupils, including those who are vulnerable, can access a high-quality education provision and are well prepared for their next stage in life.
- Support schools to implement an effective whole school approach to health and wellbeing.
- Build the opportunity of greater independence for children with additional needs.
- Provide opportunities for young people to be involved in positive activities.
- Work with the health system to ensure the right support and services are available for families locally.
- Improve the overall health of our children.
- Empower a cycle of positive change for young people that inspires engagement, skills development, cultural awareness, educational achievement, wellbeing, physical and mental health.

Over the course of this Business Plan we shall:

Continue to...

- Focus on the first 1001 days of a child's life and the impact they have on a person's future.
- Develop the market in children's services to ensure sufficiency for early years, fostering agencies, children's homes and supported accommodation.
- Provide 'early help' to make sure families will get the right help at the right time from the most appropriate professionals.
- Encourage our educational settings to strive for excellence in provision and achievement, using the best education establishments to help improve others.
- Provide high quality Early Years services from birth to 5 years.
- Run a successful Healthy Schools programme.
- Support schools and education settings to develop their specific knowledge base and practice in meeting the needs of social care experienced children within an education setting.

Implement...

- A system-wide and strengths-based approach to improve maternal, children's and young people's health and wellbeing to reduce health inequalities.
- Recommissioned Children's Community Health Services.
- An Early Years strategy to pull all services together.
- Improved special educational needs and disability transport with a strengths-based approach.
- A multi-agency solution to providing good access to mental health services for children and young people.
- Opportunities for all young people to engage in wider society and the council.

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We stay active

Keeping physically, socially and mentally active has direct and positive impacts on brain function, weight management, reducing disease, and the ability to enjoy life. Improving all these things for residents will lead to greater happiness, more economic independence, and less service reliance.

We aim to:

- Help the people of Wiltshire to increase their activity levels and improve their health.
 - Tackle health inequalities across Wiltshire.
 - Give communities access to quality leisure and sports opportunities in buildings and facilities that are safe and well maintained at good value to those communities.
 - Allow everyone in Wiltshire to enjoy access to libraries and the chance to help design the range of activities that go on in them.
 - Help more residents to prioritise and optimise their health and mental health.
- Maximise independence for individuals with a learning disability and or complex needs.

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Over the course of this Business Plan we shall:

Continue to...

- Review how our leisure centres, libraries and other buildings are used, making sure they are fit for purpose, working to provide new campus leisure facilities in Melksham and Trowbridge.

Implement...

- Alignment of the council's work to public health priorities to empower healthy and safe behaviours. This will include integrating public health outcomes with the priorities of area boards.
- An enabling and empowering model of support that enables people with a learning disability to maximise their independence.
- Programmes of sporting and physical activities aimed at those who face the greatest barriers to participation.
- More sporting and physical activity opportunities in communities by supporting local communities to improve and add to their local facilities.

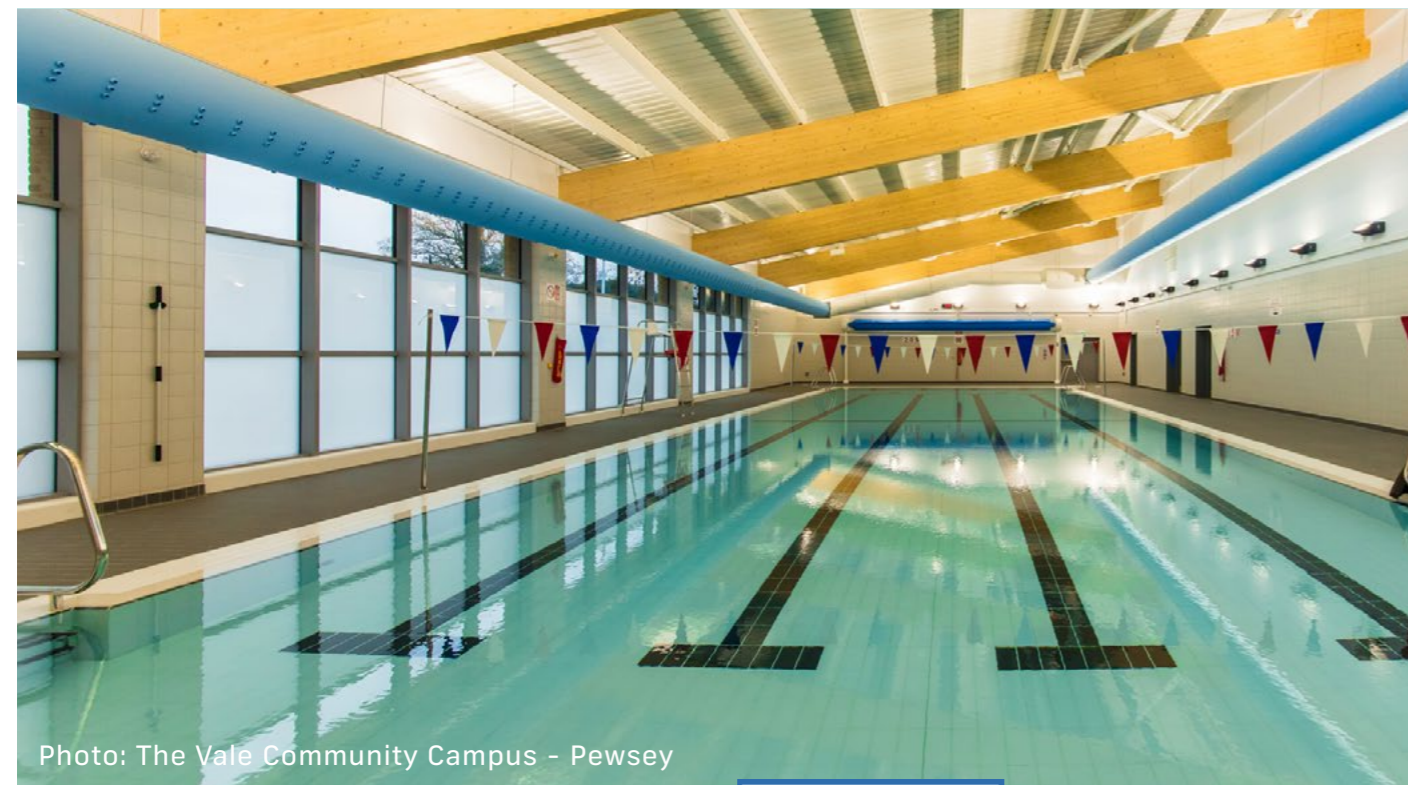


Photo: The Vale Community Campus - Pewsey

 DRAFT



Photo: Getty Images



We are safe

Safeguarding our residents from harm is one of the council's most important responsibilities. The council delivers care services to many of the county's most vulnerable residents but also works closely with other service providers, regulators and emergency services to reduce unacceptable levels of risk to safety and safeguarding. Public protection services also help to ensure we stay safe and close partnership working with Wiltshire Police helps to tackle crime.

We aim to:

- Reduce the risk from health and environmental hazards, including infectious diseases.
- Improve sexual health and uptake of immunisation and screening programmes.
- Reduce preventable winter deaths.
- Give people choice and control, with flexible options of support to meet their care and support needs to ensure they receive the right support at the right time.

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- Provide effective and flexible support to young people as they enter adulthood.
- Help protect and sustain a flexible market in care that encourages local business, makes use of volunteers, can respond to changes in demand and manages risk.
- Ensure the quality and cost of care provision is actively managed.
- Enable people with care needs to leave hospital as soon as they are able.
- Make better use of technology to help people stay safe in their homes and be more independent.
- Give looked after children and young people the most secure home possible.
- Ensure food outlets and workspace are safe places for our residents to be.
- Support our partners in reducing the number of people killed or who are seriously injured on Wiltshire's roads.

Over the course of this Business Plan we shall:

Continue to...

- Help protect those at risk from health and

environmental hazards, including infectious diseases and major incidents, through effective outbreak management and encouraging uptake of immunisation and screening programmes.

- Help residents to live in warm and safe homes.
- Ensure children and young people who cannot live at home are matched to the right carers: extended family, in foster care or with adopters.
- Protect individuals and businesses with an effective standards service.
- Deliver impartial and professional building control services to residents and businesses.
- Provide education and engineering solutions to improve road safety, promoting the use of speed indicator devices, community speed watch and 20mph limits where communities want them.

Implement...

- A transformed way of commissioning home care and day care, including by developing micro-enterprises and the voluntary and community sector.
- A technology strategy to help people to live independently.
- Promotion of safe, compliant and successful traders as great examples to others.
- Fully embedded transitional safeguarding across adult social care.
- A collaborative, multi-agency approach to hospital discharge planning and post-discharge support.
- Wiltshire Support at Home to enhance the provision of domiciliary care.
- A highly developed brokerage function to ensure we get the best value care provision.
- A 'whole life pathway' for those with long-term care needs that will ensure that the transition between children and adult services is seamless.
- Reform of adult social care, making the most of opportunities which will bring the council into contact with all service users, including self-funders



Photo: Getty Images

Resilient 2. SOCIETY

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Photo: Bradford-on-Avon

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We live well together

Communities that are cohesive achieve more and are more resilient in the face of shocks and setbacks. A strong community contributes enormously to a sense of personal wellbeing and is one of the known social determinants of health. Our communities will continue to be able to grow sustainably with good access to leisure, arts, heritage and culture.

We aim to:

- Ensure that children are safe and families stay together.
- Support people to remain independent of formal services and to live and age well in their own homes.
- Reduce smoking prevalence to 5% or less.
- Improve workplace health and wellbeing.
- Allow people with poor mental health more opportunity to recover within their community.

Page 21 Improve health outcomes for Wiltshire's diverse communities, including our Gypsy, Roma, Traveller and Boater communities.

- Make sure young people get the support they need without having to wait.
- Link communities to services provided by the council through volunteering.
- Help deliver opportunities for people to manage their own mental and physical health in community activities.
- Strengthen Wiltshire's economy.
- Get community backing for development.
- Rectify breaches of planning control in a timely manner.

Over the course of this Business Plan we shall:

Continue to...

- Provide opportunities for volunteering within council services and promote and support volunteering in communities.
- Delay the need for formal care by working with people in their own homes.
- Support the integration and alignment of military and civilian communities and services.

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Implement...

- The Gypsy, Roma and Traveller Strategy for Wiltshire.
- Support for the national 'Levelling Up' programme and community initiatives in Wiltshire's market towns
- Reviews of the programme for monitoring and enforcing breaches of planning control.
- A support offer alongside children's services for parents and carers who have mental health conditions, learning disabilities or autism.
- Support to encourage more of Wiltshire's population to avoid taking up or to stop smoking.
- Support for community-based cultural activities, linking major arts organisations, museums and community groups.
- Local branding for Wiltshire producers to back their quality and digital initiatives by promoting local produce, heritage and events.
- A review of the pre-application planning service and how major applications are supported.
- A new model for support of people with mental health conditions.



Photo: Malmesbury aerial view

We ensure decisions are evidence-based

Communities that get involved and feel they can influence decisions are more engaged and are happier. This can be achieved by making it easier for everyone to participate and engage in their community and in public services, as well as the decisions that affect their local areas.

We aim to:

- Ensure an open and transparent approach to decision making.
- Communicate with communities in a way that promotes constructive discussion, tailored to the community's needs and developing better solutions to these.
- Empower communities and groups to act in their local area.
- Assist parish councils with the knowledge and skills to inform planning decisions that affect their communities.
- Provide data and information to communities to support them with making the best decisions for themselves.
- Make sure that the support we provide meets the needs of those who receive it.
- Plan solutions for families with the whole family.
- Make contracting decisions that deliver the best value for money across the life of the contract.
- Deliver a consistent approach to the council's commercial activity.

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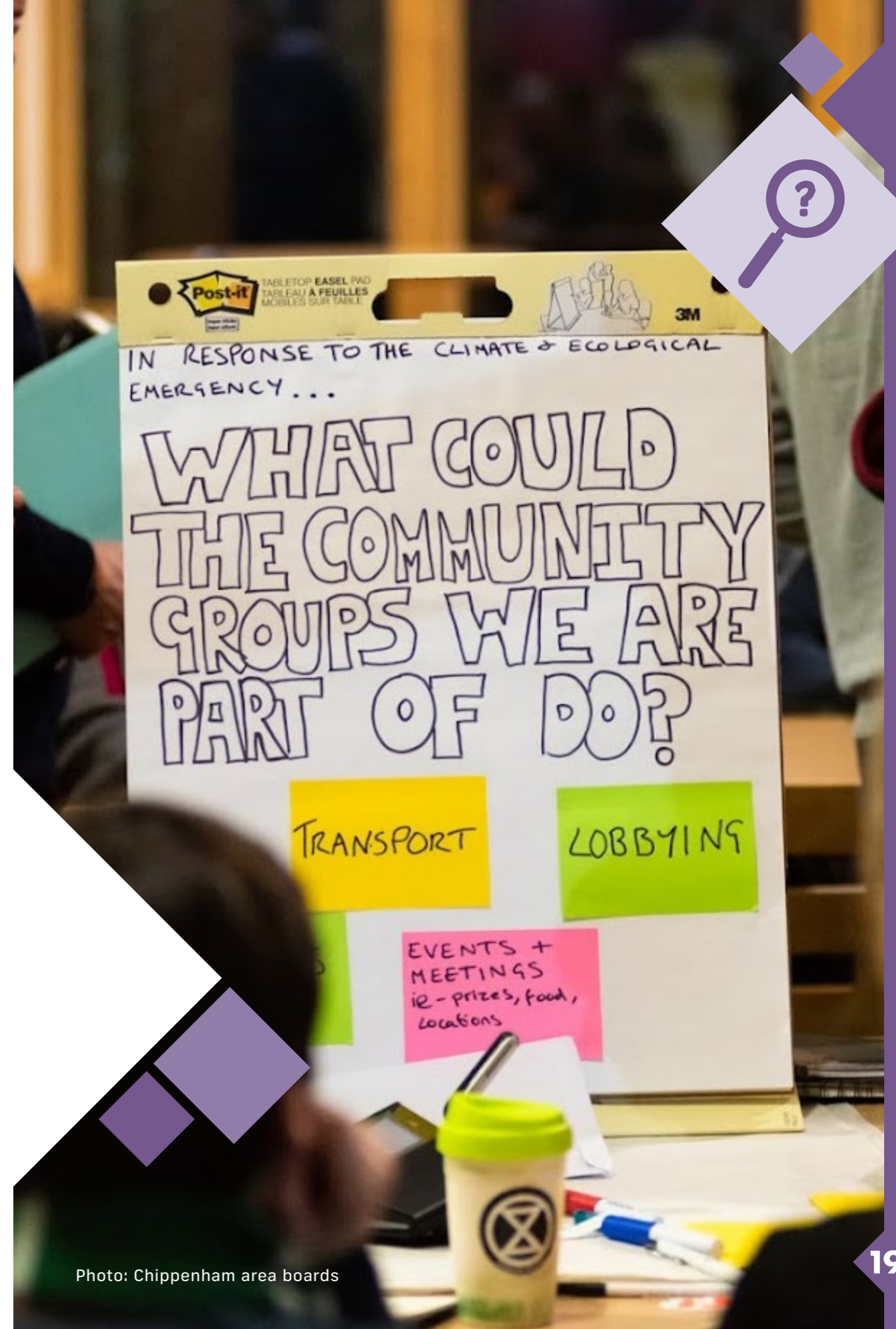
Over the course of this Business Plan we shall:

Continue to...

- Ensure that children and young people are at the heart of service development and are involved in the decisions that affect them.
- Communicate with all of our communities, including those who are harder to reach.
- Support communities to produce and ratify their neighbourhood plans.
- Register and determine assets of community value.

Implement...

- Measures to ensure that fathers' voices are more fully heard and are used to inform our service planning.
- The commercial vision for the council and a Commercial and Procurement Strategy to enable delivery.
- Choice and control to allow people to direct their own care needs.
- Increased engagement and intelligence sharing with residents, partners and wider communities.
- A transparent 5-year pipeline of contracts to reflect the total annual spend of the council.



We have the right housing

Improving housing supply is critical for ensuring people can play an active part in their community. Residents need access to high quality and affordable housing that is close to their family, that is right for them and in beautiful places.

We aim to:

- Prevent homelessness and help people remain in a sustainable home.
- Allow families and individuals who need support to have choice and control, with flexible options of support to meet their care and support needs.
- Have a sustainable, robust and flexible care home market that meets the needs of the population and the projected demand for beds.
- Build the highest quality affordable housing with the lowest viable carbon footprint.
- Deliver a planning system that supports swift, evidence-based decisions and encourages the development we want to see.
- Ensure the needs of communities, businesses and the environment are balanced through robust use of the Local Plan.

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Over the course of this Business Plan we shall:

Continue to...

- Develop the care market in a way that promotes choice and diversity of supply, develops new care models and ensures best value for money and a fair cost for providers.
- Help housing customers to maximise their income and reduce the cost of running their homes.
- Operate an efficient and effective Local Land Charges service.

Implement...

- Digitisation of the Local Land Charges service.
- Increased work to support tenancies and prevent homelessness.
- The council house build programme for at least 1000 houses over 10 years.
- An updated Local Plan as an effective policy framework for the sustainable growth of Wiltshire that addresses the strategic needs of the county.



Photo: Wiltshire homes

 DRAFT



Photo: Marlborough aerial view





Thriving **3. ECONOMY**

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We have the right skills to prosper

Wiltshire needs a workforce with the right skills to match their ambitions and one that provides the skills that our businesses need. We also need to encourage more young people to live and work in the county. With the right workforce, we can continue to attract and retain high value businesses and investment.

We aim to:

- Allow children and families to benefit from working with a consistent, knowledgeable and highly skilled lead professional in the council.
- Make sure that all children and young people with special educational needs or disabilities and their families have a voice that is heard.
- Ensure that schools are spaces that encourage learning and that there are the right number of places for pupils where they need them.
- Help young people to make informed decisions about their future and that disadvantaged young people have improved chances of enjoying a good career.
- Support a robust care industry that trains, employs and values local people.
- Help more adults with learning difficulties develop the skills they need to live independently.
- Deliver high quality, customer focused services to all residents.

Over the course of this Business Plan we shall:

Continue to...

- Deliver the Special Educational Needs and Disabilities Inclusion Strategy.
- Find opportunities for people with learning difficulties to participate in the community.
- Support schools to improve attendance, achievement, teaching quality and operationally support safe, secure, and financially-sound environments across the county.

- Support educational establishments to reduce the risks to vulnerable pupils by developing early help practices and multiagency support, enabling all pupils to realise their potential.

Implement...

- Support for care providers to develop the skills of their workforce, recruiting and retaining the best people to care for residents.
- Replacements for maintained schools' time expired temporary accommodation.
- Brokerage between schools, colleges and businesses to increase opportunities for young people.
- Work with Further Education providers to address the skills gaps that exist in supporting some of our industries.
- Work with key stakeholders to promote T-Levels and other vocational progression routes to improve outcomes for disadvantaged groups.
- Maximised use of external funding to support disadvantaged residents to improve their confidence, knowledge and skills and champion the creation of learning and employment opportunities for young people.
- A strengthened training and development offer to our caring workforce.
- A School Places Strategy to manage the supply and demand for places.



We have vibrant, well-connected communities

Being able to get around easily and sound digital infrastructure helps people to access good services. It is important that there are options for different modes of transport and opportunities to meet and engage with others. This will also help grow the local economy in a sustainable way.

We aim to:

- Shape our communities sustainably through a robust Local Plan.
- Deliver infrastructure to enable local communities to live, work and play locally, businesses to invest and everyone to take responsibility for the environment.
- Support the provision of reliable and useful technology (including broadband) and equip residents with the skills to make use of it.
- Understand the needs of all our communities and the differences between them.
- Help create and support vibrant town centres.
- Attract investment into Wiltshire's communities.
- Help build an efficient and effective transport network, including viable alternatives to the car.
- Support local business and increase the proportion of Wiltshire's wealth that is spent in the local economy.
- Encourage the growth of business activity in the health and life sciences, defence technologies, cyber industries, military, research and development and advanced manufacturing sectors.
- Offer a gold standard of support to our military veterans.
- Demonstrate what, and how, the council is delivering against the priorities we share with the community.
- Enable a strong and active voluntary sector that is proactive in communities.
- Provide useful, modern spaces in

communities for groups to interact in.

- Make the best use of council-owned assets for the benefit of communities, including transferring those assets to communities where appropriate.
- Provide safe and reliable home to school transport.

Over the course of this Business Plan we shall:

Continue to...

- Support communities to live safely.
- Provide technology services to residents that are accessible and reliable.
- Maintain and improve the existing transport infrastructure, including rights of way and bridleways.
- Work towards integration of military and civilian communities and the development of shared services and facilities.
- Strengthen the infrastructure and resilience of the voluntary and community sector.
- Deliver capital investment as part of a strategic approach to placemaking, working with partners in public and private sectors and optimising use of assets in council and public ownership.
- Promote new train stations in Devizes, Wilton and Corsham.

Implement...

- Investment in digital technology and skills, enabling residents to engage with their communities in more ways.
- Enhanced engagement with harder to reach groups and communities.
- A revised approach to transferring council assets to communities.
- New strategies for regeneration, the visitor economy and cultural offers, with continued funding for arts organisations and museums
- An exploration of new models of rural public transport that make use of technology and smaller minibus type services.

- Investment in cycle routes as part of a strategic solution aimed at connecting all our communities.
- Major road programmes to reduce congestion and air pollution and explore solutions to issues at J17 M4, Salisbury, Melksham and Westbury.
- Provision for micro-business units to be developed in our rural communities through the Local Plan.
- New Local Plans and Local Transport Plans.
- A new working agreement with the voluntary sector.
- A review of library service delivery, in conjunction with communities.
- The Future Chippenham Masterplan of

development and distributor road delivery.

- Assistance to the government's 'Project GIGABIT' and other broadband capital programmes to maximise broadband connectivity across Wiltshire.
- An Enhanced Partnership Scheme with local bus operators to improve rural links.



Photo: Salisbury Reds electric bus



Sustainable

4. ENVIRONMENT

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 DRAFT

Photo: Getty Images

We take responsibility for the environment

Wiltshire's natural beauty, its historic sites, historic villages and houses, unique habitats and wildlife play a key part in the county's visitor economy and the wellbeing of the people of Wiltshire. Experiencing the natural environment plays an important role in tackling levels of anxiety, stress, and depression.

We aim to:

- Maintain and improve the natural and built environment.
- Enable everyone to have access to cleaner air.
- Improve and protect biodiversity.
- Ensure access to the natural environment for as many as possible.
- Cherish and protect Wiltshire's historical sites.

Find and promote new opportunities for people and businesses to reuse and recycle. Reduce the amount of waste going to landfill, increase recycling and keep Wiltshire looking beautiful.

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Over the course of this Business Plan we shall:

Continue to...

- Work with partners to protect and enhance our historic and natural landscapes within World Heritage Site, National Parks and Areas of Outstanding Natural Beauty.
- Protect key archaeological sites while delivering essential infrastructure.
- Promote and encourage sustainable sympathetic development.
- Encourage, and enforce where necessary, businesses to play their part.
- Safeguard private water supplies.

Implement...

- Long-term plans to support and enhance strategic waterways and green corridors.
- A review of all waste services in conjunction with residents and business including all operational sites.
- A fit-for-purpose set of operational depots across Wiltshire.
- Deliver new educational campaigns and pursue further prosecutions on fly tipping.

We are on the path to carbon neutral (net zero)

Globally the planet is 1.2 degrees warmer than before the industrial revolution and this is already causing significant climate impacts with more extreme weather having an impact in Wiltshire. The council has acknowledged a climate emergency and committed to becoming carbon neutral as an organisation by 2030. Through its leadership, it must now seek to make the whole of Wiltshire carbon neutral too.

We aim to:

- Become a Carbon neutral organisation by 2030.
- Assist the county to have a smaller carbon footprint.
- Support decarbonisation of existing transport and increased use of public transport options as well as walking and cycling.
- Prepare the county for the impact of climate change.
- Invest in assets to support lowering carbon output.
- Find cost effective solutions to operate

the council's buildings as carbon neutral.

Over the course of this Business Plan we shall:

Continue to...

- Monitor and manage the use of all council land sustainably.

Implement...

- Promotion of behaviour change in communities to speed up carbon reduction.
- A strategic plan across all the council's services to reduce carbon output.
- Carbon monitoring in new contracts the council enters into.
- Investment to make council assets carbon neutral.
- A new Local Transport Plan.
- A walking and cycling strategy.
- A fleet of low carbon vehicles.

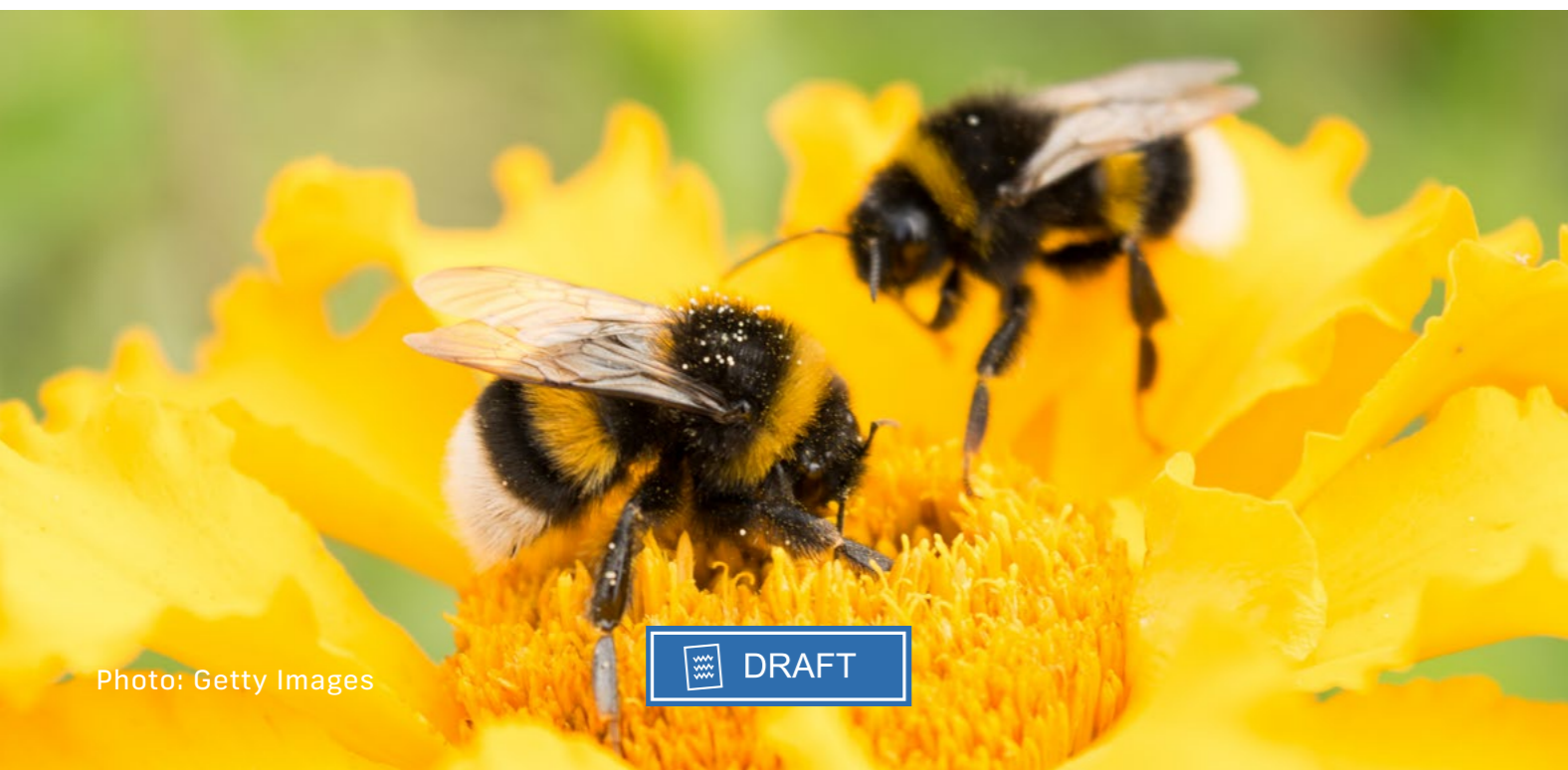


Photo: Getty Images

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Photo: Getty Images



Wiltshire
5. COUNCIL

An efficient and healthy organisation

Wiltshire Council strives to be the highest performing council in the country and wants to deliver over and above its statutory duties.

To achieve this, we will continue to operate as an efficient organisation and we will work ambitiously with our partners, have strong checks and balances in place and a workforce that thrives on its opportunities to innovate and conduct critical analyses.

We aim to:

- Provide a secure and stable virtual environment for our staff to work in and through which the people of Wiltshire can interact with us and improves the way we offer support.
- Manage the information we collect and protect in a way that it is used to help make the best possible decisions for residents.
- Ensure we have a motivated, flexible workforce that can adapt to the changing requirements of the county and respond to national and international events.
- Build a highly trained staff base that recruits and retains the very best people.
- Provide services and support from welcoming, efficient buildings that represent great value for money.
- Become a strong, forward-looking organisation that is open to and embraces change.
- Monitor and account for all public money spent.
- Treat every individual, family and household fairly and equally.
- Run an organisation that the people of Wiltshire are rightly proud of.

Over the course of this Business Plan we shall:

Continue to...

- Digitise processes and build new and more efficient ways for people to interact with the council.
- Champion working in partnership across the public and voluntary and community sectors.
- Grow our traded services.
- Review and rationalise the Council's assets

Implement...

- Council-wide transformation that increases efficiency and resilience.
- A review and rebuilding of our IT infrastructure.
- A new Enterprise Resource Planning System.
- Redesigned workspaces and workplaces.
- Data and business insights from a central hub.
- A robust corporate planning cycle including performance and risk management.
- More financial training for all managers.
- A self-assessment against the equalities framework.



Photo: Wiltshire Council office

Your council

We are clear about who we are and the organisation we want to be. Our staff understand what is expected of them and what they can expect from us with the following values set out in an 'Our Identity' document:

- We are public servants, innovating and collaborating with partners and residents to build stronger communities.
- We are an evidence-based, high performing organisation, we reward achievement, recognise effort and are unequivocally focussed on making a difference and delivering the best outcomes for our residents.
- We are one council, which is an inclusive and agile environment where we celebrate each other's successes, recognising that our residents do not live their lives in the compartmentalised way that services historically have run.

Throughout this Business Plan, we will continue to ensure that all communications are fully accessible and considerate of hard-to-reach communities and are supported with appropriate and specialist material, as required.

A Communication Strategy will be developed to demonstrate the council's delivery of this and will be underpinned by:

Delivering value (financial, performance and risk management)

We set our budget based on the contribution that spending makes to delivering our mission.

We produce Statements of Accounts and carry out an audit process that meets statutory production deadlines and ensures there is no qualification, in addition to updating the Finance Control Environment processes and documentation.

We ensure that all managers are suitably skilled, trained and able to effectively deliver good financial management and performance.

We have a business-like approach with an up-to-date commercial policy, good returns on our assets and clear business cases for everything we do. Our procurement processes consider the wider social value that can be delivered - for

example, carbon reduction, smoking cessation and enabling local and other SMEs to tender for council contracts.

We enable the effective delivery of savings, working within the governance process that will establish a savings delivery board and the set framework. We will identify and implement a robust process to track and monitor savings as part of the budget monitoring process and working in conjunction with the relevant transformation (and other) boards

We enable sensible risk taking and report regularly on progress delivering the outcomes in the upcoming business plan.

The Business Plan is supported by an annual corporate planning cycle which develops more detailed approaches and resource assessments for delivering each of the outcomes. These will be updated annually and used to inform the budget setting.

Progress, including financial, is monitored using performance measures that are Cabinet-approved and delivered in conjunction with the council's Business Intelligence function.

Cabinet will receive combined finance, performance and risk reports on a quarterly basis.

A skilled, agile and engaged workforce

We ensure staff have the knowledge, skills and confidence to respond flexibly, where decisions are made based on evidence and data and where we strive to be high performing.

Our Identity is embedded across the organisation and we will deliver a new People Strategy which encompasses organisational (service and job) design, behaviour, ways of working, upskilling, agile and flexible deployment and being able to respond to changing demands.

We continue to build our own engaged and skilled workforce while attracting, selecting and recruiting the best staff - ensuring there is good ongoing recognition and engagement of staff - and empower staff to self-serve wherever possible.

Transformation and Business Change

The council is a healthy and efficient organisation that embraces transformation, is forward looking and driven by evidence-based actions.

Elected Members have a clear understanding of the performance against Business Plan outcomes and associated risks.

Senior leaders and decision makers can access up-to-date corporate level performance information directly.

We have clear insight into how our services work from the customer's point of view and measure how well they are performing.

We redesign services through a rigorous programme and project-based approach, with regular checkpoints and benefits analysis to ensure they are efficient, productive and streamlined to support the delivery of the Business Plan. Over the course of the Plan, it will also lead to reduced cost.

We create a culture within the council which enables us to absorb, anticipate and adapt to change, creating organisational resilience through a cohesive vision shared by council officers across all services and supported by Elected Members.

We establish the principles, standards and a framework for our range of projects across the council and develop and deliver a programme comprising a balanced, affordable and deliverable portfolio that enables the council to meet its mission.

We proactively identify opportunities to advance the council's strategy and vision through transformation initiatives that will deliver measurable performance, business improvement and culture change, embedding the vision set out in our identity.

There is clear coordination of transformation activity happening, we will bring services together, ensuring alignment with the business plan and key principles and preventing duplication of effort. This includes through the delivery of a new Enterprise Resource Planning system (ERP) to further enhance the use of insight and the management of resources.

We redesign our workspaces and workplaces to support service delivery and enable

staff to adopt new ways of working. This will rationalise the use of council buildings, improve income generation, improve cross-functional and partnership working, lead to a reduction in travel and improved employee wellbeing.

Transformational change is not only delivered successfully, but also embedded in the council's capabilities. Operating models are as efficient and effective as possible, being fit-for-purpose in achieving our strategic aims in addition to continuing to grow traded services and increase the council's income.

Quality, timely and well-structured information and technology

We ensure the communities and businesses we serve can engage and transact with us responsively and seamlessly, irrespective of the services they access.

We empower decision makers with access to accurate, consistent and timely information that supports understanding and insight to deliver the best outcomes for our residents.

We invest and transform digital infrastructure to underpin all of Wiltshire's operations and services.

We redefine the digitally enabled democracy to provide simple but innovative ways to collaborate between residents, businesses and councillors.



Photo: Bourne Hill Office

Measuring our performance – key indicators

The annual corporate planning cycle is already underway and detailed planning for each area of the council has been completed. These plans describe how Services will work together to contribute to our mission and the metrics that will be used to monitor progress.

The key metrics for measuring the success of each outcome and examples of the supporting metrics we will use to understand the impact of our work are detailed below.

	Wiltshire is a place where...	Key Metrics	Examples of contributing metrics
Vulnerable people	We get the best start in life	Educational Attainment and gap for those receiving pupil premium	<ul style="list-style-type: none"> Level of development at reception Uptake of free school meals Attendance at youth events School transport provision
	We stay active	% physically active adults and children	<ul style="list-style-type: none"> Leisure membership Libraries and heritage visitor numbers Referrals to the reablement service Uptake of health support programmes
	We are safe	Re-referral rates to children's services	<ul style="list-style-type: none"> % children placed with Wiltshire Council foster carers Recruitment and Retention of trained social workers Overall Child Protection/Looked After Children numbers
		Public Protection	<ul style="list-style-type: none"> Anti-social behaviour Youth reoffending rate Licensing interventions
		Adult Safeguarding	<ul style="list-style-type: none"> 'Flow' rate – out of hospital discharge Section 42 referrals Spot purchase beds Inadequate CQC inspections Use of personal payment and budgets Domestic abuse
	Resilient Society	We live well together	Volunteering hours supporting the work of the council
Stability for Looked After Children			<ul style="list-style-type: none"> Placements made out of county Children placed within 25 miles of home Siblings at the same school Attainment for care leavers/ suitable accommodation
Enabling adults who have been in Local Authority care and support services to be members of local community			<ul style="list-style-type: none"> No. residential or nursing care placements Placements supported by the community Placements designed with the community Mental health and learning disabilities adults living independently Adults with learning disabilities in employment

	Wiltshire is a place where...	Key Metrics	Examples of contributing metrics
	We have the right housing	Delivery of affordable housing	<ul style="list-style-type: none"> Number of affordable homes overall Stone Circle and joint venture contribution Progress towards 1,000 council homes built Rural/ urban delivery
		Homelessness	<ul style="list-style-type: none"> Housing register Rough sleeping/sofa surfing Homelessness prevention
Thriving Economy	We have the right skills to prosper	Employment rate (LFS data)	<ul style="list-style-type: none"> NEETs Apprenticeship take up Sectoral skill gaps GCSE results % substandard school accommodation
	We have vibrant, well-connected communities	Town centre vibrancy	<ul style="list-style-type: none"> Footfall/ Place Boards'/ TC data Events held Use of car parks Customer perspective App usage
		Transport and links	<ul style="list-style-type: none"> Greater use of public transport Miles of roads resurfaced Cycle lanes delivered EV charging points Bus usage/ miles supported
Sustainable Environment	We take responsibility for the environment	Waste circular economy	<ul style="list-style-type: none"> Dry recycling as a % of household waste Residual household waste Fly tipping reports
		Green and Blue Infrastructure	<ul style="list-style-type: none"> Air quality Water quality, private supply Evidence of Biodiversity Access to natural environment (inc. walking and cycling)
	We are on the path to carbon neutral (net zero)	Carbon emissions in Wiltshire	<ul style="list-style-type: none"> Total Wiltshire emissions Total council emissions Council carbon offsetting Renewable energy generation Council houses retrofitted
	We have an efficient healthy council	Customer satisfaction	<ul style="list-style-type: none"> Ease of contact Channel shift to online Feedback from front-facing services
		Financial health and sustainability	<ul style="list-style-type: none"> Savings delivery Error count
		Skilled, adaptive and engaged workforce	<ul style="list-style-type: none"> Internal progression and deployment Apprenticeships and upskilling through training and qualification Staff engagement rates Staff turnover, absence and retention rates

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Wiltshire Council

Overview and Scrutiny Management Committee

25 January 2022

Process for the annual budget meeting of Overview and Scrutiny Management Committee

1. The Overview and Scrutiny Management Committee is asked to scrutinise the budget papers in accordance with previously agreed procedure and in the context of:
 - The briefing to all councillors on the budget setting process which will take place on 18 January 2022
 - Any initial views from public consultation events;
 - Remarks from the Leader of the Council, Cabinet Member for Finance, Chief Executive, Corporate Director of Resources and any input from other Cabinet Members;
 - The meeting of the Financial Planning Task Group.
 - The views of the Chairman and Vice-Chairman of the Select Committees.
2. The Financial Planning Task Group will have gained whilst undertaking budget monitoring on the issues that have caused pressures, the underlying reasons and mitigating actions. They will have taken a view on the robustness of the responses including variations made and on the overall effectiveness of budget management. It is important that this knowledge from the current year and how these matters will be addressed for 2022-23 are included in today's debate.
3. Likewise, the Select Committees, through the reviews they have undertaken in terms of policy development and service variation during the year, will have been aware of the financial implications (and commitments given or efficiencies expected) of each. It is important that an opportunity is given to the Chairman and Vice-Chairman of the Select Committees to comment on whether these commitments and efficiencies have been reflected in the budget proposals.
4. Having heard from those with a direct responsibility and interest, the Chairman will open out the debate to the Management Committee members to make enquiries of the Executive representatives based on the Financial Plan Update report (see next item) and what has been said.
5. As in previous years, the Committee is asked to focus on the main strategic and policy issues and not those that sit at an operational officer level.
6. The Chairman will look to gain consensus to the key points made as the meeting moves through the debate. These key points will be listed in the

minutes and form a report to Cabinet on 1 February 2022 and Council on 15 February 2022.

7. An additional meeting of the Committee to scrutinise any opposition group or other amendments to the budget before Council has also been arranged for 8 February 2022.

Report author: Henry Powell, Democracy Manager (Scrutiny), 01225 718052,
henry.powell@wiltshire.gov.uk

BUDGET PAPERS 2022/23

Please direct any enquiries on these papers to Kieran Elliott of Democratic Services, County Hall, Bythesea Road, Trowbridge, email: kieran.elliott@wiltshire.gov.uk

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

These documents are available on the Council's website at www.wiltshire.gov.uk

Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25 (Pages 3 - 66)

Report from Terence Herbert, Chief Executive, Andy Brown, Corporate Director Resources and Deputy Chief Executive (S151 Officer), Perry Holmes, Director of Legal and Governance (Monitoring Officer).

These documents will be considered by the Overview and Scrutiny Management Committee on [25 January 2022](#), and by Cabinet on [1 February 2022](#) for recommendation to Council on [15 February 2022](#).

Report on the Budget proposals for 2022/23

Appendix 1 – Medium Term Financial Strategy 2022/23-2024/25

Annex 1 – Service Budget Targets 2022/23

Annex 2 – Detail by Service on Technical Adjustments. Pay Award & Investment

Annex 3 – Detail by Service on Budget Monitoring Permanent Changes

Annex 4 – Detail by Service on Contractual Inflation

Annex 5 – Detail by Service on Service Demand Changes

Annex 6 – Detail by Service on Saving Proposals

Annex 7 – Capital Programme 2022/23 to 2029/30

Annex 8 – General Fund Reserve Risk Assessment 2022/23

Annex 9 – Fees and Charges (to follow)

Appendix 2 - Capital Strategy 2022/23 to 2029/30 (to follow)

1st Draft Budget Papers published 12 January 2022

Wiltshire Council

Cabinet

1 February 2022

Subject: Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Cabinet Member: Cllr Richard Clewer - Leader of the Council

Key Decision: Key

Executive Summary

This report presents the proposed 2022/23 Budget and the Medium Term Financial Strategy (MTFS) 2022/23 to 2024/25 that will resource the Council's new Business Plan.

While managing the impact of the on-going effect of the COVID-19 pandemic and its impact on services, the council, through continued financial management is forecasting an underspend position for the 2021/22 financial year. This puts the Council in a strong position going into 2022/23 with further provision now being set aside within the Budget Equalisation Reserve to help manage the budget gaps over the MTFS period and also ensuring funds continue to be set aside to mitigate risks that may arise e.g. latent demand for services.

It has also been another extraordinary year in which to set a balanced budget, with the on-going impact of the pandemic on the Council's services continues to be significant and the future uncertain. Although a three year spending review was announced by the Chancellor only a one-year funding settlement was announced by the Secretary of State for the 2022/23 budget. It therefore remains challenging to financially plan and balance over the MTFS period with a proportion of one-off funding included within the additional funding provided in 2022/23, and a degree of uncertainty remains in the assumptions for planning over the MTFS period.

The 2022/23 budget will ensure that vital services to the residents, businesses and communities of Wiltshire will continue to be provided during the ongoing pandemic, as well as delivering on the commitments as set out in the new Business Plan.

It is key that to be able to deliver on the Business Plan the Council must have sound and sustainable finances. The report therefore sets out, for approval by Cabinet, the budget setting proposals that provides for a balanced budget in 2022/23 and 2023/24.

It recognises the one year nature of the current government funding, the uncertainty of future reform and begins to set out the likely state of the Council's finances beyond 2022/23 with an estimated budget gap in year three (2024/25) of the MTFS.

Within this the report sets out the required increase in Council Tax for the year, the increase in fees and charges and the general fund reserve balance as part of a reserve strategy to provide improved future financial resilience for service delivery as well as outlining the key financial risks being faced by the Council in estimating the level of reserves to be held.

In addition, the report sets out for approval the planned Capital investment being made in 2022/23 and beyond, ensuring the delivery of key infrastructure projects as well as maintaining the Councils asset base for future service delivery.

Lastly the report sets out the Housing Revenue Account (HRA) budget for 2022/23 and associated increases in rents, service charges and garage rents as well as the position, to be approved by Schools Forum on the Dedicated Schools Grant (DSG).

Proposals:

Cabinet is asked to approve:

- a) Approve the updating of the Infrastructure List and allocate CIL funding to include:
 - £1.378m for the A338 Southern Salisbury Junction Improvements (Exeter Street Roundabout, Harnham Gyrotory and Park Wall Junction)
 - £3.154m for the A350 Chippenham Bypass Phases 4 and 5;
 - £4.516m for the A350/J17 Capacity Improvements;
 - £3.909m for the A350 Melksham Bypass.

Cabinet recommends to Council:

- b) That a net general fund budget of 2022/23 of £417.703m is approved;
- c) That the Councils Tax requirement for the Council be set at £311.192m for 2022/23 with an average Band D of £1,638.16, an increase of 91p per week;
- d) That the Wiltshire Council element of the Council Tax be increased in 2022/23 by the following:
 - i. A 1.99% general increase;
 - ii. Plus a levy of 1% to be spent solely on Adult Social Care;
- e) That the Corporate Leadership Team be required to meet the revenue budget targets for each service area as set out in Appendix 1 to this report, for the delivery of Council services in 2022/23;
- f) Approves the changes in the fees and charges as set out in the report;

- g) That the Capital Programme 2022/23 to 2029/30 is approved;
- h) That the Capital Strategy set out in Appendix 9 is approved;
- i) That the Housing Revenue Account (HRA) budget for 2022/23 is set at £24.173m;
- j) That a 4.1% increase is set for social dwelling rents, except for rents currently over the formula rent which will be capped at formula rent as per national guidance;
- k) All service charges related to the Housing Revenue Account (HRA) being increased to cover costs and garage rents increased by 4.1%;
- l) Endorses the Medium Term Financial Strategy and the forecast budget gap, after the utilisation of the budget equalisation reserve, of £10.705m for the 2024/25 financial year with regular updates to be received on delivery against strategy and addressing the forecast budget gap.

Reason for Proposals:

To enable the Cabinet to recommend to Council a balanced revenue budget for the financial year 2022/23 and to set the level of Council Tax.

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

The Cabinet also sets out the final assumptions being used in the budget for growth, inflation, demand for services, the estimated level of income from sales, fees and charges and the level of income estimated from core funding e.g. council tax, business rates and government grants as well as the level of reserves held and assessed by the Councils Section 151 Officer, as required, to provide future financial resilience.

This provides the Council with a MTFs to deliver on the new business plan priorities and begin to drive long term financial sustainability.

Terence Herbert – Chief Executive

Andy Brown – Corporate Director, Resources and Deputy Chief Executive (S151 Officer)

Perry Holmes – Director of Legal and Governance (Monitoring Officer)

Wiltshire Council

Cabinet

1 February 2022

Subject: Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Cabinet Member: Cllr Richard Clewer - Leader of the Council

Key Decision: Key

Purpose of Report

1. This report sets out the Cabinet's proposals for the Council's Budget 2022/23 and Medium Term Financial Strategy (MTFS) 2022/23-2024/25.
2. It also sets out the Council's Capital Programme 2022/23 to 2029/30, the Housing Revenue Account (HRA) budget 2022/23 and the Dedicated Schools Grant (DSG).
3. The detailed assumptions underpinning the Cabinet's proposals are set out and the Section 151 Officer's opinion on the robustness of the budget estimates for 2022/23 and the adequacy of the Council's reserves, including the general fund reserve, as required under section 25 of the local government act 2003.

Relevance to the Council's Business Plan

4. The council must set a balanced budget for the financial year 2022/23 and setting out the MTFS for future years supports effective decision making and the alignment of the Council's resources to deliver the priorities and objectives as set out in the new Business Plan.
5. The 2022/23 budget proposals therefore look to ensure resources are focused and equally, where required, savings do not undermine the delivery of the Business Plan principles that were established in 2021:
 - **Empowered People** We want every child to have the best start and life and we will help develop the communities and facilities that enable all residents to enjoy good physical and mental health to live active lives. This includes ensuring that they are safe throughout their life.
 - **Resilient Society** We want people in Wiltshire to build positive relationships and live well together, to be able to get involved, influence and act on what matters in their local communities. We want our communities to be able to grow sustainably with access to arts, heritage and culture and have easy access to high quality and affordable housing in beautiful places.

- **Thriving Economy** We want to continue to grow the skills of our local workforce, nurture the opportunities available to them and for our economy to thrive. We must mitigate the impacts of COVID-19 on our children's education so that they can prosper and as a county we can attract and retain high value businesses and investment. As we continue to move forward, we must ensure everyone can take advantage of a sustainable economy with vibrant, well-connected settlements.
- **Sustainable Environment** The Council has committed to becoming carbon neutral by 2030 and we now must take the lead and support the whole county as it strives for the same. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.

Background

6. The Update on the Medium Term Financial Strategy 2022/23 report presented to Cabinet on 11 January 2022 set out the latest budget gap and details of the Provisional Local Government Finance Settlement for 2022/23. As a result of the ongoing pressures faced by Local Government the settlement included some additional funding as well as a new grant, which saw the provisional settlement bring in £12.5m of additional grant funding for the council to support the delivery of local services.
7. Even with this the additional funding the budget gap for 2022/23 stood at £27.7m, rising to £59.2m by 2024/25, before any saving proposals, and already factored in a planned rise of 1.99% in council tax.
8. In the setting of the 2021/22 budget in February 2021, at the height of the third wave, and the financial management approach during the 2021/22 financial year the Council has looked to set aside funding in reserves to provide for financial risks the council faces such as latent demand and to also allow one-off funding to allow the council time to transform its services and service delivery to ensure it is financially resilient and sustainable in the long-term.
9. Cabinet and the Corporate Leadership Team have continued to review the growth, inflation and demand estimates on which the budget is based with a focus on reasonably challenging and bringing these estimates down either through the latest known forecast data or through mitigation actions that will be taken in 2022/23.

Main Considerations for the Council

10. The Cabinet is proposing a balanced budget for 2022/23, a budget that ensures funding for vital services to continue during the ongoing pandemic as well as ensuring the resources are provided to ensure the delivery of the new business plan.
11. In achieving this the Cabinet has duly considered the current position on Wiltshire's residents and businesses and has felt that the provision of vital services to protect the vulnerable and continue the running of key services is

paramount and the maintenance, and where possible investment, in these services is critical.

12. The Council receives nearly 90% of its funding from local taxes, business rates and council tax, and is therefore dependent on increases in these to deliver services to Wiltshire's residents, communities, and businesses.
13. Wiltshire does not receive any Revenue Support Grant (RSG) from Whitehall, and we still await funding reforms that will ensure Local Government receives the funding, particularly for Social Care, it needs to deliver vital services. Even with the provisional settlement from Government of an additional £12.5m, the level of specific grant funding Wiltshire receives from Government to fund core local services stands at £49m (12%).
14. In having sufficient funds to enable the funding of vital services, specifically in relation to Adult Social Care, the Cabinet is proposing that the Government permitted additional 1% Adult Social Care levy is taken in 2022/23.
15. Therefore for 2022/23 the Cabinet is proposing a 1.99% general increase in Council Tax with a 1% levy specifically for Adult Social Care. The levy will raise £3m and will help to fund the £7m of growth that has been built into the Adult Social Care budget.
16. In addition, and as resolved at the Cabinet meeting on 21 July 2021, an investment of £1.742m has been included in the 2022/23 budget to increase capacity within Special Educational Needs and Disabilities (SEND) & Inclusion services to ensure fit for purpose, efficient, quality sustainable and secure service to deliver the SEND & Inclusion strategy.
17. Cabinet have also continued to set aside £1m a year to support Wiltshire's market towns, maintaining the commitment made in the 2021/22 budget.
18. Further detail on spending for services is provided in the report. The MTFs appendix contains further detail on inflation, growth and savings for individual services provided by the Council.
19. To provide a simple overview on where monies are spent, for every £100 of core funding we receive to fund services, we spend:

£35 caring for Adults	£20 supporting and safeguarding our children and young people
£10 on managing Wiltshire's Waste	£9 funding the investment in Wiltshire schools, roads and housing
£9 on maintaining Wiltshire's Highways and subsidising local bus services	£7 on running the Council and holding elections
£4 on our Property £3 on our online and digital services	£2 on Wiltshire's Leisure & Libraries £1 on improving Wiltshire's economy

20. As reported to Cabinet on the 11 January 2022, after the announcement of the provisional settlement there remained a £27m budget gap. The proposals contained in this report provide the detail on how the budget gap will be closed

which, after small changes in demand, is achieved through the proposed 1% levy on Adult Social Care, raising an additional £3m to funds the £7m growth in Adults, and new saving proposals totalling over £24m.

People Services - £235m annual spend on services

Living and Ageing Well - £72m annual net spend on services

21. There are a number of service areas within the Living and Ageing Well directorate and a key objective is to maintain and promote independence for individuals and their unpaid carers who experience physical, cognitive and sensory difficulties.
22. We have an increasing focus on approaches and services that aim to intervene early when there is a change in circumstance and prevent and delay need. This could be through the provision of timely information and advice by the Advice and Contact team or as a result of input from the new Prevention and Well Being service and their work with individuals to build social and community networks and resources that can offer support. This is in addition to the work of Wiltshire Council Reablement service that provides an intensive period of support to regain confidence or build new skills.
23. Where people have longer term and more complex needs, the budget allocated to the Living and Ageing Well directorate ensures that individuals and their unpaid carers receive appropriate care and support in the community that maintains and promotes independence and well being with a focus on support people to remain in their own homes wherever possible.
24. We work closely with our community health partners to prevent someone going into hospital by responding rapidly in an emergency and ensuring the right health and care support is available in their own home. When a hospital stay has been necessary, our social care teams work with families to ensure they have the correct care when they are discharged, whether that is short term reablement focused support or exploring longer term care options.
25. The right housing is a key determinant of Living and Ageing well and the Housing operations service area will maximise the opportunities to prevent and sustain tenancies, reduce homelessness and placements into temporary accommodation as well as providing advice and support to rough sleepers to help them move into sustainable accommodation with on going support. We will make best use of the DFG budget to increase hospital discharges and decrease residential placements as well as creating a reduced need for long term domiciliary care as adaptations maximise independence. Our private sector housing team will provide advice and support to landlords to improve properties in the private rented sector and take enforcement action as required as well as looking to improve properties with an EPC rating of E or below. We will review and consult on our current allocations policy to make the process more efficient for our customers to ensure we meet the highest needs and Council priorities.
26. The Government has announced reforms to Adult Social Care that will take effect from 1 October 2023. These reforms include a raising of the threshold for savings that determines that a person is a self-funder from £23,250 to £100,000;

a cap on the cost of care for a person at £86,000; and a commitment that Councils will pay a fair price for care.

27. In setting the MTFs it has been assumed that these reforms will be cost neutral to the Council, with Government funding covering the cost of the reforms. At this early stage it is unclear the extent to which this is the case but given the high proportion of self-funders in Wiltshire this must be considered a significant financial risk to the Council.
28. Although the reforms will not take effect until halfway through the 2023/24 financial year there will be implementation costs that start to be incurred, particularly in respect of market sustainability and a fair cost of care, in 2022-23. These costs will be contained within the Council's allocation from a new grant starting in 2022-23.
29. In setting the budget for 2022/23 account has been taken of demographic pressures that will see more people requiring support, and the rising cost pressures that providers face due both to general inflation, and sector specific cost pressures including the particular costs that infection control requirements have in social care settings.

Whole Life Pathway - £78m annual net spend on services

30. There are a number of service areas within the Whole Life Pathway directorate whose key objective is to maintain and promote independence for individuals, their families and their unpaid carers who have complex mental health and long terms neurological and cognitive conditions.
31. We work with people at an early point to prevent and delay crisis and psychiatric hospital admissions and highly restrictive (and therefore high cost) packages of care.
32. This can sometimes be through the provision of timely information and guidance by the Advice and Contact team in Aging and Living Well directorate, however, nearly all of our service users are already known to services and most come through to our teams directly through transitions from children's services, the person's GP and or secondary mental health services.
33. As people who are supported by the Whole Life Pathway directorate are likely to have longer term and more complex needs, the budget allocated to the directorate is used to support individuals and their unpaid carers to receive appropriate care and support in the community that is self-directed, promotes independence and enables and empowers people with a learning disability and or autism to live successfully in their local community. The budget also is used to support those with a mental health condition to recover from a period of illness to continue to access the local community and live alongside their friends and family. The directorate has a strong focus on supporting people to live in Wiltshire, return to Wiltshire if they have been placed outside of the county and thrive in Wiltshire.
34. We work closely with our community and mental health and voluntary sector partners to achieve this. We advocate on behalf of our service users to live independently and to be able to engage with employment, education, training

and local community-based activities. We work closely with our Aging and Living Well colleagues as housing plays a key role in maximising and securing tenancies for the most vulnerable.

35. Our Community Services which are the provider arm of the directorate support individuals in our day centres and respite units to offer support to family members and unpaid carers. Our Enablement and Outreach service and our Intensive service provide additional support to our service users in their own home and in the wider community to maximise their independence and to enable them to live successfully and safely in the community and not in long stay institutions.
36. It is the role of the directorate to promote individuals' rights, highlight and address social injustice, ensure the wider adult population are safeguarded and where necessary implement the Mental Capacity Act and the Mental Health Act, (where appropriate), through our Deprivation of Liberty Safeguard Team, our Approved Mental Health Practitioner Teams and the Emergency Duty Service.
37. The Whole Life Pathway's budget also supports the delivery of services for refugees and those resettling into Wiltshire from countries across the globe.
38. As with the Living and Ageing Well directorate, the budget for 22/23 contains growth to cover demographic pressures that will see more people requiring support, and the rising cost pressures that providers face.

Education and Skills - £23m annual net spend on services

39. The school effectiveness service fulfills the statutory duty relating to standards of education in schools. The team of school effectiveness officers monitor and support all schools to be at least good and secure high standards. All local authority maintained schools benefit from the School Improvement Adviser programme with each school working with a dedicated officer. This service also has responsibility for safeguarding across all education settings, including early years, auditing arrangements and providing relevant training for all practitioners. In addition there is statutory spend on premature retirement costs in schools, the majority relating to historical commitments from previous years where schools have restructured usually following a period of financial difficulty.
40. The Council has a statutory duty to ensure there are sufficient school places available; the school buildings team work with school leaders and the Regional Schools Commissioner to deliver the School Place Planning Strategy.
41. The Targeted Education Service fulfils the Council's statutory duties around education provision for looked-after and previously looked-after children along with the promotion of the educational outcomes of all children with a social worker. It also leads on the Council's duties relating to school attendance, permanently excluded pupils and alternative provision, in addition to promoting the education outcomes across disadvantaged or vulnerable groups.
42. The SEND and Inclusion Service leads and manages the statutory education health and care plan (EHCP) process. These plans are issued where a child requires additional support beyond what a school college or nursery can typically deliver from their standard offer. The service ensures statutory partner support during the assessment stage and via issued plans to ensure that children with

SEND have a package of support to help them through to adulthood (until they are 25.) The statutory duty to provide school transport for pupils with EHCPs is led by this team and externally commissioned services include mental health support for children and short breaks for children with a disability. The investment for 2022-23 is driven by significant increases in estimates of numbers of children with special educational needs and disability (SEND) requiring school transport and inflation which reflects the forecast Bank of England CPI rate for 2022-23. Cabinet approved the investment in the SEND statutory services at their extraordinary meeting in July 2021 as described in paragraph 16 of this report.

Families and Children - £62m annual net spend on services

43. Over the last 10 years the families and children service has seen an increase in demand through all stages of early help and social care and at rates higher than population growth for the same period (+2.4% since 2011). The most significant increases are seen around our child protection activity and this mirrors the national study undertaken by the Association of Director of Children's Services (ADCS). In response the service has adapted systems effectively to ensure timely support is provided to families and children. The rate of children subject to children in need, (CIN,) child protection (CP) and children in care (CiC) are now lower than England averages and more in line with authorities judged Outstanding by Ofsted. The Early Support hub continues to offer consultations to professionals providing advice and guidance pre-referral. Q1 2021-22 recorded 299 consultations, of these 40% were diverted away from the front door meaning professionals did not make unnecessary referrals but were signposted to the most appropriate services.
44. Early Support includes the Local Authority's in house 'Support' threshold offer as well as the partnership Early Support Assessment and Team Around the Child and Family model. Currently the service is working with on average 600 children at a support level preventing escalation to statutory levels. The Stronger Families Team continue to work with older children who are on the edge of coming into care, or at risk of county lines involvement or risk of requiring contextual safeguarding through intensive and targeted support work. Now 80% are diverted from care with the majority continuing to live with their family.
45. Children in care (including children with a disability) benefit from very good placement stability with a higher proportion placed with Wiltshire Council foster carers. We know there remains more to do to ensure sufficiency of good placements that are matched to the needs of children looked after by the Council, and of suitable housing for care leavers. This work is being taken forward under the Fostering Excellence agenda and through our Market Sufficiency Strategy. The investment for 2022-23 is driven by volume estimates of children in care and inflation on commissioned placements which reflects the forecast Bank of England CPI rate for 2022-23.
46. Good staff retention and balanced caseloads help to ensure a high quality service, however there remain harder to recruit to posts. We are keenly aware of the level of competitiveness within the social work recruitment marketplace and the need to ensure Wiltshire Council remains an attractive employer for new and experienced social work staff. Modelling is underway around post pandemic demand and the associated pressure this will place on caseloads which, will need to be carefully monitored in light of the national recruitment challenges.

Place Services - £93m annual spend on services

47. Place services help communities to be stronger and more resilient. By taking an integrated place-based approach our services work together as "One Council" and with external partners to develop the economy, ensuring we protect and enhance the environment and meet our carbon neutral commitment.
48. Place services support Wiltshire's communities to live healthy and active lives through the provision of leisure, culture and arts services, and the promotion of sustainable and active travel. We plan for the future in terms of housing, employment space and associated highways and infrastructure, ensuring that development and planned growth is high quality and meets the needs of our communities now and in the future.
49. We continue to deliver a large programme of highways maintenance to ensure residents and visitors travel safely in the county. We continuously look at options to improve connectivity and transport choices for our communities, and at the same time aim to decarbonise transport.
50. As well as providing home to school transport for 11,000 pupils, our Passenger Transport team provides transport for 1,400 pupils with special needs, over 80,000 concessionary fare users and subsidise bus services for our rural areas.
51. As the Lead Local Flood Authority, we invest and work with volunteers and other agencies to reduce the risk of flooding, and better prepare for flood events.
52. In 2019, The Council acknowledged that there is a climate emergency and through the Climate Strategy will support both Council services and Wiltshire communities to mitigate the effects of climate change and support our goal to become carbon neutral by 2030.
53. In response to the new Environment Act 2021 we will review how we deliver effective and efficient waste management and recycling services. Currently managing around 226,000 tonnes of waste collections annually from 221,000 households we will ensure that these services are fit for purpose and future proofed with zero avoidable waste to landfill. We will continue to protect the environment by championing sustainable development and encouraging others to take responsibility for their impact on the environment & our residents, protecting and safeguarding public health by promoting and ensuring safe and legal foods, goods, services, and workplaces.
54. As one of the largest Local Planning Authorities in the country, both in terms of geographic area and the number of applications we process, we deliver effective and creative place shaping balancing the needs of communities, businesses, and the environment through the Council's Local Plans and Transport Plans and support communities to undertake Neighbourhood Plans. The Planning service determine more than 90% of applications with agreed timescales and currently has 59% market share of Building Control activity.
55. Throughout the Covid-19 pandemic Place Services delivered a successful programme of Covid Business support grants making 34,000 grant payments

totalling £176.4m. The focus for 2022 will be on economic recovery, working with our partners, stakeholders, and the business community to deliver a range of government funded programmes which will target economic growth and regeneration, including the levelling up agenda and UK Shared Prosperity schemes. The schemes will target the high street and support the delivery of vibrant town centres. Our goal is to ensure that Wiltshire's economy is competitive, sustainable, and resilient with high levels of inward investment, a broad employment base as well as a suitable proportion of high value and skilled jobs.

56. Place services will ensure our leisure centres and libraries are well maintained, fit for purpose and accessible to all supporting Wiltshire communities to become more resilient and thrive. Focus will be on increasing the opportunities for engagement and participation in both sports and physical activity and in cultural activity and the arts. We will support our 1,000 strong volunteer base and promote more opportunities for working with the voluntary sector, strengthening our links with the community and the local/visitor economy.
57. All staff within Place services work as an integral part of the Place function providing professional input and guidance through our governance structures including the Place Leadership Team, Place Performance and Outcomes Board, Cabinet, Full Council and select committees when required.

Resources - £37m annual spend on services

Assets & Commercial Development - £16m annual net spend on services

58. The Asset & Commercial Development service are responsible for managing the Councils estate, which includes the 5,300 existing properties and 1,000 planned new properties from the Council House Build Programme under the Housing Revenue Account.
59. Wiltshire Council takes a strategic and commercial approach to managing assets ensuring assets are well maintained, fit for purpose and that services can operate safely, efficiently, and effectively ensuring the sustainability of the property estate. The council shares resources with other public services and uses technology, buildings and other assets flexibly to maximise value and reduce costs.
60. Stone Circle Housing and Development companies were set up in 2020 to meet a range of Wiltshire's strategic housing needs and undertake residential development, predominantly on Council owned land to ensure these needs are met while increasing the potential return to the Council. Asset & Commercial Development work with the companies, providing professional services and strategic direction.

Procurement & Commissioning - £5m annual net spend on services

61. The Procurement & Commissioning Directorate role is to deliver on some key objectives for other Council directorates, ensuring vibrant sustainable markets in areas that are of key strategic interest for the Council, stepping in when there is a provider or even market failure and facilitating the delivery of optimum value for money.

62. The Procurement function serves all areas of the Council and is a key enabling function across all services areas in delivering their service, budgetary and wider Business Plan objectives and ensuring as a Council we become more commercial in our approach to procurement and contract management. The Commissioning function on the other hand predominantly supports the People directorate, and works closely with partners, most notably the NHS, in ensuring that the right services, at the right volumes, are in place to support people with health and social care needs.
63. Commissioning leads on market shaping in partnership with providers for social care services for the whole community, not just people who are reliant on public fund, undertakes local market oversight for providers who are not covered by CQC's market oversight scheme, and aims to avert or minimise the impact of provider or market failure.
64. As well as working in partnership with the NHS, some parts of the Commissioning area are fully integrated with the CCG, in particular the Brokerage function and several individual posts within commissioning are joint posts with the CCG.

Fees and Charges

65. As part of budget setting, where the council has discretion on the setting of fees and charges and increases to these, it is recommended that the fees and charges to the public are increased by appropriate inflation rates to help support the delivery of a balanced budget. Other fees and charges will be based on statutory national levels (where set by statute) or individual agreements.
66. Demand has been adjusted within the pressures built into the budget to reflect the continued reduction seen in some service areas such as car parking and leisure.
67. Detail of the fees and charges where the council has discretion on the setting of the fees and charges and where they have been increased can be seen in appendix 1.

Reserves – General Fund and Earmarked

68. As part of the budget setting process for 2021/22 a reserve strategy was set out, which included the approach of ensuring financial risks that the council faced were supported adequately by monies set aside in reserves. During 2021/22 the additional funds set aside to help manage Latent Demand have been maintained as the anticipated demand for services has not materialised during the year, and this helps to support the continued risk that remains.
69. The plan to raise the value of the General Fund Reserve to just less than £20m by 2024/25 has been exceeded with additional contributions being made during 2021/22, with the latest forecast MTFs now estimating a reserve of over £21m by 2024/25.
70. The planned contribution to this reserve in 2022/23 has been removed, due to this additional contribution during 2021/22, to help ease the budget gap in

2022/23 and to maintain vital services. The forecast for the balance over the MTFS is detailed in the reserves section in appendix 1.

71. During 2022/23 £3.3m will be received from a commercial gainshare arrangement as part of the Wiltshire On-Line programme. This income will be transferred to the Budget Equalisation reserve during the year to provide additional capacity to help manage the overall budget position. With the forecast financial position for 2021/22 it is expected that there will be £16.5m in the reserve to support the budget and savings delivery in the future MTFS years.
72. The general fund reserve risk assessment is shown in annex 8 of appendix 1. This uses the estimates of key financial risks facing the authority in 2022/23 and it provides an estimated risk assessed level of reserves based on the specific complexities and activities unique to Wiltshire Council. This assessment is reviewed and refreshed every year to reflect the known financial risks in that year and provides an update on the financial resilience for the council.
73. The level of risks faced by the authority in 2021/22 was risk assessed at £22.760m, for 2022/23 this has been revised and now stands at £27.615m.
74. The increase is largely a result of the increased level of savings that are required to be delivered in 2022/23 and represents the biggest financial risk to the authority in the coming financial year. The level and volatility in income for services e.g. leisure and car parking, and demand for services also represent key risks.
75. The risk assessed level is a tool to manage and context financial risks facing the authority and is not an exact science. It is key however in determining the financial resilience of the authority in terms of the level of reserves held against the level of estimated financial risk.
76. In addition to the level of the general fund, there are other reserves held against the financial risks facing the Council. These reserves have been created to deal with risks around demand e.g. the latent demand reserve is being held to specifically mitigate any unquantified risks facing the authority on social care, particularly children's social care and the recent high profile national cases and the knock on consequences that may have on demand.
77. The Council overall has significantly improved its financial standing over the last couple of financial years through sound financial management, and can look to having a significant level of reserve cover against the assessed financial risk in 2022/23, although this reduces over the course of the MTFS the General Fund reserve still rises over the MTFS period.

MTFS 2022/23 to 2024/25

78. A summary of the overall MTFS proposed budgets for 2022/23 can be seen in the below table at Corporate Director responsibility level. More detail can be seen in the appendix 1, which show the changes to the service budgets from the revised 2021/22 budgets in greater detail.

Wiltshire Council - Proposed Budgets			
Service	2022/23 Proposed Budget £m	2023/24 Proposed Budget £m	2024/25 Proposed Budget £m
Corporate Director People	235.002	241.899	254.510
Corporate Director Resources	37.061	37.157	37.795
Corporate Director Place	92.611	93.706	96.060
Public Health	1.597	1.710	1.822
Legal & Governance	7.482	7.524	7.763
HR&OD and Transformation	5.468	5.645	5.870
Corporate Directors & Members	3.041	3.060	3.094
Corporate Costs	35.441	44.081	48.414
WILTSHIRE COUNCIL NET BUDGET	417.703	434.782	455.328

79. The MTFs sets out the forecast budget position for a 3-year period. The above table shows the proposed service budgets for 2022/23, and the below table shows the movements in the Net Budget and Funding for the council and the overall financial position of the council. There is an overall funding deficit across the MTFs 3-year period, with one-off funding from the Budget Equalisation Reserve in the second year (2023/24) of £9.102m. This reserve is fully exhausted in 2024/25 and a funding gap of £10.705m remains and further work is required to ensure this gap is addressed in a sustainable way.

	2022/23	2023/24	2024/25
Budget 2021/22	412.561	417.703	434.782
Funding Changes/ Technical Adjustments	10.849	-0.112	1.250
Pay Award	7.401	4.063	4.234
Cabinet Investment	1.742	0	0
Budget Monitoring Permanent Changes	-1.054	-0.200	0
Demand	-3.580	15.271	10.004
Contractual Inflation	13.608	8.745	8.197
Approved Savings	-0.585	-1.000	-0.790
Staffing Savings Proposals	-6.985	-3.211	0
Service Savings Proposals	-16.255	-6.476	-2.200
Budget 2022/23	417.703	434.782	455.478
Funding 2021/22	-412.561	-417.703	-425.681
Council Tax Requirement	-9.905	-10.001	-10.424
Social Care Levy	-3.022	-3.128	0
Collection Fund (surplus) / deficit	11.622	0	-1
s31 Grant - Collection Fund deficit	-11.622	0	0
Specific Grants	-12.517	5.151	0
Hardship & Emergency Funding	20.302	0	0
Funding 2022/23	-417.703	-425.681	-437.355
GAP	0	9.102	18.123
Proposed use of Budget Equalisation reserve		-9.102	-7.418
Gap remaining		0	10.705

Capital Receipts Flexibilities

80. As part of the Final Local Government Finance Settlement for 2021/22 published on 10 February 2021 Government announced a 3-year extension from 2022/23 onwards of the flexibility for councils to use capital receipts to fund transformation projects that produce long-term savings or reduce the cost of service delivery across the public sector. [Funding boost provides councils with certainty to plan for year ahead with £51 billion funding package - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/funding-boost-provides-councils-with-certainty-to-plan-for-year-ahead-with-51-billion-funding-package)
81. It is important that any council using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded, report on planned savings and/or service transformation that is planned to be delivered and report the previous years' activity and realisation of benefits.
82. During 2022/23 the use of this regulation to fund transformational activity will include funding different transformation projects across the council, and specifically projects that support delivering a more financially sustainable council. £1m has been included within the budget for each year of the MTF period (2022/23-2024/25). The prioritisation of the projects and funding through this regulation will be agreed by CLT and reported as part of the quarterly budget monitoring process to ensure the requirement of transparent reporting is met.

Capital Programme 2022/23 to 2029/30

83. The Capital Programme is not tied to an annual setting process like the Council's revenue budget, with projects and schemes being added on their own merits by the Cabinet during the year. The Capital Programme is a key area of investment for the Council and in 2022/23 will now stand at £307.115m for that year and £1,286.953m over the 8-year period and the Council will be investing to deliver Business Plan priorities in the following headline areas.

Leisure Investment

84. £25m investment has been added to the capital programme to create a new Leisure facility to serve Trowbridge and the surrounding area. The facility will offer swimming, gym and sports hall services and will be part of the Trowbridge Place shaping strategy that is being developed in 2022. This scheme is being funded by borrowing but given the infrastructure element maybe suitable for CIL allocation in future. The new facility will replace two existing ones and will be a more energy efficient building with reduced carbon footprint so will enable the Council to deliver a more sustainable Leisure service.

Highways & Transport

85. From 2022/23 there will be an increase in the funding for local highway and footpath schemes that are issued through the existing Community Area Transport Groups (CATG). The groups will be renamed Local Highways and Footpath Improvement Groups (LHFIG) and will receive an increase of £0.400m in funding which will be reallocated from half of the existing £0.800m funding for Area Board capital grants. This will see a total of £0.800m for LHFIG when you include the existing £0.400m set aside for CATG funding currently within

Integrated Transport, whilst still retaining half the funding (£0.400m) for Area Boards from 2022/23.

86. A total of £4.485m investment has been added to the capital programme for Highways and Transport projects this will enable £1.5m drainage improvement works to be undertaken to highway and land drainage assets at locations known to be vulnerable to flooding; improving safety and protecting property. Investment in Council Fleet of £1.910m to ensure front line service continue to operate effectively, the Fleet Strategy will be taken to Cabinet in 2022/23 with an emphasis on carbon neutral fleet and setting out the long terms requirements. £0.380m has been invested to replace 95 outdated car parking machines with contactless machines in Wiltshire car parks over a three year programme. £0.695m will be used to replace the current real Time Passenger Information system which provides live data on how buses are running to the public to encourage the use of busses reducing congestion and emissions.

Assets

87. A total of £18.765m investment to Council assets will be made for maintenance and improvements to ensure frontline services can continue to operate effectively and safely. This includes £4.170m for Schools and Early Years setting to replace mobile and pratten classrooms with permanent extensions and replace temporary early year setting buildings that are no longer fit for purpose. £8.627m investment for improvement and refurbishment at Leisure Centres to ensure the service can operate effectively and commercially and become a sustainable service. £0.838m on Waste services to ensure facilities and closed sites are monitored and achieve the required environmental standards and investment at Household Recycling Centres to increase recycling. An increase of £5.130m for planned maintenance on the operational and commercial estate, to include structural and lighting improvements on car parks and Salisbury Library improvements.

Major Transport Schemes Investment

88. Wiltshire Council is currently developing major road improvements to facilitate population and employment growth, and improve the local transport infrastructure. £74.627m investment has been added for three Major Road Network Schemes; M4 Junction 17 Improvements, A338 Salisbury Junction Improvements and A350 Chippenham Bypass (ph 4 & 5) and £236.021m for one Large Local Major scheme A350 Melksham Bypass.
89. The Major Road Network Schemes will be funded by a combination of DfT grant and Wiltshire Council match funding from CIL and S106 and will only proceed to construction upon confirmation of DfT grant funding. DfT grant funding has been confirmed for A350 Chippenham Bypass.
90. The council is committed to progressing the A350 Melksham Bypass. It is a Large Local Major scheme which is expected to take about seven years until it is completed, and will have to go through a number of stages, including planning approvals, statutory orders, public inquiry and procurement. At present funding has been included within the capital programme to full construction however financing has only been assigned to Full Business Case stage which is expected

to be submitted in 2026, this will be through a combination of DfT grant and CIL funding.

91. The construction stage will require further funding of up to £32 million from 2026/27 onwards, this will depend on the successful progress through the statutory procedures and on the actual contribution required by the Department for Transport (DfT) at that time. In the meantime, the council will continue to work with the DfT to deliver this scheme to ensure the necessary funding is available.

Allocations from the Community Infrastructure Levy Strategic Fund

92. Cabinet on 27 September 2021 approved a revised process for allocating the Community Infrastructure Levy (CIL) strategic fund and resolved that further work would be undertaken “to consider how the strategic fund can be used, in accordance with the CIL legislation, to align delivery of projects with the Council’s budget setting process and the Council’s new Business Plan.”
93. Cabinet will continue to review the policy to ensure that the funds raised from CIL are used to address pressures on infrastructure as a result of development within Wiltshire, both in terms of large scale and smaller developments.
94. Work has commenced on this through the consideration of potential projects for the Council’s capital programme, an initial set of projects has been identified, which relate to transport as detailed below.

Transport Projects

95. These relate to the four new transport schemes discussed above that accord with the principles set in the Wiltshire Core Strategy, Core Policy 66 Strategic Transport Network: to selectively improve the A350 to support its functionality as a strategic road corridor and the sustainable growth of west Wiltshire; and more generally, to improve the strategic transport network, which includes the A338 around Salisbury. The three schemes have previously been reported to Cabinet, most recently on 30 November, as part of the agenda item on A350 Melksham Bypass:
- (i) A338 Southern Salisbury Junction Improvements (Exeter Street Roundabout, Harnham Gyratory and Park Wall Junction) - start 2025, completion anticipated 2025
 - (ii) A350 Chippenham Bypass Phases 4 and 5 - start 2023 completion anticipated 2024
 - (iii) A350/M4 Junction 17 Capacity Improvement – start 2024 completion anticipated 2025
 - (iv) A350 Melksham Bypass - start 2026, completion anticipated end 2028
96. Currently none of these projects are on the Council’s Infrastructure List, however schemes (i) and (ii) are both identified in the Salisbury and Chippenham Transport Strategies respectively that were prepared to support the growth in the Chippenham and Wiltshire Site Allocation Plans that followed the Wiltshire Core Strategy. Both schemes are being supported by the Department for Transport (DfT) through the allocation of Major Road Network (MRN) funding but a local contribution of around 15% is required, while some of this is being secured

through developer contributions (circa £0.96m and £2m respectively) there is a funding gap that the CIL strategic fund can address to ensure the timely progression of these projects. DfT funding would contribute £13.2m for (i) and £26.1m for (ii).

97. The profile of CIL funding required for both projects is set out in the table below.

98. The Chippenham Transport Strategy identified the need for a short-term project to upgrade M4 Junction 17. This took the form of part signalisation to address capacity and safety issues on the off-slip roads due to the hazard caused by vehicles queuing onto the M4. This was funded by the former Highways England and the Local Growth Fund. Since the Strategy was prepared National Highways is looking increasingly critically at current plans for growth and further work has been undertaken by the Council that supports the need for further investment at the top of the A350 around Junction 17 to support its functionality. This project would provide further capacity improvements over and above those secured as part of the Chippenham Gateway development. It is estimated that DfT funding would be circa £23.3m. The funding gap for the local contribution is set out in the Table below.

99. With regard to the Melksham Bypass, the A350 through Beanacre and Melksham has been a concern for many years but the opportunity to seriously address this only came about in 2019 when the project was submitted to the DfT by the Western Gateway Sub-National Transport Body. Since then, several reports have been brought to Cabinet about the project, most recently on 30th November 2021, when the two public consultations were reported. The Council remains committed to delivering the project. While Cabinet agreed to consider the matter again when National Highways' M4 to Dorset Coast Connectivity study has progressed further, due to potential for new funding streams becoming available; in the meantime, funding is needed to enable the preparation work to continue, including the preparation of the Full Business Case. Discussions will continue to be held with DfT regarding the longer-term funding arrangements for the scheme, as currently funding is only being sought to progress the scheme to the Full Business Case stage. The profile of CIL funding required for the short-term phase of work is set out also in Table 1.

CIL Contribution	2022/23	2023/24	2024/25	2025/26	2026/27	Total Proposed
A350 M4 Junction 17	£236,050	£269,950	£2,639,950	£1,370,050	£0	£4,516,000
A338 Salisbury Junctions	£113,824	£84,176	£562,640	£617,143	£0	£1,377,783
A350 Chippenham Bypass	£248,652	£1,923,336	£982,224	£0	£0	£3,154,212
A350 Melksham Bypass	£508,750	£929,500	£954,250	£975,250	£541,750	£3,909,500
Total	£1,107,276	£3,206,962	£5,139,064	£2,962,443	£541,750	£12,957,495

Profile of requested CIL funding for Transport Projects

100. It is recommended that firstly, it is agreed that the Council's Infrastructure List is updated with projects, as projects the Council may fund through CIL, and

secondly approves the allocation of CIL from the strategic fund as set out in Table 1 for these projects.

Housing Revenue Account (HRA) 2022/23

101. 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.
102. 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 lawful to run a deficit on the account.
103. 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.
104. The aim of the business plan is to deliver carbon zero new builds and investment in all existing stock to achieve energy performance rating B. The capital and revenue budgets for 2022/23 have been updated to reflect the position presented and approved by Cabinet in the plan.
105. For 2022/23 rents will be increased by Consumer Price Index (CPI) plus 1%, which is the same as 2021/22, for 2022/23 this increase will be 4.1%, 3.1% CPI plus 1%. Increases for any actual rents currently over formula rent will be capped at formula rent as per national guidance.
106. Future rent increases will be reviewed in light of the 30 year business plan so as to balance the investment in the housing stock, development of new homes, maintain services to customers as well as ensuring affordability.
107. For 2-bedroom properties, the average 2021/22 rent (social and sheltered) was £90.21 per week which will increase to an average of £93.94 for 2022/23. For 3 bedroom properties, the increase would be from £98.27 to £102.43.
108. It is proposed to increase garage rents by 4.1% (CPI plus 1%).
109. It is proposed that service charges are increased to cover costs.

Dedicated Schools Grant

110. Dedicated Schools Grant (DSG) is a ring fenced specific grant used in support of the Schools Budget as defined in the School and Early Years Finance (England) Regulations 2013. The DSG is made up of four blocks with minimal flexibility to move funding between blocks. The allocations for 2022-23 are as follows:

	2021-22 Allocation	2022-23 Allocation	Increase	% Increase
Early Years	£28.217m	£28.522m	£0.304m	1.08%
Schools	£317.724m	£328.594m	£10.869m	3.42%
Central	£2.565m	£2.604m	£0.039m	1.52%
High Needs	£57.835m	£62.691m	£4.855m	8.4% (DfE minimum is 8%)
TOTAL	£406.342m	£422.409m	£16.067m	3.95%

111. In addition, for 2022/23, a later separate grant; “supplementary allocations” have been advised and these are to offset the budget pressures around the health and social care levy and other cost pressures. For schools Wiltshire is allocated £9.450m and for the high needs block; £2.415m.
112. The allocations are driven by the school and early years census data multiplied by specific funding levels and factors in each block and include nationally announced increases (year 3/3 Autumn 2019 pledge for schools and high needs funding and year 1/3 Autumn 2021 early years national increases.) In addition, the historical element of the central block reduces by 20% year on year.
113. The local authority and schools forum set the budget for all blocks. Schools and high needs blocks are top sliced by the ESFA and funds re-directed to academies and colleges.
114. **Schools Block** – it is the responsibility of the Council to propose and make recommendations to Schools Forum to decide any changes to the formula which is used to allocate schools block DSG to all primary and secondary schools. Wiltshire Schools formula aligns itself as closely as possible to the national funding formula (NFF) in preparation for the hard formula, when the DfE remove or at least limit, local formula flexibility.
115. **Early Years Block** – the local authority must passport a minimum of 95% funding for the universal and additional working parents entitlement for 3 & 4 year olds and disadvantaged 2 year olds directly to settings. This means up to 5% can be retained by the council to fund the early years central functions. It is the responsibility of the local authority to propose and decide the allocation of early years funding – the schools forum and early years providers are consulted annually to give their view on the local authority proposal.
116. **High Needs Block** – this supports provision for children and young people with special educational needs and disabilities (SEND). The block provides resources for specialist place funding, top up funding and external provision as well as funding high need services including statutory delivered by the local authority. It is the responsibility of the local authority to propose and decide the allocation of high needs block funding – the schools forum is consulted on any proposed changes.
117. **Central School Services block** – this provides funding for the local authority to provide central functions on behalf of pupils in both maintained schools and academies. Services are split, copyright licences for all schools, on-going and historic responsibilities. The local authority proposes the spending allocations funded from the Central School Services Block but the final decision is made by the Schools Forum.
118. For 2022-23, additional allocations have been added to the schools and high needs block to cover the estimated burden of the health and social care levy and other cost pressures.
119. In the event of an underspend or overspend on the annual grant, the balance transfers to a DSG reserve at the end of each financial year. The 2021-22 quarter 3 figures reported to Cabinet in December showed an in year overspend

of £8.271m which, leads to a forecast cumulative DSG deficit reserve balance of £26.555m. Demand and therefore expenditure are forecast to grow in 22-23 at a rate that is higher than the allocation. It is recognised that nationally pressures on the school system and high needs budget in particular are an issue, local authorities, school leaders and lobby groups continue to raise this with Central government and recovery plans are in place but limited to being long term and in partnership with statutory partners and limited to the legal statutory requirements around services and performance standards for children and young people with additional needs.

Overview and Scrutiny Engagement

120. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position and the budget report will be subject to review by the Councils Financial Planning Task Group during January 2022.
121. In addition to reviews by elected members through the scrutiny process, the budget proposals will also be subject to review and scrutiny by a range of stakeholders, including Trade Unions and Business through meetings with them, Housing Panels consideration of the Housing Revenue Account proposals and Schools Forum consideration of the Dedicated Schools Grant changes.

Safeguarding Implications

122. Safeguarding remains a key priority for the Council and this report outlines investment in services, in particular Adult Social Care and Children's Services, that reflects the commitment to safeguarding.

Public Health Implications

123. The impact on public health has continued to be significant in 2021/22 as a result of the ongoing COVID-19 pandemic.

Procurement Implications

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

Equalities Impact of the Proposal

125. 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.
126. 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.

127. As part of the implementation of savings, once they are approved an Equality Impact Assessment for those individual saving proposals to assess whether the proposals are positive or negative for a protected group will be undertaken before the proposal is implemented.
128. In consideration of the overall budget and balancing the gap, Cabinet in putting forward its proposals were keen to ensure that investment and growth were directed to services so that this will have an overall positive impact on service users, particularly children, older people and disabled people.

Environmental and Climate Change Considerations

129. The business plan and budget that funds it have been developed to support strong, resilient communities in Wiltshire. The budget includes the continued resourcing of the Carbon Reduction Team, formed during 2020/21, and funding within the capital programme for specific schemes aimed at reducing the Councils carbon footprint.

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

130. There is a statutory requirement to set a balanced budget. This report sets out the services delivered by the council and the financial implications of the budget proposed. Previous MTFS update reports have included visibility on the base assumptions on which the budget is built and this report sets out how the budget gap is to be addressed to deliver a balanced budget.

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

131. The risks around the ongoing implications of COVID-19 on the Council are not fully known with the risk of further government interventions, and this risk will remain for 2022/23 and even into future years.
132. Assumptions on inflation and interest rates have also been documented in the MTFS update reports and clearly the Council is exposed to inflation rises and, to a lesser extent, interest rate rises. These have been factored into the Councils risk assessment when assessing the level of general fund reserves the Council should be holding.
133. The level of uncertainty has always been a risk, in terms of demand on services and with the ongoing COVID-19 pandemic there is an increased variability of the risk. The Council has therefore tried to mitigate this through the level of growth assumptions within the MTFS, and continues to hold a latent demand reserve to deal with any demand that outstrips those assumptions, particularly around children's social care.
134. There is a risk the pandemic continues in a way currently not anticipated, requiring further response or impact on the Councils service provision and/or financial standing. In this instance, as we have seen during the past two financial years, we would be expecting the Government to be stepping in to support the entire sector.

135. Risks associated with the savings proposals and service delivery have been assessed and as savings are implemented these risks will continue to be reviewed and monitored through the service and corporate risk management processes.

Financial Implications

136. Under Section 25 of the Local Government Finance Act 2003 there is a statutory duty on the Section 151 Officer to report to Council at the time the budget is considered and the Council Tax set, an opinion on the robustness of the budget estimates and the adequacy of financial reserves.

137. There is also a legal requirement under the Local Government Act 1992, section 32 and 43 to set a balanced budget, and critically the 2022/23 budget is balanced, not only that but it also removes the reliance on one off funding that was used to balance the 2021/22 budget with a full scheduled savings plan being proposed for 2022/23 to achieve this position.

138. Cabinet have also proposed savings plans over the three years of the MTFS to make the decisions now to move the Council closer to becoming a financially sustainable authority. Although this has yet to be achieved, given the scale of savings in 2022/23, the gap for 2023/24 now stands at £9m rising to £18m in 2024/25 a significant improvement on the forecast budget gap when the 2021/22 budget was set in February 2021. Furthermore, the planned use of the Budget Equalisation reserve in 2023/24 effectively sees the first two years of the MTFS balanced. It is without question though that further savings will be required, as it stands, in year 3.

139. Although there are risks in the budget in relation to demand led budgets, in particular Social Care, the key risk in the budget is the level of savings requiring to be delivered, with over £25m in the first financial year (2022/23) and over £39m over the three years of the MTFS.

140. There will need to be a step change in the way the Council oversees and ensures delivery of proposed savings in 2022/23 given the size and timing, and non-delivery runs the risk of undermining the recent tight financial management.

141. The Corporate Leadership Team will be putting savings delivery as part of the Councils overall performance management and will be accountable for oversight and responsible for delivery of the saving proposals, and this will be reported regularly through to Cabinet.

142. There are significant cost pressures arising from changing demographics and a growing, ageing 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.

143. The construction of the budget for 2022/23 and examination and validation of the budget proposals has been subject to challenge by the Corporate Leadership

Team, Heads of Finance and directors. Further scrutiny of the MTFS and budget proposals will be undertaken by the Financial Planning Task Group which is a standing task group of the Overview and Scrutiny Management Committee.

144. Business Rates assumptions have been prudently set, again keeping out any anticipated growth, and reducing the amount expected in total from the current retention system as a result of the uncertainties that lie ahead from April 2022 once Government support ends.
145. The assumptions on income from Council Tax have been reviewed and reflect the current dynamic with respect to those in receipt of local council tax support, which have not reduced, but to which the Council Tax collection rates have not been adversely affected. Council Tax tax base, the growth in properties, has been better than anticipated and therefore future assumptions have been revised upwards to reflect this increase.
146. Investment income returns are budgeted at 0.75% for 2022/23. The current cost of borrowing for Wiltshire Council is 3.74%, and the average cost of new borrowing has been estimated at around 2.5% although there is opportunity for this to be improved upon depending on the timing and value of any borrowing undertaken. The Council is building up a risk by delaying the need to borrow, potentially opening itself up to future interest rate rises at a time when it does need to borrow, and this position is under constant consideration.
147. Despite the recent volatility in inflation the Consumer Price Index (CPI) has been used as the set standard to forecast increases for contractual inflation. It is intended to move the Council over to this standard for all future contractual negotiations, where possible, to aid financial planning and budget/contract management. The assumption on pay has been adjusted to reflect the latest national negotiations.
148. 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.
149. However, there is a significant concern that from April 2023 deficits will need to be recognised by the Council. Currently, given the size of the forecast DSG deficit. If this was recognised it would technically move the Council into a position where it would be considered not to be a going concern. Wiltshire is not alone in this position and we, the Society of County Treasurers, the F40 and other groups are lobbying Government both in terms of the inadequacy of funding for this group of 0-25 learners, the significant delay in the DfE's SEN Review and of this key technical change that would have serious consequences should it arise.
150. Despite the three-year spending review there is still uncertainty in the overall Local Government finance position beyond 2022/23. The government has promised to consult on a fairer funding model from local government for 2023/24 which will include changes to the current business rates retention mechanism,

changes to new homes bonus, reductions in ring fenced grants and possible new burdens funding.

151. The Government have also announced funding for Adult Social Care reforms. Whilst these are welcome, we await the details on how they will be implemented and the impact for Wiltshire. Funding for reforms will need to be distributed on proportionality of self-funders as opposed to the current distribution of Adult Social Care funding which is based on need. Whilst this represents a risk it is still unclear how this will materialise, and for the MTFS an assumption of nil impact on Wiltshire has been made until the position is clearer.
152. 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 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.
153. The Risk assessment as detailed in Annex 8 of Appendix 1 has put context around the level of reserves held compared to a calculated risk adjusted assessment.
154. The forecast levels of earmarked reserves are set out in the appendix and forecast balances for future years over the period of the MTFS are shown. As can be seen although the level of reserves held against risk is initially high it reduces over MTFS, as well as the overall level of earmarked reserves is reducing. Although pressures such as demand, and demography are built into the revenue budget there is limited capacity within earmarked reserves to fund transformational activity hence a transformational reserve has been established to assist in this activity.
155. On the basis of the above, the Section 151 Officer's advice is that the level of reserves, following the prudent management during 2021/22 and the continuing strategic approach to increase over the MTFS period and provide increased reserve coverage of key financial risks is adequate, that the financial standing of the Council is sound and continues to improve in the context of those key risks and that the proposed budget is robust and achievable.

Legal Implications

156. 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.
- Sections 30 to 36 of the Local Government Finance Act 1992 require that the Council sets a budget and Council Tax by 11 March each year and in doing so make a number of statutory calculations incorporated by resolution. The Localism Act 2011 has amended some of the terms and definitions to accommodate the introduction of powers to call local referendums for excessive Council Tax increase. The Council is now required to make a calculation of the Council Tax Requirement (Section 31A), excluding Parish precepts. The Act (Section 36) further prescribes that a calculation of the basic amount of Council Tax be presented together with an analysis of the Council Tax across the area and by valuation band. These calculations are required to be presented in a prescribed format and be subject to formal resolution by the Council.
- Section 12(2) of the Local Government Finance Act 2012 and The Council Tax (Administration and Enforcement) (Amendment) (No.2) (England) Regulations 2012 gave billing authorities the discretion to levy an empty homes premium of up to 50% on council tax payable in respect of dwellings that have been left empty and unfurnished for two years or more, resulting in a council tax rate for long-term empty properties of up to 150% of the normal liability.
- The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 provided billing authorities with discretion to charge an additional premium where a property has remained empty and unfurnished for a period in excess of two years. 17.4 The Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 as amended by the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 provided an authority with discretion to change the discount in respect of empty and unfurnished properties. Any change to the premium/discount in place needs to be published, as a

public notice, within 21 days of the Council adopting any new premium/discount.

- The Local Authorities (Standing Orders)(England) Regulations 2001 deal, amongst other things, with the process of approving the budget. Under the constitution the adoption of the budget and the setting of the Council Tax are matters reserved for the Council upon recommendation from Cabinet.
- Council budget: In reaching their decisions, Members and officers must act reasonably, taking into account all relevant considerations and ignoring irrelevant ones. There is a need to ensure that when making budget decisions the result is not one which is irrational in the Wednesbury sense (i.e. one which no reasonable local authority could have made). The Council's overriding duty is to make a lawful budget and this is the touchstone against which other considerations must be tested.
- The Council must have regard to its public sector equality duties when making decisions. This includes the requirement to undertake a Diversity Impact Assessment in relation to all significant changes to policies, procedures or practice, and to pay 'due regard' to the need to eliminate discrimination and promote equality with regards to race, disability and gender. An overarching Equalities Impact Assessment has been included as an addendum report.
- Appropriate consultation will take place before decisions proposed in this report are made, where required by law or otherwise.
- Legal Obligations: Local authorities provide services pursuant to statutory duties (a mandatory requirement to provide services), and statutory powers, (where the Council has a discretion whether or not to provide services). Where the Council has a legal duty then it still has discretion in determining the manner in which those services are provided, so long as the level of quality of service provision is sufficient to fulfil the statutory duty. The decision to implement budget reductions must not focus solely on financial considerations. Members and officers must address the core question of individual service users' needs. Case law has held that resources may be a relevant consideration in making a decision relating to the manner of service provision, so long as the individual's assessed needs are met.
- Charges for services: In considering charges for services, Members and officers should also try to achieve a fair balance between the interests of the users of council services and Council Tax payers. Where charges are being increased, Members need to bear in mind the scale and extent of the charges, and may need in some cases to have regard to the costs of service provision, associated with the power to charge.
- Members' responsibility to make a personal decision: In Council, Members must make a personal decision on how to vote on the budget proposals. Members' overriding duty is to the whole community. Members have a special duty to their constituents, including those who did not vote for them. Whilst Members may be strongly influenced by the views of others,

and of their party in particular, it is their responsibility alone to determine what view to take when deciding upon budget questions. He/she should not follow party loyalty and party policy to the exclusion of other considerations.

- Members need to balance the cost to Council Tax payers of any budget reductions, against the need for the benefits of services of the particular nature, range and quality, under consideration. If having taken into account all relevant (and disregarding all irrelevant) considerations, Members are satisfied that it is financially prudent and reasonable to make the proposed budget reductions and adopt the recommendations then they may properly and reasonably decide to do so.
- Capping: The Localism Act 2011 has superseded the previous capping legislation and dictates that should a council propose an increase in Council Tax which would be deemed to be excessive in accordance with principles and levels designated by the minister, then a local referendum on the proposal would be required. This would necessitate the drafting of an alternative proposal that would meet ministerial requirements to be put to the electorate alongside the 'excessive' proposition. Since this proposed budget is below the 'excessive' threshold this does not apply.
- Housing Revenue Account: Under Section 76 of the Local Government and Housing Act 1989, the council is required, in advance of the financial year, to formulate proposals which satisfy the requirement that, on certain stated assumptions, the Housing Revenue Account for that year does not show a debit balance. The council is obliged to implement those proposals and from time to time to determine whether the proposals satisfy the 'break even' requirement. If not, then the council shall make such provisions as are reasonable practicable towards securing that the proposals as revised, shall satisfy the requirement.
- Under Section 24 of the Housing Act 1985, the council can make such reasonable charges as it determines for the tenancy or occupation of its houses. The council is obliged, from time to time, to review rents charged and make such changes, as circumstances may require. In exercising this function (determining and fixing rent), the council should have regard to the rents charged in the private sector. A decision to increase rent constitutes a variation of the terms of a tenancy. Under Section 103 of the Housing Act 1985, in respect of secure tenancies, a notice of variation (specifying the variation and date on which it takes effect) must be served on each tenant. For non-secure tenancies (excluding introductory tenancies), a notice must be served that complies with Section 25 of the Housing Act 1985. The Housing Act 1985 defines the legal requirements for informing tenants of rent increases. In practice this requires the issue of written notification to each tenant a minimum of four weeks in advance of the date that the increase becomes operative.
- The Local Authorities (Standing Orders (England) (Amendment) Regulations 2014) require that a recorded vote shall be held on the substantive motion at any Budget Council Meeting

Workforce Implications

157. Proposals around how the budget gap will be bridged will look at all avenues open to the Council and this includes looking at the service the Council provides from a statutory and discretionary level as well as the costs that fall within those services most notably third party spend and staffing. Changes to workforce will be minimised in so far as they can be with mitigations such as holding vacancies where possible and steps to mitigate the need for redundancies will be taken.
158. Staffing savings of £10m have been identified across the MTFs period and steps to deliver these savings will include the deletion of some vacant posts, holding other vacancies temporarily to deliver an increase in the vacancy factor of 1.5%, and reviewing service structures to ensure they have the most effective and efficient staffing models. In addition, changes to some terms and conditions are proposed and negotiations with the recognised trade unions to deliver these savings are taking place with the aim of reaching agreement on these changes by 1 April 2022. The negotiations will aim to deliver £2.1m of the savings required.
159. Where savings do impact on the workforce the Council has in place robust policies and procedures to support this.

Options Considered

160. There is a statutory requirement to set a balanced budget. Other options to close the gap have been considered, however those options have been considered as damaging to the overall delivery of the new business plan and have therefore been discounted.

Conclusions

161. The report supports effective decision making and allows the council to set a balanced revenue budget for 2022/23 and set council tax levels. It also ensures that the council has an MTFs to support long-term financial sustainability and aligns the budget to the Council's Business Plan.

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12 January 2022

Appendices:

Appendix 1 – Council Budget 2022/23 & Medium Term Financial Strategy 2022/23 to 2024/25

Appendix 2 – Capital Strategy 2022/23 to 2029/30

Background Papers

None

Council Budget 2022/23

and

Medium Term Financial Strategy

2022/23 to 2024/25

This document sets out the Council's Budget 2022/23 and Medium Term Financial Strategy (MTFS) to 2024/25.

It maps out in financial terms the Council's journey for the 2022/23 budget and the following two years, taking its direction from the Council's new Business Plan.

The budget will be refreshed annually to take account of any local or national changes and to provide for a three year financial plan in line with the Government's three year spending review. It will follow any review or refresh of the Council's new Business Plan in subsequent years, incorporating any resulting financial changes. It will also be updated for changes in national and local funding assumptions, local income projections, spending pressures and any changes in savings plans.

Finally, the document sets out in detail the proposed saving plans and the estimates and assumptions used in developing the Budget and the MTFS. Those assumptions will be reviewed on a continued basis and, if necessary, amended for future years as more data and evidence on service demands and funding becomes available.

As such, whilst the budget estimates for 2022/23 have been proposed and are set, budgets for the ensuing years 2023/24 – 2024/25 are indicative only and are likely to significantly change before the final budgets for those years are approved as part of the annual cycle.

FUNDING ASSUMPTIONS

The Council receives its funding to deliver services in the main from local taxes, council tax and business rates. It also receives funding from Government in the form of grant. Where this grant is either ringfenced or service specific e.g. Public Health, it is budgeted for against the service it relates too. All other grants are considered core funding and are held 'below the line' to fund the spending on services.

This section will go through the assumptions and data being used to estimate the level of funding being received for those three main funding sources.

Council Tax

The forecast for Council Tax income is driven by two main factors:

a) The number of Band D equivalent properties, known as the 'taxbase'.

The taxbase for 2022/23 is estimated 189,964.37 Band D equivalents. Going forward, the Council has assumed a collection rate of 98.8% and annual 'growth' of around 1.2% p.a. It is forecast that, by 2024/25, the taxbase will be 194,550.87 Band equivalents.

b) The charge per Band D equivalent property.

The Council tax charge 2022/23 is £1,638.16, a general rise of 1.99%, plus a further 1% levy for Adult Social Care. A total 2.99% increase on the 2021/22 charge.

Forecasts for later years of the MTFs are based on a further general rise of 1.99% p.a. in each year from 2023/24 to 20234/25, plus one more year of the Adult Social Care levy at 1% in 2023/24.

The current Government Council Tax Referendum prescribed limit of 2% for 2022/23 was announced in the provisional settlement.

Also, in the settlement an Adult Social Care levy of 1% for each of the next three years was permissible for those Councils who have social care responsibilities. This must be spent wholly on Adult Social Services.

The table below sets out the detail on the Council Tax assumptions over the MTFs.

	2021/22	2022/23	2023/24	2024/25
Tax base (Band D Equivalents)	187,517.40	189,964.37	192,243.94	194,550.87
Increase in properties		2,446.97	2,279.57	2,306.93
% increase		1.3%	1.2%	1.2%
Band D Charge (£p)	£1,590.60	£1,638.16	£1,687.14	£1,720.71
Increase in £p		£47.56	£48.98	£33.57
Price % increase		2.99%	2.99%	1.99%
Total Council Tax revenue (£m)	298.265	311.192	324.342	334.766
Increase in £		12.927	13.151	10.424
Increase in %		4.33%	4.23%	3.21%

Business Rates

National Non Domestic Rates (NNDR) are charged on non-domestic properties such as shops, offices and factories. They are calculated using the rateable value (RV) of an eligible property and multiplying it by the appropriate multiplier. The RV is set by the Valuations Office Agency (VOA).

The Council bills all registered properties and under the current national 50:50 business rate retention scheme, the Council retain 49%, the Fire Authority 1% and 50% of the business rates collected is paid over to the Government.

When the 50:50 business rate retention system was introduced in 2013/14, as part of wide changing reforms to Local Government Funding, the Government also introduced a tariff and top up redistribution system based on the overall funding baseline that was set to ensure no Council lost out or indeed profited from the new Local Government funding system.

The level of tariff is estimated at circa £14m and is taken off at source as part of the business rate mechanism, when you take this into the rate retention mechanism, the Council retains around 39% of the distributable business rates within Wiltshire.

The Government announced in the spending review that it would freeze the increase in the multiplier rate for 2022/23 to provide continuing support to businesses. Consequently, the Government announced in the provisional settlement that it would compensate Local Government for the loss of business rates because of the freeze. It is estimated therefore that Wiltshire will receive around £1.16m in funding through a section 31 grant in 2022/23 only, given the intention for business rate reform in 2023/24.

Collection Fund Surplus/Deficit

Over the past 2 years the Collection Fund has seen significant changes due to the economic impact of COVID-19 and the steps taken by government to support businesses and households. The main change has been within the business rates regime and the timing of the reliefs announced for certain business sectors and the timing of the grant to compensate councils for these reliefs. Due to the mechanism and regulation significant deficits have been seen in business rates, with s31 grant funding received in the year to mitigate the cashflow impact on councils.

The declared position of the overall Collection Fund administered by the council for 2021/22 is a surplus for Council Tax of £3.855m and a deficit for Business Rates of (£30.384m). The council's share of these balances is £3.266m and (£14.888m) respectively, resulting in an overall deficit of (£11.622m). Due to the accounting regulation for the Collection Fund this cost falls to the council during the 2022/23 financial year, and this is funded by s31 grant received in 2021/22 that will be rolled forward.

The previous year's deficit will continue to be funded by the monies set aside in the Collection Fund Volatility reserve over the 3 year period 2021/22-2023/24 as originally planned, with the timing of the financial impact across the 3 years set out in the regulations set by government.

Risk remains with the income from local taxation despite the positive indications of new homes growth and the on-going support from government and to support the mitigation of this risk for the council continue to hold a Collection Fund Volatility reserve that was created in 2020/21, and this reserve is forecast to hold £5.675m at the beginning of 2022/23.

Provisional Local Government Settlement

The Chancellor of the Exchequer announced a three year spending review on 27 October 2021 and outlined an additional £1.6bn a year (£4.8bn over three years) in funding to Local Government and £3.6bn over three years to fund adult social care reforms.

On the 16 December 2021 the Secretary of State announced the provisional local government settlement which provided details on the grant allocations to Councils from this additional funding, together with other measures aimed at supporting Council finances.

The settlement was announced for one year with the intention for reform to take place on how local government is funded from 2023/24.

Nationally of the £1.6bn, £822m had been identified as a new grant for local services and £636m would be for social care. The balance had been top sliced by the Ministry to fund other specific activities.

Of the £636m announced nationally as additional funding for social care, £556m is to be paid as additional social care social grant and £80m to equalise out the Adult Social Care precept flexibilities. The council is set to receive £4.226m from the additional social care grant allocation but does not receive any funding from the Adult Social Care equalisation owing to its Council Tax base position compared to other authorities.

The £822m made available nationally for a new Services Grants is additional one-off funding. The Government announced that the funding covers costs for the increase in employer National Insurance contributions (see Pay Award section below) but that it would not be baselined for transitional support in future years. The allocation for the council has been confirmed as £3.991m, which is new funding for the council and was not previously included in the MTFs assumptions but has only been included for 2022/23 until Government confirm the position for 2023/24. All other grants have been assumed that they will continue at the same rate as 2022/23.

Funding for Adult Social Care reforms was also announced with £162m being made nationally for Councils with social care responsibility in 2022/23 to assist with Market Sustainability and implementing the fair cost of care. This funding will increase significantly, in line with the £3.6bn national figure, as reforms are introduced from October 2023. Wiltshire will receive £1.231m in 2022/23 and it is expected that the cost of the implementation of reforms during 2022/23 as well as the cost of the actual reforms in the latter part of the MTFs will be cost neutral, however this represents a risk to the Council given Wiltshire's high proportion of self-funders in care settings.

The provisional settlement confirmed that year 12 payments for the New Homes Bonus would now be made alongside the legacy payment of £2.407m. An additional

£4.271m of grant funding is to be paid, allocating a total of £6.678m to the council overall for the New Homes Bonus grant.

Other smaller core funding grants have been confirmed as continuing at the same level of funding as 2021/22, and these grants include the Lower Service Tier grant, confirmed at £0.498m and Rural Services Delivery Grant confirmed to continue with the same quantum and basis of allocation, which for the council is £3.480m.

Details of the core funding Government grants are provided in the table below.

Provisional Settlement Comparison	FINANCIAL YEAR 2022/23			2023/24	2024/25
	MTFS			Estimate £m	Estimate £m
	Dec 2021 £m	Settlement £m	Outcome £m		
Lower Tier Services Grant	0.473	0.498	0.025	0.498	0.498
New Homes Bonus	2.407	6.678	4.271	6.678	6.678
Rural Service Development Grant	3.479	3.479	-	3.479	3.479
New Services Grant	-	3.991	3.991	-	-
Improved Better Care Fund	9.100	9.100	-	9.100	9.100
New Social Care Grant	-	4.226	4.226	4.226	4.226
Social Care Grant	10.000	10.027	0.027	10.027	10.027
Sub total Social Care Grant	10.000	14.253	4.253	14.253	14.253
Total Government Core Funding	25.459	37.999	12.540	34.008	34.008
Section 31 inc. NNDR Multiplier Compensation	9.102	10.262	1.160	10.262	10.262
Total Specific Grants	34.561	48.261	13.700	44.270	44.270

The Council also received funding for specific service delivery from Government and these are budgeted for within the services net budget. The significant grants are detailed in the table below.

Specific Grants held in the Services Net Budget	2022/23	2023/24	2024/25
Total	£ m	£ m	£ m
Public Health Grant	17.522	17.522	17.522
Former Independent Living Fund	1.081	1.081	1.081
NNDR Admin Grant	0.614	0.614	0.614
Housing Benefit Admin subsidy	1.174	1.174	1.174
Homelessness Prevention Grant	1.005	1.005	1.005
Market Sustainability and Fair Cost of Care Fund	1.231	-	-
Local Authority Bus Subsidy	0.985	0.985	0.985
Specific Grants In the Services	23.612	22.381	22.381

Summary Forecast Resources

Based on the above assumptions the total core funding available for the Council to deliver services in 2022/23 is £418m.

It reflects the higher than anticipated increases in Council Tax income and the outcome of the provisional settlement.

Going forward in the MTF5 it is anticipated that although Government grant will fall, and this is a level of uncertainty around this assumption, the additional income from council tax will see the overall resources continue to increase to £437m by 2024/25.

	2022/23	2023/24	2024/25
	£m	£m	£m
Council Tax	275.755	285.756	296.180
Social Care Levy	35.437	38.565	38.565
Business Rates	58.500	58.500	58.500
Collection Fund deficit	(12.872)	(1.250)	-
s31 Grant - CF deficit	11.622	-	-
Specific Grants	49.261	44.110	44.110
Total Funding	417.703	425.681	437.355

This will form the basis of the Councils Net Revenue Budget and fund service spending plans over the next three years.

SERVICE SPENDING PLANS

Service Spending Pressures

As for any other organisation, the Council experiences budget pressures as a result of inflation e.g. contractual and national staff pay awards, increasing demand for service provision and changes in legislation.

The Council has considered and made provision for spending pressures that are likely to materialise, totalling over £68m by 2024/25.

Some of these pressures have been recognised during the budget monitoring of the current 2021/22 financial year but the vast majority are pressures that are expected to arise based on the current assumptions and estimates. These are listed in the table below and the most significant items explained in the ensuing narrative:

	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m
Pay Inflation	7.401	4.063	4.234	15.698
Contractual Inflation	13.608	8.745	8.197	30.550
Total Inflationary Pressures	21.009	12.808	12.431	46.248
Removal of Election Costs	(1.000)	-	-	(1.000)
Revised Income Assumptions	(3.485)	(0.200)	-	(3.685)
Demand for Adult Social Care inc. Hospital Discharges	0.365	3.273	3.449	7.087
Demand for School Transport inc. SEND Transport	0.001	2.842	3.165	6.008
Demand for Children's Social Care	0.742	0.110	(0.212)	0.640
Waste Management changes	(0.299)	0.113	0.118	(0.068)
Increase for Ash Die Back	0.500	-	-	0.500
Base budget for Monkton Park PFI	0.509	-	-	0.509
Increase in scope of new income system	0.053	-	-	0.053
CCG contribution from Better Care Fund	(1.654)	-	-	(1.654)
Reduction in Corporate Legal costs	(0.250)	-	-	(0.250)
Scale back PPE requirements	(0.270)	-	-	(0.270)
Financing the Capital Programme	0.154	8.933	3.483	12.570
Total Demand Pressures	(4.634)	15.071	10.003	20.440
				-
Cabinet Investment on SEND & Inclusion	1.742	-	-	1.742
Grand Total Spending Pressures	18.117	27.879	22.434	68.430

Pay inflation

Pay inflation includes the national pay award, annual increments for staff not at the top of their scale and the impact of national insurance rises.

In 2022/23 £7.4m has been budgeted to allow for the previously unbudgeted pay award from 2021/22, which at the time of publication the outcome was still unknown, as well as the pay award for 2022/23. Both years awards have been estimated at 2%.

In addition, from April 2022 National Insurance contribution rate will increase by an additional 1.25%. From April 2023 National Insurance will return to the current rate and the extra tax will remain as a new Health and Social Care levy.

Contractual inflation

The total contract inflation arising over the next three years is estimated to be circa £30.5m, with £13.6m estimated in 2022/23.

The Council budgets for inflation based on the indices that those supplies and services are contractually linked to. For strategic budget planning purposes, we are looking to hold this to Consumer Price Index (CPI) but specific contracts will have different indices aligned to them.

While the Council works towards that position, the approach towards inflation management within contracts varies across the organisation and therefore reflects the actual pressures identified by services and the inflation indices used.

The majority of contracts are linked to CPI and the councils uses the Bank of England (BoE) forecast issued in November of the preceding year to estimate the CPI rate. Previously the MTFs was assuming the BoE target rate of 2% but given the recent rises in inflation the forecast for 2022/23 released in November estimated the average CPI for the year would be 4%.

All inflation assumptions linked to CPI have now used this revised higher forecast for 2022/23, returning back down to 2% from 2023/24.

There are outliers for forecasts on inflation, most notably around energy prices. Given the current volatility of the energy market the Council has moved to secure and fix the majority of its energy prices entering into the 2022/23 financial year. This provides security against the ongoing volatility but will see significant uplift against the current contract prices, with Gas at 60% and Electricity at 35%.

Demand for Services

Demand for services the Council provides is driven dependent on a specific service, for Waste Management it is driven through the number of households and the total tonnage of Waste produced, for Adult Social Care the number of residents requiring packages of care or placements. For the latter an ageing demographic will have a significant impact on the amount of demand predicted to arise.

The base budget was set assuming a level of demand for services that was estimated in 2021/21, at the height of the pandemic in February 2021, and throughout the current financial year forecasts have been revised based on latest evidence and trends.

For 2022/23 revisions have been made to the base budget to accurately revise the level of base budget to reflect current demands in some services, with later years then revised to estimate the level of demand for those services from that revised base. Revisions have been made during the budget monitoring of the 2021/22 financial year where they are recognised to continue into future years e.g. hospital discharge costs, as a result of the current trends which are expected to continue, are estimated to increase by nearly £2m in 2022/23.

Income assumptions have also been updated to reflect an improving position from those income streams significantly impacted as a result of COVID-19 and the social distancing guidelines and measures that were in place during 2021/22.

Cabinet Investment

As resolved at the Cabinets meeting on 21 July 2021, an investment of £1.742m has been included in the 2022/23 budget to increase capacity within Special Educational Needs and Disabilities (SEND)END & Inclusion services to ensure fit for purpose, efficient, quality sustainable and secure service to deliver the SEND & Inclusion strategy

SAVINGS

The Cabinet have been working on putting together saving proposals over the three years that would not only still enable business plan priorities to be delivered but also for the Councils finances to be managed and move to a sustainable footing.

Saving proposals have been put forward that total £39m over the MTFs, significantly over £25m in the first year.

	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Previously Approved Savings	(0.585)	(1.000)	(0.790)	(2.374)
Staffing Savings Proposals	(6.985)	(3.211)	-	(10.197)
Service Savings Proposals	(17.255)	(6.476)	(2.200)	(25.931)
Total Savings Planned	(24.825)	(10.687)	(2.990)	(38.502)

The detail proposal for savings by each service are shown in annex 6 of this appendix.

CAPITAL PROGRAMME

The Capital Programme is detailed in annex 7, a summary is provided below.

	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Approved Capital Programme	289.870	160.874	136.175	66.341	66.760	68.047	69.286	70.692	928.045
Capital Bids approved as part of 2022/23 Budget Setting	17.245	44.541	61.410	18.866	44.306	87.685	84.605	0.250	358.908
Total	307.115	205.415	197.585	85.207	111.066	155.732	153.891	70.942	1,286.953

Financed By:

Grants	73.152	79.999	101.497	40.574	62.232	99.055	96.387	24.720	577.616
Contributions	2.198	7.162	7.739	2.962	0.542	0.000	0.000	0.000	20.603
HRA	45.159	38.309	36.391	36.434	37.621	38.935	40.203	41.512	314.564
Capital Receipts	3.439	0.250	0.250	0.250	0.250	0.250	0.250	0.250	5.189
Flexible Capital Receipts	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Borrowing - Funded by Revenue									
Saving in Service	100.787	33.478	13.299	0.019	0.119	0.141	0.163	0.309	148.315
Borrowing	82.380	44.217	38.409	4.968	4.150	4.151	4.150	4.151	186.576
Other	0.000	2.000	0.000	0.000	6.152	13.200	12.738	0.000	34.090
Total Funding	307.115	205.415	197.585	85.207	111.066	155.732	153.891	70.942	1,286.953

New schemes totalling £359m will be added to the Capital Programme, the majority of which will be funded from sources other than borrowing. The schemes are detailed below.

The revenue financing of new schemes that are funded from borrowing, which totals over £45m, has been factored in the pressures of the MTFs.

	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Major Road Network M4 Junction 17	1.007	1.233	17.033	8.567	0.000	0.000	0.000	0.000	27.840
A338 Salisbury Junction Improvements MRN	0.759	0.561	10.136	4.114	0.000	0.000	0.000	0.000	15.570
A350 Chippenham Bypass (Ph 4&5) MRN	1.091	19.056	11.070	0.000	0.000	0.000	0.000	0.000	31.217
A3250 Melksham Bypass LLM - Full Scheme	2.825	5.630	5.795	5.935	44.056	87.435	84.355	0.000	236.031
Parking Contactless Machines	0.127	0.127	0.126						0.380
Trowbridge Leisure Centre	2.000	13.000	10.000						25.000
FME - Commercial & Rural Estate Planned Maintenance	0.630	0.250	0.250	0.250	0.250	0.250	0.250	0.250	2.380
FMOE - Car Parks - Structural & Lighting	1.000	0.500	0.500						2.000
FMOE -Salisbury Library		0.750							0.750
Fleet - Carbon Neutral Fleet	1.410								1.410
Drainage Improvements	0.500	0.500	0.500						1.500
HRC Savings Infrastructure	0.100								0.100
Passenger Transport RTP1	0.695								0.695
SMM - School Mobile Accommodation Replacement	0.500	1.500	1.000						3.000
Early Years Buildings	1.170								1.170
Waste Collection Vehicle Replacement	0.500								0.500
MBT Emissions Control Equipment	0.300								0.300
Closed Landfill Sites - Review & Works	0.219	0.219							0.438
Leisure Centres Requirements	2.412	1.215	5.000						8.627
Total	17.245	44.541	61.410	18.866	44.306	87.685	84.605	0.250	358.908

RESERVES

The Council holds reserves to either undertake planned one off investment/spending or to deal with financial shocks/risk that face the authority in its operations.

In the setting of the 2021/22 budget the Cabinet unveiled its intention to be more transparent on the reserves held and to move the Council to holding reserves that are commensurate with the level of financial risk being faced, and where that was lower than how it would plan to move towards the level of risk assessed balance.

The General Fund Reserve is the Councils reserve held to deal with all financial shocks, whatever they may be. The table below shows the estimated opening balance, reflecting the increased balance as a result of the increases planned during 2021/22, and the balances as a result of holding to the planned strategy of increasing contributions to bring the reserve up to the risk assessed level over the MTFs.

General Fund Reserve Forecast

Year Ended 31 March	2022/23 £M	2023/24 £M	2024/25 £M
Opening Balance	18.256	18.256	19.656
Contribution to / (from)	1.400	1.400	1.400
Removed as per budget setting	(1.400)	-	-
Closing Balance	18.256	19.656	21.056

Annex 8 provides the full detail on the general fund risk assessment. The table below then provides an estimate of the reserves held against the risk assessed level. The budget equalisation reserve is being estimated to be used to balance the 2023/24 budget and then exhausted in 2024/25, however the reality is likely that either further

saving proposals will come forward or Government's funding reforms will become clearer for Wiltshire.

Reserves Held Against Assessed Financial Risk

Year Ended 31 March	2022/23 £M	2023/24 £M	2024/25 £M
General Fund	18.256	18.256	19.656
Budget Equalisation	16.520	16.520	7.418
Collection Fund Volatility	6.438	5.188	3.938
Latent Demand	7.034	4.034	-
Opening Balance	48.248	43.998	31.012
Net Movement on General Fund	-	1.400	1.400
Planned use of Budget Equalisation	-	(9.102)	(7.418)
Planned use of Collection Fund	(1.250)	(1.250)	-
Estimated use of Latent Demand	(3.000)	(4.034)	-
Closing Balance	43.998	31.012	24.994
Represented By:			
General Fund	18.256	19.656	21.056
Budget Equalisation	16.520	7.418	-
Collection Fund Volatility	5.188	3.938	3.938
Latent Demand	4.034	-	-
Closing Balance	43.998	31.012	24.994
Risk Assessed Balance*	27.615	27.615	27.615
Cover	159%	112%	91%

The Council also holds Earmarked Reserves to deliver on planned or ringfenced spending. The table below provides details on the total level of reserves held by the Council, including Earmarked Reserves as well as Dedicated Schools Grant (DSG) and school balances.

Reserve	Closing Balance 2021/22 £m	Closing Balance 2022/23 £m	Closing Balance 2023/24 £m	Closing Balance 2024/25 £m
General Fund	18.256	18.256	19.656	21.056
EARMARKED RESERVES:				
Budget Equalisation	16.520	16.520	7.418	0.000
Latent Demand	7.034	4.034	0.000	0.000
Collection Fund Volatility	6.925	5.675	4.425	4.425
Public Health	4.823	4.823	4.823	4.823
Transformation	3.299	3.299	3.299	0.000
Business Plan Priorities	0.397	0.509	0.000	0.000
PFIs	5.494	5.494	5.494	5.494
Insurance	2.338	2.038	1.738	1.738
Other Earmarked	4.993	3.910	4.041	4.041
Total Earmarked	51.823	46.302	31.239	20.522
Schools Balances	12.542	12.542	12.542	12.542
DSG	-27.708	-38.708	-51.708	-51.708
TOTAL	54.913	38.392	11.729	2.412

Annexes

Annex 1 – Service Budget Targets 2022/23

Annex 2 – Detail by Service on Technical Adjustments. Pay Award & Investment

Annex 3 – Detail by Service on Budget Monitoring Permanent Changes

Annex 4 – Detail by Service on Contractual Inflation

Annex 5 – Detail by Service on Service Demand Changes

Annex 6 – Detail by Service on Saving Proposals

Annex 7 – Capital Programme 2022/23 to 2029/30

Annex 8 – General Fund Reserve Risk Assessment 2022/23

Annex 9 – Fees and Charges (TO FOLLOW)

Wiltshire Council - MTFP Model 2022-23 to 2024-25
Annex 1 - Service Budget Targets 2022/23

Service	Analysis of Movement in the 2021-22 Budget to the Proposed 2022-23 Budget												
	Revised Base Budget 2021/22	Funding Changes	Technical Adjustments	Pay Award	Cabinet Investment	Budget Monitoring Permanent Changes	Contractual Inflation	Demand	Previously Approved Savings	Staffing Savings Proposals	Service Savings Proposals	Proposed Budget 2022/23	Change in Budget
Living and Ageing Well Total	£67,894,905	-	-	£936,400	-	£1,996,000	£2,455,600	£4,111,700	-£60,000	-£788,700	-£4,450,000	£72,095,905	£4,201,000
Whole Life Pathway Total	£81,004,825	-	£2,793,000	£410,000	-	-	£2,896,800	-£5,742,300	-	-£439,400	-£2,920,000	£78,002,925	-£3,001,900
Education & Skills Total	£20,466,610	-	-	£826,700	£1,742,000	-	£507,100	-£89,200	-	-£390,500	-£334,500	£22,728,210	£2,261,600
Families & Children's Total	£60,509,910	-	£750,000	£1,220,200	-	-	£1,045,400	£741,700	-£525,000	-£1,039,400	-£528,100	£62,174,710	£1,664,800
Corporate Director People Total	£229,876,250	-	£3,543,000	£3,393,300	£1,742,000	£1,996,000	£6,904,900	-£978,100	-£585,000	-£2,658,000	-£8,232,600	£235,001,750	£5,125,500
Finance Total	£3,685,820	-	-	£389,800	-	-	-	-	-	-£170,500	-£10,200	£3,894,920	£209,100
Assets & Commercial Development Total	£15,382,270	-	-	£137,900	-	£509,200	£1,454,000	-£411,600	-	-£365,600	-£445,500	£16,260,670	£878,400
Information Services Total	£11,413,020	-	-	£364,900	-	-	£299,300	£53,100	-	-£401,800	-£133,000	£11,595,520	£182,500
Procurement & Commissioning Total	£8,252,130	-	-	£261,400	-	-£1,654,000	-	-	-	-£363,100	-£1,186,300	£5,310,130	-£2,942,000
HRA Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Director Resources Total	£38,733,240	-	-	£1,154,000	-	-£1,144,800	£1,753,300	-£358,500	-	-£1,301,000	-£1,775,000	£37,061,240	-£1,672,000
Highways & Transport Total	£36,891,750	-	-	£561,000	-	-£160,000	£2,405,600	£425,900	-	-£455,700	-£1,907,900	£37,760,650	£868,900
Economy & Regeneration Total	£2,777,516	-	-	£94,500	-	-	-	-£37,400	-	-£253,500	-£90,600	£2,490,516	-£287,000
Planning Total	£2,372,551	-	-	£358,900	-	-	-	-£623,900	-	-£164,400	-£273,000	£1,670,151	-£702,400
Environment Total	£42,879,913	-	-	£198,600	-	-£945,000	£2,522,500	£36,400	-	-£145,500	-£1,332,000	£43,214,913	£335,000
Leisure Culture & Communities Total	£9,581,930	-	-	£566,400	-	-£800,000	-	-£816,700	-	-£959,400	-£97,900	£7,474,330	-£2,107,600
Corporate Director Place Total	£94,503,660	-	-	£1,779,400	-	-£1,905,000	£4,928,100	-£1,015,700	-	-£1,978,500	-£3,701,400	£92,610,560	-£1,893,100
Public Health Total	£1,465,300	-	-	£194,000	-	-	-	-	-	-£57,900	-£4,100	£1,597,300	£132,000
Legal & Governance Total	£8,672,560	-	-	£403,900	-	-	£5,400	-£1,131,400	-	-£468,600	-	£7,481,860	-£1,190,700
HR&OD and Transformation Total	£6,437,050	-	-	£425,200	-	-	-	-	-	-£182,200	-£1,211,700	£5,468,350	-£968,700
Corporate Directors & Members Total	£3,328,570	-	-	£51,500	-	-	-	-	-	-£339,000	-	£3,041,070	-£287,500
Chief Executive Directorates Total	£19,903,480	-	-	£1,074,600	-	-	£5,400	-£1,131,400	-	-£1,047,700	-£1,215,800	£17,588,580	-£2,314,900
Movement on Reserves Total	-£8,444,000	£7,306,100	-	-	-	-	-	-	-	-	-	-£1,137,900	£7,306,100
Capital Financing Total	£27,167,100	-	-	-	-	-	-	£153,500	-	-	-£480,000	£26,840,600	-£326,500
Corporate Costs Total	£4,196,170	-	-	-	-	-	£16,400	-£250,000	-	-	-£850,000	£3,112,570	-£1,083,600
Corporate Levies Total	£6,625,200	-	-	-	-	-	-	-	-	-	-	£6,625,200	-
Corporate Total	£29,544,470	£7,306,100	-	-	-	-	£16,400	-£96,500	-	-	-£1,330,000	£35,440,470	£5,896,000
WILTSHIRE COUNCIL NET BUDGET	£412,561,100	£7,306,100	£3,543,000	£7,401,300	£1,742,000	-£1,053,800	£13,608,100	-£3,580,200	-£585,000	-£6,985,200	-£16,254,800	£417,702,600	£5,141,500
Council Tax Requirement	-£265,849,900	-£9,904,700	-	-	-	-	-	-	-	-	-	-£275,754,600	-£9,904,700
Social Care Levy	-£32,415,700	-£3,021,600	-	-	-	-	-	-	-	-	-	-£35,437,300	-£3,021,600
Rates Retention	-£58,500,000	-	-	-	-	-	-	-	-	-	-	-£58,500,000	-
Collection Fund (surplus) / deficit	£1,250,000	£11,621,876	-	-	-	-	-	-	-	-	-	£12,871,876	£11,621,876
s31 Grant - Collection Fund deficit	-	-£11,621,876	-	-	-	-	-	-	-	-	-	-£11,621,876	-£11,621,876
Specific Grants	-£36,744,000	-£7,973,700	-£3,543,000	-	-	-	-	-	-	-	-£1,000,000	-£49,260,700	-£12,516,700
Hardship & Emergency Funding	-£20,301,500	£20,301,500	-	-	-	-	-	-	-	-	-	-	£20,301,500
Income/Funding Total	-£412,561,100	-£598,500	-£3,543,000	-	-	-	-	-	-	-	-£1,000,000	-£417,702,600	-£5,141,500

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 2 – Detail by service on Technical Adjustments

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Technical adjustment to move Social Care Grant Income budget from Service to Funding so full grant recognised centrally	2,793,000	-	-
Corporate Director People	Families & Children's	Children in Care & Young People - Technical adjustment to move Social Care Grant Income budget from Service to Funding so full grant recognised centrally	750,000	-	-
Corporate	Movement on Reserves	Removal of one off use of Budget Equalisation Earmarked Reserve	7,194,000	-	-
Corporate	Movement on Reserves	Create one off Business Plan Priorities Earmarked Reserve in 2022/23	112,100	(112,100)	
Corporate	Movement on Reserves	Removal of Collection Fund Volatility Reserves funding of collection fund deficit	-	-	1,250,000
Funding and Technical Adjustment Changes Total			10,849,100	(112,100)	1,250,000

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 2 – Detail by service on Pay Award Changes

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
All	All	Pay Award at 2% for 2021/22 and 2022/23 and NI increase of 1.25% for 2022/23 Pay Award of 2% for 2023/24 & 2024/25	7,401,300	4,063,000	4,234,000
Pay Award Total			7,401,300	4,063,000	4,234,000

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 2 – Detail by service on Cabinet Investment

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Education & Skills	Investment in SEN & Inclusion service (Cabinet decision)	1,742,000	-	-
Growth Total			1,742,000	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 3 – Detail by service on Budget Monitoring Permanent Changes

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Living and Ageing Well	Living Well - Net impact on level of demand that the removal of Hospital Discharge Funding by central Government imposes on the Council	1,996,000	-	-
Corporate Director Resources	Assets & Commercial Development	Monkton Park PFI, Ear Marked Reserve exhausted in 2020/21 so base budget required	509,200	-	-
Corporate Director People	Procurement & Commissioning	Better Care Fund - CCG provide Wiltshire Council an element of funding from BCF for protecting Adult Social Care. This increase is inline with CCG responsibility to increase that amount inline with CCG minimum contribution.	(1,654,000)	-	-
Corporate Director Place	Highways & Transport	Local Highways - Street works Income budgets in line with 2021/22 demand	(250,000)	-	-
Corporate Director Place	Highways & Transport	Passenger Transport - Additional Buses required for Wootton Bassett Academy so that busses arrive on site no earlier than 10 minutes before the start of the school day	90,000	-	-
Corporate Director Place	Environment	Waste Management - Increase Income budgets for Green Waste, Bulky and Lot 2 HRC Recyclables Income budgets in line with 2021/22 demand	(545,000)	-	-
Corporate Director Place	Environment	Waste Management - implement waste collection round efficiencies	(400,000)		
Corporate Director Place	Leisure Culture & Communities	Leisure Operations - Alignment of pricing levels as part of Insourcing Leisure Centres and setting target at 80% of pre-covid levels	(800,000)	(200,000)	-
Budget Monitoring Permanent Changes Total			(1,053,800)	(200,000)	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 4 – Detail by service on Contractual Inflation

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Living and Ageing Well	Living Well - Contractual uplifts have been applied in the range of 0% to 2.68% ; in addition it is anticipated that there are specific areas where there may be significant increases in prices, and 5% for some specific services has been factored in	2,455,600	2,122,100	2,198,700
Corporate Director People	Whole Life Pathway	Mental Health Service - Contractual uplifts have been applied in the range of 0% to 2.5%; in addition it is anticipated that there are specific areas where there may be significant increases in prices	1,228,200	562,200	578,200
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Contractual uplifts have been applied in the range of 0% to 2.5%; in addition it is anticipated that there are specific providers where there may be significant increases in prices	1,668,600	976,300	1,003,300
Corporate Director People	Education & Skills	SEND Inclusion - Inflation increase	507,100	292,700	331,400
Corporate Director People	Families & Children's	Children in Care & Young People - SEN and Social Care Placements Contractual Inflation	840,600	1,039,400	1,068,800
Corporate Director People	Families & Children's	Children in Care & Young People -SEN Social Care Placements Contractual Inflation	204,800	201,500	219,600
Corporate Director Resources	Assets & Commercial Development	Inflation increase for the estate - rates for 2022/23 Electricity 35%, Gas 60%, water 4%, biomass 10%, cleaning 5%, waste & NNDR 4%	1,454,000	336,900	350,600
Corporate Director Resources	Information Services	CPI at 4% on Applications and Microsoft Applications, assumes Licences are static	299,300	155,900	158,900
Corporate Director Place	Highways & Transport	Local Highways and Passenger Transport - Inflation rates linked to contracts or CPI (range 4-7.5%). Street Lighting Energy at 35%	2,405,600	1,060,800	1,114,300
Corporate Director Place	Environment	Waste Management - CPI (blended rate as applies from Jul) at 3.6% on all contracts except Landfill Tax, Lakeside and MBT contract which is at 6%	2,522,500	1,994,300	1,170,500
Chief Executive Directorates	Legal & Governance	Inflation increase for Mortuary Transport contract CPI at 4%	5,400	2,800	2,900
Corporate	Corporate Costs	SWAP Audit 3% price increase	16,400	-	-
Contractual Inflation Total			13,608,100	8,744,900	8,197,200

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 5 – Detail by service on Service Demand changes

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Living and Ageing Well	Living Well - Adjustments in light of demand levels in line with 2021/22 forecast, new model to predict changes in demand using POPPI and PANSI population projections	4,111,700	1,426,300	1,497,400
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Adjustments in light of demand levels in line with 2021/22 forecast, new model to predict changes in demand using POPPI and PANSI population projections	(4,868,900)	1,434,300	1,514,600
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Transitions reflected in ASC as a pressure	1,358,300	-	-
Corporate Director People	Whole Life Pathway	Community Support - Adjustments in light of demand levels in line with 2021/22 forecast, new model to predict changes in demand using POPPI and PANSI population projections	(2,231,700)	412,500	437,400
Corporate Director People	Education & Skills	SEN Education - Revised PTU estimate, SEN Transport aligned to 2021/22	(974,000)	1,340,900	1,518,200
Corporate Director People	Education & Skills	SEN Education - Anticipated demand at current prices which reflect the higher unit cost due to the national taxi driver shortage	884,800	1,501,200	1,647,000
Corporate Director People	Families & Children's	Children in Care & Young People - Social Care Placements Demand	472,900	109,800	(211,500)
Corporate Director People	Families & Children's	Children in Care & Young People - Connected Persons Rate change following case law	268,800	-	-
Corporate Director Resources	Assets & Commercial Development	Puts Sales Fees and Charges budgets up so back to 100% of pre-covid level	(141,600)	-	-
Corporate Director Resources	Assets & Commercial Development	Remove PPE element for one of pressure in 2021/22. Assumes some additional cleaning for Council building (excluding Leisure) in response to COVID measures has to continue.	(270,000)	-	-
Corporate Director Resources	Information Services	Digital Board Civica application increase in scope	53,100	-	-
Corporate Director Place	Highways & Transport	Local Highways - increased budget for Ash Die Back programme to inspect and remove diseased trees	500,000	-	-
Corporate Director Place	Highways & Transport	Local Highways - Puts Sales Fees and Charges budgets up so back to 98% of pre-covid level	(74,100)	-	-
Corporate Director Place	Economy & Regeneration	Puts Sales Fees and Charges budgets up so back to 98% of pre-covid level	(37,400)	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 5 – Detail by service on Service Demand changes

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director Place	Planning	Puts Sales Fees and Charges budgets up so that overall now at pre-covid level for Development Management and 98% of pre-covid levels for Building Control and Local Land Charges	(623,900)	-	-
Corporate Director Place	Environment	Waste Management - Tonnage increase linked to Household growth, has been assumed at 1% increase based on Q2 2021/22 tonnages	101,200	113,100	117,700
Corporate Director Place	Environment	Public Protection - Puts Sales Fees and Charges budgets up so that overall back to 98% of pre-covid level	(64,800)	-	-
Corporate Director Place	Leisure Culture & Communities	Puts Sales Fees and Charges budgets up so that overall Leisure Operations back to 80% , Libraries 94% and Heritage 98% of pre-covid levels	(816,700)	-	-
Chief Executive Directorates	Legal & Governance	Removes one off base budget adjustment in 2021/22 for Elections for when reserve was used as part of 2019/20 spend mitigations.	(1,000,000)	-	-
Chief Executive Directorates	Legal & Governance	Puts Sales Fees and Charges budgets up so that overall back to 98% of pre-covid level	(131,400)	-	-
Corporate	Capital Financing	Capital Financing increase based on 2021/22 Q3 Capital Programme and approved BIDS, covers MRP and Interest	153,500	8,933,000	3,483,000
Corporate	Corporate Costs	50% reduction in Corporate Legal costs budget	(250,000)	-	-
Demand Total			(3,580,200)	15,271,100	10,003,800

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 6 – Detail by service on Previously Approved Savings

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Living and Ageing Well	Living Well - Adults 18+ Hospitals & Integration	(60,000)	-	
Corporate Director People	Families & Children's	Children in Care & Young People - Fostering Excellence	(525,000)	(999,600)	(789,500)
Approved Savings Total			(585,000)	(999,600)	(789,500)

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Living and Ageing Well	Living Well - Continue with the brokerage process for allocating domiciliary care packages to Tier 1 providers	(100,000)	-	-
Corporate Director People	Living and Ageing Well	Living Well - Improved pricing and more effective demand management to be achieved with the introduction of additional zones of delivery and/or specialist tariffs (e.g. complex needs/end of life) through the Help to Live at Home (homecare) Alliance	(50,000)	(450,000)	-
Corporate Director People	Living and Ageing Well	Living Well - Improved pricing and hospital discharge flow to nursing homes improved by increasing bed capacity block contracts and framework beds, particularly in locations where there is low bed capacity or where there are delays in meeting demand	(100,000)	-	-
Corporate Director People	Living and Ageing Well	Living Well - Increase Occupational Therapists to review large packages of care where there are moving and handling needs that require two support workers. Through use of specialist equipment and techniques, it is often possible to reduce the need for two support workers and therefore the costs also reduce	(100,000)	-	-
Corporate Director People	Living and Ageing Well	Living Well - Convert spot placements to block contract and negotiate reduced prices in Older People residential and nursing placements	(200,000)	(500,000)	-
Corporate Director People	Living and Ageing Well	Living Well - New Prevention & Well being team in adults. Early support replacing Local Area Co-ordinators	(100,000)	-	-
Corporate Director People	Living and Ageing Well	Living Well - Improved Better Care Fund to be used to support social care, reduce pressure on NHS & support care market	(2,900,000)	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Living and Ageing Well	Living Well - To ensure we are achieving best value when delivering outcomes for individuals in order to meet their social care needs. This will involve using a strengths based approach to care and and support planning and increased use of direct payments.	(813,000)	-	-
Corporate Director People	Living and Ageing Well	Housing Services - Due to an increase in housing provider fees over a three year period we need to increase our income. This is the housing provider fee we charge to run and manage the Councils allocation system to enable us to be able to allocate homes in line with government guidance and legislation on behalf of the providers.	(30,000)	-	-
Corporate Director People	Living and Ageing Well	Housing Services - No longer provide Handy person scheme, service now managed differently through HIA service	(57,000)	-	-
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Roll out Enablement outreach model supporting people with LD or MH in crisis to reduce demand on specialist placements and supporting them to be as independent as possible	(90,000)	-	-
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Improved use of Care Cubed, a tool to help us obtain an evidence-based picture of what a placement is likely to cost, based on benchmarking data. It aids negotiation	(500,000)	-	-
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Contract variations and re-commissioning of Good Lives Alliance (Framework Contract for rates for care of adults with LD)	(250,000)	(750,000)	-
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Convert spot to block contracts and negotiate reduced prices in working age residential placements (commissioning activity related to placements for adults with learning disability)	(250,000)	(750,000)	-
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Re-commission day opportunities for working age adults and older people so less are spot purchased and they better meet need and provide value for money	-	(100,000)	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Increased use of Shared Lives	(150,000)	-	-
Corporate Director People	Whole Life Pathway	Learning Disabilities & Autism Service - Savings against high cost action plan to address spend on under 65 placements (mainly adults with learning disabilities)	(500,000)	(500,000)	-
Corporate Director People	Whole Life Pathway	Community Support - Income collection from clients in LD who only use in house services	(80,000)	-	-
Corporate Director People	Whole Life Pathway	Community Support - Travel reduction resulting from greater outreach and reduction of use of day centres for adults with LD	(100,000)	-	-
Corporate Director People	Whole Life Pathway	Mental Health & Safeguarding - CCG contribution to customers following discharge from mental health hospital (Section 117 Aftercare) has increased	(1,000,000)	-	-
Corporate Director People	Education & Skills	Targeted Education - Increase Schools traded Service income by CPI 4%	(6,400)	-	-
Corporate Director People	Education & Skills	Inclusion & SEND - SEND Travel Review for transport for children with Special educational needs	(140,000)	(250,000)	-
Corporate Director People	Education & Skills	Inclusion & SEND Increase Schools traded Service income by CPI 4%	(5,300)	-	-
Corporate Director People	Education & Skills	School Effectiveness - Moving Early Years Entitlement payments to Liquid Logic database will reduce staffing admin requirements	(28,000)	-	-
Corporate Director People	Education & Skills	School Effectiveness - Removal of funding for consultants in the School Place Commissioning Team	(38,000)	-	-
Corporate Director People	Education & Skills	School Effectiveness - Increase Schools traded Service income by CPI 4%	(6,800)	-	-
Corporate Director People	Education & Skills	Employment & Skills - Review of service delivery to align with the Wiltshire Council funded element solely to statutory duties and crucial partnership engagement	(110,000)	-	-
Corporate Director People	Families & Children's	Support & Safeguarding - Make efficiencies across the contract portfolio in Families and Children's Commissioning, through contract negotiation and service reviews	(50,000)	(50,000)	(50,000)
Corporate Director People	Families & Children's	Support & Safeguarding - Apply Supporting families grant to address multiple disadvantages through a whole family approach, delivered by keyworkers	(225,000)	-	-
Corporate Director People	Families & Children's	Children in Care & Young People - New residential Children's Home Block Contract	(50,000)	(150,000)	(150,000)

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director People	Families & Children's	Children in Care & Young People - Residential Step Forward Programme, moving children from residential placements in foster placements	(200,000)	(105,000)	(100,000)
Corporate Director People	Families & Children's	Children in Care & Young People - Increase Schools traded Service income by CPI 4%	(3,100)	-	-
Corporate Director Resources	Finance	Increase Schools traded Service income by CPI 4%	(10,200)	-	-
Corporate Director Resources	Assets & Commercial Development	Housing related support contracts saving from recommissioning service	(100,000)	-	-
Corporate Director Resources	Assets & Commercial Development	Generation of rental and service charge income from the Operational Estate, through lettings to third partners, commissioned services, public body partners or commercial companies	(170,000)	-	-
Corporate Director Resources	Assets & Commercial Development	Property cost avoided in Busines rates, utilities and security by the demolition, where appropriate of void buildings. The demolition should remove the liabilities and risks, and add value to the capital receipt potential of the site to be taken forward	(51,500)	-	-
Corporate Director Resources	Assets & Commercial Development	Property operating costs reduced by the close down and disposal of buildings	(19,500)	-	-
Corporate Director Resources	Assets & Commercial Development	Utility savings (gas and electricity) from improved building energy performance following capital investment through the Property Carbon Reduction Programme	(60,000)	-	-
Corporate Director Resources	Assets & Commercial Development	Re-investment of increase capital receipt into the commercial and rural estates. The aim is to invest capital into sites that mitigate reactive management costs and improve the lettability of the units to maintain income streams. The proposal encourages an active asset management approach for the council's investment estates, which currently have to compete with operational assets	(25,000)	-	-
Corporate Director Resources	Assets & Commercial Development	Future target for income generation through our assets as well reduction in operating costs following asset rationalisation through service reviews	-	(500,000)	(500,000)
Corporate Director Resources	Assets & Commercial Development	Increase Schools traded Service income by CPI 4%	(19,500)	-	-
Corporate Director Resources	Information Services	Review and reduce Applications costs by rationalising	(25,000)	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director Resources	Information Services	Reduce spend on corporate network	(50,000)	-	-
Corporate Director Resources	Information Services	Reduce spend on telephony	(25,000)	-	-
Corporate Director Resources	Information Services	Reduce costs as a result the new Liquid Logic Children's system	(33,000)	-	-
Corporate Director Resources	Procurement & Commissioning	Reduce funding for lunch clubs for older adults	(60,000)	(60,000)	-
Corporate Director Resources	Procurement & Commissioning	Decommission Housing Related Support	(958,000)	-	-
Corporate Director Resources	Procurement & Commissioning	Reduce funding for Friendship Clubs for adults with learning disabilities	(46,300)	(46,300)	-
Corporate Director Resources	Procurement & Commissioning	Reduce grant funding to Citizens Advice to core funding only	(122,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Introduce Parking charges for Blue Badge Holders	(40,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Introduce Sunday charges in all carparks	(50,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Increase the daily fee for Tradesmen's waivers from £11 to £15	(4,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Increase the charge for daily visitor permits for on street residential zones. From £0.040 to £0.060	(10,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Introduce a new charge of £20 for the currently free annual visitor permit. This is a permit available to a household where the occupant is over 60 and does not own a car	(5,400)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Remove the current arrangement of free parking after 3pm in Culver Street car park Salisbury	(40,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Remove free event parking from Town Councils. We provide the equivalent of two days free parking to all Town Councils.	(20,000)	-	-
Corporate Director Place	Highways & Transport	Car Parking - Increase car parking charges by 10p per hour on every tariff; factors in a small drop in service demand	(600,000)	(120,000)	-
Corporate Director Place	Highways & Transport	Car Parking - Introduce car parking charges at Castle Combe car park	(30,000)	-	-
Corporate Director Place	Highways & Transport	Highways Operations - Charge for advertising on Bus Shelters	(100,000)	-	-
Corporate Director Place	Highways & Transport	Highways Operations - Reduce Consultants and Professional fees for Highways	(100,000)	-	-
Corporate Director Place	Highways & Transport	Highways Operations - Fleet Strategy savings from capital investment in the stock	(57,000)	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director Place	Highways & Transport	Highways Operations - Retender a revised Streetscene Grounds Maintenance contract. Reduce quantity of grass cutting by changing suitable areas of land to less frequent cuts, including changing use to wildflower areas, engagement in "No Mow May" initiative. Replace petrol and diesel vehicles, machinery and tools with electric power. Delegate services and/or transfer areas of amenity land to town/parish councils. Transfer Council managed allotments.	(260,500)	(140,000)	-
Corporate Director Place	Highways & Transport	Highways Operations - Road Safety programme efficiencies	(70,000)	-	-
Corporate Director Place	Highways & Transport	Highways Operations - Grey Fleet saving from the allocation of a vehicles to any Wiltshire Grey fleet driver doing over 8000 miles	(20,000)	-	-
Corporate Director Place	Highways & Transport	Local Highways - Skips & Scaffolding fees and charges apply inflation increase from £69 to £85 and £81 to £100	(25,000)	-	-
Corporate Director Place	Highways & Transport	Local Highways - Look at alternative support to Canal Trust and AONB	(40,000)	-	-
Corporate Director Place	Highways & Transport	Local Highways - Asset transfer Countryside sites, due to timing may need to hibernate service for 22/23	(25,000)	(25,000)	-
Corporate Director Place	Highways & Transport	Passenger Transport - Reduce Concessionary fares to 90% .	(411,000)	-	-
Corporate Director Place	Economy & Regeneration	Reduce Consultants budgets in Economic Regeneration	(78,600)	-	-
Corporate Director Place	Economy & Regeneration	Review Enterprise Centre model to rationalise floor space and income generation	(12,000)	-	-
Corporate Director Place	Planning	Introduce new charge for S106 monitoring fees	(60,000)	-	-
Corporate Director Place	Planning	Reduce Spatial Planning Professional fees	(13,000)	-	-
Corporate Director Place	Planning	Align Local Plan budget to programme and capacity and use Earmarked Reserve to balance fluctuations	(200,000)	-	-
Corporate Director Place	Environment	Waste Management - Introduce a charge at HRCs for disposal of non-household waste at the HRCs. For the purposes of charging, items that fall into this category (of non-household waste) will include asbestos, gas bottles, tyres, plasterboard, soil and rubble	(100,000)	(200,000)	-
Corporate Director Place	Environment	Waste Management - Consult on the closure in 2023 of Lower Compton HRC	-	(100,000)	-
Corporate Director Place	Environment	Waste Management - Increase Bulky Waste collection fee from £25.30 per item to £28 per item to fully recover contract costs, assumes demand is not impacted by price increase	(24,000)	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate Director Place	Environment	Waste Management - Increase Green Waste collection charge from £50 to £60 per bin, assumes demand is not impacted by price increase (90,000 customers)	(488,000)	-	-
Corporate Director Place	Environment	Waste Management - Increase Lot 1 Recyclables Income budget in line with prices received in 2021	(625,000)	-	-
Corporate Director Place	Environment	Waste Management - Increase Lot 2 (HRC) Recyclables Income budget in line with prices received for 2021	(50,000)	-	-
Corporate Director Place	Environment	Waste Management – The Council currently has contracts in place to treat 110ktpa of household waste (60ktoa to MBT in Westbury, 50kpta to Lakeside EFW). Ongoing risk of under delivery of contracted tonnage, resulting in Compensation payment to contractor. Review contract to inform ability to negotiate the “sell off” of some contracted capacity. This will reduce council exposure to Compensation Events, plus realise the financial benefit of sale of capacity.	-	(500,000)	-
Corporate Director Place	Environment	Cabinet intend to increase recycling rates as per their commitment in the new Business Plan, and there are a number of opportunities to achieve this that will also bring about efficiencies and potential income generation in future years in the way we deliver Wiltshire's recycling service going forward	-	(500,000)	-
Corporate Director Place	Environment	Public Protection - Increases Fees and Charges in Pest control to maintain competitive pricing but move to full cost recovery of the service	(45,000)	-	-
Corporate Director Place	Leisure Culture & Communities	Leisure Operations - Recruit and improve Debt collection for Leisure Centre income	(50,000)	-	-
Corporate Director Place	Leisure Culture & Communities	Leisure Operations - Future income and rationalisation target for Leisure and Library services following service reviews	-	(500,000)	(1,000,000)
Corporate Director Place	Leisure Culture & Communities	Libraries - Work with Town and Parish Councils so that Libraries are housed in the community and WC no longer have facility costs for the smaller Libraries	(47,900)	-	-
Chief Executive Directorates	Public Health	Increase Schools traded Service income by CPI 4%	(4,100)	-	-
Chief Executive Directorates	HR&OD and Transformation	Reduce supplies & services budgets	(154,000)	-	-
Chief Executive Directorates	HR&OD and Transformation	Remove public transport budget, vehicle hire and reduce travel	(16,000)	-	-
Chief Executive Directorates	HR&OD and Transformation	Increase Schools traded Service income by CPI 4%	(41,700)	-	-
Chief Executive Directorates	HR&OD and Transformation	Proposal to fund Transformation activities from flexible use of Capital Receipts	(1,000,000)	-	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate	Capital Financing	Effective management of schemes in Capital Programme & where necessary reprogramming	(200,000)	-	-
Corporate	Capital Financing	Treasury Strategy investment strategy risk & cash mgmt	(30,000)	-	-
Corporate	Capital Financing	Removal of additional Hardship Funding	(250,000)	-	-
Corporate	Corporate Costs	Reduction in Redundancy budget	(750,000)	-	-
Corporate	Corporate Costs	Renewable energy investment opportunities	-	(180,000)	(400,000)
Corporate	Corporate Costs	Reduction in Bank charges as a result of improvements in the controls for digital payments	(100,000)	-	-
Specific Grants	Specific Grants	Remove the £1m set aside for business rates uncertainty	(1,000,000)	-	-
Service Savings Proposals Total			(17,254,800)	(6,476,300)	(2,200,000)
All	All	Reduction in staffing budgets, subject to negotiations with Unions. Applied at service level within the MTFs based on current assumptions and estimates.	(6,985,200)	(3,211,400)	-
Staff Savings Proposals Total			(6,985,200)	(3,211,400)	-

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 7 – Capital Programme 2022/23 to 2029/30

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Education & Skills									
Access and Inclusion	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.100	0.800
Basic Need	18.221	4.355	2.042	0.400	0.400	0.400	0.400	0.400	26.618
Stonehenge School Replacement of Lower Block	3.342	0.750	0.053	0.000	0.000	0.000	0.000	0.000	4.145
Devolved Formula Capital	0.500	0.500	0.500	0.500	0.500	0.500	0.500	0.500	4.000
Schools Maintenance & Modernisation	6.557	5.300	4.750	2.700	2.650	2.600	2.550	2.500	29.607
Early Years Buildings	1.170	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.170
Special Schools	16.068	10.262	9.545	0.000	0.000	0.000	0.000	0.000	35.875
Abnormal Costs in Development of SEND Free School	0.350	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.350
Education & Skills Total	46.308	21.267	16.990	3.700	3.650	3.600	3.550	3.500	102.565
Families & Children's									
Children's Home	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Families & Children's Total	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
Finance									
Evolve Project	4.982	2.500	0.000	0.000	0.000	0.000	0.000	0.000	7.482
Finance Total	4.982	2.500	0.000	0.000	0.000	0.000	0.000	0.000	7.482

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 7 – Capital Programme 2022/23 to 2029/30

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Assets & Commercial Development									
Capital Receipt Enhancement	0.170	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.170
Commercial - Commercial Investment	24.849	12.500	12.500	0.000	0.000	0.000	0.000	0.000	49.849
Depot & Office Strategy	4.160	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.160
Disabled Facilities Grants	5.000	4.000	4.000	3.000	3.000	3.000	3.000	3.000	28.000
Facilities Management Operational Estate	2.651	3.250	2.500	2.000	2.000	2.000	2.000	2.000	18.401
Gypsies and Travellers Projects	1.300	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.300
Housing Infrastructure Fund (HIF)	7.501	21.121	37.581	0.000	0.000	0.000	0.000	0.000	66.203
Porton Science Park	3.709	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.709
Health and Wellbeing Centres - Live Schemes	7.850	0.441	0.045	0.000	0.000	0.000	0.000	0.000	8.336
Non-Commercial Property Purchases	0.059	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.059
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.300
Operational Property Energy Efficiency and Generation	8.400	0.000	0.000	0.000	0.000	0.000	0.000	0.000	8.400
Park & Ride Solar Panel Canopys	3.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.500
Salisbury Central Car Park & Maltings	32.630	0.000	0.000	0.000	0.000	0.000	0.000	0.000	32.630
Facilities Management Investment Estate	0.630	0.250	0.250	0.250	0.250	0.250	0.250	0.250	2.380
Social Care Infrastructure & Strategy	0.634	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.634
Assets & Commercial Development Total	103.343	41.562	56.876	5.250	5.250	5.250	5.250	5.250	228.031

Capital Loans									
Stone Circle Housing Company Loan	33.488	12.227	0.799	0.019	0.119	0.141	0.163	0.309	47.265
Stone Circle Development Company Loan	11.050	8.751	0.000	0.000	0.000	0.000	0.000	0.000	19.801
Capital Loans Total	44.538	20.978	0.799	0.019	0.119	0.141	0.163	0.309	67.066

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 7 – Capital Programme 2022/23 to 2029/30

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Information Services									
ICT Applications	4.258	2.914	2.914	0.000	0.000	0.000	0.000	0.000	10.086
ICT Business as Usual	1.627	2.284	1.575	0.721	0.000	0.000	0.000	0.000	6.207
ICT Other Infrastructure	0.400	0.400	0.400	0.000	0.000	0.000	0.000	0.000	1.200
ICT Get Well	3.474	1.607	1.504	0.000	0.000	0.000	0.000	0.000	6.585
Information Services Total	9.759	7.205	6.393	0.721	0.000	0.000	0.000	0.000	24.078

Highways & Transport									
Churchyards & Cemeteries	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
CIL Funded Schemes	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Farmers Roundabout	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Parking Contactless Machines	0.127	0.127	0.126	0.000	0.000	0.000	0.000	0.000	0.380
Fleet Vehicles	4.091	0.500	0.500	0.500	0.500	0.500	0.500	0.500	7.591
Highway flooding prevention and Land Drainage schemes	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Integrated Transport	1.781	1.781	1.781	1.781	1.781	1.781	1.781	1.781	14.248
Local Highways and Footpath Improvement Groups	0.800	0.800	0.800	0.800	0.800	0.800	0.800	0.800	6.400
LED Street Lighting	0.200	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.200
Major Road Network (MRN)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Pothole Fund Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Structural Maintenance & Bridges	16.140	16.139	16.139	16.139	16.139	16.139	16.139	16.139	129.113
Churchfields Depot Drainage and Traffic Management	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Passenger Transport RTP1	0.695	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.695
Drainage Improvements	0.500	0.500	0.500	0.000	0.000	0.000	0.000	0.000	1.500
Major Road Network M4 Junction 17	1.007	1.233	17.033	8.567	0.000	0.000	0.000	0.000	27.840
A338 Salisbury Junction Improvements MRN	0.759	0.561	10.136	4.114	0.000	0.000	0.000	0.000	15.570
A350 Chippenham Bypass (Ph 4&5) MRN	1.091	19.056	11.070	0.000	0.000	0.000	0.000	0.000	31.217
A3250 Melksham Bypass LLM - Full Scheme	2.825	5.630	5.795	5.935	44.056	87.435	84.355	0.000	236.031
Highways & Transport Total	30.016	46.327	63.880	37.836	63.276	106.655	103.575	19.220	470.785

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 7 – Capital Programme 2022/23 to 2029/30

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Economy & Regeneration									
Boscombe Down	1.191	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.191
Salisbury Future High Streets	5.005	3.214	0.000	0.000	0.000	0.000	0.000	0.000	8.219
Trowbridge Future High Streets	5.827	8.363	0.000	0.000	0.000	0.000	0.000	0.000	14.190
Carbon reduction	0.009	0.009	0.009	0.000	0.000	0.000	0.000	0.000	0.027
Wiltshire Online	0.847	0.097	0.097	0.097	0.000	0.000	0.000	0.000	1.138
Economy & Regeneration Total	12.879	11.683	0.106	0.097	0.000	0.000	0.000	0.000	24.765

Environment									
Waste Services	1.019	0.719	0.500	0.500	0.500	0.500	0.500	0.500	4.738
HRC Savings Infrastructure	0.100	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.100
Environment Total	1.119	0.719	0.500	0.500	0.500	0.500	0.500	0.500	4.838

Leisure Culture & Communities									
Area Boards and LPSA PRG Reward Grants	0.400	0.400	0.400	0.400	0.400	0.400	0.400	0.400	3.200
Community Projects	0.400	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.400
Fitness Equipment for Leisure Centres	0.800	0.250	0.250	0.250	0.250	0.250	0.250	0.250	2.550
Libraries - Self Service	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.500
Trowbridge Leisure Centre	2.000	13.000	10.000	0.000	0.000	0.000	0.000	0.000	25.000
Leisure Requirements	3.912	1.215	5.000	0.000	0.000	0.000	0.000	0.000	10.127
Leisure Culture & Communities Total	8.012	14.865	15.650	0.650	0.650	0.650	0.650	0.650	41.777

GENERAL FUND TOTAL	261.956	167.106	161.194	48.773	73.445	116.796	113.688	29.429	972.387
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Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25

Annex 7 – Capital Programme 2022/23 to 2029/30

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
HRA - Council House Build Programme (Phase 2)	1.387	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.387
HRA - Council House Build Programme (Phase 3.1)	10.326	0.277	0.000	0.000	0.000	0.000	0.000	0.000	10.603
HRA - Council House Build Programme (Phase 3.2)	12.125	2.499	0.000	0.000	0.000	0.000	0.000	0.000	14.624
HRA - Council House Build Programme (Phase 3.3)	4.032	17.858	20.537	20.847	21.472	22.117	22.780	23.464	153.107
HRA - Refurbishment of Council Stock	17.289	17.675	15.854	15.587	16.149	16.819	17.423	18.049	134.845
Housing Revenue Total	45.159	38.309	36.391	36.434	37.621	38.936	40.203	41.513	314.566

GENERAL FUND & HRA TOTAL	307.115	205.415	197.585	85.207	111.066	155.732	153.891	70.942	1,286.953
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Capital Programme Funding:

Grants	73.152	79.999	101.497	40.574	62.232	99.055	96.387	24.720	577.616
Contributions	2.198	7.162	7.739	2.962	0.542	0.000	0.000	0.000	20.603
HRA	45.159	38.309	36.391	36.434	37.621	38.935	40.203	41.512	314.564
Capital Receipts	3.439	0.250	0.250	0.250	0.250	0.250	0.250	0.250	5.189
Borrowing - Funded by Revenue Saving in Service	100.787	33.478	13.299	0.019	0.119	0.141	0.163	0.309	148.315
Borrowing	82.380	44.217	38.409	4.968	4.150	4.151	4.150	4.151	186.576
Other	0.000	2.000	0.000	0.000	6.152	13.200	12.738	0.000	34.090
Total Funding	307.115	205.415	197.585	85.207	111.066	155.732	153.891	70.942	1,286.953

ANNEX 8 - GENERAL FUND RESERVE - RISK ASSESSED BALANCE

Key Financial Risks (Weighted Impact)

Risk	Quantification	ASSESSED FOR 2022/23		
		Potential Magnitude £M	Likelihood %	Weighted Magnitude £M
Non Delivery of Savings	Level of 2022/23 savings built into the budget - potential for an element of non delivery during the year based on previous years delivery rates	25.000	25%	6.250
Drop in demand for key income streams for services	Current levels to meet estimated income levels fluctuate beyond expected market conditions & customer behavioural trends	45.000	10%	4.500
Adult Social Care Contractual Costs & Care Provider Market	A number of factors may impact upon price inflation for commissioned care costs. One of the most significant being insufficient supply of workforce resulting in wage inflation and therefore higher costs of services. The lack of capacity in some sectors of the care market, as well as changing behaviour and need as a result of the pandemic, creates challenges around market shaping, market growth, and ultimately competitive commissioning rates. Based upon gross commissioned care expenditure of circa £130m per annum, a price inflation of 10% (above budgeted assumptions) driven by lack of capacity would equate to a cost pressure of £13m.	13.000	25%	3.250
Risk of adverse weather conditions	Extreme weather instances are increasing, coupled with reduced budgets	15.000	15%	2.250
Impact of key Adult Social Care large homecare contractor and/or care home going into administration / liquidation	Would require a new provider to carry out the service	20.000	10%	2.000
Realisation of future 'Accountable Body' liabilities	Financial exposure on funding being directed through SWLEP and other projects where the Council acts as the Accountable body	200.000	1%	2.000
Collection Fund Volatility	Volatility in Collection Fund on collection rates, bad debts - assume 0.5% of total Collection Fund collectable for Wiltshire Council	350.000	0.5%	1.750
Children's Social Care increased demand for services above that built into the MTFS	Increased pressured on child in care placements, this is also a national concern & heightened given the recent high profile cases in relation to social care. Wiltshire placements have increased significantly in the last two years, there is a risk this trajectory could continue beyond preventative measures. A 10% increase in the gross expenditure of Children Social Care would be circa £6m. This is the equivalent of 12 high-end agency residential placements.	6.000	25%	1.500
Adult Social Care reduction in the level of income received.	The move to gross payments to care providers, client debt recovery has/is become the responsibility of the Council, may increase the council's risk of irrecoverable debt.	3.000	25%	0.750
Universal Credit reducing the level of housing subsidy reclaimable from DWP as well as increasing demand for services & cost through Local Council Tax Support	The level of Universal Credit claimants has not reduced in 2021/22 to pre-pandemic levels. This results in potential for increased overpayment recoveries from DWP as a result of the introduction of Universal Credit, and an increased demand for services and reduced level of Council Tax receipts	7.000	10%	0.700
Potential non-delivery of capital receipts to fund the capital programme	Subject to property market and asset rationalisation programme / devolution	10.000	5%	0.500
Investment Loss	Based on an assessment of risk within the Council's General Fund Treasury Cash Investment Portfolio	100.000	0.5%	0.500
Adult Social Care increased demand for services above that built into the MTFS	Increased demand / demographic - with increasing demand for services nationally, and an ageing population being an acute pressure in Wiltshire, this could be higher.	3.000	15%	0.450
2021/22 & 2022/23 national pay deal to be negotiated with the Unions	The pay deal for 2021/22 & 2022/23 are both still an unknown quantity. Negotiations will need to take place but this risk is based on being 1% of pay over & above budgeted assumptions compounded for both	2.800	15%	0.420
Loss of VAT Partial Exemption	Total impact of losing exemption	3.800	10%	0.380
Abortive Costs on Capital Programme	Approved Capital Programme £300m - assumed 3% default on loans to Stone Circle due to schemes not being successful and 2% abortive costs on remainder being mainly fees on schemes that prove not to be	6.800	5%	0.340
Planning Appeals	Estimated cost to the Council of successful planning appeals, no longer mitigated through other reserves	0.500	15%	0.075
Total				27.615

Annex 9 – Fees and Charges

TO FOLLOW

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Wiltshire Council

Overview and Scrutiny Management Committee

25 January 2022

Financial Planning Task Group Update

Purpose

1. To update Overview and Scrutiny Management Committee on the work of the Financial Planning Task Group since November 2021. A separate report outlines the task group's work on the budget process 2022/23.

Background

2. The Financial Planning Task Group (FPTG) is a standing task group reporting to the Overview and Scrutiny Management Committee.

Membership

3. The membership of the task group is as follows:

Cllr Gavin Grant (Vice-chair)
Cllr George Jeans
Cllr Gordon King
Cllr Charles McGrath
Cllr Bill Parks
Cllr Pip Ridout (Chair)
Cllr Elizabeth Threlfall
Cllr Derek Walters

Terms of Reference:

4. The task group's terms of reference are below:
 1. To review the Medium-Term Financial Strategy (4-year financial model);
 2. To review the approach and robustness of the council's capital, debt and revenue financial planning regime;
 3. To 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 upon outcomes;

5. To undertake periodic budget monitoring including reviews of key midyear trends and developments and to ensure that these are considered when updating the Financial Plan;
6. To, where it materially affects the council's overall financial position, to consider the council's:
 - a) approach to strategic procurement
 - b) major or financially significant contracts
 - c) financial investment in, and liability to, its wholly owned subsidiaries.
7. 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.

Recent activity

26 November 2021

Procurement of the Planned and Reactive Maintenance Contracts for Housing and General Fund Assets

5. The task group considered the financial aspects of this report because of the total value of the contracts involved. After being given an overview of the current maintenance arrangements covering the types of assets involved and the contracts required the task group considered the reasons for re-shaping the contract arrangements. The task group looked closely at the detail of the report to be reassured about internal costs when some aspects of the contracts come in-house.

Financial Year 2021/2022 – Quarter Two Revenue Budget Monitoring

6. Overall, the Q2 position is positive, though there are still areas of overspend in adult and children's social care, this is balanced by underspends across the council. The task group looked at the current budget gap and noted the additional pressures such as utilities inflation. It discussed the continuing effects of the pandemic but were reassured that the local economy was (in November 2021) recovering and that there were still reserves to cover potential latent demand. The task group also considered whether the removal of some government business reliefs might adversely affect council incomes and were happy that this is being closely monitored.
7. The task group also looked at the savings targets and how savings not realised would be integrated into the budget. Given the overall positive position at Q2 the task group did not consider there was a need, as in previous years, to investigate specific budgets in further detail.
8. There is still concern about the Designated Schools Grant (DSG) deficit but a realisation that this has been a long running issue and that the council is being proactive with government to find a way forward.

Financial Year 2021/2022 - Quarter Two Capital Budget

9. The task recognised that the capital budget is important to the transformation of services. The group looked at the reprofiling of this budget and the moving of £56m of spend into future years. The task group whilst welcoming greater clarity within the capital report, particularly the removing of the line for 'other capital' projects, asked for a separate breakdown of grants from government and funds raised by the council. The task group was reassured that the council was managing its capital budget appropriately and raised no significant issues.

Treasury Management Strategy 2021/22 Half Year ended 30 September 2021

10. The task group considered the role the council's treasury management advisors in investment decisions and were updated about the council's return on investment being lower than expected. However, the task group was reassured that this was primarily due to the currently poor state of the investment market. Consequently, other (safer) investment vehicles were being explored.

10 December 2021

Water and wastewater supply services from June 2022

11. The task group was brought up to date about the reasons for the procurement process – and agreed with the need to find a new supplier. The task group also considered particular issues within the proposed new framework arrangement. These included:
 - The annual fees and how they compared with the current arrangements
 - How the flat rate fee might be offset by savings and efficiencies
 - The length of the proposed new contract – in particular how any contract extension would be determined
12. The task group will continue to track the performance of any new contract through the quarterly financial updates

Procurement of Microsoft licencing and support

13. The task group recognised that the council needs to procure Microsoft licencing and support and considered the benefits of using a Crown Commercial Services aggregated tender – particularly in comparison with the council tendering itself or dealing directly with Microsoft. The task group also considered whether the two elements of the procurement (licencing and support) could be progressed separately and were reassured that this was the most cost effective way of continuing licencing and support.

Melksham House

14. The task group was brought up to date as to why further capital funds were being drawn down and considered whether further funding would be required (internally or externally) and were reassured that options and estimates of costs were sensible. The task group went through in detail the potential for future capital

receipts to reach the value stated in the report and what that figure was based upon and looked at contingencies within the overall costings.

7 January 2022

Update on Medium Term Financial Strategy 2022/23

15. The task group was brought up to date regarding the amendments to the base budget assumptions and the revised budget gap of £27.7m. This included looking at changes to inflation assumptions, demand assumptions and Council tax base growth.
16. The group was also briefed on the local government financial settlement including the financial impacts of the adult social care reforms.
17. The task group sought reassurances regarding the provision for staff pay awards, interest rate changes and levels of council tax income in light of the rise in the cost of living. The task group was satisfied that Medium Term Financial Strategy report is sound.

New Term Highways Maintenance Contract

18. The task group was briefed on the reason for the tender, the options considered, the contract length and potential annual spend.
19. Quality management and the tender methodology was looked at in some detail. The task group asked about the potential risks and the contract mobilisation period; and were reassured that lessons had been learnt from previous highways maintenance contracts. Also covered was how additional council works would be paid for and whether parish and town councils could also draw upon the contract through their own budgets.
20. The task group was reassured about the scope of the contract and responsibilities of the successful tenderer, including the continuation of the parish stewards. The inclusion of carbon reduction within the tender was also welcomed. The task group supports the proposal to proceed to tender

Proposals

- 1. To note the update on Financial Planning Task Group activity provided.**
- 2. To note the task group's forward work plan, Appendix 1.**

Cllr Pip Ridout, Chairman of the Financial Planning Task Group

Report author: Simon Bennet, Senior Scrutiny Officer, T: 01225 718709,
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Appendix 1 – FPTG Forward Work Plan

Date	Item	Details	Officers	Members
25 March 2022	Day Opportunities Transformation (tbc)		Helen Jones	Cllr Jane Davies
	Integrated Urgent Care (IUC) contract extension (tbc)		Helen Jones	Cllr Jane Davies
	Home Care (Adults) Recommissioning (tbc)*		Helen Jones	Cllr Jane Davies
22 April 2022	Procurement of Wiltshire Domestic Abuse Support Service (tbc)		Kate Blackburn	Cllr Ashley O'Neill
	Substance Misuse Recommissioning (tbc)		Kate Blackburn	Cllr Ashley O'Neill

Note: the task group will work with the relevant select committees to ensure a streamlined scrutiny process avoiding duplication of effort.

Future Reports

Tbc – Stone Circle Business Plan

Spring 2023 – New Term Highways Maintenance Contract (award)

Potential Briefings

N/A

*This report is going to Health Select Committee on 16 March 2022

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Wiltshire Council

Overview and Scrutiny Management Committee

25 January 2022

Task Group Update

1. Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Joint Scrutiny Panel

Membership

Wiltshire Councillors:

Cllr Richard Britton (Chairman)
Cllr George Jeans
Cllr Ian Thorn

Swindon Borough Councillors:

Cllr Junab Ali (Vice-Chair)
Cllr Burn-Howell
Cllr Oladapo Ibitoye

Business Representatives

Craig Holmes
Andrew Hogben

Supporting officer: Ceri Williams

Terms of Reference

The terms of reference for the Joint Scrutiny Panel are quite lengthy and therefore not included in full here, however, an extract detailing the purpose of the panel is included below (*paragraph numbering from the terms of reference*):

(9.) This Panel will act as a critical friend, developing an overview of strategies and plans and providing independent scrutiny of the work of the LEP Board. It is an essential element of assuring democratic accountability for the use of public funds.

(10.) The objective is to make constructive recommendations for how future decisions of the LEP can be effectively implemented.

(11.) The Panel will not have the power to delay the SWLEP's decisions but it will be able to make recommendations for improvement to the SWLEP's decision making process and will be able to make its conclusions public.

Recent activity

- The Overview and Scrutiny Management Committee (OSMC) in November requested that the Chair write to the SWLEP Chair to outline the Committee's concerns and to report back. A letter was sent, and a subsequent meeting took place on 7 December between the Chairs of the OSMC and Scrutiny panel together with the Chair of the SWLEP Board and the SWLEP's Chief Executive Officer. Discussions were constructive and positive. The SWLEP leads acknowledged the importance of the scrutiny panel within their governance framework and welcomed its ongoing input. A commitment was given to share evidence with the panel to enable the panel to also fulfil its overview function. The council Chairs also noted that the panel did not fall under the powers of the Local Government Act 2000 and that the governance framework operated by the LEP meant that the panel reported to the LEP Board. The meeting concluded with agreement that the panel continued to offer a valuable critical friend challenge, subject to any changes instigated as part of the government's national review of LEPs.
- The panel met on 13 December 2021. The substantive item considered was the SWLEP's response to the UK Plan Growth, published by the Treasury in March 2021. This had superseded the LEP's Local Industrial Strategy (LIS), published in March 2020. The panel was introduced to the three economic priorities underpinning the Plan for Growth – Net Zero, Global Britain and Levelling Up and how the LIS was being refined to reflect the revised direction. The aspiration was to take a draft plan to the LEP Board in January 2022, which would be followed by a public consultation. The panel agreed to monitor these developments.
- The future of LEPs were currently being considered within a national review, with findings anticipated to be published within the government's 'Levelling Up' White Paper, expected in early 2022. Any changes instigated by the review would be considered by the panel and it was recognised that potential changes maybe necessitated depending on the review outcome.

2. Evolve Programme Task Group

Supporting officer: Ceri Williams

Membership

Cllr Joh Hubbard (Chair)
Cllr Dr Monica Devendran
Cllr Ruth Hopkinson
Cllr Horace Prickett
Cllr Mark Verbinnen
Cllr Mary Webb

Purpose

The Overview and Scrutiny Management Committee (OSMC) is asked to approve the establishment of a new task group to consider the council's Evolve programme.

Background

The Evolve programme will involve the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council. The programme will impact on the work of all staff at the council in respect of HR, finance, procurement and payroll processes. It will look to modernise technology and standardise business processes, improving efficiencies for core activities that are undertaken across the council, supporting their adoption through a comprehensive in-house business change and training effort, and will deliver improved data, insights and reporting capabilities.

Terms of Reference (TOR)

1. The following TOR are proposed to underpin the work of the new task group:
 - a) To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.
 - b) To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
 - Organisational insight
 - Developing a flexible high-performance culture
 - Transforming business processes and digital technology
 - c) To meet quarterly as standard, unless there is a temporary need to meet more frequently or at a specific project milestone
 - d) To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.

Recent activity

- The Task Group met for the first time on Friday 14 January, where Cllr Jon Hubbard was elected as Chair for the review.
- Members noted that the Evolve Programme 'go-live' date was 5 April 2023, a compact but achievable timeline. Insight UK had been awarded the contract and were responsible for contract outcomes through their delivery partners Evosys and Oracle. The contract was awarded on a 5+2 arrangement, which included the implementation phase. The programme was scheduled to deliver savings over this 7-year period of £17.439m. To be prudent these figures had not yet been incorporated into the Medium-Term Financial Strategy (MTFS) being considered at February's (2022) Full Council but were expected to be added from 2023/24.

- In recognition of the importance of data migration, the Evolve Team was exploring bringing external support for this activity, which was a movement on the position approved by Cabinet in September. The task group was reassured that costs for this change could be met within the programme budget.
- The Evolve ERP system would need to interface with other systems across the council, for example the Leisure public booking system, supported by Microsoft Power-bi. In future meetings the task group agreed to review this area in more detail, particularly when the cloud based Evolve system was updated to ensure it continued to interface with other systems.
- Evolve was underpinned by a need for staff to 'adopt not adapt' to the new software processes. The task group identified this as key initial risk to monitor. The cultural change element of the programme was fundamental to its success. Teams would be required to provide officers to support workshops designing the model during implementation and then staff would need to operate the new system from April 2023. In a period of officers working remotely, within a challenging budget environment the members recognised the potential difficulty of delivering 'business as usual' in parallel to the volume of change required to ready by April 2023. Cultural change and the programme's plans for this area will be the focus of the task group's next meeting.

3. Asset Transfer Rapid Scrutiny Exercise

Supporting officer: TBC

Membership

TBC

Background

In September 2021, then Committee received an update on implementation of the Policy, which was considered by overview and scrutiny prior to its adoption in 2017. It was resolved:

1. To note the update on the Asset Transfer Policy, which will now be reviewed, and ask Cabinet to note the points raised by the Committee.
2. To note the reported intention for a consultation on the Policy in November 2021 and a report to Cabinet in early 2022 to reset the policy and programme, taking into account resource requirements and town/parish council appetite.
3. To establish a rapid scrutiny exercise to provide Overview and Scrutiny input on the Policy review process following completion of the Consultation

process, with arrangements to be agreed by the Chairman, Vice-Chairman and Cabinet Member and reported back to Committee.

In November 2021, an update was requested by members of Management Committee and it was reported that the planned consultation with town/parish councils on the Policy would now be replaced with a town/parish council conference to be held in January 2022.

A further, verbal update will be provided at the meeting.

4. Area Boards Task Group (proposed)

The meeting will receive a proposal that the Committee establish a new exercise to provide Scrutiny input into the council's Area Boards arrangements.

Proposals

- 1. To note the update on task group and panel activity provided.**

Report authors:

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Overview and Scrutiny Management Select Forward Work Programme

Last updated 17 January 2022

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 Panel	March 2014	
Asset Transfer Policy Rapid Scrutiny Exercise	September 2021	Spring 2022

Overview and Scrutiny Management Select – Forward Work Programme			Last updated 1 FEBRUARY 2022		
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
8 Feb 2022	Wiltshire Council Financial Plan: Amendments	To consider amendments from any political groups or individual Members on the initial draft of the executive proposed budget.	Terence Herbert, Andy Brown	Cllr Pauline Church	Lizzie Watkin
22 Mar 2022	Overview and Scrutiny Annual Report 2021-22	The Annual Report presenting the key activities and outcomes of Overview and Scrutiny during 2020-21. This will also be considered by Full Council.	Perry Holmes		Henry Powell
22 Mar 2022	Financial Planning Task Group Update	To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance.	Andy Brown	Cllr Pauline Church	Simon Bennett
22 Mar 2022	Forward Work Programme		Perry Holmes		Henry Powell
22 Mar 2022	Management Committee Task Group update		Perry Holmes		Henry Powell

Environment Select Committee Forward Work Programme

Last updated 13 JANUARY 2022

Environment Select Committee - Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Global Warming and Climate Emergency Task Group	May 2019	TBC

Environment Select Committee - Rapid Scrutiny		
Topic	Details	Date

Environment Select Committee – Forward Work Programme			Last updated 13 JANUARY 2022		
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
8 Mar 2022	Grass Cutting Policy 2022/23	As discussed at the ESC-Executive meeting on 21 September 2021 on the transport and highways portfolio to provide a report outlining the policy for grass cutting in the following year.	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	Adrian Hampton
8 Mar 2022	CATGs: 10 Years On	As resolved at the ESC meeting on 7 September 2021 the committee to receive an up-to-date report on Community Area Transport Group (CATG)	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	Dave Thomas
8 Mar 2022	Recycling	As discussed at the ESC-Executive meeting on 21 September 2021 on the waste portfolio the committee to receive a report on developing the recycling service and improving recycling rates.	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	Martin Litherland
8 Mar 2022	Global Warming & Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Simon Bennett

Environment Select Committee – Forward Work Programme			Last updated 13 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 Jun 2022	Waste Management Strategy: Annual Review	For the committee to receive an annual update on: <ul style="list-style-type: none"> • a review of changes to legislation and government policy • performance in 2020-21 • an action plan for 2022-23 	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	Martin Litherland
14 Jun 2022	Bus Strategy / Bus Improvement Plan	As discussed at the ESC-Executive meeting on 21 September 2021 on the transport and highways portfolio a report to be provided detailing the development of plans.	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	Jason Salter
14 Jun 2022	Active travel	As discussed at the ESC-Executive meeting on 21 September 2021 on the transport and highways portfolio to a report on programmes identified for potential Government funding	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	
14 Jun 2022	'Heritage' app; 'What's on in Wiltshire' app	September 2021 on the arts, heritage and tourism portfolio a report to be provided detailing the development of two tourism apps.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Richard Clewer	

Environment Select Committee – Forward Work Programme			Last updated 13 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
14 Jun 2022	Global Warming & Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Simon Bennett
13 Jul 2022	Libraries Development	As discussed at the ESC- Executive meeting on 24 September 2021 on the leisure and libraries portfolio to provide a update on the development of the council's library service.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Ian Blair-Pilling	
13 Jul 2022	Retrofitting of energy improvement works of current council housing	As discussed at the ESC- Executive meeting on 9 September 2021 on the housing portfolio to provide a report on the scheme to make council homes more carbon neutral	Simon Hendeby (Director - Housing and Commercial)	Cllr Phil Alford	
13 Jul 2022	Construction of zero carbon homes	As discussed at the ESC- Executive meeting on 9 September 2021 on the housing portfolio to provide a report on the construction of zero carbon homes.	Simon Hendeby (Director - Housing and Commercial)	Cllr Phil Alford	

Environment Select Committee – Forward Work Programme			Last updated 13 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
13 Jul 2022	Global Warming & Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Simon Bennett
13 Sep 2022	Homes 4 Wiltshire	As discussed at the ESC- Executive meeting on 9 September 2021 on the housing portfolio to provide an update on Homes for Wiltshire.	Emma Legg (Director - Adult Care, Access and Reablement)		Nicole Smith
13 Sep 2022	Local Plan	As discussed at the ESC- Executive meeting on 14 September 2021 on the spatial planning portfolio to receive updates when appropriate.		Cllr Nick Botterill	Georgina Clampitt-Dix, Jean Marshall
13 Sep 2022	Global Warming & Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Simon Bennett
8 Nov 2022	Private sector renewal strategy	As discussed at the ESC- Executive meeting on 9 September 2021 on the housing portfolio to provide a report on the strategy.	Emma Legg (Director - Adult Care, Access and Reablement)		Nicole Smith

Environment Select Committee – Forward Work Programme			Last updated 13 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
8 Nov 2022	Review of registered housing providers	As discussed at the ESC- Executive meeting on 7 September 2021 on the housing portfolio. To receive a report on registered providers of affordable housing, shared ownership and rental housing.	Sam Fox (Corporate Director - Place)	Cllr Phil Alford	Richard Walters
8 Nov 2022	Streetscene contract	As resolved at the meeting on 12 January 2022 the select committee will receive an update report on the Streetscene contract	Parvis Khansari (Director of Highways and Transport)	Cllr Dr Mark McClelland	Adrian Hampton
tbc	Leisure Services Insourcing	As resolved at the select committee meeting on 9 November 2021, the committee will receive a further update be that includes financial information and membership trends. It will also review operating leisure facilities on public holidays.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Ian Blair-Pilling	
tbc	Gypsy & Traveller Plan	To receive the Gypsy and Traveller plan.		Cllr Nick Botterill	Georgina Clampitt-Dix

Children’s Select Committee Forward Work Programme

Last updated 11 JANUARY 2022

Children’s Select Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
<p>Disadvantaged / vulnerable Learners Whilst Wiltshire has a relatively low number of disadvantaged learners, they are largely underperforming compared to regional and national levels.</p> <p>To be informed of the council’s current work and aspirations. To identify the reason(s) for the higher underperforming than regional and national levels. To explore solutions to raise performance levels, based on best practice across the country.</p>	31 November 2021	
<p>Fostering Excellence To identify:</p> <ul style="list-style-type: none"> a. how the effectiveness of the Fostering Excellence project will be measured and reported; b. how the benefits to children in care being placed with in-house carers (receiving enhanced training / support as part of Fostering Excellence) will be measured and reported; c. best practice across the country for recruitment and retention of in-house foster carers, as well for anticipating demand (needs / demand modelling) 	18 January 2022	19 May 2022
<p>Children and Young People’s Mental Health This will follow on from the work of the CAMHS task group but the terms of reference will be reviewed to ensure a more holistic approach.</p>	tbc	
<p>Families and Children’s Transformation (FACT) To scrutinise the impact and effectiveness of the FACT programme, whilst ensuring that the voice of the child is embedded in the FACT programme.</p>	After briefing to CSC	

Areas to focus on (based on the debate and areas for continuing improvement that were highlighted in the report) are detailed in the minutes of the CSC meeting on 19 January 2021.		
May link to the Getting to Outstanding items to committee and briefing.		
<p>Youth provision and youth service funding</p> <p>Area Board youth service funding</p> <p>To understand what the differences are (and why) in allocating youth funding and to determine whether the eligibility criteria and assessment / approval process are still relevant (where possible compare with other local authorities) and ensure clear “best practice” / guidelines.</p> <p>Youth Provision – gap analysis</p> <p>To consider the outcome of the Youth provision gap analysis undertaken (referred to in the Covid-19 update to Cabinet, 1 December 2020) and establish whether further scrutiny (e.g. task group) would be beneficial to ensure that demand / needs are met where possible and also that people are aware of the provision (effective promotion).</p> <p>NB link with Youth Voice team’s work</p> <p>To develop consistency across the 18 area boards in terms of allocating youth funding and eligibility criteria.</p>	tbc	
<p>Access to Post-16 education</p> <p>To establish a clear picture of post-16 education provision available to young people in Wiltshire and availability of / options for transport to access that provision.</p> <p>NB – may link to follow up work from the Youth Transport Task Group’s final report.</p>	Spring 2022 (tie in with academic year)	

Children’s Select Committee - Rapid Scrutiny		
Topic	Details	Date
SEND provision – data set	tbc	
High needs block funding	To review the current processes and explore whether there would be value added in establishing a task group to consider options to manage pressures on high needs block budget whilst providing the most appropriate support at the earliest opportunity.	Start February 2022 onwards

Health Outcomes and meeting health needs	To explore how the council can best scrutinise what partners (and providers) are doing to provide health outcomes for Wiltshire children, this would include establishing what the current scrutiny by the council is (including information on the current and planned work on this topic of the Safeguarding Vulnerable People Partnership).	Date tbc
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Children's Select Committee – Forward Work Programme			Last updated 11 JANUARY 2022		
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
	Corporate Parenting bi-annual report	March (brief update) October / November (annual report)			
	Adoption	Annual item. To receive information on adoption from the following sources: Local authority's performance report with regards to adoption (statutory requirement that regular assurance reports are provided regarding the Council's responsibility for the adoption of children); Adoption West joint scrutiny panel's annual report.			
	Safeguarding Vulnerable People Partnership	To receive annual report from the partnership presenting work in the past year and priorities / objectives for the year ahead.			

Children's Select Committee – Forward Work Programme			Last updated 11 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Corporate Parenting bi-annual report	March (brief update) October / November (annual report)			
	Adoption	Annual item. To receive information on adoption from the following sources: Local authority's performance report with regards to adoption (statutory requirement that regular assurance reports are provided regarding the Council's responsibility for the adoption of children); Adoption West joint scrutiny panel's annual report.			
	Safeguarding Vulnerable People Partnership	To receive annual report from the partnership presenting work in the past year and priorities / objectives for the year ahead.			

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	Performance monitoring reports	To receive performance monitoring reports on the overall service, likely to be June (to consider the year-end data from the previous year) then January meetings.			
	Traded Services - annual report (November 2022)	To receive the second traded services annual report - this should be linked with the Standing Task Group meeting on 4 January 2022	Helean Hughes (Director - Education and Skills)	Cllr Laura Mayes	Paul Redford
Information briefings					

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Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	Information briefing - employment and apprenticeship	<p>To receive information on:</p> <ul style="list-style-type: none"> • NEET (not in education, employment or training) numbers in Wiltshire – including national figures for comparison (ons) • Take up / outcome of the NEET government scheme in Wiltshire and nationally • Current number of apprentices in Wiltshire and schemes in place, including Wiltshire Council • Services in place / support available in Wiltshire to help young people move towards work, education or training e.g. Wiltshire Council's Employment and Skills (Work Wiltshire), programmes such as Building Bridges, etc. 			

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	Information briefing - Alternative Educational Provision	To receive information on processes followed and options available in Wiltshire, including information on the Service Level Agreement for funding delegated to secondary schools to support learners at risk of exclusion. Anticipated to be a shorter briefing (30 minutes).			
	Information briefing - Demand modelling for children services	To develop some awareness of the work undertaken, common factors that drive demand, how to anticipate impact and volume – informing members of the complexities of managing and anticipating demand. Once this briefing has been delivered there may be further updates on specific demand analysis.			Tamsin Stone
	Information briefing - FACT (Families and Children Transformation Programme): the journey so far	There is also a proposed task group and agenda item Timeline – late September, October for the briefing and November for agenda item.	Martin Davis (Director - Families and Children)		

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	Information briefing - Family Learning Service	To raise awareness of the service and the support it offers to families. Anticipated to be a shorter 30 minutes briefing.			
	Information briefing - learning from Covid-19	To inform members on the lessons learnt from Covid on how some of the mitigations or new ways of working implemented to manage the pandemic could be adapted for ongoing use to improve the efficiency/productivity of the service (This potentially could be an agenda item at some point as well). NB the briefing should be linked to a presentation from Wiltshire CIL to Health Select Committee and work undertaken by Wiltshire Parent Carer Council.			
	Information briefing - MASH and early support	September / October 2021			
	Information briefing - School Funding	Yearly briefing ahead of consideration of the budget.			

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	Information briefing - school improvement programme	Linked to agenda item - briefing in November	Helean Hughes (Director - Education and Skills)		
	Information briefing - SEND provision: See the person not the disability	To understand SEND and provision by the council (including awareness of funding). This briefing would underpin future scrutiny work (proposed rapid scrutiny) on SEND provision and High Needs block funding.			
	Information briefing - Young Carers in Wiltshire	This briefing could inform the scope of a potential task group or rapid scrutiny – to consider how to best promote the service and ensure that Young Carers and their families are aware of and access the support on offer.	Helen Jones (Director - Joint Commissioning)		
Standing items (at all meetings)					
	DfE Changes - Update from Department for Education	A report presenting an update on developments relating to children's services arising from the Department for Education.	Lucy Townsend (Corporate Director - People)	Cllr Laura Mayes	Nicola McCann

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	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.	Lucy Townsend (Corporate Director - People)	Cllr Laura Mayes	Louise Lewis
	Update from Wiltshire Youth Voice 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).	Lucy Townsend (Corporate Director - People)	Cllr Laura Mayes	Gary Binstead
5 January 2022					

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Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
5 Jan 2022	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.		Cllr Laura Mayes	
15 March 2022					
15 Mar 2022	Getting to outstanding (Ofsted)	To review the council's plan to achieve outstanding (Ofsted), including its self-assessment processes and ensuring that the voice of the child is embedded in Children's Services' work, including best practice from Outstanding authorities.			
8 June 2022					

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Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
8 Jun 2022	Corporate Parenting bi-annual report	To consider the mid-year annual report from Corporate Parenting	Lucy Townsend (Corporate Director - People)	Cllr Laura Mayes	Lisa Pullin
8 Jun 2022	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.		Cllr Laura Mayes	
06 July 2022					
6 Jul 2022	Children missing education / children missing out on education	To receive dataset and policy on Children Missing Out on Education / Children Missing Education NB – may be timely to link to information briefing on Alternative Educational Provision			

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Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
6 Jul 2022	Elective Home Education (including 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."	Helean Hughes (Director - Education and Skills)	Cllr Laura Mayes	Jen Salter
Agenda item – date to be set					
	Pupil Performance in Public Tests and Examinations	Provides an annual overview of pupil performance at the end of each key stage and compares Wiltshire's attainment with national, south west and statistical neighbours.			
	Child Poverty	To receive a report presenting figures / data for child poverty in Wiltshire (compared to national figures) and the services / provision in place to address this in Wiltshire, either delivered / supported by the council or third sector (that the council is aware of).			

Children's Select Committee – Forward Work Programme			Last updated 11 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	School Improvement Programme	As agreed at the 10 March 2020 meeting (schools Ofsted judgments) to receive a report on implementation / progress of the school improvement programme. (NB with pre-meeting briefing as well)			
	Youth Transport (including SEND)	<p>Update following task group's work and executive response - National Bus Strategy and any decision or progress regarding a single "Wiltshire Youth Card"</p> <p>To include input from the council's review of transport services for children and young people with SEND (commissioning team).</p> <p>NB – may link to the proposed Access to Post-16 education task group</p>			
	Outdoor education	Update following task group's work and executive response (CSC 10 March 2021)			

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Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
	FACT update	<p>Following consideration of update on 10 March 2020:</p> <p>Request an update for March 2021. The Chair and Vice-chair will identify specific areas for update from the report considered today and inform officers accordingly. The update should include more figures for improved outcome for young people and also figures on savings / costs avoided to demonstrate the impact of the FACT programme.</p> <p>For example number of Five to Thrive champions trained, outcome / learning from the Multi-Agency Use of CMS, outcome of performance reviews, etc.</p>	Lucy Townsend (Corporate Director - People)	Cllr Laura Mayes	
	Early Years and Childcare Standards Annual Report	To receive a report detailing local authority standards for early years and pre-school provision including sufficiency (which is a statutory duty), pupil outcomes and Ofsted grades.			

Health Select Committee Forward Work Programme

Last updated 1 JANUARY 2022

Health Select Committee – Current / Active Task Groups			
Task Group	Details of Task Group	Start Date	Final Report Expected
N/A			

Health Select Committee – Forward Work Programme			Last updated 1 JANUARY 2022		
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
16 Mar 2022	Adult Social Care System Review	Health Select Committee to consider the outcomes of a system review of Adult Social Care.	Lucy Townsend (Corporate Director - People)	Cllr Jane Davies	Lucy Townsend
16 Mar 2022	AWP Transformation Programme	Overview of AWP's Transformation Programme and associated opportunities for Wiltshire.	Lucy Townsend (Corporate Director - People)	Cllr Jane Davies	Dominic Hardisty
16 Mar 2022	Home Care (Adults) Recommissioning		Helen Jones (Director - Joint Commissioning)	Cllr Jane Davies	Jessica Mitchell
16 Mar 2022	Long Covid Support Service	Wiltshire Health and Care to outline the long covid support available to Wiltshire residents, outlining associated challenges and opportunities.	Lucy Townsend (Corporate Director - People)	Cllr Jane Davies	Douglas Blair
16 Mar 2022	Wiltshire Health Checks	An overview of the impact of the pandemic on the Wiltshire Health Check initiative.	Kate Blackburn (Director - Public Health)	Cllr Simon Jacobs	Katie Davies

Health Select Committee – Forward Work Programme			Last updated 1 JANUARY 2022		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
16 Mar 2022	Update on MHCLG funding for Domestic Abuse	Health Select Committee to receive a 6 month update on the application of MHCLG funding for Domestic Abuse support.	Kate Blackburn (Director - Public Health)	Cllr Simon Jacobs	Hayley Mortimer

