

AGENDA

Meeting: Cabinet
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Tuesday 11 February 2014
Time: 10.30 am

Membership:

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email yamina.rhouati@wiltshire.gov.uk

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

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

Part I

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

1 Apologies

Minutes of the Previous Meeting (*Pages 1 - 12*)

To confirm and sign the minutes of the Cabinet meeting held on 21 January 2014.

3 Leader's announcements

Declarations of interest

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

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

To receive and note the minutes of the Cabinet Capital Assets Committee held on 21 January 2014.

Public participation


The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 6 February 2014. Anyone wishing to ask a question or make a statement should contact the officer named above.

Financial Services

Wiltshire Council's Policy on Fees, Charges and Concessions (*Pages 17 - 28*)

 Report by Michael Hudson, Associate Director - Finance

Wiltshire Council Financial Plan 2014/2015 (*Pages 29 - 200*)

 The Leader of the Council will present Wiltshire Council's Financial Plan for 2014/2015 for approval by Cabinet for onward recommendation to Council on 25 February 2014.

The views of the Special meeting of the Overview and Scrutiny Management Committee held on 5 February and the Group Leaders' meeting with Trade Unions on 6 February will be reported.

Treasury Management Strategy 2014/15 (Pages 201 - 284)

Report by Michael Hudson, Associate Director – Finance

Budget Monitoring

Reports by Michael Hudson, Associate Director - Finance

10(a Revenue Budget Monitoring_ (Pages 285 - 302)

10(b Capital Monitoring Period 9 2013/2014 (as at 31 December 2013)
(Pages 303 - 316)

Education Services

Arrangements to be put in place following the end of the Department for Education Trial on permanent exclusion and alternative provision (Pages 317 - 374)

 Report by Corporate Director, Carolyn Godfrey

Urgent Items

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

Part II

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

None

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


This page is intentionally left blank

CABINET

MINUTES of a MEETING held in Kennet Room - County Hall, Trowbridge BA14 8JN
ON Tuesday, 21 January 2014.

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Also in Attendance: Cllr Glenis Ansell, Cllr Allison Bucknell, Cllr Richard Clewer
Cllr Christine Crisp, Cllr Richard Gamble, Cllr Jon Hubbard
Cllr David Jenkins, Cllr Simon Killane, Cllr Gordon King
Cllr Jerry Kunkler, Cllr Jacqui Lay, Cllr Horace Prickett
Cllr Bridget Wayman, Cllr Fred Westmoreland, Cllr Roy White
and Cllr Philip Whitehead

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

1 **Apologies**

All Cabinet members were present.

2 **Minutes of the Previous Meeting**

The minutes of the last meeting held on 17 December 2013 were presented.

Resolved:

That the minutes of the meeting held on 17 December 2013 be approved as a correct record and signed by the Leader.

3 Minutes - Cabinet Transformation Committee

The minutes of the Cabinet Transformation Committee dated 17 December 2013 were presented.

Resolved:

That the minutes of the Cabinet Transformation Committee dated 17 December 2013 be received and noted.

4 Leader's announcements

There were no Leaders announcements.

5 Declarations of interest

No declarations of interest were made.

6 Public participation

The Leader explained that as usual at meetings of Cabinet, she would be more than happy to hear from any member of the public present on any of the items on this agenda.

The Leader acknowledged receipt of a statement and question from Mr Ian James, in his capacity as Chairman – Bremhill Neighbourhood Plan Steering Committee; a statement from Mr James in his capacity as a Bremhill Parish Councillor; a statement from Steve Perry – Chippenham Community Voice and questions from Mrs Anne Henshaw – CPRE, details of which were circulated at the meeting in respect of the item on the review of the Local Development Scheme (minute no. 12 refers).

7 Wiltshire Local Transport Plan 2011-2026: Other Strategies

Cllr John Thomson, Cabinet Member for Highways and Streetscene and Broadband presented a report which sought Cabinet's approval of four sub-documents of the Wiltshire Local Transport Plan (LTP3) 2011-2026: Accessibility Strategy, Cycling Strategy, Powered Two-Wheeler Strategy and Smarter Choices Strategy and to note the forthcoming development of the outstanding sub-documents of the LTP3.

The Transport Act 2000 made it a statutory requirement for local authorities to produce LTPs. The four strategies presented were to promote cycling, walking

and other alternate methods of transport, and if approved would be presented to Council for adoption.

The LTP3 document presented had been prepared following wide ranging consultation, taking into account environmental, economic and social considerations to ensure that it met the requirements of the Department for Transport's guidance and helps support local objectives. Details of the consultation responses were presented. Cllr Thomson guided Cabinet through the key points of the document and answered members' questions.

Cllr Thomson confirmed that the Wheels to Work scheme was still being run by Community First. The results of a recent Council staff travel survey were being analysed with a view to introducing appropriate measures.

Cllr Prickett highlighted the impact that the removal of the 264 bus service would have on North Bradley residents. This would leave residents with one service, the 265 for which the bus stop was some distance away without shelter. Cllr Thomson welcomed further information on this, but explained the difficulties of trying to influence commercial routes rather than those funded or part funded by the Council. He also suggested that Area Board and Community Area Transport Group be explored as possible sources of funding for issues such as the provision of bus shelters.

Cllr Jenkins welcomed the cycling strategy, and asked if the Council planned to provide more bike racks. Area Board funding was seen as a mechanism for such provision.

Cllr Hubbard enquired as to when an audit of charge points would be undertaken to include their location and accessibility. He noted that whilst there was one at the County Hall car park, it was not in a public area. He also asked how many car clubs were in existence and how they were being publicised to increase take-up. Cllr Hubbard raised the issue of residential travel plans and highlighted the increase in density on new developments with inadequate parking and asked what criteria, such as parking spaces per property, and off-street parking opportunities were asked for to minimise parking on pavements.

Cllr Thomson explained the implementation plan would explain how car clubs would be supported and written answers would be provided for his two other questions.

Cllr Kunkler suggested that permissions granted for car ports could reduce on-street parking. Cllr Clewer suggested that residential travel plans for new developments should be shared with those moving into the area.

The Leader explained that the LTP3 was mainly about sustainability. She drew attention to the car parking review currently being undertaken and highlighted that whilst car parking charges was a contentious issue, it was a fact that they funded a number of sustainable transport measures.

Cllr Simon Killane explained that the neighbourhood planning process could be a way for communities to engage in the transport planning process and integrate with the Council's policies.

Resolved:

That Cabinet:

- a) **approves the Wiltshire Local Transport Plan (LTP3) 2011 – 2026: Accessibility, Cycling, Powered Two Wheeler and Smarter Choices strategies and recommends adoption by the Council at its meeting on 4 February 2014;**
- b) **notes that further LTP3 theme strategies and area strategies, and implementation plans are planned to be developed and**
- c) **delegates authority to the Associate Director for Highways and Transport to finalise the document for publication by 31 March 2014.**

Reason for decision:

To ensure the timely publication of a statutory document.

8 Wiltshire Council direct provision - CQC registered care services for adults

Cllr Keith Humphries, Cabinet Member for Public Health, Protection Services, Adult Care and Housing presented a report which briefed Cabinet on the registered services provided in house.

It was noted that all services were fully compliant against Care Quality Commission essential standards of quality and safety. Officers were congratulated for their delivery of a well regarded service.

The Leader encouraged members to read the examples of the people who used respite and emergency care summarised in Appendix 2 to the report, which highlighted some of the complex issues involved in the service delivery.

Cllr Christine Crisp, Chairman of the Health Select Committee confirmed that the report had been considered by the Committee at its meeting on 14 January 2014, where no concerns had been raised.

Resolved:

That Cabinet note the key outcomes of the CQC inspections in relation to the Council run registered services and acknowledge the level of managerial input required in order to achieve such positive outcomes,

which gives assurance to the Council that quality services are being provided.

Reason for decision:

To ensure that members are aware of the high quality of service provision being delivered by the Council's Adult Care directly provided registered services.

9 Wiltshire Council Adult Social Care Winter Plan

Cllr Keith Humphries, Cabinet Member for Public Health, Protection Services, Adult Care and Housing presented a report which gave details of the work undertaken in Adult Social Care to prepare for the anticipated additional demand over the winter period.

The winter plan was a contribution to the Wiltshire Clinical Commissioning Group's Health and Social Care Communities Winter Plan 2013/14 which described the state of 'system readiness' of the whole health and care system for the winter period. The Council traditionally supported the annual NHS winter planning process, but this was the first year that the Council had formalised this support by producing its own written plan, which could then be shared, managed and monitored.

Cabinet thanked the CCG for their efforts. Cllr Christine Crisp, Chairman of the Health Select Committee confirmed that a task group would monitor performance against the Plan.

The Leader, speaking as Chairman of the Health and Wellbeing Board emphasised how important it was to consider and agree such plans and to ensure that through partnership working, the needs of individuals were met.

Resolved:

That Cabinet note the Council's contribution to the winter planning process and the production of an Adult Social Care Winter Plan.

Reason for Decision:

To keep Cabinet informed of the contribution of adult social care in supporting the anticipated rise in demand for health services over the winter period.

10 Wiltshire Dementia Strategy

Cllr Keith Humphries, Cabinet Member for Public Health, Protection Services, Adult Care and Housing presented a report which sought Cabinet's approval of a draft Wiltshire Dementia Strategy for 2014-21 as presented for the purposes of consultation.

The Leader welcomed Ted Wilson, Group Director - N&E Wiltshire Group and Dr Celia Grummitt, Wiltshire Dementia GP Lead who attended the meeting for this item.

The proposed strategy would set the strategic direction for the Council and NHS Wiltshire CCG in supporting people with dementia and their carers and families. It included a commissioning action plan for 2014/2015 which detailed the actions that would be delivered to achieve the objectives and priorities identified.

The aim of the strategy is that all people with dementia in Wiltshire are treated as individuals and are able to access the right care and support, at the right time so that they can live well with dementia and can remain independent and living at home for as long as possible within supportive communities. A DVD on dementia was shown to the meeting which highlighted the issues faced by sufferers and their families.

Mr Wilson commented that the strategy was a great example of joint working to benefit the people of Wiltshire. Dr Grummitt explained that a dementia assessment was now part of the NHS healthcheck offered to people aged between 40 – 75 every five years. She also confirmed that approximately 50% of dementia cases were straightforward in medical terms which meant that patients received care locally by their GP's. This then helped to speed up referrals for more specialist care where it was needed. The element that could take still time was for the comparatively few cases where patients required referral for a scan. It was noted that improvements had been made in reducing the wait for diagnosis and referral to a memory clinic from 9 months to less than four weeks.

The need to develop dementia friendly communities and towns was highlighted and some Area Board's had already pledged their support. It was also agreed that the DVD shown be presented at Area Board meetings.

Cllr Christine Crisp, Chairman of the Health Select Committee confirmed that the Strategy had been considered by the Committee on 14 January 2014. It was pleased with the work that had been done so far and supported the Strategy. It did have some concerns about funding but acknowledged that the formal consultation would help identify the key priorities. The Committee would comment further following receipt of the post consultation report.

Ted Wilson and Dr Grummitt were thanked for their attendance and contribution on this item.

Resolved:

That Cabinet agree the draft strategic direction for services proposed in the Wiltshire Dementia Strategy 2014-2021 and agree that it can proceed to formal consultation.

Reason for decision

To give Cabinet an opportunity to comment and agree the strategic direction proposed in the Wiltshire Dementia Strategy prior to consultation.

11 **Local Government Peer Review**

The Leader presented a report which provided a summary of the feedback received from the Local Government Association following the Peer Challenge that took place in September 2013 and the action plan which had been developed to reflect this feedback and recommendations made.

The Peer Challenge covered five core components: understanding of the local context and priority setting, political and managerial leadership, financial planning and viability, governance and decision making and organisational capacity.

In addition the peer team was asked to focus on how the Council was transforming Wiltshire through innovation in three particular areas.

The council's key strengths were identified as follows:

- A very strong respect and high regard for the council leader. Her clarity and strength of vision, commitment and hard work was recognised. A strong sense of loyalty among officers and partners and the leader is an effective ambassador for the council and Wiltshire.
- A strong and trusted relationship between officers and elected members with a clear appreciation that the council is strongly member led.
- The council has a good reputation in the community. Its vision 'to create stronger and more resilient communities' has resonance locally. Parish and town councils, volunteers and voluntary sector organisations speak positively about the purposeful intent of the council to delegate.
- responsibilities and enable local people and groups to do more for themselves.
- A highly engaged workforce with a real sense of pride in the organisation. Staff consistent that they are proud to work for the council.

The feedback had highlighted many positives, with a clear vision understood by staff and strong relationships with the voluntary sector, Police and other partners.

Recommendations included addressing the budget gap for 2015/16 and beyond, clarifying the desired outcomes for area boards, improving the

effectiveness of scrutiny, strengthening performance management and working closely with the CCG to ensure shared visions and plans.

Cllr Simon Killane welcomed the challenge for scrutiny to focus more on outcomes rather than processes.

Positive developments had been seen in the Local Enterprise Partnership's Strategic Economic Development Plan which provided direction for the area. An area board review was underway and the campus development programme was breaking new ground with the Corsham campus phase one occupation scheduled for June 2014.

The Leader encouraged all members to read the feedback letter and action plan as presented, and noted there would be a further visit in six to nine months time. She emphasised that this was a good Council and paid tribute to the hard work and dedication by members and staff.

Resolved:

That Cabinet:

- a) Note the feedback and recommendations from the Corporate Peer Challenge**
- b) Endorse the action plan.**

Reason for decision:

The feedback and action plan recognises the achievements in the first 4 years of Wiltshire Council and assists with areas for improvement.

12 **Review of Local Development Scheme**

Public Participation

Statements and questions were received as follows:


Question and Statement from Ian James, Chairman, Bremhill Neighbourhood Plan, Steering Committee.

Statement from Ian James as Bremhill Parish Councillor

Statement from Steve Perry, Chippenham Community Voice

Questions from Mrs Anne Henshaw – CPRE

Details of the above submissions and responses to them were circulated at the meeting and are attached to the signed copy of the minutes and available on the Council's website along with the agenda for this meeting.

 Cllr Toby Sturgis, Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste presented a report which sought approval of a revised Local Development Scheme (LDS) for Wiltshire in response to the preliminary findings of the Core Strategy Inspector including the introduction of two new Development Plan Documents (DPDs) and to ensure the LDS is up to date.

Cllr Sturgis drew attention to an erratum circulated at the meeting which replaced the development profiles seen in Appendix B of Appendix 1 to the report so that the timetables correspond with 'Table 3: Summary programme for document production'.

Cllr Sturgis in introducing the item explained the context, stating that it would be of great concern if there was no core strategy in place and it was important to adopt at the earliest opportunity to protect the County from inappropriate development.

John Kirkman, CPRE asked how the council was determining the appropriate level of growth for each area based on the disaggregation of 5000. Cllr Sturgis explained that, whilst appreciating there may be some places that couldn't take any more growth, the starting point would be a proportionate split based on the levels of housing in the Plan and then constraints would be looked at.

Mr McDonic, CPRE asked if there would be a public consultation on the outcome of the independent review of affordable housing viability. It was explained that as the examination is the Inspector's process, the Council would submit (the additional work) and it would be for him to advise on the next steps and if a public consultation would be needed. Submission documents would be available on the website.

Mr Morland asked if the starting point for disaggregation would be proportionate to reductions made previously. It was explained it was not as simple as that, and the starting point would be a proportionate split which would be tested at a local level.

Mr James raised concerns over flood and the need to have a sustainable approach to flooding. Cllr Sturgis noted that the Council ensured that any development outside flood risk areas considered the risk to flood plains, working with parish / town councils, Environment Agency and developers.

Cllr Bridget Wayman asked why, given the approved South Wiltshire Core Strategy was the area being asked to take an additional 12% housing. It was explained that the South Wiltshire Strategy had been subsumed into the

Wiltshire Core Strategy currently under examination. Cllr Wayman requested that the Gypsy and Traveller DPD timescale be brought forward.

Resolved:

That Cabinet:

- a) **Approves the Local Development Scheme as set out in Appendix 1 to the report presented (taking into account the replaced Appendix B of Appendix 1 circulated at the meeting).**
- b) **Authorises the Associate Director for Economic Development and Planning, in consultation with the Cabinet Member, to make minor amendments to the Local Development Scheme in the interests of clarity and accuracy before submitting it to the Core Strategy Inspector.**
- c) **Authorises the Associate Director for Economic Development and Planning, in consultation with the Cabinet Member, to amend the Local Development Scheme in response to any comments raised by the Inspector on the revised Local Development Scheme, as appropriate.**

Reason for decision:

Wiltshire Council is required to prepare and keep up to date a Local Development Scheme in line with the Planning and Compulsory Purchase Act 2004 (as amended). Revisions to the Local Development Scheme (August 2012) are required in response to the Inspector's preliminary findings into the examination of the Wiltshire Core Strategy to support a sound Core Strategy, and in order to ensure it is up to date.

13 **Urgent Items**

There were no urgent items.

14 **Exclusion of the Press and Public**

Public Participation

Mr Francis Morland addressed Cabinet on this item expressing concern over the venue for this meeting and concerns over what he believed the item at minute no.15 below was concerned with.


Resolved:

That Cabinet agrees in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in minute no. 15 below because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 4 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking the item in private:

Paragraph 4 – information relating to consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

15 Review of positive leisure-time activities for young people

 Cllr Laura Mayes, Cabinet Member for Children's Services presented a report which reviewed how the Council meets its statutory duty to secure for young people aged 13-19 (up to 24 for young people with a learning difficulty) access to sufficient positive leisure time activities which improved their wellbeing and the provision of sufficient facilities for such activities.

Four options were under consideration, details of which were presented. Cabinet considered that consultation be undertaken on all four options with young people, affected staff and other key stakeholders. The results of the consultation would then be presented to Cabinet and taken into account by Cabinet in arriving at a decision.

Resolved:

That Cabinet notes the report presented and agrees to carry out a formal consultation process in relation to all four options detailed in the report presented with young people, affected staff and other key stakeholders to inform the decision making process. The consultation process is a developing process which will inform Cabinet prior to a final decision being made by Cabinet currently scheduled for 22 April 2014.

Reason for decision

To give Cabinet an opportunity to review its statutory duty to secure for young people aged 13-19 (up to 24 for young people with a learning difficulty) access to sufficient positive leisure time activities which improved their wellbeing and the provision of sufficient facilities for such activities. To consider options for the purposes of undertaking a consultation exercise on these options.

Appendices (to signed minutes)

Questions, statements and responses

(Duration of meeting: 10.35 am - 2.10 pm)

<p>These decisions were published on the 30 January 2014 and will come into force on 7 February 2014.</p>


The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
Press enquiries to Communications, direct line (01225) 713114/713115

CABINET CAPITAL ASSETS COMMITTEE

MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 21 January 2014.

Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform

Also in Attendance: Cllr Jonathon Seed
Cllr Stuart Wheeler

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

113 Apologies and Substitutions

Apologies were received from Cllr de Rhé-Philippe.

114 Minutes of the previous meeting

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 21 November 2013.

115 Leader's Announcements

There were no leader's announcements.

116 Declarations of interest

There were no declarations of interest.

117 **Fitness Equipment in Leisure Centres owned by Wiltshire Council (Phase 1)** 

Cllr Seed, Cabinet member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding introduced the report which sought committee approval for capital funding of £1,435,700 for a phase one programme for the replacement of existing fitness equipment for the Leisure centres and provision of additional equipment required for new and extended Campus sites that are due to become operational in 2014-15 and 2015-16.

He confirmed it was part of the 'invest to save' approach. By improving the quality and quantity of gym equipment across the County, income levels could be significantly increased.

The phase two programme would be the subject of a separate report brought to Cabinet Capital Assets Committee in late 2014-15.

Resolved:

That the Committee approves the award of £1,435,700 for the Phase One replacement of the current fitness equipment and provision of additional fitness equipment required due to the extended facilities planned for the Campus sites and sports equipment required in each Campus. The bid covers phase one of two, to include Wiltshire Council owned facilities, where there are, or will be fitness suites.

Reason for proposal

1. For many years the fitness equipment across the leisure centres has not been replaced leading to facilities and equipment becoming unacceptably dated. Equipment at some of the smaller, more rural sites is in excess of 20 years old. Many replacement parts for this equipment are no longer available leading to faulty equipment being out of service for long periods of time, resulting in loss of service to the public and a loss of revenue to the leisure service.
2. The Campus programme will involve the development of 20 Campuses, which will include the refurbishment, or new build of leisure facilities. All facilities will have a fitness suite that is likely to be between 25% and 50% larger than current facilities. (Projected increases were determined as part of the Leisure Facilities Review 2011 to meet probable demand). An increased number of fitness stations will be required to stock the new facilities, in addition to the replacement requirements of the existing equipment.

118 **Learning Management and Performance system**

Cllr Wheeler, Cabinet member for Support Services (HR, Legal, ICT, Business Services and Democratic Services) introduced the report which sought cabinet approval for the funds to procure a Learning Management and Performance System (LMPS) for the council.

Implementation of the LMPS would deliver significant savings and would provide 24/7 access to training for both officers and members.

He confirmed that Cllr Bucknell, Chairman of the Councillor Development Group was aware and supportive of the proposal.

Resolved:

That the Committee commits to funding the procurement and implementation of a Learning Management and Performance system for the Council.

Reason for proposal:

To inform Cabinet Capital Assets Committee of the current position, funding required and the benefits of a Learning Management and Performance System. The project will deliver significant savings opportunities for the organisation through workforce development and productivity improvements.

119 **Urgent items**

There were no urgent items.

(Duration of meeting: 2.20 - 2.26 pm)

These decisions were published on the 23 January 2014 and will come into force on 31 January 2014

The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948 or e-mail kirsty.butcher@wiltshire.gov.uk

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

This page is intentionally left blank

Wiltshire Council

Cabinet

11 February 2014

Subject: Wiltshire Council's Policy on Fees, Charges and Concessions

Cabinet Members: Councillor Richard Tonge - Cabinet Member for Finance, Performance and Risk

Key Decision: Yes

EXECUTIVE SUMMARY

On the formation of Wiltshire Council different fees, charges and concessionary policies were taken on from the former District Councils.. The attached policy now seeks to provide for an approach to the setting of fees, charges and concessions across the County.

The key changes are to ensure that the setting of fees and charges is linked to deliver the outcomes within the Council's Business Plan and to seek in the first instance to recover full cost. Where concessions are applied it should be only where it is proven that the Business Plan outcomes will be improved. Consideration must be given to factors such as market competition and demand, and all fees should be reviewed annually in line with the policy.

PROPOSAL

Cabinet accept the Policy and recommend it to Council for adoption.

Reasons for Proposal

To enable Council to:

- Maintain a consistent approach to setting its fees and charges.
- Deliver the outcomes of its Business Plan through effective pricing, subsidising those areas of strategic need.
- Recover costs and contribute to the medium term financial plan.

Michael Hudson
Associate Director, Finance and Section 151 Officer

Wiltshire Council

Cabinet

11 February 2014

Subject: Wiltshire Council's Policy on Fees, Charges and Concessions

Cabinet Members: Councillor Richard Tonge - Cabinet Member for Finance, Performance and Risk

Key Decision: Yes

1. Purpose of Report

1. On the formation of Wiltshire Council different fees, charges and concessionary policies were taken on from the former District Councils. The attached policy now seeks to provide for an approach to the setting of fees, charges and concessions across the County.

2. Relevance to the Council's Business Plan

- 2.1 The Policy supports the Council's principle that we are efficient and provide good value for money for our residents. The policy also requires that in setting fees and charges, and in particular concessions there should be demonstrable evidence to show how levels of charges or concessions support the delivery of the Council's Business Plan outcomes.

3. Background

- 3.1 The Council collects a number of mandatory charges, but also has the discretion under statute to collect charges for discretionary services. Effective charging strategies can play a key role in the delivery of corporate priorities. For instance the creative use of concessions can encourage take-up by priority groups or demand may be managed by particular levels of charging.
- 3.2 The Council usually sets its fees and charges as part of the budget setting process each February, although there are some exceptions. There are few prescriptions over the timing of changes to fees. The common practice inherited from the former District Councils was for each service area to decide on its own fees and charges structure. Whilst there was reference to certain criteria in former policies these were not consistent across the Districts and resulted in wide variations and subsidies. Work has been carried out on these over the last four years. Now the majority of that work is complete it is proposed that the Council adopt the attached Policy..

4. Main Considerations for the Council

4.1 The Council is asked to appraise the policy to ensure that it supports the Business Plan and that the direction will support the Financial Plan. The draft Policy is attached at Appendix 1. It is not intended that the policy applies to the fees and charges initially set by the 2014/15 budget process, rather that it is applied going forward. That does not mean fees and charges could not be amended during 2014/15 as a result of a review of the current charges against the principles set out in the draft policy.

4.2 The key aspects of the Policy are set out at Sections 4 and 6, and in summary are:

- In setting levels of fees and charges members need to have had consideration of key factors such as the demand, competition, impact on outcomes and equalities.
- The default position should be to recover all costs. Concessions should be clearly linked to the delivery of improved outcomes within the Council's Business Plan.
- All fees and charges should be subject to a minimum of an annual review.
- Concessions should be applied with consistent principles across Council.

4.3 It is not intended that the policy applies to certain commercial areas such as industrial rents. This is due to the complexity of individual rent agreements based on ongoing economic assessments and consideration of other factors such as NNDR relief. Traded services to schools are also excluded from this policy due to the need to engage Schools Forum. However, the principles of setting fees that contribute to the Council's Business Plan objectives, seek in the first instance full cost recovery and are reviewed every year should still apply in these areas.

5. Options Considered

5.1 The Council could not charge for any discretionary services. This would result in the loss of around £19 million of income and is not considered affordable. It could also maintain the existing approach of setting fees individually, but this raises concerns over equity of practice and the ability to link the setting of fees, charges and concessions to support the delivery of the Business Plan outcomes. As such the Policy attached is the supported option.

6. Safeguarding Implications

- 6.1 The Policy acknowledges and draws out the statutory requirements around charging for children's services and requires any setting of fees, charges and concessions to do so with regard to the Business Plan objectives.

7. Public Health Implications

- 7.1 There are clear statutory requirements around the charging for health care which must be followed in the setting or application of any fees.

8. Environmental and Climate Change Considerations

- 8.1 The policy has been developed to support stronger and more resilient communities in Wiltshire.

9. Equalities Impact of the Proposal

- 9.1 In order for the Council to fulfil its legal requirements under the Public Sector Equality Duty, the Policy clearly states that individual Equality Impact Assessments will be done for each review of a fee, charge or concession. These will be made available to all Councillors during the decision making process so that the full equality implications of proposals are understood, inform final decisions and due regard is paid to the Equality Duty.

10. Risk Assessment

- 10.1 There is a risk of the fairness of fees, charges and concessions being challenged. The policy requires equality impact assessments and consistent application of concessions to be applied across the council to help mitigate this risk.
- 10.2 There is a risk that if levels of fees fail to recover costs and result in a lower collection rate than budgeted for this will result in a budget pressure. The policy provides for consideration of these factors to be explored and assessed prior to setting any fees, charges or concessions. It also requires reference to markets and competition.

11. Financial Implications

- 10.1 The Medium Term Financial Plan contains an assumption that certain fees and charges will increase in line with predicted retail price index. If they do not rise this will have an impact on the Financial Plan.

Conclusions

11.1 The Policy will provide a consistent approach across the council to all aspects of the setting of fees, charges and concessions. It will promote greater transparency and support the Business and Financial planning process

Michael Hudson
Associate Director, Finance and S151 Officer

Report Author: Michael Hudson - Director of Finance
michael.hudson@wiltshire.gov.uk; 01225 713601

Date of report: 28th January 2014

Background Papers:

2014/15 Financial Plan
Business Plan

Appendices

Appendix 1 – Wiltshire Council Draft Fees, Charges and Concessions Policy

Wiltshire Council Draft Fees, Charges and Concessions Policy

1. Introduction

Under the provisions of the Local Government Act 2003, in particular Section 93, the Authority is able to levy fees and charges for the discretionary services it provides providing no profit is made taking one financial year with another.

Effective charging strategies can play a key role in the delivery of corporate priorities. For instance the creative use of concessions can encourage take-up by priority groups or demand may be managed by particular levels of charging.

In addition, the income obtained from such charges represents an important element of the Council's funding stream and therefore has important implications for the Medium-term Financial Plan and therefore the delivery of all local services.

2. Policy Aims and Objectives

This Policy is designed to ensure:

- That a structured, corporate approach to the review and increase of fees and charges is carried out throughout the Authority in accordance with the principles of Best Value.
- That the charges made for discretionary fees are consistent with and contribute towards the achievement of the Council's agreed aims and objectives.
- That opportunities for charging are identified and considered at least annually by service areas.
- That, unless there has been a policy decision overriding this policy, that the Council recovers the full cost of providing the service including direct costs, indirect costs and overheads.

3. Scope

- 1) All Heads of Service and their staff are expected to adhere to the principles and procedures outlined within this Policy in formulating Service Delivery Plans and charging strategies.
- 2) This Policy does not cover the setting or concession of fees in relation to areas such as Commercial rents (prescribed rent reviews, market factors, turnover, etc.), neither does this policy offer specific guidance regarding traded services which are currently being reviewed. These services include charging schools for financial support and the provision of payroll services to external bodies and require School Forum sign off.
- 3) This Policy shall apply only to discretionary fees, not those of a mandatory nature where the level of fees is set by statute.
- 4) Commercial rents are negotiated between the Council and tenants based on the individual economic factors and circumstances relating to the particular property.
- 5) NNDR charges are set nationally although there is scope for local discretionary relief as set out in a paper of 7 July 2010: Non-Domestic Rates: Relief, Reduction and Avoidance.
- 6) Section 20(4) of the Children Act 1989 empowers local authorities to provide accommodation for any child within their area (even though a person who has parental responsibility for him/her is able to provide him/her with accommodation) if they consider that to do so would safeguard or promote the child's welfare. However, a key feature of this provision is that it cannot occur if any person with parental responsibility objects, therefore it is "voluntary". It is important to note that this does not include any aspect of respite provision. Where accommodation is provided under section 20 of the Children Act 1989 then Schedule 2 requires local authorities (subject to prescribed exceptions) to consider whether they should recover contributions towards the child's maintenance from any person liable to contribute. The costs of a child's maintenance include the costs of accommodation. If a child is under 16, it is the parents who are liable to contribute, unless they are in receipt of certain welfare benefits.
- 7) With regard to Adult Care the charges relate to residential and non-residential support:-
 - Residential Care - Is generally provided under Section 21 of the National Assistance Act 1948 and section 22 of that Act states that an individual is required to meet the full cost of their residential care. If the resident is unable to pay the full cost, they are required to satisfy the local authority that they do not have the means to do so. If this is the case the Council should undertake a financial assessment to determine what contribution they can make under 'The National Assistance (Assessment of Resources) Regulations 1992'. The Dept of Health issues annual guidelines known as the 'Charging for Residential Accommodation Guide (CRAG) in support of these regulations that set out the detail of how the financial assessment should be undertaken.

- Non Residential Care – is generally provided under section 29 of the National Assistance Act 1948 and section 17 of the Health and Social Services and Social Security Adjudications Act 1983. This gives Councils discretionary power to charge adult recipients of these services. This section indicates that councils may recover such charges as they consider reasonable. Should a council decide to exercise that discretion and charge adult care users it should follow guidance issued by the Dept of Health under section 7 of the Local Authority Social Services Act 1970 known as 'Fairer Charging Policies for Home Care and other non-residential Social Services' originally issued in Sept 2003 and updated from time to time

4. Principles of Charging

- 1) Councils are not compelled to charge for discretionary services, so prior to the introduction of a charge, members should consider:
 - the social objective(s) to be achieved and how this links with the current Council aims and objectives.
 - how to ensure that fees and charges introduced are fair and equitable to all based on the appropriate Equality Impact Assessments.
 - the market for the service, including other existing local providers:
 - benchmarking of fees in other parts of the County, region and nationally;
 - a general principle of a consistent, charge including services provided by contractors on behalf of the Council.
 - the level of demand for that service and how pricing may affect that demand, with users being consulted where possible; and
 - Concessionary policy in other service areas that may impact on another charge.
- 2) Fees and Charges levied should aim at recovering the full cost of the service being provided except where:
 - This is specifically prevented or restricted by legislation, such as parking income which is ringfenced to fund transport related costs or:
 - An alternative charging policy, e.g. concessionary fees, aimed at meeting wider Council objectives has been expressly approved by members after subsidisation is both recognised and recorded.
- 3) The default position is that options for charging should be considered for all discretionary fees at a level which recovers the full cost of services.

- 4) Where a decision is taken to set charges at a level below full cost, the reasons for this and extent of any subsidy should be fully stated. Concessions are targeted discounts aimed at specific groups of users and must be approved by members, in line with the Council's specified aims and objectives and must take account of any other legal restrictions which may apply, as discussed further at Section 6 of this Policy. There may be instances where services are subsidised by the Council, concessions are allowed for specific groups and further discounts are offered to counter other market forces.
- 5) Decisions to change existing discretionary fees and charges should be made taking cognisance of competition in the same markets, for example in leisure services and building control, whilst having regard to the Council's Policies and objectives. The legislation offers scope for differential charging, enabling service areas to charge different groups different rates. This provision may be used to encourage optimal take-up of services and/or the achievement of corporate aims and objectives. In setting differential rates, other potential legal issues should be considered.
- 6) All fees and charges should be subject to a minimum of an annual review, unless there is evidence to suggest otherwise that is agreed with members. The timing of reviews should be linked to market forces, national changes, seasonal changes, etc. relating to the particular service.
- 7) The following Table outlines a range of charging options that could be adopted, depending upon the policy objective to be achieved.

Charging option	Policy Objective and illustrative example
Fees limited by competition with the private sector.	The Council seeks to maximise income within an overall objective of generating a surplus (or a minimum loss) from this part of the service. It would be necessary to ensure that this approach is compatible with legislative requirements.
Fees limited by competition with the private sector, with discounts	As above, but with discounted concessions being given to enable disadvantaged groups to access the service. Such concessions are set out at Section 6 of this Policy. Discounts may be offered to encourage early settlement of fees or charges levied.
Full Cost Recovery	The Council wishes to make the service generally available, but does not wish to allocate its own cash resources to the service. The default position that Wiltshire Council is aiming to achieve under this policy.
Full Cost Recovery with discounts	As above, but the Council is prepared to subsidise the service to some extent to ensure that disadvantaged groups have access to the service.. Such concessions are set out at Section 6 of this Policy. Discounts may be offered to encourage early settlement of fees or charges levied.
Subsidised	Council policy is to make the service widely accessible, but believe users of the service should make some contribution from their own resources, subject to concessions outlined in Section 6 of this Policy.
Nominal	The Council wishes the service to be fully available, but sets a charge to discourage frivolous usage.
Free	Council policy is to make the service fully available as users cannot be easily identified or charged. I don't think we have any!
Statutory	Charges are set in line with legal obligations. e.g. penalty charge notices for parking infringements.

5. Costing and pricing of services

For each area of service activity, the Authority must be able to demonstrate that charges levied do not exceed actual costs taking one year with another. The legislation however, is not prescriptive in its definition of what constitutes a 'service area' so it may be reasonable/appropriate to group similar activities within a service area together for the purposes of applying this principle. When services are pricing new services or reviewing existing charges, they should seek finance assistance in preparing and validating any proposed charges.

6. Concessions

- 1) The Audit Commission has defined a concession as any service for which a local authority has discretion to make a charge and in doing so sets that charge below the full cost of service provision. This is thus a Council subsidisation and should be referred to as such.
- 2) This policy covers those fees and charges fixed by the Council which are applied to specific groups of people / organisations and which are levied at a lower rate than the standard fee or charge for particular services.
- 3) It should also be recognised that not all services for which the Council can make a concession are included in this policy, e.g. Commercial rents, where there are separate economic policies in place for businesses.
- 4) Wiltshire Council is committed to ensuring consistency and equity in its approach to how it charges individual customers and community groups for discretionary services and goods that are provided in its name.
- 5) Wiltshire Council is also committed to ensuring that discretionary charging practice supports the Council's wider policy objectives and that it ensures that any concessions offered to individual customers and groups are firmly based on the ability to pay.
- 6) In considering concessionary schemes it is important to:
 - Quantify the cost of the concession, including administration and lost income, and assess whether it is possible to recover that cost from charges to other users, from within the service or from general Council resources.
 - Ensure that an Equality Impact Assessment has been carried out and therefore that concessions are consistently applied.
 - Review the extent to which concessions are meeting the intended aim.
- 7) Currently, individual services set their own discretionary discounts. In future, the Council may opt to set standard concessionary percentages across all services levying fees and charges.

7. Timing of setting Fees and Charges

- 1) Normally, setting the rates of discretionary fees and charges are considered as part of the budget setting process resulting in formal approval by Council in February each year. The majority of revised fees and charges therefore come into effect as from 1 April of that year.
- 2) Some fees and charges take effect throughout the year. For example, some of the fees and charges relate to the provision of Children's Services or services provided for families where the charge is more appropriately related to the schools calendar. In these cases, the revised charges are brought in for the start of the new educational year.
- 3) There may be other cases for introducing or revising charges at a different time, for example where a fee or charge includes payments to a contractor and the contract renewal date does not coincide with a revising of fees and charges within the normal budget setting and approval cycle.

Wiltshire Council

**Cabinet
11 February 2014**

Subject: Wiltshire Council's Financial Plan Update 2014/15

**Cabinet Members: Councillor Jane Scott, OBE - Leader of the Council
Councillor Richard Tonge - Cabinet Member for Finance,
Performance and Risk**

Key Decision: Yes

EXECUTIVE SUMMARY

This is a covering report, providing an assessment in advance of draft proposals going to Council to set a budget for 2014/15 and the impact on Council Tax, rents, fees and charges, the capital programme, school budgets as well as reserves.

The Management Overview and Scrutiny Committee has been asked to appraise and scrutinise the proposals and plan, as well as officers' conclusions, and feedback comments to Cabinet for consideration as appropriate. Due to the timing of meeting this will be delivered verbally at the meeting and minutes available for Council.

Cabinet will consider the findings from the Management Overview and Scrutiny Committee, as well as findings from public consultation and recommend approval of the plan and consequences flowing from it to the Council. Council will then be asked to debate and approve the budget, Council Tax, rents fees and charges, capital programme and reserves.

The budget for 2014/15 will redirect and invest £18.085 million of resources in line with the Business Plan, with £3.633 million net more for Vulnerable Adults and Older People and £1.994 million net to safeguard vulnerable Children. We have also provided for £2.548 million before savings to increase pay by 1%, the first pay rise for staff in five years. The proposals also protect ongoing investment in building more homes and campuses (£45 million and £59 million respectively), both of which help stimulate the local economy. £10.481 million of new capital money will be invested in Highways in 2014/15 and £45 million over the next four years. Aligned to the Business Plan the budget safeguards the commitment to Military Civil Integration and creating / protecting jobs.

Against a background of ongoing central Government cuts and a commitment to freeze Council Tax in 2014/15 this requires tough decisions on how to save money. The proposals set out in the report are for £25.540 million of savings from services. The majority of these come from our continued efforts to work differently and more efficiently whilst minimising the direct impact on front line service levels and performance or targeting the impact to areas of lower community and political priority. The savings are set out fully in the Budget Book at Appendix 1D for each service, and there are £2.912 million of decisions at Appendix 1C of strategic and policy changes that are included within these savings.

Over the last four years the Council has already delivered over £90 million of savings without significant impact on front line outcomes and has seen performance improve overall. Continuing to do this is very difficult and delivery of the 2014/15 savings will need continued monitoring and analysis to ensure the Business Plan focus is driven forward. This will be achieved through ongoing budget and performance reporting throughout 2014/15.

Reasons for Proposals

To enable Council to:

- Set its revenue, capital, housing revenue accounts, fees and charges, levels of reserves and resultant Council Tax for 2014/15 to then issue Council Tax and rent bills.
- Provide the Council with a strong business and financial plan for sustainable delivery for the remaining years of those plans.

PROPOSALS

It is proposed that Cabinet recommend to Council that it:

- a. Endorses the update of the Financial Plan for 2014/15.
- b. Approve the savings and investment proposals summarised at Sections 9 and 7 respectively of this report and at Appendix 1, to provide a net revenue budget for 2014/15 of £333.063 million.
- c. To:
 - i. Freeze Wiltshire Council's element of the Band D council tax for 2014/15 £1,222.43, as calculated in accordance with statute, as set out in Section 10 of this report.
 - ii. Set the Council's total net expenditure budget for 2014/15 at £333.063 million.
 - iii. Set a 3.7% increase for dwelling rents in accordance with rent restructuring;
 - iv. Set the HRA Budget for 2014/15 (original) as set out at Appendix 1G of this report;
 - v. That all other service charges related to the HRA be increased by 3.7%, and Garages rents to be increased by 2%
 - vi. Approve the Capital programme proposed at Appendix 1F of this report.
 - vii. Set the changes in fees and charges set out in detail at Section 8 of and at Appendix 1H of this report.

Authors:

Dr Carlton Brand - Corporate Director
Carlton.brand@wiltshire.gov.uk

Carolyn Godfrey - Corporate Director
Carolyn.godfrey@wiltshire.gov.uk

Maggie Rae - Corporate Director
Maggie.Rae@wiltshire.gov.uk

Ian Gibbons - Monitoring Officer
Ian.gibbons@wiltshire.gov.uk

Michael Hudson - Section 151 Officer
Michael.hudson@wiltshire.gov.uk

WILTSHIRE COUNCIL

Cabinet – 11th February 2014

Subject: Wiltshire Council's Business and Financial Plan Update 2014/15

**Cabinet Members: Councillor Jane Scott, OBE - Leader of the Council
Councillor Richard Tonge - Cabinet Member for Finance,
Performance and Risk**

Key Decision: Yes

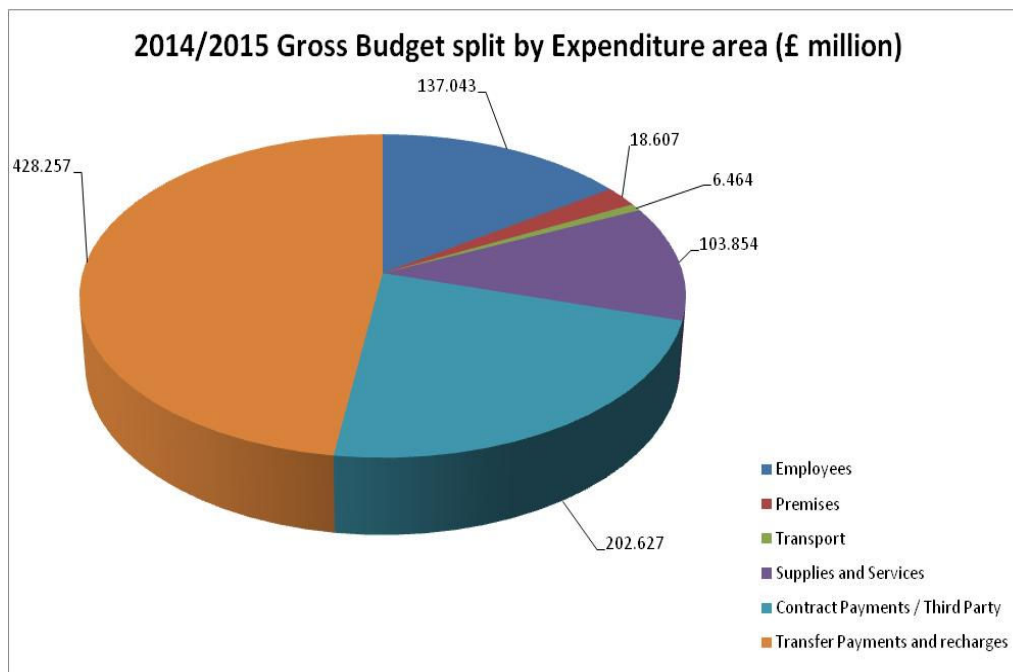
1. Purpose of Report

- 1.1. This is a covering report, providing an assessment of draft proposals to Council to set a budget for 2014/15 and the impact on Council Tax, rents, fees and charges, the capital programme, school budgets as well as reserves.
- 1.2 The Council's Management Overview and Scrutiny Committee has been asked to appraise and scrutinise the proposals and plan, as well as officers' conclusions, and feedback to Cabinet for consideration as appropriate. The minutes from that meeting will be attached at Appendix 4 of this report when it is taken to Cabinet and then Council.
- 1.3 Cabinet are asked to consider the findings from the Management Overview and Scrutiny Committee, as well as findings from public and Trade Union consultations and recommend approval of the plan and consequences flowing from it to the Council. Minutes of these meetings will be attached at Appendix 4.
- 1.4 Council will then be asked to debate and approve the budget, Council Tax, rents fees and charges, capital programme and reserves.

2. Background

2.1 In February 2011 Wiltshire Council approved a four year Business and Financial Plans, (the Plans). The Council is obliged by legislation to set a balanced budget and resultant Council Tax, plus related fees and charges. As a result, Members and officers have been updating the Plans to present to Council an updated Financial Plan in order to set its element of the 2014/15 Council Tax. This includes updating for the new Business Plan approved by Council in September 2013.

2.2 The total gross budget for the Council is close to £1 billion as shown below:



2.3 Last year the Council faced a continued increase in demand for services to the most vulnerable, as well as inflationary pressures and changes in Government policy and funding. The Council has worked hard to deliver the second year performance, savings and investment proposals of its plans. Latest projections reported to Cabinet 11th February 2014 (see [Link](#)) identify a net overspend of £0.449 million at Period 9, and thus overall with action a balanced budget for 2013/14 is forecast.

2.4 The national and local changes have been appraised against the new Business and Financial Plans, and given the Business Plan was only updated in September 2013 there are no changes proposed to that plan. There are some revisions arising from funding changes to the four year financial plan first reported alongside the Business Plan, and these are shown in Section 4 and at Appendix 1 of this report.

2.5 Cabinet are assessing any changes and feedback from ongoing public engagement and, attached to this report at Appendix 1, has issued an update to the Financial Plan. This report is an assessment to inform members in their decision making process of the adequacy and ability to deliver the proposals made by Cabinet, and the resultant impact on the Council's financial standing.

2.6 This report therefore considers:

- a) The current financial position of the Council for 2013/14 – **Section 3**
- b) Changes to the financial plan assumption reported to Council last year – **Section 4**
- c) The feedback from public and other consultation – **Section 5**
- d) The level of Government funding available for 2014/15 – **Section 6**
- e) The level of investment required for delivering the Business Plan in 2014/15 – **Section 7**
- f) The consequences of charges, capital, housing and schools proposals – **Section 8**
- g) The level of savings required – **Section 9**
- h) The resultant Council Tax calculation – **Section 10**
- i) An assessment of reserves – **Section 11 and Appendix 2**
- j) The impact on 2015/16 and future years – **Section 12**
- k) Consideration of other factors and professional advice – **Sections 13 to 18**

3. 2013/14 Forecast Outturns

3.1 The Council has received regular updates on its revenue, capital, schools and housing budgets. The timing and level of transparency of these reports has again significantly improved throughout the year. The latest forecast at Period 9 (December 2013) as set out in Cabinet 11th February agenda ([Link](#)), reports an overspend of £0.449 million, before action and thus a projected year-end balanced budget. Management action and Member decisions throughout the year have been taken to deliver this position. This included a drawdown of £1.4 million from General Fund reserves as planned in support of additional funding for safeguarding vulnerable children.

3.2 As a result of action it is forecast that the 2013/14 revised revenue budget of £340.518 million will be balanced and that there will be no need to draw further on reserves.

3.3 Budget monitoring of the capital, housing and schools budgets also show they are on target and forecast to be have small surpluses to transfer to reserves above what was planned in those areas.

4. Changes to the 2012-15 Financial Plan

- 4.1 When Council approved the 2012-15 Business and Financial Plan in February 2011 it then, in February 2013, updated this to set out a detailed budget for 2013/14, which as noted in Section 3 is on schedule to be delivered. The following year was projected based upon certain assumptions and plans. This report focuses on 2014/15 and the detailed proposals.
- 4.2 In line with the priorities flowing from the new Business Plan approved by Council in September 2013 ([Link](#)) (note Section 12 of this report assesses 2015/16 and future years) the Financial Plan was reassessed in May and September 2013. This identifies that Cabinet did not propose to change the goals and objectives of the Business Plan, however this identified a number of minor changes to the Financial Plan agreed in February 2013. Since the Business Plan was approved by Council the Financial Plan has again been updated to reflect further changes in assumptions and funding announcements and is attached at Appendix 1 to this report.
- 4.3 The key changes have been to align the investment to the 12 Key actions within the Business Plan, reflect further increased demographic pressures, inflation, and new Government funding schemes for local authorities, for example the Better Care Fund.
- 4.4 The specific changes to the Financial Plan also reflect decisions that the Council is already progressing and the plan thus confirms the commitments to resource the 12 key actions in order to ensure delivery. They are:
- **Action 1 – Highways:** £0.200 million revenue initially invested in Highways in 2014/15, rising to £1.687 million by 2018/19 to fund the capital financing in order to improve Wiltshire's roads. This will be a six year programme of additional works increasing annual expenditure on structural road maintenance from £10.500 million to £21.000 million per year for six years from 2014/15. This was approved by Cabinet in October 2013 ([Link](#)).
 - **Action 2 - Stimulate economic growth:** The Budget continues the commitment to invest £1 million in growing and protecting our economy. We also have a continued commitment to the Local Enterprise Partnership, City Deal, Strategic Economic Plan (SEP) and working with partners to deliver growth and more jobs. We also have a significant capital programme with a focus on ensuring local trade benefits from our campus and housing programmes. This also includes £16 million investing in improving broadband speed and access in Wiltshire. We think this will bring in over £0.3 million more of council tax and NNDR income next year.

- **Action 3 – Area Boards & working with communities:** The budget retains the £1 million grant commitment, and proposals such as Youth and speeding look to engage with local communities further to direct more spending. £0.921 million will be passported as a grant to Wiltshire’s Town and Parish Councils and will be reviewed in following years. Some councils across the country have not done this, but in November ([Link](#)) the Cabinet approved this investment due to the importance of local councils to the effective delivery of public services throughout the County.
- **Action 4 - Opportunities for every child:** The Council is working closely with academies, maintained schools and colleges to promote school improvement within the self governing system set out by Government.
- **Action 5 – Protecting the vulnerable:** £3.633 million invested net of savings (£4.300 million gross) in Adult front line care (plus £0.397 million in a 1% increase in staff pay) – this will support the ongoing increase in demand and changes in patterns and needs of care. We are working with the Clinical Commissioning Group (CCG) and other partners to develop and implement an Integrated Health Plan set and monitored by the Health and Well Being Board. This growth includes £1.800 million of additional Health Monies to protect the ability to maintain social care at a level that meets the requirements of Wiltshire resident’s needs. Going forward we are working with the CCG to introduce preventative approaches to manage these costs across the County. £1.994 million invested net in Children’s frontline Safeguarding (£5.188 million gross before savings and including £0.405 million 1% increase in staff pay). This is largely to fund ongoing cost and demand pressures, as well as investing in an innovative cross sector preventative Multi Agency Safeguarding Hub (MASH) agreed by Cabinet in December 2013 ([Link](#)).
- **Action 6 – Investing in Housing:** £44.9 million investment in modernisation of housing over 4 years through the Housing Revenue Account. In addition contribution towards the Housing PFI providing around 260 additional properties. There is also £2m per annum allocation from the Housing Revenue Account towards providing new build affordable housing.
- **Action 7 – Military Civilian Integration:** The Council is working in partnership with the MOD to ensure the successful army rebasing programme. This includes integration around housing, school and infrastructure developments, alongside other community initiatives. Progress on this was reported to Cabinet in September 2013 ([Link](#)).
- **Action 8 – Delegate Land and services:** The council has a strategy agreed with our local partners and continues to commit to and deliver on this policy.

- **Action 9 – Campuses:** £54.474 million is being invested between 2014/15 and 2017/18 into the Campus programme to improve the community of Wiltshire, in 2014/15 the current schemes approved and commencing are forecast to require £37.939 million of borrowing. This equates to an increase on the capital financing budget of around £2.4 million by the end of 2017/18. These increases have been factored into the Medium Term Financial Strategy. Corsham Campus is under construction and expected to open in late 2014, followed by Salisbury phase 1 in 2015, the remaining agreed Campuses (Melksham, Calne, Cricklade, Pewsey and Tisbury) are then phased to be completed during 2015 or 2016.
- **Action 10 – Public Health:** An additional £1.326 million of Public Health monies is being used to improve health outcomes for the Wiltshire population. The additional money will be used to target the prevention of ill health through early intervention and reducing health inequalities across Wiltshire. There will be increased demand on Public Health services due to population changes which will be resourced from the Public Health growth. The way these monies are to be allocated is shown in Appendix 11.
- **Action 11 – Realigning Resources:** This report identifies that a gross £18.085 million is being realigned to key Business Plan actions and priorities with savings being found to deliver this realignment and continued reduction in Government funding.
- **Action 12 – Developing our workforce:** £2.548 million to fund a 1% increase in pay, assuming this is the agreement at a national level, and incremental increases. Discussion between employers and trade unions are ongoing. The investment also covers the cost of pensions arising out of the 2013 actuarial revaluation of Wiltshire’s Pension Fund to ensure the scheme remains viable. We are also investing £0.1 million in an on line learning and development system that will improve staff’s access to training at a reduced cost.

4.5 These investments and realignment of funds have been assessed by Finance and Services and are endorsed as an appropriate level based on current information and necessary to reflect the ability to deliver the Business Plan in 2014/15.

5. Public Consultation

5.1 Public consultation has been carried out in a number of ways:

- Specific consultation as part of Cabinet decision making process throughout the year, such as Waste and Recycling Collection rounds or the Multi Agency Safeguarding Hub (M.A.S.H.), and where appropriate this will be carried on in 2015/16 and beyond arising from Cabinet’s proposals;
- A consultation will be held at County Hall on 10th February 2014 with feedback provided at Cabinet and Council; and
- Household surveys.

Alongside this other consultation has taken place with Trade Unions.

5.2 The Household Survey report findings are based on an overall survey return of 5,959. The findings from the Survey were:

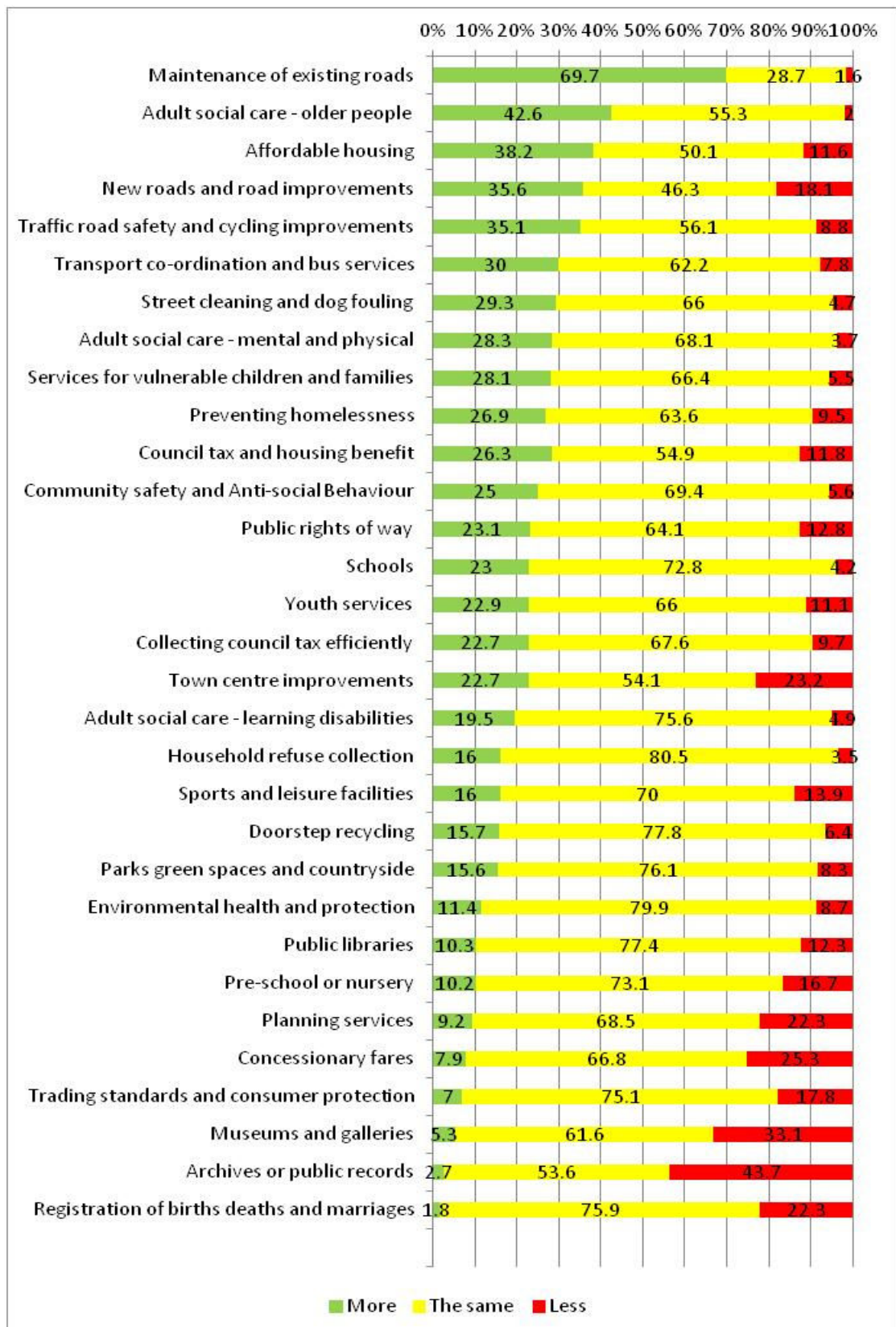
	Household Survey
Top 3 areas to invest monies	<ol style="list-style-type: none">1. Maintenance of existing roads (69.7%)2. Adult social care services for older people (42.6%)3. Provision of affordable housing (38.2%)
Top 3 areas to take money from	<ol style="list-style-type: none">1. Archives or public records (43.7%)2. Museums and galleries (33.1%)3. Concessionary fares (25.3%)

5.3 To date in response to the consultation responses received, investment as set out at Section 7, supports money being directed into these priority areas:

- **Maintenance of roads** - £10.5 million more has been committed in the capital programme in 2014/15 than was spent in 2012/13, with £13.5 million in revenue also going into this service. Over the next 6 years £21 million of capital will be invested in Wiltshire’s structural maintenance of highways, this was approved by Cabinet in October 2013 ([Link](#)).
- **Older people and adult social care** - £3.633 million net is proposed to be invested in 2014/15 broadly in line with the original plan last February; and
- **Affordable Housing** – £44.9 million is being invested in modernising social housing and towards providing new build affordable housing over 4 years through the Housing Revenue Account.

5.4 In relation to the areas where responders favoured taking money out of, proposals at section 9 include removing the concessionary fare before 9.30am.

5.5 The overall findings were as follows:



- 5.6 Consultations with Trade Unions, local businesses and with staff as appropriate to restructure proposals are ongoing. Trade Union feedback is to be sought at the overall budget at Group Leaders meeting with all Unions on 6th February and feedback given at Cabinet.
- 5.7 The debate and actions from the Management Overview and Scrutiny Committee will also be appended and any issues raised considered at that meeting before proposals are recommended to Full Council.

6. Level of Funding

6.1 The Council's Government funding for 2014/15 comprises of three elements, the first two making up what is referred to as Wiltshire's Revenue Support Grant (RSG), that is the Department's calculation of what the Council's spending should be compared with other councils across the country:

- Settlement Funding Allocation (SFA);
- Business Rates Retention Scheme (BRRS); and
- Ring fenced grants, such as Public Health and Better Care Fund.

6.2 This and the impact for Wiltshire are set out in more detail in the following paragraphs. Section 10 of this report notes the level of Council Tax, and Section 8 assesses the assumptions on fees and charges plus the funding for capital, housing and schools.

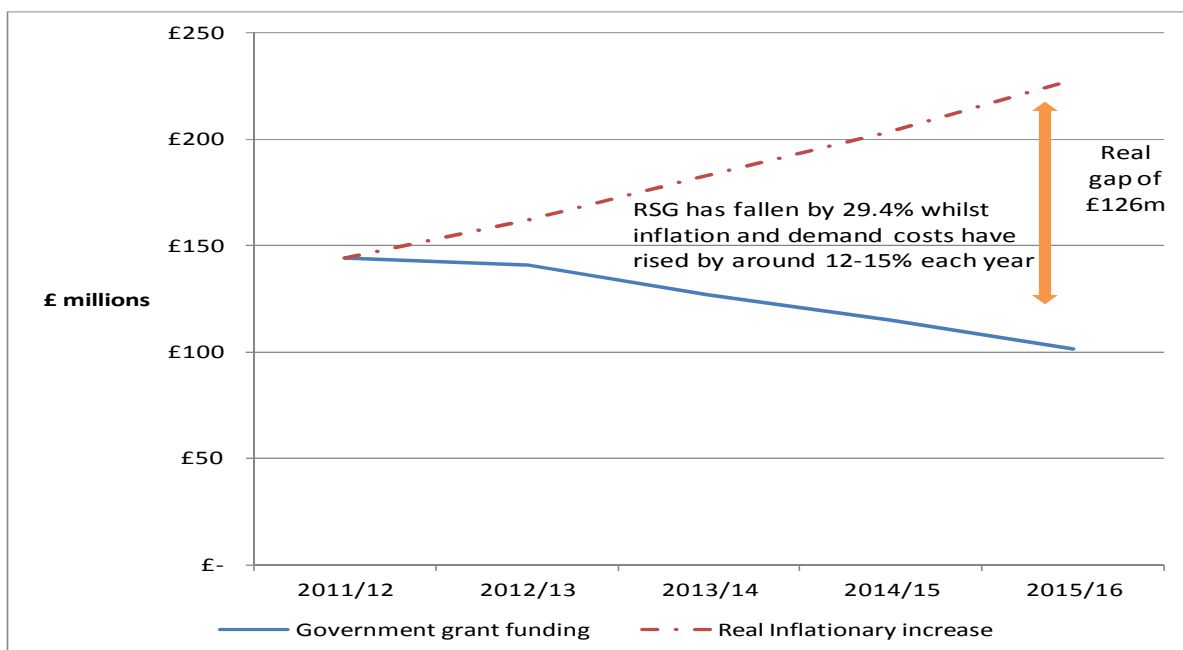
- ***Government Grant***

6.3 In 2010, the Government simplified the funding for local authorities to one main grant – the formula grant, and 9 separate core grants. At the same time it announced a review of the funding formula and system with the aim of introducing a more transparent and simplified scheme that also support the localism agenda. These changes took effect from 2013/14, and as such this is the second year of the current funding scheme. Wiltshire's allocation is derived thus from the funding baseline set last year for each authority. Government have adjusted the SFA based on a percentage reduction rather than a need assessment, and increased the BRRS to reflect growth in the money retained through the Business Rates Retention Scheme.

6.4 For 2014/15 the Government announced on 18th December a draft settlement as follows:

	2013/14 £m	2014/15 £m	2015/16 £m	13/14 Change £m	14/15 Change £m
SFA (including 2013/14 Council Tax Freeze Grant but excluding 2014/15)	76.018	65.456	48.622	-10.562	-16.834
Business Rates Retention Scheme	50.573	51.557	52.980	+0.984	+ 1.423
Total	126.591	117.013	101.602	-9.578	-15.411

6.5 This continued reduction in the RSG reflects a 'real' pressure to fund the Council since 2011 of £126 million if we had not made any savings and could fund all of the demographic and inflationary costs as shown by the following graph:



6.6 In addition to this if the Council passes the proposals for no increase in Council Tax in 2014/15 then there will be a further grant of circa £2.218 million added to the SFA, this is assumed in the financial model at Appendix 1B. Government have also confirmed that this and previous Council Tax Freeze Grants have now been included in the base funding for future years. This avoids the potential need to find c£18 million in 2016/17. If the Council did not accept the proposal to

freeze Wiltshire's Council Tax for 2014/15 then this grant would not be capable of being counted to the Financial Plan under pinning this report.

- 6.7 Also the Government has created a similar Freeze Grant for Business Rates. This has arisen as the original funding announcement in September 2013 assumed an increase in NNDR of 3.4% in line with the Retail Index Price (RPI) at that time. Following lobbying the Chancellor announced the increase would be capped at 2%, but that local authorities would not have to fund this. As such Government have announced a section 31 Grant to provide for this shortfall. In addition, the Government confirmed a continuation of the Small Business Rate Relief Scheme which will see additional funds. At this stage we are still awaiting an announcement on the exact fund and thus an estimate for 2014/15 has been included of £0.5m. At this stage the Government have said the grant will only be available in 2014/15 and 2015/16 and the decision on future years will be left to the Government post the next election.
- 6.8 The final settlement has yet to be confirmed and is not expected until mid to late February 2014. It must also be noted that notification on the final Education Services Grant (ESG) (formerly LACSEG) will not be known until 31st March 2014.
- 6.9 In addition to this the Government is issuing a smaller number of specific grants for Public Health, Dedicated Schools Grant and Public Health Monies. These are as follows:
- **Public Health - £14.587 million:** This is £1.326 million more than 2013/14, and funding is ringfenced to public health and will be subject to external audit and quarterly reporting to the NHS. As such the grant is shown as gross in the Council's financial plan and funding from previous years is assumed within spending in areas such as Children, Leisure and Adults which thus again report a net position. All additional funding will need to be determined going forward. A statement of intended spend is attached at Appendix 11.
 - **Better Care Fund (Previously known as Health Gain Monies / the Integrated Transformation Fund) - £11.58 million:** This funding is a continuation of the specific grant allocated first in 2011/12 to support adult and older people care joint working with the NHS and is allocated by the Health and Well Being Board. The funds include provision for growth in demand and preparing for the Care Bill implications. The fund is £1.800 million more than 2013/14, and of the monies allocated in that year some are committed to fund ongoing schemes and demand such as Step To Active Recovery and Return (STARR). We have assumed £5.651 million allocated in 2013/14 will continue as will other projects and as such only the additional £1.800 million has been assumed in the Council's funding.

- **Dedicated Schools Grant (DSG) - £303.919 million:** This is set out in more detail in following sections of this report.

6.10 The Government confirmed in the Provisional Funding Announcement that the unringfenced Rural Grant introduced in 2013/14 has been included going forward from 2014/15 in the SFA baseline.

6.11 The assumption is that there will be no changes to the Council's formula grant; consequently we have assumed a SFA for 2014/15, including the 2014/15 Council tax Freeze Grant, of £67.674 million (including an additional 2014/15 Council Tax Freeze grant) and a Business Rates Retention of £51.557 million. This gives an overall RSG of £119.231 million.

7 Level of investment and changes to the original plan

7.1 Cabinet has identified through the Business Plan investment in 12 key priorities as discussed at Section 4.4 of this report. This has resulted in changes in the level of investment across the three areas reported to Council in February 2013. Our forecasts around investing in communities and vulnerable people continue to be excellent. We have managed to reduce the level of investment needed for inflation due to continuing to challenge the level of our spend and contract provisions. As a result, we have seen a favourable reduction in what we had original assumed was needed for general inflation, as shown by the following levels of investments:

2014/15	Original Plan February 2013 £m	Proposals £m	Difference £m
Investing in our communities and priority services	2.000	2.501	0.501
Protecting vulnerable people	9.454	9.488	0.034
Funding inflation and cost pressures	22.396	6.096	-16.300
Total	33.850	18.085	-15.765

The investments are also discussed at paragraphs 4.4 and 4.5 of this report.

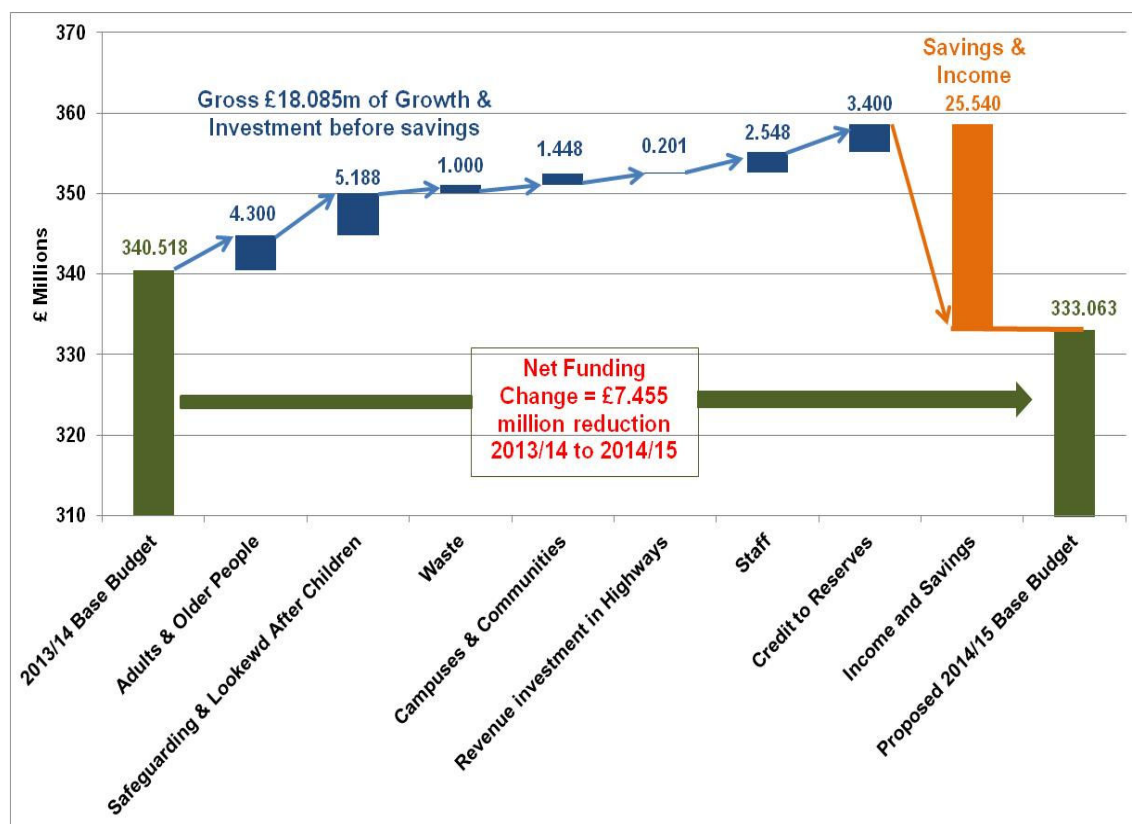
7.2 The key differences between the original and revised Financial Plans are:

- Funding inflation – we had assumed that inflation would be higher in 2014/15 at around £10 million based on the level of inflation at the start of 2012, however signs suggest this has fallen and experience in negotiating contracts has

reduced the level of inflation needing to be applied. As such the funding of inflation has been consumed within service budgets.

- Funding for corporate items - £6.947 million was included in the Financial Plan at September 2013 as corporate savings from 2013/14 were still to be identified and as such we took the prudent approach of carrying forward these as though they were not met on a recurring basis. These have been identified in year or in 2014/15 proposals therefore in the updated Financial Plan this line has been removed.
- Funding pay and pensions – a sum of £2.548 million has been allocated to services to fund an assumed 1% increase in pay and the additional 1% contribution to the Wiltshire Pension Fund. The pay award for the majority of our staff is carried out at a national level between employer representatives and trade unions, and whilst no national agreement has been reached we have assumed that pay will rise in line with the Chancellor's expectations. The original forecast of inflation included another £2.500 million for potential Pension increases which are not now needed following revaluation.
- Capital funding and reserves – continued improvements in profiling of capital and management of our cash reserves over borrowing assumptions has maintained the expected cost of borrowing to a relatively small increase of £1.001 million from 2013/14. That is actually £1.800 million less than we forecast last September 2013 for the Business Plan due largely to the efficient structure of funding agreed by Cabinet for the additional Highways work.
- Protecting Vulnerable – This is broadly in line with Business Plan forecasts with £5.188 million more before savings is needed to invest in the additional cost of supporting the cost of the increased demand and Government expectations over the care for vulnerable children. In Adult care £2.5 million gross has been identified for investment by the Council to fund demography, this is in addition £1.800 million of joint NHS funding to support transformation and preventative care.

7.2 Overall the remaining £18.085 million level of investment and change in the Council's cost base required for 2014/15 is reflected below:



7.3 Looking forward the current economic climate makes the prediction of inflation and demand harder given the wider variation of professional views. Projections around adult and child care demand have been strengthened to reflect better analysis of care data and trends, and higher levels of inflation have been assumed to be prudent. Thus the investments are felt justified and reasonable. More detail is at Appendix 2.

8 The consequences of Charges, Capital, Housing and School budget decisions

- **Fees and Charges**

8.1 Cabinet proposes several changes to fees and charges, however in the main most discretionary fees have been frozen or increased on average by 2% - the Retail Price Index (RPI) at December 2013 that is lower than the 3.4% RPI used by Central Government to inflate certain state benefits and pensions. Other fees set by statute have been based on statutory national levels, and a few fees will remain at 2011/12 levels. A full list of fees and charges is attached at Appendix 1H.

- 8.2 We have sought to harmonise fees and charges across the Wiltshire Council managed leisure centres so the only discrepancies reflect the different services on offer at each leisure centre. This has resulted in many fees and charges being held at 2010 levels with some increases in excess of 2% to bring those fees up to the harmonised level. In addition there are fees and charges that have been reduced as a consequence of the harmonisation process.
- 8.3 In addition, as set out in the following section and Appendix 1C, the Council is looking at carrying out a more detailed review to ensure that we recover a reasonable charge for commercial waste services.
- 8.4 Demand assumptions in the main have remained unchanged. This is felt prudent but will continue to be reviewed in year and an element of reserves has been set aside to cover for this. Other fees and charges proposed are assessed as deliverable at this stage but will also be monitored.
- **Capital**
- 8.5 Cabinet proposed Capital Programme for 2014-18 is attached at Appendix F, along with the indicative sources of funding available. The programme for 2014/2015 proposes a total value of £344 million over the 4 years with £142 million in 2014/2015. The programme is largely built up from Government and other Grants received or due to be received. This amount to around £53 million in 2014/2015. In some cases Grant allocations for 2014/2015 are still to be announced or finalised particularly in the Education and Highways areas, so estimates have been used which will need to be adjusted once grant levels are announced. Additionally other sums often become available during the year from a variety of sources which can be added to the programme during the quarterly reporting of the Capital programme in 2014/2015.
- 8.6 In addition to Government grants, additional Council sums in the form of Capital Receipts from sales of assets and borrowing are able to be added to the programme. Capital receipts assume a total of £35 million received over the next 4 years to fund the planned expenditure. This has assumed that all known receipts are achieved and applied to the current Capital Programme.
- 8.7 The total 4 year programme requires £142 million of borrowing to fund the whole £344 million programme. To fund the £142 million programme in 2014/2015 there is an assumed £71 million increase in borrowing which is largely (£32m) arising from the ongoing Campus programme as added to the programme in previous years. The other major driver of borrowing increases is the Highways budgets which have been increased on previous years budgets by around £6m per annum (raising the budget for Bridges and Structural Maintenance up to £24m per annum and the amount funded from borrowing to around £12m per annum).

- 8.8 These increases have a knock on effect onto general fund expenditure on repaying borrowing. The increase on Capital financing budgets due to the planned 2014/2015 expenditure will hit the Capital financing budget largely in 2015/2016 as the impacts of capital expenditure are lagged. This will require an increase in the revenue capital financing budgets in that year of around £3m and once the programme is complete in 2017/2018, an additional £6m will be required in order to service the new debt. The total capital financing budget in 2017/2018 is anticipated to be around £30m or circa 10% of the Councils Net budget, up from £24m in 2014/2015.
- 8.9 To mitigate the increase in revenue budget, treasury management reviews will continue to be undertaken to take opportunities to reprioritise, re-profile and better manage cash over borrowing to fund schemes. This will allow capital financing costs to be squeezed downwards wherever possible. The effect of reprogramming of the capital programme has the impact of pushing the costs into later years, and an estimate of this has been made within the budgeting. This will prevent the council from borrowing money too early and thus having to pay unnecessary interest repayments.
- ***Housing Revenue Account (HRA)***
- 8.10 In line with Government policy, all councils and registered social landlords are expected to set their rents using the long-standing rent restructuring formula to meet a target rent by 2015/16. The effect in 2014/15 is to increase the average formula or target rent by £3.12 per week (3.7%).
- 8.11 At individual property level, rent increases range from 2.20% to 6.04% more than last year's rent, with no rent increasing by more than the national maximum of RPI (3.2% as at September 2013) plus 0.5% plus £2 per week. Applying the transitional arrangements means that the average rent increase across all dwellings from April 2014 will be £3.54 per week calculated on a 50 week basis or 3.97%.
- 8.12 Whilst we have limited control over the national rent formula we recognise the considerable pressures faced by many of our tenants due to the ongoing economic climate, therefore it is proposed to only increase Service Charges which cover the cost of utilities and other service costs by RPI plus 0.5% which equates to 3.7%, the same increase as charged on dwelling rents. These charges have been frozen for 2 years and the increase in utility costs in the intervening period has risen considerably over recent years. To further alleviate the pressures on tenants, it is also proposed to only increase the charges on Garage rents by 2%. This is following on from a freeze in Garage rents for the past three years.

8.13 The effect on these changes is to increase the amount the HRA returns to reserves by £0.691m to £1.322 million this is an increase from £0.631m in 2013/2014. See detailed budget at Appendix G.

8.14 The Council has already begun investing more heavily in its Council stock through use of HRA reserves and resources available under the new freedoms of the Self Financing regime. This has seen an increase in resources available to spend which has raised the planned expenditure on items such as replacement Kitchens, Bathrooms, Windows, Roofing and Boilers on the Council housing stock in the South of the County. In 2013/2014 the programme is aiming at delivering 192 new Kitchens and 186 new Bathrooms, a substantial increase on previous years. This programme will continue, increasing the average spend per year from under £4 million in 2011/2012 to around £10 million per year available over the next five years. In addition a further £2 million is earmarked for delivery of new council housing.

- **Schools**

8.15 A one year Dedicated Schools Grant (DSG) settlement has been allocated for 2014-15 and so no indication of future years funding has been received. DSG has been allocated in three separate blocks for 2014-15, the blocks are not ringfenced. The total provisional DSG allocation for Wiltshire is £303.919 million broken down as follows:

	£m
Schools Block – final allocation based on October 2013 school census	248.735
Early Years Block – provisional allocation based on January 2012 census	18.652
High Needs Block – provisional allocation based on baseline data agreed with EFA (final data still to be updated)	36.531
Total	303.919

8.16 The settlement represents a cash increase of £0.805m compared with 2013-14 however there are a number of upward and downward adjustments which have been reported to Schools Forum. The main reason for the increase is additional funding to enable the statutory requirement to provide up to 15 hours free childcare to 40% of two year olds to be delivered.

- 8.17 The Early Years block will be updated after the start of the financial year for the January 2014 census and again after the end of the financial year for the January 2015 census. The final value of the High Needs Block will be confirmed in March 2014. Values will be adjusted for placements in non-maintained special schools (NMSS) and for final numbers of post-16 placements.
- 8.18 A minimum funding guarantee (MFG) of 1.5% is to be applied to the delegated schools budget meaning that no school has a reduction in funding of more than 1.5% per pupil before any pupil premium is added. Schools Forum has previously agreed that the cost of the MFG will be met through limiting the gains for those schools who would receive increases in funding through the new funding model. Limits to gains are also applied on a per pupil basis.
- 8.19 Schools Forum met on 16th January and agreed to use £0.150 million from DSG Reserves to support secondary provision for hard to place pupils, and as such recommend a budget for schools of £304.049 million. Overall therefore there will be a continuation of the Council's policy to not top up the DSG.

9 Level of savings

- 9.1 The Council's Financial Plan identifies that to fund the £18.085 million of investment and increased costs shown in previous sections of this report will require £25.540 million of savings / additional income.
- 9.2 As part of the process of setting the budget managers have been assessing their budgets. After allocation of £5.683 million of specific grants, and accounting for decisions that have already been taken or that are already out for consultation (£0.941 million), that leaves a target of £18.916. Within this the budget books at Appendix 1D to this report identify savings of £9.238 million of officer actions being taken within the existing Council Policy Framework and processes, including £3.4 million repayment of reserves, to both manage costs and deliver savings, as well as accounting for previous years decisions and those currently out for consultation and already reported to Cabinet. There has then been an allocated target of £3.229 million allocated to services and a further £3.537 million to be allocated. Both these items are discussed below (paragraphs 9.6 and 9.7) in more detail.

9.3 In summary the savings are broken down as follows:

Description	£ million
Grants income	5.683
Service decisions (per full list at Appendix 1D)	9.238
Decisions already made / out to consultation	0.941
Strategic decisions (see below & Appendix 1C)	2.912
Corporate targets allocated	3.229
Corporate targets being allocated	3.537
Total	25.540

9.4 After allowing for these management and previous Cabinet decisions the following £2.912 million of savings are left for decision by Cabinet / Council as part of the process of setting the 2014/15 Council Tax. The proposals are set out in detail at Appendix 1C of this report, and service budget books have been included at Appendix 1D. In summary the strategic savings are:

Strategic Savings		£m
1	Review and increase of Commercial / Trade Waste in charges	0.250
2	Reduction in non efficient bus routes	0.176
3	Review application of spare seat policy and comply with existing policy	0.150
4	Review of discretionary and non statutory educational transport to and from schools and colleges	0.200
5	Further reviews alternative bus concessions	0.039
6	Efficiencies from better use and procurement of taxis	0.100
7	Free travel for OAP and disabled bus pass holders after 0930	0.180
8	Bring Family Information Services in-house	0.120
9	Use of earmarked reserves	0.200
10	Transfer Salisbury CCTV to partners	0.025
11	Income (paragraphs 8.1 to 8.4 of this report)	0.636
12	Highways 4.5% contract management and efficiencies	0.761
13	Area Boards fund local Speed Indicator Devices	0.075
Total		2.912

9.5 These savings have been assessed and considered realisable, although there may be some further movement in some as work progresses which means a small element will need to be found from other areas or reserves.

9.6 There are four corporate target savings allocated out to services within the Plan. This totals £3.229 million:

- Reduce the use of consultancy and agency staff - £0.750 million. Managers will review current use of agency and consultants with a view to replacing work and / or time with existing staff or reducing numbers.
- Reduce the amount spent of travel and subsistence by smarter working practices such as use of lync - £0.750 million. The Council operates now out of 3 main hubs and has invested heavily in Lync and other initiatives such as pool cars that mean expenditure on travel can be reduced. The Council is also revising the need for and procurement of train fares within this proposal.
- Other corporate savings (overtime, equipment, advertising, catering, utilities, venue hire) - £0.653 million. The Council is undertaking a review of it's spend on overheads with a view to restricting this to essential only.
- Target to continue to reduce non-essential spending - £1.076 million. The Council's spend on goods and supplies will be reduced to only essential requirements.

There are five items to be allocated at the start of the year. These total £3.537 million.

- Management Review - £1.477 million. Following the restructure of Senior Management in 2013 the Council will now enter the next phase of its review of the next tiers down to seek efficiencies. It is estimated this will mean a reduction of around 30 to 35 management posts out of c.4,000.
- Extra income target to be allocate £0.100 million. The Council will continue to review the way it sets its fees and charges in line with a new policy presented to the same Council and remove subsidisation over the coming months and years, unless it is agreed for policy reasons.
- Improve controls and reporting around spending - £1.210 million. The Council will reduce the number of officers able to requisition, buy and approve procurement of items. This will enable more front line staff to spend greater time with clients, improve management information, challenge how we buy things and improve discipline.
- Back office review savings £0.450 million. The Council will review the way it supports the delivery of services in light of the changes in the Business and Financial Plan to remove any unnecessary costs.
- Systems Thinking savings to be allocation £0.300 million. These are savings identified by systems reviews which will be allocated to services after work with the transformation team

9.7 In all cases work has begun to deliver these savings, so for example procurement savings have been allocated to service base budgets and work has begun with budget holders to look at the detailed spending and improved controls, purchasing and monitoring to ensure the targets are delivered.

9.8 An element of provision for non-delivery has therefore been provided for in the General Fund Reserves discussed in more detail at Section 11 of this report.

10 Council Tax calculation

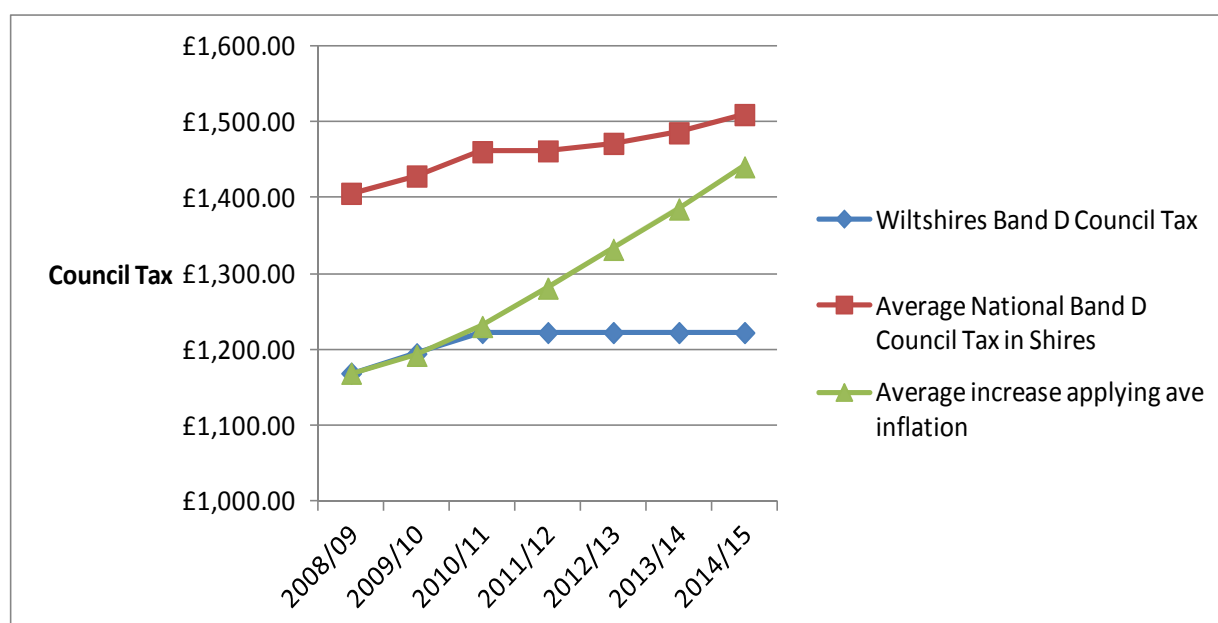
10.1 The overall position for 2014/15 reflected in this report is therefore:

	<u>£m</u>	<u>£m</u>
2012/13 Revised Base Budget		340.518
Plus		
<i>Investment built into initial medium term financial plan</i>		
- Net demand and inflation (paras 7.1)	18.085	
		<u>358.603</u>
Less		
<i>Savings & Income (as set out at Section 9):</i>		(25.540)
Net budget requirement		333.063
Financed by		
• SFA (paragraphs 6.3 to 6.6) and 2014/15 Council Tax Freeze Grant		(67.674)
• Business Rates Retention (paragraphs 6.3 to 6.6)		(51.557)
• Other Central Grants (e.g. ESG)		(6.311)
• Collection Fund		(2.966)
Amount to be found from the Collection fund through Council Tax		(204.555)

10.2 The Local Government Finance Act 1992 (as amended by the 2003 Act) sets out the powers and duties of the Council in setting the annual council Tax. The key requirements under Part IV of the 1972 Act are that:

- Council Tax is set at Full Council – Section 33.
- Council Tax is set at a sufficient level to meet its proposed budget requirements for the ensuing year – Sections 32 and 33.
- The level of Council Tax is set before 11th March to enable circulation of Council Tax bills to enable people to pay on and after 1st April- Section 30(6).
- The Chief Finance Officer must report on the robustness of estimates and the proposed adequacy of reserves – Section 25.

- 10.3 The Government, through the Chancellor of the Exchequer, the Rt Hon George Osborne MP, reiterated in December 2012 that keeping Council Tax low remains a priority for the Government. As such Government has introduced new powers to enable referendums where a council sets its council tax at or greater than 2%. To encourage this, the Secretary of State has announced a further one year Council Tax freeze grant equivalent to a 1% increase. The impact for Wiltshire is set out at Section 7 of this report, and equates based on current estimates to be confirmed to a grant of £2.218 million.
- 10.4 The original assumptions employed in setting the 2011-12 to 2012-15 Financial Plan have been that Council Tax for Wiltshire Council is set as follows:
- 2010-11 0%
 - 2011-12 0%
 - 2012-13 0%
 - 2013-14 0%
 - 2014-15 2.5%
- 10.5 The proposals within Cabinet’s report are that for 2014/15 there will be no increase. This is a reflection of the ongoing economic position. Cabinet has also identified that it wishes to challenge future years. At this stage the Financial Plan has been amended to again reflect no increase in 2015/16.
- 10.6 Overall this means that in the last five years, Wiltshire residents have had one of the lowest national increases in Council Tax. There will have been, if this budget is approved, no increase over the last four years in Council Tax compared to an average national inflation for the same period of nearly 17.1%. That is a saving totalling £382 to the average household in 2014/15 when compared with what the average rate of inflation has been over the last five years.



10.7 Compared with similar and surrounding councils Wiltshire remains one of the lowest council taxes:

	2013/14 Band D Council Tax Levels
Shropshire	£1,488
Northumberland	£1,373
Bristol	£1,365
Dorset (<i>includes District average</i>)	£1,342
Bedfordshire	£1,305
Durham	£1,283
Cheshire West	£1,275
South Gloucester	£1,245
Cornwall	£1,244
Wiltshire	£1,222
BANES	£1,202
Somerset (<i>includes District average</i>)	£1,168
Swindon	£1,146

10.8 The Council is required to set a Council Tax sufficient to balance the Collection Fund account it maintains. Based on the projections at December Wiltshire Council's net surplus is forecast to be £2.966 million and will be used in funding the 2014/15 budget provision. That results in a funding requirement in 2014/15 from Council tax of (£204.555) million.

10.9 The Council has agreed that the average Band D tax base of 167,344.47 for 2014/15 ([Link](#)). Given the calculated draw on the Collection Fund, as identified in section 10.1 of this report, to deliver a balanced budget, after assuming a £2.966 million contribution from the Collection Fund surplus is a net £204.555 million, The Band D Council Tax proposed for 2014/15 is thus frozen and is again £1,222.43 (£204.555 million divided by 167,344.47 tax base). That is unchanged from 2010/11 and across the bandings that equates to the following:

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
£	£	£	£	£	£	£	£
814.95	950.78	1,086.60	1,222.43	1,494.08	1,765.73	2,037.38	2,444.86

10.10 The precept for Wiltshire Police and Wiltshire Fire and Rescue Service has yet to be finalised and approved for 2014/15, and as such no change to the council tax element for these precepts has yet been made in this report. It is hoped these figures will be available for Cabinet.

10.11 In Wiltshire there are 256 parishes and town councils. Each of these bodies has precepting powers and we are currently waiting to hear back from all of these bodies. Given the scale of the number of such councils, the detailed affect for each will be set out in an appendix to Council to show the movement for each body on top of that for Wiltshire Council, the Fire and Police authorities.





10.12 However, with reference to the changes reported to Cabinet 18th December 2012, relating to the local Council Tax Support Scheme, it is necessary to reiterate that as part of setting the budget and council tax requirement for 2014/15 Wiltshire Council has passed through part of its RSG for parish and town councils.

10.13 The Government did not announce a specific grant level in 2014/15 for this element of funding, as such consultation with Town and Parish councils took place in the autumn of 2013 with a report to Cabinet in November 2013 ([Link](#)). As such £0.921 million has been allocated as grant to Wiltshire's local councils. We will continue to support the local councils in lobbying for this to be changed.

11 **Assessment of reserves**

11.1 The Authority has had for a number of years a Strategic Risk Register and developed a Risk Framework to identify and monitor risks going forward. This register has continued to be updated during 2013/14, and has formed the platform in preparing the Section 151 Officer's assessment of risk. Appendix 3 of this report summarises the significant financial risks arising from this assessment.

11.2 The total potential reserves required from this assessment is as follows:

	31 st March			
	2013 £ million	2014 £ million	2015 £ million	2016 £ million
General Fund Reserve risk assessment	10.0	9.1	9.1	14.3
Current Projections (see para 11.6)	12.6	7.8	11.2	14.7
Reserves sufficient		 See paragraph 11.2 for more detail		

11.2 The Authority's General Fund estimated reserve at 31 March 2014 based on the forecast outturn, at Section 3 of this report from the current forecast outturn is £7.8 million. This is below the recommended level on a technical accounting basis only. There was technical draw down in 2013/14 to fund the recent open voluntary redundancy programme. As the result this exercise delivers over £9 million of full year savings against a target of £4 million. To fund this opportunity for later year savings it was agreed as part of the budget monitoring to draw down from reserves in 2013/14 £3.4m and that would be repaid from the savings in 2014/15 and the full year additional affect of £3.4 million useable in 2015/16. As such the reserves on 1st April will be £11.2 million, in excess of the £9.1 million risk assessment levels.

11.3 A review of the assumptions applied last year and the current level of reserves has resulted in the following changes being recommended:

- Service savings – the risk assessment continues to provide for non-delivery of savings, and the level of risk has been maintained as based on previous years experiences we have again seen 98%+ delivery of savings identified at this stage of year and other savings being found to match those that were not. The risk thus remains around corporate target risks and this has in part been covered thus in this allocation against the General Fund.
- There is still some uncertainty over future years and 2014/15 funding with no announcements yet on small business rate relief, Section 31 Grant and Education Support Grant. As such an element has been included to provide for a shortfall in funding in the coming and future years.
- The new Better Care Fund for 2015/16 is an indicative £27.1 million allocation. This is set by the Health and Well Being Board but at present the expectation is that at least 25% of this will be performance related around a small number of national and one local indicator. The potential joint risk to the CCG and the Council is just over £6 million. As such in 2015/16 an additional risk has been introduced requiring the General Fund to provide for £2 million as a part Council share if these were not delivered.

11.4 As such, based on the assessment at Appendix 3 there is no further call on reserves in 2014/15, but a technical requirement to contribute £3.4 million to the reserves. This technical contribution has been accounted for in the proposals set out within this report. However, Members should note that, as the external environment of both the public sector and Wiltshire itself changes rapidly, so the number of risks being identified and the likelihood of risks occurring is also increasing. The key risk identified this time as noted above is related to changes to care funding and the performance requirements of the Better Care Fund in 2015/16 and beyond.

11.5 The other main risk relates to the Funding changes that introduced gain but also risk of loss of Business Rates. Whilst there is a national scheme that provides for funding if this income falls and there is a sudden loss of above 7.25%. However, any loss on business rates where by less than 100% of the baseline to 92.25% is collected will be borne by the local authority. Also any negative changes in Council Tax Support allowance will be a risk for the Council to bear. As such an element of the General Fund is still required to reflect the ongoing risk of funding volatility.

11.6 As such the reserves for the following years are proposed as:

	31 st March			
	2013 £ million	2014 £ million	2015 £ million	2016 £ million
Opening General Fund Reserve	14.1	12.6	7.8	11.2
Contribution to / (from) general fund reserves	1.5	0.0	3.4	2.5
Contribution (to) / from earmarked reserves from General Fund	(0)	(4.8)	0.0	1.0
Closing General Fund Reserve	12.6	7.8	11.2	14.7

11.7 The “growth” assumption in the General Fund Reserve position in 2015/16 and 2016/17 will be kept under continual review as part of the budget monitoring process.

11.8 An analysis of the other existing earmarked reserves has also been undertaken and the proposed movements and purpose of each is set out below. This identifies a small net change in the total for 2014/15 in line with the Financial Plan set out last year, and a small decrease in 2014 to 2015. This again is provided for in the four year Financial Plan.

Earmarked Revenue Reserves	31 st March						Purpose
	2011 £m	2012 £ m	2013 £ m	2014 £ m	2015 £ m	2016 £m	
PFI	3.2	3.2	3.2	3.1	3.0	3.0	To continue the forecast gap in future funding on the existing schools PFI schemes and to fund set up and bid costs for Housing and Adult Care Homes
Other	1.9	2.2	1.5	1.0	0.8	0.8	Includes operating reserve for Libraries and funding of future Workplace Transformation Project management costs
Insurance	4.5	4.5	4.5	4.5	4.0	4.0	To provide for continued increases in costs arising from claims brought against the Council.

11.9 Following this review and proposed transfer from earmarked reserves plus annual contribution from revenue, the level of reserves overall are considered to be sufficient to meet potential risks and demonstrate a prudent level.

12 The impact on 2015/16 and future years

12.1 In setting a four year financial plan covering 2011-15 the Council took account of the Government's Comprehensive Spending Review (CSR) announcement in October 2010 that planned a 28% 'real' reduction in our central grant funds over that period. Looking forward in the Chancellor's 2013 Spring and Autumn Statements he announced further reductions of 27.1% nationally over 2014-16.

- 12.2 Government's Provisional Settlement Announcement on 18th December sets out an indicative 2015/16 draft funding settlement. This will mean the Council's funding will fall by greater margins in 2015/16 than had been previously assumed. As yet there is still no announcement about funding post the 2015 general election. As such the Financial Plan assumes a continued reduction in line with previous years in RSG.
- 12.3 As such at this stage we have made only minor changes to our assumed longer term financial plan (2015/16) other than to amend it for changes noted in this update. In respect of then extending the Plan to cover 2016/17 and beyond we have taken the decision not to do until the next CSR is announced and consider further any impact a national election may have on subsequent years.

13 Legal advice

- 13.1 The Monitoring Officer considers that the proposals 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:-
- S30 (6) Local Government finance Act 1992 (the 1992 Act)
This section requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.
 - S32 the 1992 Act
This section sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
 - S33 the 1992 Act
This section requires the Council to set a balanced budget.
 - S25 (1) Local Governance Act 2003 (the 2003 Act)
The Chief Finance Officer of the Authority must report to it on the following matters:-
 - (a) the robustness of the estimates made for the purposes of the calculations; and
 - (b) the adequacy of the proposed financial reserves.
 - S25 (2) the 2003 Act
When the Council is considering calculations under S32, 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)

These Regulations set out what are to be the respective functions of Council and of the Cabinet. With regard to the setting of the budget and Council Tax for the forthcoming year, Regulations provide that the Leader 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 S32 of the 1992 Act. However, the adoption of any such plan or strategy/calculations is the responsibility of (full) Council.

13.2 This report meets those requirements.

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

14 **HR advice**

14.1 The Associate Director, People & Business Services has been involved in the process surrounding savings in the service areas and with human resource implications arising from the proposals. This has included consultations with the trade unions in relation to the restructuring of services to deliver savings. Where restructuring of services proposes more than 20 redundancies an HR1 form for each service review has been completed and sent to both the recognised trade unions and the Insolvency Service. Savings from service reviews are realised once consultation on each review is completed. There are processes in place to carry out further consistent consultations arising from other service saving proposals over the next 12 months where there are human resource implications.

14.2 The Council has had good negotiation and consultation relationships with the Trade Unions and looked at terms and conditions in the first two years of the business plan. The pay increment freeze that has been in place for the last few years will be lifted and this and pay inflation of 1% has been included within the base budget assumptions, although it is noted national pay negotiations have yet to conclude.

15 **Equalities assessment**

- 15.1 The business plan sets out Wiltshire's approach to stronger and more resilient communities, to our customers and access to services and information. It contains specific investment to support vulnerable adults and children in Wiltshire. The equalities implications of the long term strategies already approved were considered as part of the development of those strategies.
- 15.2 In order for the Council to fulfil its legal requirements under the Public Sector Equality Duty, individual Equality Impact Assessments will be done on the delivery plans for the respective budget decisions at the stage when plans for implementation are drawn up. These will be made available to all Councillors during the decision making process so that the full equality implications of proposals are understood, inform final decisions and due regard is paid to the Equality Duty.

16 **Environmental and climate change considerations**

- 16.1 The plan and budget have been developed to support stronger and more resilient communities in Wiltshire.

17 **Risk Assessment**

- 17.1 The financial risk assessment that supports the 2014/15 budget is discussed at Appendix 3. Services have considered risk in developing the proposals for investment and savings shown in the financial plan and these will be reflected in their usual risk management arrangements.
- 17.2 The changes that have been made by the Government since May 2010 are significant, and further changes to the public sector are expected over the next few years. During 2014/15, we will need to consider whether further changes are needed to our structures and arrangements once the full details of legislative changes have been disclosed by the government.
- 17.3 Also, we have only received a two year financial settlement and the business plan may need to change once the settlement for 2016/17 is known.
- 17.4 There is a risk that budget proposals will impact on delivery of the Council's Business Plan. Thematic Plans are being developed as the delivery vehicle for each outcome in the Business Plan and these will be revised to take account of budget decisions and ensure that the Council is able to deliver to deliver the outcomes and key actions of the Business Plan 2013-17.

18 Financial Implications

- 18.1 In accordance with Section 25 of the Local Government Act 2003 and CIPFA Code of Practice, this section of the report sets out the Section 151 Officer's assessment of the major areas of risk in the 2014/15 base budgets / Medium Term Financial Plan, and recommended budget options. It is presented in order to provide Members with assurances about the robustness of assumptions made, and to assist them in discharging their governance and monitoring roles during the forthcoming year.
- 18.2 Members are required under the 2003 Act to have regard to the Chief Financial Officer's report when making decisions about the budget calculations.
- 18.3 Section 25 of the Act also covers budget monitoring and this is a procedure which also helps to confirm the robustness of budgets. Current financial performance is taken into account in assessing the possible impact of existing pressures on the new year budgets. It also provides early indications of potential problems in managing the current year budget so that appropriate action may be taken. Members are asked to note therefore that the balanced budget forecast, has been included in our risk based assessment for balances. Budget monitoring is reinforced through close financial support to managers and services. These processes and controls will continue to be built upon for 2014/15, to maintain tight financial control.
- 18.4 In assessing the assumptions in the setting of the 2014/15 Council Tax I note that the Chief Officers have provided details of their service responsibilities and aims, together with explanations of current pressures and other issues. These narratives were set alongside each Associate Director & Head of Service's base budget calculations, so as to put the figures in context and to help inform the formulation of this budget and the Council's proposed Business Plan. My assessment of all this information, following the risk assessment set out, is that the budget calculations are fair and robust, and reserves are adequate to reflect known circumstances.
- Assumptions around the base budget
- 18.5 2014/15 will be the fifth budget set for the new unitary Wiltshire Council. The economic downturn shows some signs of shallowing and rising, as such the original assumptions around income growth in areas such as car parking have been amended to reflect the latest known position.
- 18.6 The financial assumptions are set out in detail in Appendix 1E to the financial plan 2014-18 update presented by Cabinet. These take account of key factors such as demographic and inflation rates of change.

19 Conclusions

- 19.1 The Council's business plan, supported by its financial plan 2014-18 and the budget for 2014/15 sets a clear direction for the coming years, and the budget proposals within that are robust. The Council is thus assessed as financially viable with sound and strong financial standing to set a frozen Council Tax.

Report Author: Michael Hudson - Director of Finance
michael.hudson@wiltshire.gov.uk; 01225 713601

Date of report: 3rd February 2014

Background Papers:

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

Various budget working papers in services
Business & Financial plans 2014-18

Appendices

- 1 – Cabinet's Updated Business & Financial plans 2013-15, which includes budget proposals for 2014/15 and budget book**
 - Appendix A – Financial Plan Update**
 - Appendix B – Service Budget summary**
 - Appendix C – Strategic savings**
 - Appendix D – 2014/15 Individual Service Budget Book**
 - Appendix E – Assumptions used to set the budget**
 - Appendix F – Capital Programme**
 - Appendix G – Housing Revenue Account**
 - Appendix H – Fees and Charges**
 - Appendix I – Public Health Grant planned expenditure**
- 2 – Assessment of investment and increased cost pressures**
- 3- General Fund Reserves assessment**
- 4 - Consultations Feedback**
 - I. Tenants Panel – 2nd February 2014**
 - II. Management Overview and Scrutiny – 5th February 2014**
 - III. Group Leaders JCC – 6th February 2014**
 - IV. Public consultation – 10th February 2014**

Cabinet proposed update to the 2014-18 Financial Plan

<i>High Level MTFs 4 Year Financial Model</i>	2013-2014 Approved Financial Plan	Changes 2014-2015	Changes 2015-2016	Changes 2016- 2017	Changes 2017-2018
	£m	£m	£m	£m	£m
Funding Changes					
Council Tax Requirement	(201.182)	(3.373)	(2.034)	(6.204)	(6.391)
Council Tax Freeze Grant 2013/14	(2.229)	0.011	2.229	0.000	0.000
Council Tax Freeze Grant 2014/15		(2.218)	2.229		
RSG/ Formula Grant	(76.018)	12.780	16.698	3.186	2.963
Rates Retention	(50.573)	(0.984)	(1.563)	(1.610)	(1.658)
Collection Fund	(1.700)	(1.266)	1.000	0.000	0.000
Other Central Grants including Educational Service Grant	(8.816)	2.505	2.036	1.996	1.957
Total Funding Changes	(340.518)	7.455	20.595	(2.632)	(3.129)
Other income changes in Plan					
New Homes Bonus Income changes		(3.306)	1.379	(8.474)	1.841
Fees and charges Income		0.000	(0.173)	(0.176)	(0.177)
Parish Council Local Council Tax Support		(0.577)	(0.400)	(0.300)	(0.198)
Proposed ring fenced grant for funding New responsibilities - Adults		(1.800)	(0.450)	(2.250)	(2.250)
Total Savings Changes		(5.683)	0.356	(11.200)	(0.784)
Investment per Business Plan and demand/demography					
Priority 1: Highways		0.200	1.500	2.000	2.700
Priority 5: Support the most vulnerable in our society					
Adult Care		4.300	2.500	2.500	2.500
Children & Families		5.188	1.000	1.000	1.000
Investment carried forward from 2012-2015 Business Plan					
Waste		1.000	0.000	0.000	0.000
Corporate growth					
Staffing - pay		2.548	2.598	3.979	2.731
Inflation - general		0.648	2.000	2.000	2.000
Pension Backfunding		0.000	0.000	0.608	0.669
Additional effect of 2012/13 VR		3.400	(3.400)	0.000	0.000
Capital Financing to fund current capital program, including campuses		0.801	2.725	1.453	1.812
Total Growth Changes		18.085	8.923	13.540	13.412
TOTAL COST REDUCTION PLAN REQUIRED		19.857	29.874	(0.292)	9.499
Priority 12					
Realign our resources and secure VFM		(19.857)	(29.874)	0.000	(9.499)
TOTAL COST REDUCTION PLAN		(19.857)	(29.874)	0.000	(9.499)
DIFFERENCE		0.000	0.000	(0.292)	0.000

Service Budget summary

Appendix 1B

Service Line	Revised 2013-14 Net Base Budget	Growth & Investment	Pay increase	Total Growth	Service Savings	Corporate allocated targets	To be allocated targets	Total Savings	Net Budget after saving 2014-15
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care Operations									
Older People	49.087	1.979	0.179	2.158		(0.220)		(0.220)	51.025
Other Vulnerable Adults	8.626	0.490	0.000	0.490		(0.100)		(0.100)	9.016
Learning Disability	38.871	1.120	0.138	1.258		(0.165)		(0.165)	39.964
Mental Health	20.974	0.711	0.050	0.761		(0.133)		(0.133)	21.602
Adult Care Commissioning, Housing, Adult Safeguarding									
Resources, Strategy & Commissioning	1.637		0.030	0.030		(0.049)		(0.049)	1.618
Housing Services	5.040		0.038	0.038	(0.100)	(0.091)		(0.191)	4.887
Public Health & Public Protection									
Public Health Grant	0.000		0.000	0.000		0.000		0.000	0.000
Other Public Health & Public Protection	3.157		0.120	0.120	(0.124)	(0.078)		(0.202)	3.075
Children's Social Care, Integrated Youth & Preventative Services									
Children's Social Care	27.980	3.768	0.195	3.963	(1.150)	(0.461)		(1.611)	30.332
0-25 Service: Disabled Children & Adults	12.564	0.820	0.130	0.950	(0.300)	(0.176)		(0.476)	13.038
Integrated Youth	3.438		0.124	0.124	(0.515)	(0.065)		(0.580)	2.982
Quality Assurance, Commissioning & Performance									
School Effectiveness	3.723		0.102	0.102	(0.500)	(0.098)		(0.598)	3.227
Business & Commercial Services	(0.864)		0.004	0.004		(0.001)		(0.001)	(0.861)
Safeguarding	0.917	0.300	0.019	0.319		0.000		0.000	1.236
Funding Schools	0.000		0.000	0.000		0.000		0.000	0.000
Commissioning and Performance	8.311	0.300	0.061	0.361	(0.905)	(0.202)		(1.107)	7.565
Economy Development and Planning									
Economy & Regeneration	3.600		0.050	0.050	(0.342)	(0.063)		(0.405)	3.245
Development Services	1.023		0.097	0.097	(0.350)	(0.047)		(0.397)	0.723
Highways and Transport									
Highways Strategic Services	6.136		0.060	0.060	(0.336)	(0.188)		(0.524)	5.672
Public Transport	11.013		0.020	0.020	(0.531)	(0.180)		(0.711)	10.322
Education Transport	8.354		0.002	0.002	(0.365)	(0.129)		(0.494)	7.862
Local Highways and Street Scene	10.650		0.044	0.044	(0.761)	(0.192)		(0.953)	9.741
Car Parking	(5.484)		0.024	0.024	(0.470)	(0.011)		(0.481)	(5.941)
Environment and Leisure									
Waste	31.840	1.000	0.118	1.118	(0.750)	(0.230)		(0.980)	31.978
Environment Services	6.513		0.062	0.062	(0.492)	(0.122)		(0.614)	5.961
Leisure	2.673		0.112	0.112	(0.500)	(0.091)		(0.591)	2.194
Communications, Community Area Boards, Libraries, Arts, Culture, Heritage									
Comms & Branding	1.857		0.021	0.021	(0.225)	(0.009)		(0.234)	1.644
Libraries Heritage & Arts	5.356		0.094	0.094	(0.375)	(0.121)		(0.496)	4.954
Corporate Function & Procurement									
Corporate Function & Procurement	5.269		0.043	0.043	(0.250)	(0.106)		(0.356)	4.956
Community Leadership & Governance									
Corporate Directors	0.712		0.011	0.011	(0.115)	(0.016)		(0.131)	0.592
Finance									
Finance, Revenues & Benefits & Pensions	3.980	0.148	0.144	0.292	(1.050)	(0.044)		(1.094)	3.178
Legal & Governance									
Legal & Democratic	3.132		0.072	0.072	(0.450)	(0.044)		(0.494)	2.710
People & Business Services									
HR & Organisational Development	4.222		0.086	0.086	(0.100)	(0.129)		(0.229)	4.079
Customer Care & Business Services Finance	2.172		0.039	0.039	(0.150)	(0.045)		(0.195)	2.016
Strategic Property Services	15.294		0.037	0.037	(0.297)	(0.519)		(0.816)	14.515
Transformation Programme									
Transformation Programme	3.633	0.500	0.107	0.607	(0.245)	(0.168)		(0.413)	3.827
Information Services	12.825		0.083	0.083	(0.743)	(0.219)		(0.962)	11.946
Councils Net Spend on Services	318.231	11.136	2.516	13.652	(12.491)	(4.512)	0.000	(17.003)	314.880
Corporate Investment & Costs									
Movement To/ From Reserves	0.000	3.400	0.000	3.400	(0.200)			(0.200)	3.200
Capital Financing	23.398	1.001	0.000	1.001	(0.300)			(0.300)	24.099
Corporate Levys	8.211		0.032	0.032				0.000	8.243
Redundancy Costs	3.000		0.000	0.000				0.000	3.000
Investment: Economy	0.707		0.000	0.000				0.000	0.707
Corporate targets - unallocated	(1.283)		0.000	0.000	(3.229)	4.512	(3.637)	(2.354)	(3.637)
Corporate Investment & Costs	34.033	4.401	0.032	4.433	(3.729)	4.512	(3.637)	(2.854)	35.612
Un-ringfenced Specific Grants									
Parish Council Local Council Tax Support	1.498			0.000		(0.577)		(0.577)	0.921
New Homes Bonus	(7.593)			0.000		(3.306)		(3.306)	(10.899)
NHS Funding for social care	(5.651)			0.000		(1.800)		(1.800)	(7.451)
Un-ringfenced Specific Grants	(11.746)	0.000	0.000	0.000	0.000	(5.683)	0.000	(5.683)	(17.429)
Councils Budget Requirement	340.518	15.537	2.548	18.085	(16.220)	(5.683)	(3.637)	(25.540)	333.063
Funding									
Funding 2013/2014									
Council Tax Requirement	(201.182)							(3.373)	(204.555)
Council Tax Freeze Grant 2013-14	(2.229)							0.011	(2.218)
Council Tax Freeze Grant 2014-15	0.000							(2.218)	(2.218)
RSG/ Formula Grant	(76.018)							12.780	(63.238)
Rates Retention	(50.573)							(0.984)	(51.557)
Collection Fund	(1.700)							(1.266)	(2.966)
Business Rates Grant	0.000							(0.500)	(0.500)
Unused New Homes Bonus/ NHB top slice	(0.430)							(0.327)	(0.757)
Educational Support Grant	(6.991)							1.937	(5.054)
Returned Damping	(1.395)							1.395	0.000
Total Funding	(340.518)							7.455	(333.063)
GAP (Funding v Budget Requirement)	0.000								0.000

★ **Note – Economy & Regeneration, Parking, Development Services and Leisure net budgets from 2013/14 to 2014/15 show a change due to an increase in demand / income not a reduction in expenditure**

Strategic savings

Saving	Comments	£m
1. Review and increase of Commercial / Trade Waste in charges	Due to the rural nature and level of competition in parts of the County the Council provides a larger proportion of trade waste collection. At present this service is subsidised by around £0.5 million. This option proposes increasing fees and seeking options for alternative provision.	0.250
2. Reduction in non efficient bus routes	The Council's Transport team regularly review the usage of bus routes and it is proposed that certain routes are withdrawn based on the levels of usage.	0.176
3. Review application of spare seat policy and comply with existing policy	The Council's policy is that it will not fund transport for children who attend a school other than their local designated establishment through parental choice. However, where spare capacity is available on council-funded transport, non-eligible children are allowed to travel on payment of a fare or a spare seat charge. It is proposed that where a saving could be made by re-planning the transport without the non-eligible children, the policy be enforced and capacity managed to deliver this saving.	0.150
4. Review of discretionary and non statutory educational transport to and from schools and colleges	The Council currently funds discretionary transport for certain educational establishments such as grammar and colleges. This is at a cost of around £0.6 million. It is proposed to review this contribution, including seeking joint funding contributions.	0.200

Saving	Comments	£m
5. Withdraw alternative bus concessions and continuity travel	<p>Withdraw alternative concessions - The Council currently provides funding of 5p / mile to Link schemes to expand their capacity to provide essential transport for older and disabled people who are eligible for a national bus pass but who are not able to use bus services for various reasons. This is discretionary spending, not funded by central government, and is proposed to be withdrawn. The council will continue to provide grants to Link schemes for their general transport activities from the community transport budget.</p> <p>Continuity transport - Where a pupil's family moves out of the designated area of their local school, the council may continue providing transport to that school if it is considered that a change of school would be undesirable for educational reasons (usually where the child is part way through a particular exam course). It is proposed to withdraw this assistance. Individual cases where there are special circumstances may still be considered as potential exceptions to the council's general home to school transport policy.</p>	0.039
6. Efficiencies from better use and procurement of taxis	It is proposed to make savings from ongoing reviews of school and college transport arrangements, including where taxis are used for carrying small numbers of children	0.100
7. Free travel for OAP and disabled bus pass holders after 0930	Current provisions fund free transport for bus pass holders before 9.30am. This is a discretionary provision and is not funded by central government. The Council is now proposing that it will withdraw the money it provides for this extension of the national bus pass scheme. Free travel after 9.30am will still continue.	0.180

Saving	Comments	£m
8. Area Boards fund local Speed Indicator Devices	The funding for the local speed initiatives will be for Area Boards to fund based on local needs	0.075
9. Bring Family Information Services In-house	The Family Information Service has been reviewed as one of the actions within the Children's Trust's Family and Parenting Support Commissioning Strategy. The review concluded that the statutory duty to provide a Family Information Service can be met through the Council's existing staff and systems.	0.120
10. Use of earmarked reserves	£0.2 million is proposed to be taken from small earmarked reserves that have had no call on them for the last 18 months, and have been assessed as having no further call on them - such as hub provisions.	0.200
11. Transfer Salisbury CCTV to partners	The Council is considering a number of options regarding this service with partners. These options all involve an investment in the capital infrastructure which will be funded from a mixture of either capital receipts or transferred services. This is a part year saving to reflect the stage of discussions and in 2015/16 this saving could thus increase to £0.188 million.	0.025
12. Income (paragraph 8.1 of this report)	Various fees and charges are proposed in setting the 2014/15 budget and these are set out in detail at Appendix H of this report and at section 8.1 in summary	0.636

Saving	Comments	£m
13. Highways provision	The council recently awarded its contract for Highways and Streetscene to Balfour Beatty. As part of that the contractor committed to a 4.5% (£0.750 million) efficiency saving in 2014/15. On top of that the Council is looking at how it can make further day to day operational realignment of spend to ensure that it is focused in key priority areas. As such the spend for this contract will be reduced by this amount and the Council's client team will monitor and manage spend. Any changes to policy will be reported to councillors to approve if such affect were ever to arise.	0.761
Total		2.912

2014/15 Individual Service Budget Book

See full book in excel spreadsheet attached

Page 71

Assumptions used to set the budget

The updated four year Financial Plan has been compiled as set out in Section 2 of the report. It includes the following assumptions

- **Pay** – 1 per cent pay award for all groups of employees, unless specifically noted as an exception. 2014/15 also sees the end of the previously agreed assumption of no incremental increases in pay until and as such an estimation of this has been made as it is linked to performance. An adjustment for harmonisation has also been made and accounted for in the relevant base budgets.
- **Demand** – Projections have been based on prior year trends and known or anticipated movement in 2014/15, specifically:
 - Demographic increases for older people of 3.5 per cent and for mental health older adults of 4 per cent in 2013/14 (based on the latest demographic data available)
 - Child care placements 2.5% fall in placements additional spread throughout the year
- **Inflation** – In general an inflation pressure of 0 per cent has been applied to costs unless there is specific evidence of higher/lower increases due to contractual commitments.
- **Interest rates** – the cost of borrowing has been assumed at an average rate of 4 per cent; and investment income at an average of 0.5 per cent.

The assumptions around future years' figures are set out in the schedule below:

- Service Budgets have been rolled forward and reflect the future year impact of 2014/15 spending requirements and savings proposals as set out in this report. They also include pay award assumed at 1 per cent and 1 per cent per annum for 2014-16 respectively.
- Assumed 1 per cent increase in employer's superannuation rates for 2014/15 following the triennial valuation of the fund in 2013. Recent proposals to change the Local Government Pension Scheme have been built into this assessment. This will continue to be reassessed following national announcements.
- Costs of servicing existing debt and additional borrowing requirement reflect proposed future capital expenditure.
- The running costs arising from the capital schemes, including additional provision for campuses, highways, waste and broadband, have been accounted for based on current profiles within the capital programme
- Increase employer's national insurance rates from April 2014 as announced in 2011 budget report.

Capital Programme budget workings 2014/2015 to 2017/2018 including financing									
Scheme name	Capital Programme budgets					Funding available			
	Current Budget 2014/2015	Current Budget 2015/2016	Current Budget 2016/2017	Current Budget 2017/2018	Total	Grants and Contributions	Capital Receipts	Borrowing	Total Funding
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Education schemes									
Additional Accommodation	8.991	5.430	5.701	5.701	25.823	20.937	0.000	4.886	25.823
NDS Maintenance & Modernisation	10.158	3.500	3.100	2.800	19.558	19.558	0.000	0.000	19.558
Devolved Formula Capital	0.921	0.800	0.750	0.700	3.171	3.171	0.000	0.000	3.171
NEW Universal infant free school meals capital 2014-15	0.786	0.000	0.000	0.000	0.786	0.786	0.000	0.000	0.786
Access and Inclusion	0.100	0.100	0.100	0.100	0.400	0.000	0.300	0.100	0.400
DCSF Targeted Capital 14-19 SEN	0.647	0.000	0.000	0.000	0.647	0.000	0.000	0.647	0.647
Other Projects New Schools	2.384	0.000	0.000	0.000	2.384	0.000	1.000	1.384	2.384
Total Education schemes	23.987	9.830	9.651	9.301	52.769	44.452	1.300	7.017	52.769
Highways schemes									
Integrated Transport	4.002	3.752	3.752	3.752	15.258	15.029	0.000	0.229	15.258
Bridges	3.000	3.000	3.000	3.000	12.000	12.000	0.000	0.000	12.000
Structural Maintenance Grant Funded	10.519	9.262	9.262	9.262	38.305	38.305	0.000	0.000	38.305
Additional Borrowing required to take total Structural Maintenance to £21m	10.481	11.738	11.738	11.738	45.695	0.000	0.000	45.695	45.695
Highway flooding prevention and Land Drainage schemes	0.500	0.500	0.500	0.500	2.000	0.000	0.000	2.000	2.000
Street lighting	0.500	0.000	0.000	0.000	0.500	0.000	0.000	0.500	0.500
Total Highways schemes	29.002	28.252	28.252	28.252	113.758	65.334	0.000	48.424	113.758
Campus and Operational Delivery (CAOD) schemes									
Depot Strategy	5.000	0.000	0.000	0.000	5.000	0.000	0.000	5.000	5.000
Campus Initial 3 sites	21.994	8.135	0.000	0.000	30.129	0.000	16.135	13.994	30.129
Campus New 4 sites	13.820	7.925	2.600	0.000	24.345	0.400	0.000	23.945	24.345
Total CAOD schemes	40.814	16.060	2.600	0.000	59.474	0.400	16.135	42.939	59.474
Other Property schemes									
Buildings Planned Maintenance (non CAOD)	2.500	2.500	2.500	2.500	10.000	0.000	0.000	10.000	10.000
Total Other Property schemes	2.500	2.500	2.500	2.500	10.000	0.000	0.000	10.000	10.000

Scheme name	Capital Programme budgets					Funding available			
	Current Budget 2014/2015	Current Budget 2015/2016	Current Budget 2016/2017	Current Budget 2017/2018	Total	Grants and Contributions	Capital Receipts	Borrowing	Total Funding
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing schemes									
Disabled Facilities Grants	2.431	1.000	1.000	1.000	5.431	4.135	0.000	1.296	5.431
Housing Grants (Private Sector e.g. Energy Efficiency)	1.803	0.000	0.000	0.000	1.803	0.000	1.803	0.000	1.803
Gypsy and Traveller sites	0.917	0.000	0.000	0.000	0.917	0.917	0.000	0.000	0.917
HRA - refurbishment of council stock	13.662	10.178	10.556	10.556	44.952	44.952	0.000	0.000	44.952
Total Housing schemes	18.813	11.178	11.556	11.556	53.103	50.004	1.803	1.296	53.103
Other schemes									
Waste Transformation	0.183	0.250	0.000	0.000	0.433	0.000	0.250	0.183	0.433
Waste Vehicles	0.060	0.000	0.000	0.000	0.060	0.000	0.000	0.060	0.060
Carbon Reduction	1.500	0.000	0.000	0.000	1.500	0.000	0.000	1.500	1.500
Adult Social Care	2.672	1.015	1.000	1.000	5.687	4.805	0.882	0.000	5.687
Area Boards grants	1.027	1.027	1.000	1.000	4.054	0.000	1.027	3.027	4.054
Rural Estates	0.400	0.000	0.000	0.000	0.400	0.000	0.000	0.400	0.400
Cross Departmental Initiatives System Developments	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Wiltshire Online	11.643	7.594	0.000	0.000	19.237	1.808	0.000	17.429	19.237
ICT Schemes	5.292	2.610	1.000	1.000	9.902	0.000	9.902	0.000	9.902
Fleet Vehicles	2.500	2.440	2.647	1.500	9.087	0.000	2.440	6.647	9.087
Learning Management System	0.200	0.000	0.000	0.000	0.200	0.000	0.000	0.200	0.200
Fitness Equipment for Leisure Centres	0.707	0.729	0.000	0.000	1.436	0.000	0.000	1.436	1.436
Salisbury CCTV	0.500	0.500	0.000	0.000	1.000	0.000	1.000	0.000	1.000
Whole Life Building and Equipment Refresh	0.000	0.500	0.500	0.500	1.500	0.000	0.000	1.500	1.500
Total Other schemes	26.684	16.665	6.147	5.000	54.496	6.613	15.501	32.382	54.496
Total Capital Programme	141.800	84.485	60.706	56.609	343.600	166.803	34.739	142.058	343.600

Housing Revenue Account

2012/2013		2013/2014	2014/2015
Actual Outturn	Service	Revised Budget	Proposed Budget
£		£	£
	HRA Expenditure		
281,070	Provision for Bad Debts	250,000	250,000
14,382,179	Capital Financing Costs	13,986,000	13,986,000
4,155,832	Repairs and Maintenance	5,842,970	5,559,470
392,090	Supervision & Management Special	422,830	422,830
3,607,703	Supervision & Management General	3,066,928	3,281,928
22,818,874		23,568,728	23,500,228
	Housing Income		
(140,880)	Interest	(140,000)	(140,000)
(23,074,940)	Rents	(24,060,000)	(24,682,600)
(23,215,820)		(24,200,000)	(24,822,600)
(396,946)	Total Housing Revenue Account	(631,272)	(1,322,372)

Appendix 1H – Fees and Charges

See attached spreadsheet

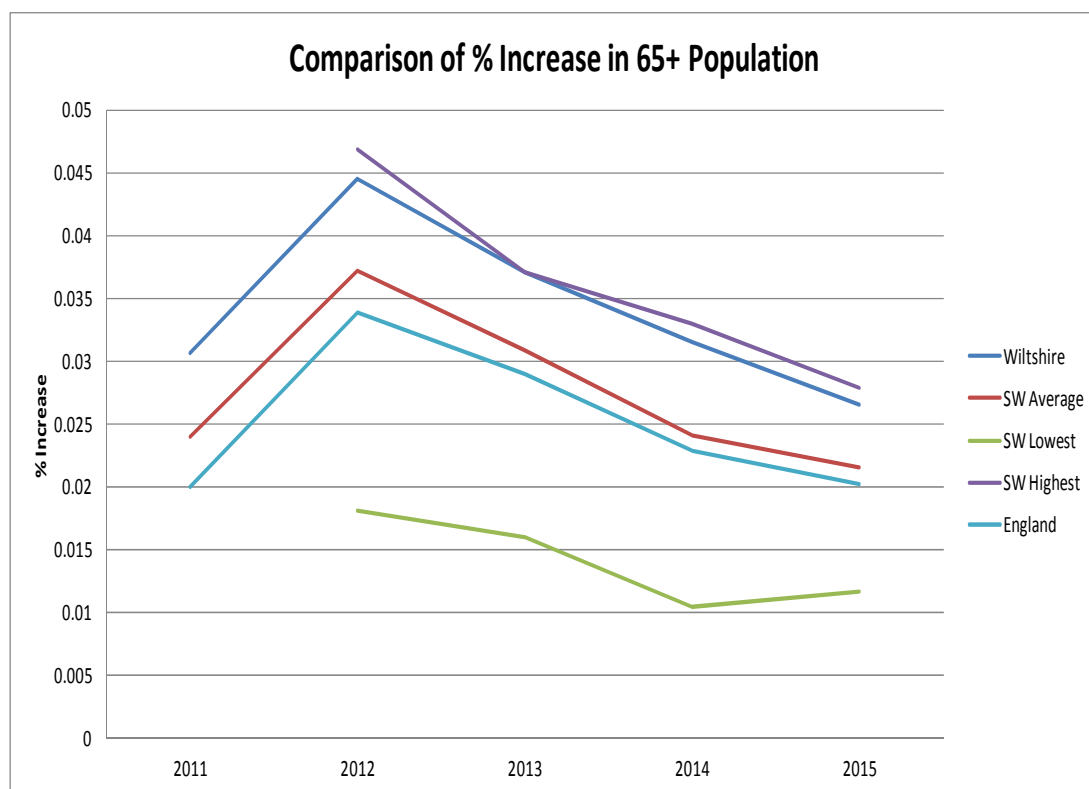
Assessment of investment and increased cost pressures

- Adult and Older People Demand and Demography assumptions

An additional £4.3 million is proposed to be invested before savings (£3.633m net excluding increase in staff costs) in 2014/15. The growth forecasts if current trends continue indicate growth slightly higher at £4.7 million. We will be working with the CCG and health partners in setting a way forward to transform care to make it more joined up and efficient.

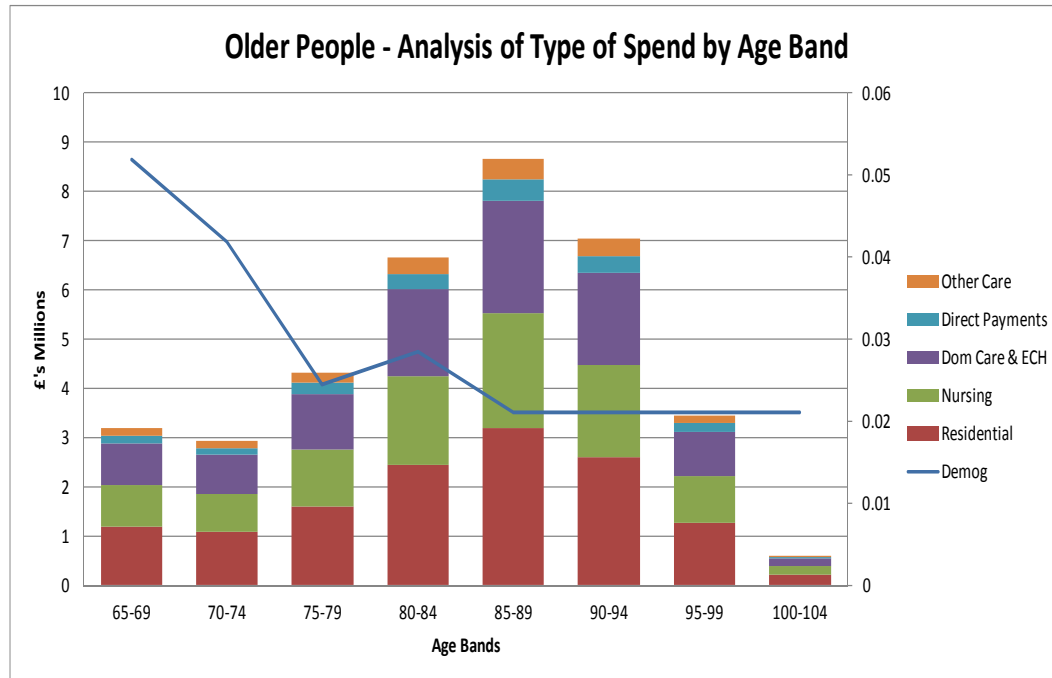
This level of investment is needed as in Wiltshire we continue to have a higher percentage increase forecast in our over 65 and 85 year old population than most of our comparative authorities. It is also significantly higher than the national average.

Demographic growth for Older People and Mental Health Older Adults is based on demographic trend and dementia prevalence rates respectively. Demographic trends are analysed by age quintiles from age 65 years upwards.



Growth for adults with learning disabilities and other vulnerable adults is based on historical spend and an analysis of the full year effect of current packages, taking in to account the impact of the establishment of the new SEND 0-25 service which will support young people to stability prior to transition to Adult Care. We also know that in Wiltshire the majority of our spend goes on over 85 year olds.

It is a fact that people live longer in Wiltshire and our profile of costs shows that significant costs are incurred in ensuring the quality of life for our residents. We also know that the current 65 to 75 year olds will continue to need our services. We need to invest significant sums for that future care.



Growth is allowed within the budget for Mental Health for Adults of Working Age as a result of Ministry of Justice cases (estimated numbers).

Further investment is thus inevitable to maintain a service that protects the most vulnerable older people

- **Looked After Children and Safeguarding Demand and Demography assumptions**

Demand assumptions based on demographics have been included for Children's Social Care placement budgets for looked after children (LAC). Population projections provided by the Corporate Research Team have been used, picking up indicators which are recognised as having a direct impact on the numbers of LAC:

- Numbers of lone parent households
- Low maternal Education -
- Job Seekers Allowance claimant count

It has also been assumed that initiatives including early help strategies and Gateway Panels will reduce the numbers of LAC by 2.5% per annum compared with the average for 2013-14. Numbers are assumed as follows and reflect the anticipated balance between in house and external placements:

Budgeted Nights Care - Looked After Children

		Budget 2013-14	Budget 2014-15
In house (Foster Care)		95,952	90,837
External Placements (IFA)		33,910	37,233
External Placements (Other)		14,386	16,951
External Placements (Block Contract)		2,555	2,976
		146,803	147,997
0-25 Disability Placements		14,682	14,372
Total Nights Care		161,485	162,369

- Waste

This relates to ongoing investment in the Waste service to improve recycling and divert waste from landfill. This equates to an investment of £1.000 million as follows:

- £0.800 million, commencement of operations at the MBT plant in Westbury:
and
- £0.200 million for contract inflation.

Both contractual commitment and the likely landfill tax have been calculated by Finance in conjunction with the service. Whilst Landfill Tax has again increased by £8 per tonne to £80, due to the fact that the tonnage sent to landfill has reduced the budget for this has been reduced.

- Highways

£0.200 million revenue initially invested in Highways in 2014/15, rising to £1.687 million by 2018/19 to fund the capital financing in order to improve Wiltshire's roads. This will be a six year programme of additional works increasing annual expenditure on road maintenance to £21.000 million for six years from 2014/15. This was approved by Cabinet in October 2013 ([Link](#)).

General Fund Reserve Risk Assessment

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013- 14 £000	2014- 15 £000	2015- 16 £000
1	2013-14	Potential use of reserves in previous year based on this risk assessment	Low	0%	-	-			
	2014-15		Low	0%	-	-			
	2015-16		Low	20%	2,000			400	
	2016-17		Low	20%	2,000				400
2	2013-14	The future years funding settlement is even worse than anticipated	Low	0%	-	-			
	2014-15		Low	0%	-	-			
	2015-16		Low	20%	2,000			400	
	2016-17		Medium	50%	5,000				2,500

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement				
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000
3	2013-14	System thinking transformational savings not delivered	Low	10%	500	50				
	2014-15		Low	10%	4,000					400
	2015-16		Medium	30%	300					90
	2016-17		Medium	30%	2,000					600
3	2013-14	Procurement savings not delivered	Low	15%	6,400	960				
	2014-15		Low	25%	3,785					950
	2015-16		Low	25%	2,000					500
	2016-17		Medium	30%	3,000					900

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
4	2013-14	Above assumed inflationary increases in non-pay and utilities greater than already provided for in the medium term plan	Low	10%	1,000	100			
	2014-15		Low/Medium	25%	2,000		500		
	2015-16		Medium	30%	1,000			300	
	2016-17		Medium	30%	1,000				300
5	2013-14	Increase in pay costs above pay settlement / assumptions	Low	10%	1,600	160			
	2014-15		Low	5%	1,600		80		
	2015-16		Low	10%	1,600			160	
	2016-17		Low	20%	1,600				320

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
6	2013-14	Adult Social care costs increase due to greater than forecast demand or complexity	Low	25%	2,000	500			
	2014-15		Medium	40%	3,000		1,200		
	2015-16		Medium	40%	2,000			800	
	2016-17		Low	20%	2,000				400
7	2013-14	Harmonisation costs insufficient / fund harmonisation team	Medium	30%	2,000	600			
	2014-15		Low	0%	-		-		
	2015-16		Low	0%	-			-	
	2016-17		Low	0%	-				-

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
8	2013-14	Service savings not delivered / identified	Medium	26%	14,757	3,837			
	2014-15		Medium	35%	6,000		2,100		
	2015-16		Medium	26%	6,000			1,560	
	2016-17		Medium	26%	6,000				1,560
9	2013-14	Partnership liability gives rise to grant clawback guarantees	Low	5%	1,000	50			
	2014-15		Low	10%	1,000		100		
	2015-16		Low	10%	1,000			100	
	2016-17		Low	5%	1,000				50

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
10	2013-14	Insurance liability/claims premiums /level of deductibles rise above provision	Medium	26%	500	130			
	2014-15		Low	10%	2,000		200		
	2015-16		Low	10%	1,000			100	
	2016-17		Low	10%	1,000				100
11	2013-14	The level of funds within the self insurance fund is unable to cover a catastrophic incident affecting our buildings, including schools.	Medium	30%	2,500	750			
	2014-15		Medium	30%	2,500		750		
	2015-16		Medium	30%	2,500			750	
	2016-17		Low	15%	2,500				375

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
12	2013-14	H & S breaches resulting in legal action. New legislation means increased monitoring and requirements. A new reporting system will help identify trends.	Low	10%	200	20			
	2014-15		Low	10%	200		20		
	2015-16		Low	10%	200			20	
	2016-17		Low	10%	200				20
13	2013-14	Employment tribunal action	Medium	30%	1,000	300			
	2014-15		Medium	30%	1,000		300		
	2015-16		low– 20%	15%	1,000			150	
	2016-17		low – 20%	15%	1,000				150

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement				
			Medium = 26% - 50%			2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
			High = 51% - 100%							
14	2013-14	Levies from partner organisations could exceed increases in matched funding	Low	10%	400	40				
	2014-15		Low	10%	450		45			
	2015-16		Low	10%	500			50		
	2016-17		Low	10%	550				55	
15	2013-14	MTFP provides for additional revenue funding to meet additional costs arising from capital investment but costs may be understated	Low	2%	1,500	23				
	2014-15		Low	15%	1,500		225			
	2015-16		Low	20%	3,000			600		
	2016-17		Medium	30%	5,000				1,500	

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013- 14 £000	2014- 15 £000	2015- 16 £000
16	2013-14	Major fraud	Low	5%	100	5			
	2014-15		Low	5%	100		5		
	2015-16		Low	5%	100			5	
	2016-17		Low	5%	100				5
17	2013-14	LG Pension Scheme – employer contribution increase above budget	Low	0%	2,000	-			
	2014-15		Low	0%	2,000		-		
	2015-16		Low	0%	2,000			-	
	2016-17		Low	0%	2,000				-

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
18	2013-14	Failure to collect debt beyond provision	Low	10%	1,000	100			
	2014-15		Low	10%	1,000		100		
	2015-16		Low	10%	1,000			100	
	2016-17		Low	10%	1,000				100
19	2013-14	Adverse winter increases call on operational costs	Medium	30%	2,000	600			
	2014-15		Medium	30%	2,000		600		
	2015-16		Medium	30%	2,000			600	
	2016-17		Medium	30%	2,000				600

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
20	2013-14	Unforeseen events / contingency	Low	10%	2,000	200			
	2014-15		Low	25%	2,000		500		
	2015-16		Medium	50%	3,000			1,500	
	2016-17		Medium	75%	2,000				1,500
21	2013-14	Fluctuation in borrowing costs/interest receipts.	Low	10%	-1,000	-100			
	2014-15		Low	50%	-1,000		-500		
	2015-16		Medium	50%	-1,000			-500	
	2016-17		Medium	50%	-1,000				-500

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
22	2013-14	Waste recycling performance does not improve resulting in Landfill Tax liabilities above budget	Low	15%	1,000	150			
	2014-15		Low	10%	1,000		100		
	2015-16		Low	5%	2,000			100	
	2016-17		Low	5%	2,000				100
23	2012-13	Equal Pay claims required to settle around 'unlawful' protection payments.	Low	10%	-	0			

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
24	2013-14	Sensitivity for safeguarding and looked after children additional costs incurred.	Medium	50%	3,000	1,500			
	2014-15		Medium	30%	2,000		600		
	2015-16		Low	10%	1,000			100	
	2016-17		Low	10%	1,000				100

No.	Year	Risk Event	Low = 0% - 25%	Risk %	Potential Net Financial Impact £000	Reserve Requirement			
			Medium = 26% - 50%			High = 51% - 100%	2013-14 £000	2014-15 £000	2015-16 £000
25	2013-14	Partnerships and contractors adversely affected by the economic client that affects the viability of an existing contract.	Low	0%	0	0			
	2014-15		Medium	40%	2,000		800		
	2015-16		Medium	10%	2,000			200	
	2016-17		Low	10%	2,000				200
26	2014-15	Performance risk associated with Better Care Fund	-	-	-	-			
			-	-	-				
	2015-16								
	2016-17		Medium	10%	10,000			1,000	
	2016-17		Medium	30%	10,000				3,000
TOTALS						9,975	9,075	9,085	14,335

Consultation Minutes and notes

To follow

WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2014-2015

Wiltshire Council Service Area	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Adult Care Operations					
Older People	49.087	2.158	0.000	(0.220)	51.025
Other Vulnerable Adults	8.626	0.490	0.000	(0.100)	9.016
Learning Disability	38.871	1.258	0.000	(0.165)	39.964
Mental Health	20.974	0.761	0.000	(0.133)	21.602
Adult Care Commissioning, Housing, Adult Safeguarding					
Resources, Strategy & Commissioning	1.637	0.030	0.000	(0.049)	1.618
Housing Services	5.040	0.038	(0.100)	(0.091)	4.887
Public Health & Protection					
Public Health Grant	0.000	0.000	0.000	0.000	0.000
Other Public Health & Public Protection	3.157	0.120	(0.124)	(0.078)	3.075
Children's Social Care, Integrated Youth & Preventative Services					
Children's Social Care	27.980	3.963	(1.150)	(0.461)	30.332
0-25 Service: Disabled Children & Adults	12.564	0.950	(0.300)	(0.176)	13.038
Integrated Youth	3.438	0.124	(0.515)	(0.065)	2.982
Quality Assurance, Commissioning & Performance					
School Effectiveness	3.723	0.102	(0.500)	(0.098)	3.227
Business & Commercial Services	(0.864)	0.004	0.000	(0.001)	(0.861)
Safeguarding	0.917	0.319	0.000	0.000	1.236
Funding Schools	0.000	0.000	0.000	0.000	0.000
Commissioning and Performance	8.311	0.361	(0.905)	(0.202)	7.565
Economy and Enterprise					
Economy & Regeneration	3.600	0.050	(0.342)	(0.063)	3.245
Development Services	1.023	0.097	(0.350)	(0.047)	0.723
Highways and Transport					
Highways Strategic Services	6.136	0.060	(0.336)	(0.188)	5.672
Public Transport	11.013	0.020	(0.531)	(0.180)	10.322
Education Transport	8.354	0.002	(0.365)	(0.129)	7.862
Local Highways and Street Scene	10.650	0.044	(0.761)	(0.192)	9.741
Car Parking	(5.484)	0.024	(0.470)	(0.011)	(5.941)
Environment and Leisure					
Waste	31.840	1.118	(0.750)	(0.230)	31.978
Environment Services	6.513	0.062	(0.492)	(0.122)	5.961
Leisure	2.673	0.112	(0.500)	(0.091)	2.194
Communications, Community Area Boards, Libraries, Arts, Culture, Heritage					
Communications	1.857	0.021	(0.225)	(0.009)	1.644
Libraries Heritage & Arts	5.356	0.094	(0.375)	(0.121)	4.954
Corporate Function & Procurement					
Corporate Function & Procurement	5.269	0.043	(0.250)	(0.106)	4.956
Corporate Directors	0.712	0.011	(0.115)	(0.016)	0.592
Finance					
Finance, Revenues & Benefits & Pensions	3.980	0.292	(1.050)	(0.044)	3.178
Revenues & Benefits - Subsidy	0.000	0.000	0.000	0.000	0.000
Legal & Governance					
Legal & Governance	3.132	0.072	(0.450)	(0.044)	2.710
People & Business Services					
HR & Organisational Development	4.222	0.086	(0.100)	(0.129)	4.079
Business Services	2.172	0.039	(0.150)	(0.045)	2.016
Strategic Property Services	15.294	0.037	(0.297)	(0.519)	14.515
Transformation Programme					
Transformation Programme	3.633	0.607	(0.245)	(0.168)	3.827
Information Services	12.825	0.083	(0.743)	(0.219)	11.946
Corporate					
Movement To/ From Reserves	0.000	3.400	(0.200)	0.000	3.200
Capital Financing	23.398	1.001	(0.300)	0.000	24.099
Restructure and Contingency	2.424	0.000	(6.866)	4.512	0.070
General Government Grants	(11.746)	0.000	0.000	(5.683)	(17.429)
Corporate Levys	8.211	0.032	0.000	0.000	8.243
Budget Requirement	340.518	18.085	(19.857)	(5.683)	333.063
HRA Budget	(0.631)	0.294	(0.985)	0.000	(1.322)

BUDGET BOOK 2014-2015

GENERAL FUND SUMMARY

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	137.822	3.048	(2.463)	(0.859)	137.548
Premises	19.301	0.000	(0.260)	(0.434)	18.607
Transport	7.560	0.000	(0.346)	(0.750)	6.464
Supplies and Services	108.353	2.746	(9.011)	1.466	103.554
Contract Payments / Third Party	197.697	9.068	(4.138)	0.000	202.627
Transfer Payments and recharges	424.671	4.401	(0.815)	0.000	428.257
Gross Expenditure	895.404	19.263	(17.033)	(0.577)	897.057
Gross Income	(554.886)	(1.178)	(2.824)	(5.106)	(563.994)
Gross Income	(554.886)	(1.178)	(2.824)	(5.106)	(563.994)
2014-2015 Net Base Budget	340.518	18.085	(19.857)	(5.683)	333.063
HRA Budget	(0.631)	0.294	(0.985)	0.000	(1.322)

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Debbie Medlock
Adult Social Care Operations
Older People

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	8.899	0.179		(0.049)	9.029
Premises	0.002				0.002
Transport	0.342			(0.071)	0.271
Supplies and Services	2.410			(0.100)	2.310
Contract Payments / Third Party	44.025	1.979			46.004
Transfer Payments and recharges	3.377				3.377
Gross Expenditure	59.055	2.158	0.000	(0.220)	60.993
Gross Income	(9.968)				(9.968)
Gross Income	(9.968)	0.000	0.000	0.000	(9.968)
2014-2015 Net Base Budget	49.087	2.158	0.000	(0.220)	51.025

Breakdown of Growth

Pay award and growth	0.179
Older People Growth	1.767
Older People Inflation	0.212

Total Growth **2.158**

Breakdown of Savings

Total Savings **0.000**

Breakdown of Corporate Savings Allocated

Reduce transport mileage	(0.071)
Reduce agency & consultants expenditure	(0.021)
Corporate Savings Target	(0.100)
Other Corporate Savings	(0.028)

Total Breakdown of Corporate Savings Allocated **(0.220)**

Heads of Service

Adult Care Operations Lucy Stansfield

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Debbie Medlock
Adult Social Care Operations
Other Vulnerable Adults

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.000				0.000
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	0.000			(0.100)	(0.100)
Contract Payments / Third Party	6.324	0.490			6.814
Transfer Payments and recharges	2.889				2.889
Gross Expenditure	9.213	0.490	0.000	(0.100)	9.603
Gross Income	(0.587)				(0.587)
Gross Income	(0.587)	0.000	0.000	0.000	(0.587)
2014-2015 Net Base Budget	8.626	0.490	0.000	(0.100)	9.016

Breakdown of Growth

Other Vulnerable Adults Growth	0.437
Other Vulnerable Adults Inflation	0.053

Total Growth **0.490**

Breakdown of Savings

Total Savings **0.000**

Breakdown of Corporate Savings Allocated

Corporate Savings Target	(0.100)
--------------------------	---------

Total Breakdown of Corporate Savings Allocated **(0.100)**

Heads of Service

Head of Service Operations Team	Carolyn Hamblett
---------------------------------	------------------

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Debbie Medlock
Adult Social Care Operations
Learning Disability

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	6.851	0.138		(0.023)	6.966
Premises	0.023			(0.014)	0.009
Transport	0.114			(0.022)	0.092
Supplies and Services	0.490			(0.106)	0.384
Contract Payments / Third Party	31.676	1.120			32.796
Transfer Payments and recharges	2.234				2.234
Gross Expenditure	41.388	1.258	0.000	(0.165)	42.481
Gross Income	(2.517)				(2.517)
Gross Income	(2.517)	0.000	0.000	0.000	(2.517)
2014-2015 Net Base Budget	38.871	1.258	0.000	(0.165)	39.964

Breakdown of Growth

Pay award and growth	0.138
Learning Disability Growth	1.000
Learning Disability Inflation	0.120

Total Growth **1.258**

Breakdown of Savings

Total Savings **0.000**

Breakdown of Corporate Savings Allocated

Reduce transport mileage	(0.022)
Reduce agency & consultants expenditure	(0.017)
Corporate Savings Target	(0.100)
Other Corporate Savings	(0.026)

Total Breakdown of Corporate Savings Allocated **(0.165)**

Heads of Service

Head Of Service Adult Care Operations Rhonda Ward

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Debbie Medlock
Adult Social Care Operations
Mental Health

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.441	0.050		(0.005)	2.486
Premises	0.000				0.000
Transport	0.130			(0.028)	0.102
Supplies and Services	1.999			(0.100)	1.899
Contract Payments / Third Party	19.572	0.711			20.283
Transfer Payments and recharges	0.471				0.471
Gross Expenditure	24.613	0.761	0.000	(0.133)	25.241
Gross Income	(3.639)				(3.639)
Gross Income	(3.639)	0.000	0.000	0.000	(3.639)
2014-2015 Net Base Budget	20.974	0.761	0.000	(0.133)	21.602

Breakdown of Growth

Pay award and growth	0.050
Mental Health (Adults of Working Age) Growth	0.250
Mental Health (Adults of Working Age) Inflation	0.030
Mental Health (Older Adults) Growth	0.385
Mental Health (Older Adults) Inflation	0.046

Total Growth **0.761**

Breakdown of Savings

Total Savings **0.000**

Breakdown of Corporate Savings Allocated

Reduce transport mileage	(0.028)
Reduce agency & consultants expenditure	(0.005)
Corporate Savings Target	(0.100)

Total Breakdown of Corporate Savings Allocated **(0.133)**

Heads of Service

Head of Service Mental Health Shirley Auburn

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

James Cawley
Adult Care - Commissioning, Safeguarding & Housing
Resources, Strategy & Commissioning

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	1.476	0.030		(0.013)	1.493
Premises	0.003				0.003
Transport	0.046			(0.010)	0.036
Supplies and Services	0.181			(0.026)	0.155
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.008				0.008
Gross Expenditure	1.714	0.030	0.000	(0.049)	1.695
Gross Income	(0.077)				(0.077)
Gross Income	(0.077)	0.000	0.000	0.000	(0.077)
2014-2015 Net Base Budget	1.637	0.030	0.000	(0.049)	1.618

Breakdown of Growth

Pay award and growth 0.030

Total Growth 0.030

Breakdown of Savings

Total Savings 0.000

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.010)
 Reduce agency & consultants expenditure (0.013)
 Corporate Savings Target (0.025)
 Other Corporate Savings (0.001)

Total Breakdown of Corporate Savings Allocated (0.049)

Heads of Service

Care, Support and Accommodation	Nicola Gregson
DCS Business Change	Iain Kirby
Health Integration & Workforce Develop	Susan Geary

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

James Cawley
Adult Care - Commissioning, Safeguarding & Housing
Housing Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	1.761	0.038	(0.100)	(0.002)	1.697
Premises	0.936				0.936
Transport	0.054			(0.011)	0.043
Supplies and Services	2.319			(0.078)	2.241
Contract Payments / Third Party	2.978				2.978
Transfer Payments and recharges	(0.047)				(0.047)
Gross Expenditure	8.001	0.038	(0.100)	(0.091)	7.848
Gross Income	(2.961)				(2.961)
Gross Income	(2.961)	0.000	0.000	0.000	(2.961)
2014-2015 Net Base Budget	5.040	0.038	(0.100)	(0.091)	4.887

Breakdown of Growth

Pay award and growth 0.038

Total Growth 0.038

Breakdown of Savings

Savings in General Fund Housing teams (0.100)

Total Savings (0.100)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.011)

Reduce agency & consultants expenditure (0.002)

Corporate Savings Target (0.078)

Total Breakdown of Corporate Savings Allocated (0.091)

Heads of Service

New Housing Janet O'Brien
Strategic Housing Nicole Smith

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR (acting):
SERVICE AREA:
SERVICE:

Aimee Stimpson
Public Health & Public Protection
Public Health Grant

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	1.874				1.874
Premises	0.000				0.000
Transport	0.046				0.046
Supplies and Services	7.170	1.326			8.496
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	4.171				4.171
Gross Expenditure	13.261	1.326	0.000	0.000	14.587
Gross Income	(13.261)	(1.326)			(14.587)
Gross Income	(13.261)	(1.326)	0.000	0.000	(14.587)
2014-2015 Net Base Budget	0.000	0.000	0.000	0.000	0.000

Breakdown of Growth

Total Growth **0.000**

Breakdown of Savings

Total Savings **0.000**

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated **0.000**

Heads of Service

Team 1	Amy Bird
Team 3	Frances Chinemana
Team 4	John Goodall
Team 5	Emma Seria- Walker
Team 6	Deborah Haynes
Team 7	Aimee Stimpson

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR (acting):
SERVICE AREA:
SERVICE:

Aimee Stimpson
Public Health & Public Protection
Other Public Health & Public Protection

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	3.850	0.120	(0.124)	(0.004)	3.842
Premises	0.020			(0.001)	0.019
Transport	0.155			(0.023)	0.132
Supplies and Services	0.318			(0.050)	0.268
Contract Payments / Third Party	0.008				0.008
Transfer Payments and recharges	(0.035)				(0.035)
Gross Expenditure	4.316	0.120	(0.124)	(0.078)	4.234
Gross Income	(1.159)				(1.159)
Gross Income	(1.159)	0.000	0.000	0.000	(1.159)
2014-2015 Net Base Budget	3.157	0.120	(0.124)	(0.078)	3.075

Breakdown of Growth

Pay award and growth 0.120

Total Growth 0.120

Breakdown of Savings

Transformation Restructure after VR Programme (0.095)
 Transformation Restructure after VR Programme re
 Emergency Planning (0.029)

Total Savings (0.124)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.023)
 Reduce agency & consultants expenditure (0.004)
 Corporate Savings Target (0.048)
 Other Corporate Savings (0.003)

Total Breakdown of Corporate Savings Allocated (0.078)

Heads of Service

Team 1	Amy Bird
Team 3	Frances Chinemana
Team 4	John Goodall
Team 5	Emma Seria- Walker
Team 6	Deborah Haynes
Team 7	Aimee Stimpson

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR: Terence Herbert
SERVICE AREA: Childrens Social Care, IY & Prevention
SERVICE: Childrens Social Care

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	9.701	0.195		(0.196)	9.700
Premises	0.000			(0.023)	(0.023)
Transport	0.529			(0.121)	0.408
Supplies and Services	1.149			(0.121)	1.028
Contract Payments / Third Party	17.190	3.768	(1.150)		19.808
Transfer Payments and recharges	1.287				1.287
Gross Expenditure	29.856	3.963	(1.150)	(0.461)	32.208
Gross Income	(1.876)				(1.876)
Gross Income	(1.876)	0.000	0.000	0.000	(1.876)
2014-2015 Net Base Budget	27.980	3.963	(1.150)	(0.461)	30.332

Breakdown of Growth

Pay award and growth 0.195
 General Childrens Services Growth 3.768

Total Growth 3.963

Breakdown of Savings

Looked after Children - Review of high cost placements (0.150)
 DfE Pilot - Inpower recruitment for specialist foster carers (0.100)
 Children in Care commissioning group transport review (0.050)
 Charging for non statutory services - disability and S20 (0.200)
 Increase in Health & DSG contributions to placements (0.500)
 Review Family Support Service (0.150)

Total Savings (1.150)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.121)
 Reduce agency & consultants expenditure (0.196)
 Corporate Savings Target (0.114)
 Other Corporate Savings (0.030)

Total Breakdown of Corporate Savings Allocated (0.461)

Heads of Service

Safeguarding & Assessment Service N&E (acting) Jacqueline Chipping
 Safeguarding & Assessment Service S&W (acting) Pier-Maxine Pritchard
 Virtual Schools Karen Reid

Signed:
 Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Terence Herbert
Childrens Social Care, IY & Prevention
0 - 25 Service: Disabled Children & Adults

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	6.912	0.130		(0.005)	7.037
Premises	0.003				0.003
Transport	0.327			(0.065)	0.262
Supplies and Services	19.281	0.820		(0.106)	19.995
Contract Payments / Third Party	7.056				7.056
Transfer Payments and recharges	0.449				0.449
Gross Expenditure	34.028	0.950	0.000	(0.176)	34.802
Gross Income	(21.464)		(0.300)		(21.764)
Gross Income	(21.464)	0.000	(0.300)	0.000	(21.764)
2014-2015 Net Base Budget	12.564	0.950	(0.300)	(0.176)	13.038

Breakdown of Growth

Pay award and growth 0.130
General Childrens Services Growth 0.820

Total Growth 0.950

Breakdown of Savings

Use of SEN Reform Grant to support transformation
of SEND Service (temporary staffing etc) (0.300)

Total Savings (0.300)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.065)
Reduce agency & consultants expenditure (0.003)
Corporate Savings Target (0.100)
Other Corporate Savings (0.008)

Total Breakdown of Corporate Savings Allocated (0.176)

Heads of Service

0-25 Service: Disabled Children & Adults (acting) Nicholas Breakwell

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Terence Herbert
Childrens Social Care, IY & Prevention
Integrated Youth & Preventative Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	5.614	0.124	(0.360)	(0.003)	5.375
Premises	0.024				0.024
Transport	0.289			(0.058)	0.231
Supplies and Services	2.869		(0.050)	(0.004)	2.815
Contract Payments / Third Party	0.331				0.331
Transfer Payments and recharges	(1.162)				(1.162)
Gross Expenditure	7.965	0.124	(0.410)	(0.065)	7.614
Gross Income	(4.527)		(0.105)		(4.632)
Gross Income	(4.527)	0.000	(0.105)	0.000	(4.632)
2014-2015 Net Base Budget	3.438	0.124	(0.515)	(0.065)	2.982

Breakdown of Growth

Pay award and growth 0.124

Total Growth

0.124

Breakdown of Savings

Integrated Youth Savings (cfwd financial plan 13/14
year 2 of 2) (0.360)
Trading the full cost of the Duke of Edinburgh
Scheme (0.030)
Increase Trading Income from EPs and EWOs (0.075)
Prevention Services/YOS - streamline with other
Troubled Families work (0.050)

Total Savings

(0.515)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.058)
Reduce agency & consultants expenditure (0.003)
Other Corporate Savings (0.004)

Total Breakdown of Corporate Savings Allocated

(0.065)

Heads of Service

Integrated Youth Malcolm Munday

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR: Julia Cramp
SERVICE AREA: Quality Assurance, Comm & Performance
SERVICE: School Effectiveness

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	4.782	0.102		(0.026)	4.858
Premises	0.126				0.126
Transport	0.305			(0.059)	0.246
Supplies and Services	1.723		(0.250)	(0.013)	1.460
Contract Payments / Third Party	0.088		(0.200)		(0.112)
Transfer Payments and recharges	0.544				0.544
Gross Expenditure	7.568	0.102	(0.450)	(0.098)	7.122
Gross Income	(3.845)		(0.050)		(3.895)
Gross Income	(3.845)	0.000	(0.050)	0.000	(3.895)
2014-2015 Net Base Budget	3.723	0.102	(0.500)	(0.098)	3.227

Breakdown of Growth

Pay award and growth 0.102

Total Growth 0.102

Breakdown of Savings

School Effectiveness (review current activity budgets to prioritise spending to areas of greatest need) (0.450)
 Council contribution to Music Service - reduce subsidy (0.050)

Total Savings (0.500)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.059)
 Reduce agency & consultants expenditure (0.019)
 Other Corporate Savings (0.020)

Total Breakdown of Corporate Savings Allocated (0.098)

Heads of Service

School Effectiveness David Clarke

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Julia Cramp
Quality Assurance, Comm & Performance
Business & Commercial Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.047	0.004		(0.001)	0.050
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	0.000				0.000
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	(0.891)				(0.891)
Gross Expenditure	(0.844)	0.004	0.000	(0.001)	(0.841)
Gross Income	(0.020)				(0.020)
Gross Income	(0.020)	0.000	0.000	0.000	(0.020)
2014-2015 Net Base Budget	(0.864)	0.004	0.000	(0.001)	(0.861)

Breakdown of Growth

Pay award and growth 0.004

Total Growth 0.004

Breakdown of Savings

Total Savings 0.000

Breakdown of Corporate Savings Allocated

Reduce agency & consultants expenditure (0.001)

Total Breakdown of Corporate Savings Allocated (0.001)

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Julia Cramp
Quality Assurance, Comm & Performance
Funding Schools

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.853				0.853
Premises	0.285				0.285
Transport	0.000				0.000
Supplies and Services	7.700				7.700
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	271.211				271.211
Gross Expenditure	280.049	0.000	0.000	0.000	280.049
Gross Income	(280.049)				(280.049)
Gross Income	(280.049)	0.000	0.000	0.000	(280.049)
2014-2015 Net Base Budget	0.000	0.000	0.000	0.000	0.000

Breakdown of Growth

Total Growth **0.000**

Breakdown of Savings

Total Savings **0.000**

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated **0.000**

Signed:
 Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Julia Cramp
Quality Assurance, Comm & Performance
Commissioning & Performance

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	5.560	0.061	(0.085)	(0.006)	5.530
Premises	0.059			(0.045)	0.014
Transport	0.109			(0.022)	0.087
Supplies and Services	25.219	0.300	(0.360)	(0.129)	25.030
Contract Payments / Third Party	2.855		(0.460)		2.395
Transfer Payments and recharges	(1.730)				(1.730)
Gross Expenditure	32.072	0.361	(0.905)	(0.202)	31.326
Gross Income	(23.761)				(23.761)
Gross Income	(23.761)	0.000	0.000	0.000	(23.761)
2014-2015 Net Base Budget	8.311	0.361	(0.905)	(0.202)	7.565

Breakdown of Growth

Pay award and growth 0.061
General Childrens Services Growth 0.300

Total Growth 0.361

Breakdown of Savings

Review of Child Care Development Officer posts (0.085)
End contract for Family Information Services (0.120)
Savings from review of Portage and District Specialist Centres (0.080)
Troubled Families Grant Income including Payment By Results to offset Families First Contract (0.300)
Savings from Early Years Workforce Development Contract (0.320)

Total Savings (0.905)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.022)
Reduce agency & consultants expenditure (0.006)
Corporate Savings Target (0.128)
Other Corporate Savings (0.046)

Total Breakdown of Corporate Savings Allocated (0.202)

Heads of Service

Joint Commissioning Susan Tanner
Performance Management and Coord Lynda Cox
Procurement & Market Dev Team Chld Servs Thomas Smith
Voice and Influence Team Damian Haasjes

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Alistair Cunningham
Economic Development & Planning
Economy & Regeneration

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.405	0.050		(0.034)	2.421
Premises	0.184			(0.017)	0.167
Transport	0.058			(0.011)	0.047
Supplies and Services	1.011		(0.062)	(0.001)	0.948
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.032				0.032
Gross Expenditure	3.690	0.050	(0.062)	(0.063)	3.615
Gross Income	(0.090)		(0.280)		(0.370)
Gross Income	(0.090)	0.000	(0.280)	0.000	(0.370)
2014-2015 Net Base Budget	3.600	0.050	(0.342)	(0.063)	3.245

Breakdown of Growth

Pay award and growth 0.050

Total Growth 0.050

Breakdown of Savings

Income generated from surplus CT/NNDR and NHB
as result of accelerated expansion in businesses and
homes (0.250)
End of transition grant to Salisbury City Council for
the running of Salisbury TIC. (0.062)
Remove Climate change match funding budget,
currently used for SEACS project. (0.030)

Total Savings (0.342)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.011)
Reduce agency & consultants expenditure (0.032)
Other Corporate Savings (0.020)

Total Breakdown of Corporate Savings Allocated (0.063)

Heads of Service

Account Management (E&R)	Ariane Crampton
Major Projects (E&R)	Richard Walters
Place Shaping (E&R)	Georgina Clappitt-Dix
Service Delivery (E&R)	Tim Martienssen

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Alistair Cunningham
Economic Development & Planning
Development Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	4.617	0.097		(0.008)	4.706
Premises	0.000			(0.003)	(0.003)
Transport	0.166			(0.036)	0.130
Supplies and Services	0.499		(0.200)		0.299
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	5.282	0.097	(0.200)	(0.047)	5.132
Gross Income	(4.259)		(0.150)		(4.409)
Gross Income	(4.259)	0.000	(0.150)	0.000	(4.409)
2014-2015 Net Base Budget	1.023	0.097	(0.350)	(0.047)	0.723

Breakdown of Growth

Pay award and growth 0.097

Total Growth 0.097

Breakdown of Savings

Income generated from surplus CT/NNDR and NHB
as result of accelerated expansion in businesses and
homes

(0.150)

Stop/reduce statutory notices

(0.200)

Total Savings (0.350)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.036)

Reduce agency & consultants expenditure (0.011)

Total Breakdown of Corporate Savings Allocated (0.047)

Heads of Service

Customer & Technical Support
Development Control Central
Development Control North
Development Control South

Sally Canter
Michael Wilmott
Brian Taylor
Andrew Guest

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Parvis Khansari
Highways & Transport
Highways Strategic Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.889	0.060	(0.021)	(0.064)	2.864
Premises	1.310			(0.001)	1.309
Transport	0.151		(0.006)	(0.028)	0.117
Supplies and Services	0.734		(0.057)	(0.095)	0.582
Contract Payments / Third Party	4.185		(0.154)		4.031
Transfer Payments and recharges	(0.556)		(0.065)		(0.621)
Gross Expenditure	8.713	0.060	(0.303)	(0.188)	8.282
Gross Income	(2.577)		(0.033)		(2.610)
Gross Income	(2.577)	0.000	(0.033)	0.000	(2.610)
2014-2015 Net Base Budget	6.136	0.060	(0.336)	(0.188)	5.672

Breakdown of Growth

Pay award and growth 0.060

Total Growth 0.060

Breakdown of Savings

Savings in Supplies & services budgets (Mileage & PPE) (0.006)
 Reduce legal fee budgets (0.007)
 CMS Streetlighting saving (0.050)
 Delete Vacant post in structure (0.021)
 Increase recharge to Capital (0.065)
 Area Boards fund local Speed Indicator Devices (0.075)
 BBLP Contract Efficiencies and savings (see also local highways & streetscene) (0.079)
 Increase from developer income (0.033)

Total Savings (0.336)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.028)
 Reduce agency & consultants expenditure (0.064)
 Corporate Savings Target (0.095)
 Other Corporate Savings (0.001)

Total Breakdown of Corporate Savings Allocated (0.188)

Heads of Service

Highways Assets & Commissioning Peter Binley
 Sustainable Transport Allan Creedy

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Parvis Khansari
Highways & Transport
Public Transport

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.943	0.020		(0.002)	0.961
Premises	0.000				0.000
Transport	0.028			(0.005)	0.023
Supplies and Services	0.572		(0.024)	(0.173)	0.375
Contract Payments / Third Party	13.122		(0.507)		12.615
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	14.665	0.020	(0.531)	(0.180)	13.974
Gross Income	(3.652)				(3.652)
Gross Income	(3.652)	0.000	0.000	0.000	(3.652)
2014-2015 Net Base Budget	11.013	0.020	(0.531)	(0.180)	10.322

Breakdown of Growth

Pay award and growth 0.020

Total Growth 0.020

Breakdown of Savings

Review application of spare seat policy and withdraw transport for non-entitled children (0.150)
 Reductions to bus services (0.176)
 Withdraw alternative concessions (0.025)
 Withdraw free travel for OAP and disabled bus pass holders before 0930 or 0900 (0.180)

Total Savings (0.531)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.005)
 Reduce agency & consultants expenditure (0.001)
 Corporate Savings Target (0.170)
 Other Corporate Savings (0.004)

Total Breakdown of Corporate Savings Allocated (0.180)

Heads of Service

Passenger Transport Ian White

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Parvis Khansari
Highways & Transport
Education Transport

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.115	0.002			0.117
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	0.005			(0.129)	(0.124)
Contract Payments / Third Party	8.818		(0.345)		8.473
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	8.938	0.002	(0.345)	(0.129)	8.466
Gross Income	(0.584)		(0.020)		(0.604)
Gross Income	(0.584)	0.000	(0.020)	0.000	(0.604)
2014-2015 Net Base Budget	8.354	0.002	(0.365)	(0.129)	7.862

Breakdown of Growth

Pay award and growth 0.002

Total Growth 0.002

Breakdown of Savings

Increasing Post 16 and Spare Seats charges by 5% (0.020)
 Review mainstream taxis (0.100)
 Further continuity transport changes (0.014)
 Review of discretionary and non statutory
 educational transport to and from schools and
 colleges (0.200)
 Year 3 savings from withdrawal of denominational
 transport (0.031)

Total Savings (0.365)

Breakdown of Corporate Savings Allocated

Corporate Savings Target (0.129)

Total Breakdown of Corporate Savings Allocated (0.129)

Heads of Service

Passenger Transport Ian White

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Parvis Khansari
Highways & Transport
Local Highways & Streetscene

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.060	0.044		(0.007)	2.097
Premises	0.520			(0.004)	0.516
Transport	0.080			(0.014)	0.066
Supplies and Services	0.736			(0.167)	0.569
Contract Payments / Third Party	7.965		(0.761)		7.204
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	11.361	0.044	(0.761)	(0.192)	10.452
Gross Income	(0.711)				(0.711)
Gross Income	(0.711)	0.000	0.000	0.000	(0.711)
2014-2015 Net Base Budget	10.650	0.044	(0.761)	(0.192)	9.741

Breakdown of Growth

Pay award and growth 0.044

Total Growth 0.044

Breakdown of Savings

BBLP Contract Efficiencies and savings (0.761)

Total Savings (0.761)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.014)

Reduce agency & consultants expenditure (0.005)

Corporate Savings Target (0.165)

Other Corporate Savings (0.008)

Total Breakdown of Corporate Savings Allocated (0.192)

Heads of Service

Highways and Streetscene - North

William Parks

Highways and Streetscene - South

Adrian Hampton

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Parvis Khansari
Highways & Transport
Car Parking

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	1.121	0.024		(0.003)	1.142
Premises	0.232		(0.050)		0.182
Transport	0.019			(0.004)	0.015
Supplies and Services	0.381			(0.004)	0.377
Contract Payments / Third Party	0.009				0.009
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	1.762	0.024	(0.050)	(0.011)	1.725
Gross Income	(7.246)		(0.420)		(7.666)
Gross Income	(7.246)	0.000	(0.420)	0.000	(7.666)
2014-2015 Net Base Budget	(5.484)	0.024	(0.470)	(0.011)	(5.941)

Breakdown of Growth

Pay award and growth 0.024

Total Growth 0.024

Breakdown of Savings

Car Parking Fee and charges increase in volume (0.420)

Car Parking back office review (0.050)

Total Savings (0.470)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.004)

Reduce agency & consultants expenditure (0.003)

Other Corporate Savings (0.004)

Total Breakdown of Corporate Savings Allocated (0.011)

Heads of Service

Car Parking Adrian Hampton

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Tracy Carter
Environment & Leisure
Waste

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	6.266	0.118	(0.500)	(0.113)	5.771
Premises	0.068				0.068
Transport	0.044			(0.009)	0.035
Supplies and Services	0.333			(0.108)	0.225
Contract Payments / Third Party	28.729	1.000			29.729
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	35.440	1.118	(0.500)	(0.230)	35.828
Gross Income	(3.600)		(0.250)		(3.850)
Gross Income	(3.600)	0.000	(0.250)	0.000	(3.850)
2014-2015 Net Base Budget	31.840	1.118	(0.750)	(0.230)	31.978

Breakdown of Growth

Pay award and growth	0.118
General Waste Growth	1.000

Total Growth **1.118**

Breakdown of Savings

Routing and other review reported to cabinet December 2013	(0.500)
Commercial / Trade Waste review and increase in charges	(0.250)

Total Savings **(0.750)**

Breakdown of Corporate Savings Allocated

Reduce transport mileage	(0.009)
Reduce agency & consultants expenditure	(0.082)
Corporate Savings Target	(0.100)
Other Corporate Savings	(0.039)

Total Breakdown of Corporate Savings Allocated **(0.230)**

Heads of Service

Waste & Recycling Collection Mgr - East	Steven Bowcock
Waste & Recycling Collection Mgr - North	Melanie Scott
Waste & Recycling Collection Mgr - South	Peter Sellwood
Head of Waste Collection	Martin Litherland
Head of Waste Management Commissioning	John Geary

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Tracy Carter
Environment & Leisure
Environment Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.825	0.062	(0.028)	(0.005)	2.854
Premises	0.251		(0.023)		0.228
Transport	3.444		(0.340)	(0.014)	3.090
Supplies and Services	0.803		(0.025)	(0.103)	0.675
Contract Payments / Third Party	0.514		(0.010)		0.504
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	7.837	0.062	(0.426)	(0.122)	7.351
Gross Income	(1.324)		(0.066)		(1.390)
Gross Income	(1.324)	0.000	(0.066)	0.000	(1.390)
2014-2015 Net Base Budget	6.513	0.062	(0.492)	(0.122)	5.961

Breakdown of Growth

Pay award and growth 0.062

Total Growth 0.062

Breakdown of Savings

Enforcement Fee and charges increase 5% (0.028)
 Technical Fee and charges increase 5% (0.014)
 Fleet Fee and charges increase 5% (0.021)
 RoW & Countryside Fee and charges increase 5% (0.003)
 Restructure enforcement (0.028)
 Technical - reduce the frequency of churchyard
 maintenance (0.023)
 Fleet - BBLP contract saving and reduction in fleet
 maintenance budgets i.e fuel/tyres and external
 manitance costs (0.150)
 Fleet Full Review (0.200)
 CCTV to Salisbury Council (0.025)

Total Savings (0.492)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.014)
 Reduce agency & consultants expenditure (0.002)
 Corporate Savings Target (0.101)
 Other Corporate Savings (0.005)

Total Breakdown of Corporate Savings Allocated (0.122)

Heads of Service

Environment Services Ian Brown

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Tracy Carter
Environment & Leisure
Leisure

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	5.550	0.112		(0.056)	5.606
Premises	0.182				0.182
Transport	0.036			(0.007)	0.029
Supplies and Services	1.391			(0.028)	1.363
Contract Payments / Third Party	0.905				0.905
Transfer Payments and recharges	0.005		(0.200)		(0.195)
Gross Expenditure	8.069	0.112	(0.200)	(0.091)	7.890
Gross Income	(5.396)		(0.300)		(5.696)
Gross Income	(5.396)	0.000	(0.300)	0.000	(5.696)
2014-2015 Net Base Budget	2.673	0.112	(0.500)	(0.091)	2.194

Breakdown of Growth

Pay award and growth 0.112

Total Growth 0.112

Breakdown of Savings

Leisure & Public Health integration (0.200)

Extra Fees & Charges (0.300)

Total Savings (0.500)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.007)

Reduce agency & consultants expenditure (0.043)

Other Corporate Savings (0.041)

Total Breakdown of Corporate Savings Allocated (0.091)

Heads of Service

Leisure Louise Cary
Leisure Phillip Smith

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Laurie Bell
Communications & Communities
Communications

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.980	0.021	(0.100)	(0.002)	0.899
Premises	0.008			(0.005)	0.003
Transport	0.010			(0.002)	0.008
Supplies and Services	0.939		(0.100)		0.839
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	1.937	0.021	(0.200)	(0.009)	1.749
Gross Income	(0.080)		(0.025)		(0.105)
Gross Income	(0.080)	0.000	(0.025)	0.000	(0.105)
2014-2015 Net Base Budget	1.857	0.021	(0.225)	(0.009)	1.644

Breakdown of Growth

Pay award and growth 0.021

Total Growth 0.021

Breakdown of Savings

Advertise on web space (0.025)

Centralise events and marketing and generate
income / cover 50% of cost of marketing from income (0.100)
Efficiencies in cross authority working (0.100)

Total Savings (0.225)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.002)
Reduce agency & consultants expenditure (0.002)
Other Corporate Savings (0.005)

Total Breakdown of Corporate Savings Allocated (0.009)

Heads of Service

Campaigns & Events Team	Barbara Gray
Media Relations Team	Anne Huggett
Web Information Group	Rhian Griggs

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Laurie Bell
Communications & Communities
Libraries, Heritage & Arts

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	4.661	0.094	(0.300)	(0.005)	4.450
Premises	0.012			(0.016)	(0.004)
Transport	0.089			(0.017)	0.072
Supplies and Services	1.548			(0.083)	1.465
Contract Payments / Third Party	0.008				0.008
Transfer Payments and recharges	(0.008)				(0.008)
Gross Expenditure	6.310	0.094	(0.300)	(0.121)	5.983
Gross Income	(0.954)		(0.075)		(1.029)
Gross Income	(0.954)	0.000	(0.075)	0.000	(1.029)
2014-2015 Net Base Budget	5.356	0.094	(0.375)	(0.121)	4.954

Breakdown of Growth

Pay award and growth 0.094

Total Growth 0.094

Breakdown of Savings

Generate additional income (0.050)
 Income from better use of our buildings (0.025)
 Review of governance arrangements aligned to
 community working (0.250)
 Review of staffing and structure (0.050)

Total Savings (0.375)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.017)
 Reduce agency & consultants expenditure (0.003)
 Corporate Savings Target (0.083)
 Other Corporate Savings (0.018)

Total Breakdown of Corporate Savings Allocated (0.121)

Heads of Service

Heritage & Arts	Peter Tyas
Library and Information Services	Joan Davis
Community Governance	Stephen Milton

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR (acting):
SERVICE AREA:
SERVICE:

Robin Townsend
Corporate Function & Procurement
Corporate Function & Procurement

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.026	0.043	(0.250)	(0.022)	1.797
Premises	0.026			(0.029)	(0.003)
Transport	0.150			(0.030)	0.120
Supplies and Services	3.251			(0.025)	3.226
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	(0.003)				(0.003)
Gross Expenditure	5.450	0.043	(0.250)	(0.106)	5.137
Gross Income	(0.181)				(0.181)
Gross Income	(0.181)	0.000	0.000	0.000	(0.181)
2014-2015 Net Base Budget	5.269	0.043	(0.250)	(0.106)	4.956

Breakdown of Growth

Pay award and growth 0.043

Total Growth 0.043

Breakdown of Savings

Contract management structure review (0.150)

Restructure directorate (0.100)

Total Savings (0.250)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.030)

Reduce agency & consultants expenditure (0.021)

Corporate Savings Target (0.023)

Other Corporate Savings (0.032)

Total Breakdown of Corporate Savings Allocated (0.106)

Heads of Service

Corporate Support
 Corporate Support
 Procurement

Mark Gwynne
 Vacant
 Vacant

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR (acting):
SERVICE AREA:
SERVICE:

Robin Townsend
Corporate Function & Procurement
Corporate Directors

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.545	0.011	(0.100)		0.456
Premises	0.033			(0.002)	0.031
Transport	0.013			(0.002)	0.011
Supplies and Services	0.148		(0.015)	(0.012)	0.121
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	0.739	0.011	(0.115)	(0.016)	0.619
Gross Income	(0.027)				(0.027)
Gross Income	(0.027)	0.000	0.000	0.000	(0.027)
2014-2015 Net Base Budget	0.712	0.011	(0.115)	(0.016)	0.592

Breakdown of Growth

Pay award and growth 0.011

Total Growth 0.011

Breakdown of Savings

Review professional subscriptions (0.015)

Review role and reduce number of Personal Assistants (0.100)

Total Savings (0.115)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.002)

Corporate Savings Target (0.011)

Other Corporate Savings (0.003)

Total Breakdown of Corporate Savings Allocated (0.016)

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Finance
Finance, Revenues & Benefits & Pensions

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	6.969	0.144	(0.350)	(0.024)	6.739
Premises	0.000			(0.001)	(0.001)
Transport	0.086			(0.017)	0.069
Supplies and Services	7.579			(0.002)	7.577
Contract Payments / Third Party	0.628				0.628
Transfer Payments and recharges	0.923		(0.050)		0.873
Gross Expenditure	16.185	0.144	(0.400)	(0.044)	15.885
Gross Income	(12.205)	0.148	(0.650)		(12.707)
Gross Income	(12.205)	0.148	(0.650)	0.000	(12.707)
2014-2015 Net Base Budget	3.980	0.292	(1.050)	(0.044)	3.178

Breakdown of Growth

Pay award and growth	0.144
Reduction in Council Tax & Housing Benefit Administration Grant	0.148

Total Growth **0.292**

Breakdown of Savings

Reduce vacant posts in Accountancy, including 1 HoF Continue to manage down the level of vacancies across Accountancy and Revenue and Benefits with move to no agency staff through the system thinking reviews undergoing in both areas	(0.100)
Reduce cost of cash handling, from removing GIRO payments at Post Offices and reduced cash provision in offices	(0.250)
Release part of the PFI Sinking Fund as a one off	(0.050)
Improved data matching of council tax discounts to other data to identify levels of ineligibility and improve the level of income collected	(0.100)
Charges Discretionary Housing Payment fund to HRA where relates to social housing	(0.400)
□Liability Order fees increased	(0.100)
	(0.050)

Total Savings **(1.050)**

Breakdown of Corporate Savings Allocated

Reduce transport mileage	(0.017)
Reduce agency & consultants expenditure	(0.024)
Other Corporate Savings	(0.003)

Total Breakdown of Corporate Savings Allocated **(0.044)**

Heads of Service

Head of Finance	Elizabeth Williams
Pensions	David Anthony
Revenue and Benefit Services	Ian Brown
Chief Accountant	Matthew Tiller

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Finance
Revenues & Benefits - Subsidy

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.000				0.000
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	0.000				0.000
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	118.775				118.775
Gross Expenditure	118.775	0.000	0.000	0.000	118.775
Gross Income	(118.775)				(118.775)
Gross Income	(118.775)	0.000	0.000	0.000	(118.775)
2014-2015 Net Base Budget	0.000	0.000	0.000	0.000	0.000

Breakdown of Growth

Total Growth 0.000

Breakdown of Savings

Total Savings 0.000

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated 0.000

Heads of Service

Revenue and Benefit Services Ian Brown

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Ian Gibbons
Legal & Governance
Legal & Governance

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	3.649	0.072		(0.036)	3.685
Premises	0.000				0.000
Transport	0.053			(0.007)	0.046
Supplies and Services	1.041		(0.450)	(0.001)	0.590
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.155				0.155
Gross Expenditure	4.898	0.072	(0.450)	(0.044)	4.476
Gross Income	(1.766)				(1.766)
Gross Income	(1.766)	0.000	0.000	0.000	(1.766)
2014-2015 Net Base Budget	3.132	0.072	(0.450)	(0.044)	2.710

Breakdown of Growth

Pay award and growth 0.072

Total Growth 0.072

Breakdown of Savings

Reduce the council's overall external legal spend, and increase external income by undertaking work for academies, parish councils, and other public bodies, in addition to chargeable legal work on developer agreements. Capacity to achieve this to be generated from increased efficiencies in the use of legal and governance support, including in service training and resources for instructing teams (e.g. guidance, standard templates and procedures), and other improved working practices. (0.450)

Total Savings (0.450)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.007)
Reduce agency & consultants expenditure (0.033)
Other Corporate Savings (0.004)

Total Breakdown of Corporate Savings Allocated (0.044)

Heads of Service

Electoral Services	John Watling
Governance	Nina Wilton
Legal Services	Frank Cain
Local Land Charges	Jane White

Signed:
Associate Director

Reduce the council's overall external legal spend, and increase external income by undertaking work for academies, parish councils, and other public bodies, in addition to chargeable legal work on developer agreements. Capacity to achieve this to be generated from increased efficiencies in the use of legal and governance support, including in service training and resources for instructing teams (e.g. guidance, standard templates and procedures), and other improved working practices.

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Barry Pirie
People & Business Services
Human Resources & Org Development

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	5.202	0.086		(0.026)	5.262
Premises	0.065			(0.022)	0.043
Transport	0.087			(0.014)	0.073
Supplies and Services	0.861		(0.100)	(0.067)	0.694
Contract Payments / Third Party	0.036				0.036
Transfer Payments and recharges	(0.288)				(0.288)
Gross Expenditure	5.963	0.086	(0.100)	(0.129)	5.820
Gross Income	(1.741)				(1.741)
Gross Income	(1.741)	0.000	0.000	0.000	(1.741)
2014-2015 Net Base Budget	4.222	0.086	(0.100)	(0.129)	4.079

Breakdown of Growth

Pay award and growth 0.086

Total Growth 0.086

Breakdown of Savings

Challenge current L&D budget and build provision up
for new programme (0.100)

Total Savings (0.100)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.014)
Reduce agency & consultants expenditure (0.019)
Corporate Savings Target (0.065)
Other Corporate Savings (0.031)

Total Breakdown of Corporate Savings Allocated (0.129)

Heads of Service

HR Business Operations	Paul Loach
HR Strategy & Policy	Joanne Pitt
Organisational Development & Learning	Helen Mehring

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Barry Pirie
People & Business Services
Business Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	1.925	0.039		(0.001)	1.963
Premises	0.591			(0.003)	0.588
Transport	0.363			(0.006)	0.357
Supplies and Services	1.242		(0.150)	(0.035)	1.057
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	(0.111)				(0.111)
Gross Expenditure	4.010	0.039	(0.150)	(0.045)	3.854
Gross Income	(1.838)				(1.838)
Gross Income	(1.838)	0.000	0.000	0.000	(1.838)
2014-2015 Net Base Budget	2.172	0.039	(0.150)	(0.045)	2.016

Breakdown of Growth

Pay award and growth 0.039

Total Growth 0.039

Breakdown of Savings

Reduce insurance costs with greater risk
appetite (0.150)

Total Savings (0.150)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.006)
Reduce agency & consultants expenditure (0.001)
Corporate Savings Target (0.034)
Other Corporate Savings (0.004)

Total Breakdown of Corporate Savings Allocated (0.045)

Heads of Service

Business Services Finance Darren Law
Registration Service Celia Wood

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Barry Pirie
People & Business Services
Strategic Property Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	1.725	0.037		(0.019)	1.743
Premises	12.870		(0.187)	(0.244)	12.439
Transport	0.045			(0.008)	0.037
Supplies and Services	1.213		(0.060)	(0.248)	0.905
Contract Payments / Third Party	0.075		(0.050)		0.025
Transfer Payments and recharges	(0.279)				(0.279)
Gross Expenditure	15.649	0.037	(0.297)	(0.519)	14.870
Gross Income	(0.355)				(0.355)
Gross Income	(0.355)	0.000	0.000	0.000	(0.355)
2014-2015 Net Base Budget	15.294	0.037	(0.297)	(0.519)	14.515

Breakdown of Growth

Pay award and growth 0.037

Total Growth

0.037

Breakdown of Savings

Super FM Contract for 15/16 with review of spend
and restructure of what buy in 14/15 (0.050)
Review of Postage (0.060)
Review of Cleaning and other materials (0.087)
Review of Premises & related costs (excl utilities) (0.100)

Total Savings

(0.297)

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.008)
Reduce Utilities expenditure (0.244)
Reduce agency & consultants expenditure (0.019)
Corporate Savings Target (0.236)
Other Corporate Savings (0.012)

Total Breakdown of Corporate Savings Allocated

(0.519)

Heads of Service

Property Management Nicholas Darbyshire

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Mark Stone
Transformation Programme
Transformation Programme

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	5.289	0.607	(0.145)	(0.089)	5.662
Premises	0.909			(0.004)	0.905
Transport	0.104			(0.018)	0.086
Supplies and Services	1.204			(0.057)	1.147
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	(0.905)				(0.905)
Gross Expenditure	6.601	0.607	(0.145)	(0.168)	6.895
Gross Income	(2.968)		(0.100)		(3.068)
Gross Income	(2.968)	0.000	(0.100)	0.000	(3.068)
2014-2015 Net Base Budget	3.633	0.607	(0.245)	(0.168)	3.827

Breakdown of Growth

Pay award and growth	0.107
Redirection of resources to transformation in order to increase focus on delivering saving initiatives within the wider Council.	0.500

Total Growth **0.607**

Breakdown of Savings

Transformation 5% reduction in salaries costs across a fully funded budget	(0.145)
Commercial rent reviews and increases	(0.100)

Total Savings **(0.245)**

Breakdown of Corporate Savings Allocated

Reduce transport mileage	(0.018)
Reduce agency & consultants expenditure	(0.089)
Corporate Savings Target	(0.056)
Other Corporate Savings	(0.005)

Total Breakdown of Corporate Savings Allocated **(0.168)**

Heads of Service

Asset Management & Corp Building Prog	Sarah Ward
Campus & Operational Models	Lucy Murray Brown
Customer Services	Francis Coleman
Programme Office	Ian Baker
Systems Thinking	John Rogers
Transformational Change	Julie Anderson-Hill

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Mark Stone
Transformation Programme
Information Services

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	4.119	0.083		(0.010)	4.192
Premises	0.000				0.000
Transport	0.051			(0.011)	0.040
Supplies and Services	8.960		(0.242)	(0.198)	8.520
Contract Payments / Third Party	0.000		(0.501)		(0.501)
Transfer Payments and recharges	(0.003)				(0.003)
Gross Expenditure	13.127	0.083	(0.743)	(0.219)	12.248
Gross Income	(0.302)				(0.302)
Gross Income	(0.302)	0.000	0.000	0.000	(0.302)
2014-2015 Net Base Budget	12.825	0.083	(0.743)	(0.219)	11.946

Breakdown of Growth

Pay award and growth 0.083

Total Growth **0.083**

Breakdown of Savings

Printing - rationalise number and paper available (0.050)
 Review and stretch target for savings (0.150)
 Telephony savings (0.295)
 VMware (0.040)
 Citrix (0.021)
 Commvault (0.050)
 Tape library (0.012)
 Disposal costs for IT equipment (0.030)
 Better procurement commodity (0.055)
 SAP support cost (remove enterprise) (0.010)
 Decommission legacy systems (0.030)

Total Savings **(0.743)**

Breakdown of Corporate Savings Allocated

Reduce transport mileage (0.011)
 Reduce agency & consultants expenditure (0.009)
 Corporate Savings Target (0.198)
 Other Corporate Savings (0.001)

Total Breakdown of Corporate Savings Allocated **(0.219)**

Heads of Service

Information Services Andrew Spurway

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Corporate
Movement on Reserves

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.000				0.000
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	0.000				0.000
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.000	3.400	(0.200)		3.200
Gross Expenditure	0.000	3.400	(0.200)	0.000	3.200
Gross Income	0.000				0.000
Gross Income	0.000	0.000	0.000	0.000	0.000
2014-2015 Net Base Budget	0.000	3.400	(0.200)	0.000	3.200

Breakdown of Growth

Return to reserves 3.4m to fund VR in 2014/2015. 3.400

Total Growth 3.400

Breakdown of Savings

Use of earmarked reserves - note one off (0.200)

Total Savings (0.200)

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated 0.000

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Corporate
Capital Financing

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.000				0.000
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	0.080				0.080
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	24.176	1.001	(0.300)		24.877
Gross Expenditure	24.256	1.001	(0.300)	0.000	24.957
Gross Income	(0.858)				(0.858)
Gross Income	(0.858)	0.000	0.000	0.000	(0.858)
2014-2015 Net Base Budget	23.398	1.001	(0.300)	0.000	24.099

Breakdown of Growth

Capital Financing to fund current capital program 0.801
Revenue costs of extra Highways capital expenditure 0.200

Total Growth 1.001

Breakdown of Savings

Reduce capital financing charge by use of more receipts (0.300)

Total Savings (0.300)

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated 0.000

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Corporate
Restructure & Contingency

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	3.000				3.000
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	(0.576)		(6.866)	4.512	(2.930)
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	2.424	0.000	(6.866)	4.512	0.070
Gross Income	0.000				0.000
Gross Income	0.000	0.000	0.000	0.000	0.000
2014-2015 Net Base Budget	2.424	0.000	(6.866)	4.512	0.070

Breakdown of Growth

Total Growth **0.000**

Breakdown of Savings

Take more out of back office (0.450)
Extra Fees & charges (0.100)

Reduce the number of managers, but link to a review
of role, ways of working across new hubs, number of
boards, who responds to things such as FOI etc... (1.577)
Systems Thinking savings to be allocation (0.300)
Savings allocated out as corporate savings targets
(included in £5.722m below) (4.439)

Total Savings **(6.866)**

Breakdown of Corporate Savings Allocated

Reduce transport mileage 0.750
Reduce agency & consultants expenditure 0.750
Corporate Savings Target (includes £1.283m
2013/2014) 2.359
Other Corporate Savings 0.409
Reduce Utilities expenditure 0.244

Total Breakdown of Corporate Savings Allocated **4.512**

Signed:
Associate Director

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Corporate
General Government Grants

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	0.000				0.000
Premises	0.000				0.000
Transport	0.000				0.000
Supplies and Services	1.498			(0.577)	0.921
Contract Payments / Third Party	0.000				0.000
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	1.498	0.000	0.000	(0.577)	0.921
Gross Income	(13.244)			(5.106)	(18.350)
Gross Income	(13.244)	0.000	0.000	(5.106)	(18.350)
2014-2015 Net Base Budget	(11.746)	0.000	0.000	(5.683)	(17.429)

Breakdown of Growth

Total Growth **0.000**

Breakdown of Savings

Reduce Parish Council Local Council Tax Support	(0.577)
Increased New Homes Bonus Grant	(3.306)
Increased NHS Funding for Social Care	(1.800)

Total Savings **(5.683)**

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated **0.000**

Signed:
Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

Michael Hudson
Corporate
Corporate Levys

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	7.361	0.032			7.393
Premises	0.530				0.530
Transport	0.000				0.000
Supplies and Services	0.009				0.009
Contract Payments / Third Party	0.600				0.600
Transfer Payments and recharges	0.000				0.000
Gross Expenditure	8.500	0.032	0.000	0.000	8.532
Gross Income	(0.289)				(0.289)
Gross Income	(0.289)	0.000	0.000	0.000	(0.289)
2014-2015 Net Base Budget	8.211	0.032	0.000	0.000	8.243

Breakdown of Growth

Pay award and growth 0.032

Total Growth 0.032

Breakdown of Savings

Total Savings 0.000

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated 0.000

Signed:
 Associate Director _____

BUDGET BOOK 2014-2015

ASSOCIATE DIRECTOR:
SERVICE AREA:
SERVICE:

James Cawley
Housing Revenue Account (HRA)
Housing Revenue Account (HRA)

	Revised 2013-14 (£m)	Growth & Investment (£m)	Savings & Efficiencies (£m)	Corporate Savings Allocated (£m)	Proposed 2014-15 (£m)
Employees	2.684	0.241			2.925
Premises	4.694	0.053	(0.362)		4.385
Transport	0.146				0.146
Supplies and Services	1.454				1.454
Contract Payments / Third Party	0.013				0.013
Transfer Payments and recharges	15.638				15.638
Gross Expenditure	24.629	0.294	(0.362)	0.000	24.561
Gross Income	(25.260)		(0.623)		(25.883)
Gross Income	(25.260)	0.000	(0.623)	0.000	(25.883)
2014-2015 Net Base Budget	(0.631)	0.294	(0.985)	0.000	(1.322)

Breakdown of Growth

Pay award and growth 0.241
Premises Repairs Growth 0.053

Total Growth 0.294

Breakdown of Savings

Rent Increase (0.623)
Gas Servicing Contract (0.362)

Total Savings (0.985)

Breakdown of Corporate Savings Allocated

Total Breakdown of Corporate Savings Allocated 0.000

Heads of Service

Asset Management David Hellier
Business & Tenancy Services Sandra Royer

Signed:
Associate Director _____

OFF STREET AND ON STREET CAR PARKING FEES & CHARGES

Service Area Car Parking
Associate Director Parvis Khansari

All Off Street and On Street Parking Charges are Discretionary Fees

Where not stated the Car Parking charges are Off Street

Income Type		Location	2013/2014 Financial Year Gross Tariff	2014/2015 Financial Year Gross Tariff
Band 1	Premium Short Stay 1 Hour	Salisbury	£1.40	£1.40
Band 1	Premium Short Stay 2 Hours	Salisbury	£2.50	£2.50
Band 1	Premium Short Stay 3 Hours	Salisbury	£4.20	£4.20
Band 1	Standard Short Stay 1 Hour	Salisbury	£1.40	£1.40
Band 1	Standard Short Stay 2 Hours	Salisbury	£2.50	£2.50
Band 1	Standard Short Stay 3 Hours	Salisbury	£4.00	£4.00
Band 1	Standard Long Stay 4 Hours	Salisbury	£4.60	£4.60
Band 1	Standard Long Stay 5 Hours	Salisbury	£5.50	£5.50
Band 1	Standard Long Stay All Day	Salisbury	£7.40	£7.40
Band 1	Sunday Charging Per Visit	Salisbury	£1.70	£1.70
Band 1	Coach Parking 2 Hours	Salisbury	£2.20	£2.20
Band 1	Coach Parking 4 Hours	Salisbury	£4.40	£4.40
Band 1	Coach Parking All Day	Salisbury	£8.80	£8.80
Band 1	Coach Parking + Sunday Per Visit	Salisbury	£2.20	£2.20
Band 1	On Street Short Stay 15 Minutes	Salisbury	£0.20	£0.20
Band 1	On Street Short Stay 30 Minutes	Salisbury	£0.60	£0.60
Band 1	On Street Short Stay 45 Minutes	Salisbury	£1.10	£1.10
Band 1	On Street Short Stay 60 Minute	Salisbury	£1.60	£1.60
Band 2	Premium Short Stay 1 Hour	Chippenham/Trowbridge	£1.00	£1.00
Band 2	Premium Short Stay 2 Hours	Chippenham/Trowbridge	£1.50	£1.50
Band 2	Premium Short Stay 3 Hours	Chippenham/Trowbridge	£3.20	£3.20
Band 2	Standard Short Stay 1 Hour	Chippenham/Trowbridge	£0.80	£0.80
Band 2	Standard Short Stay 2 Hours	Chippenham/Trowbridge	£1.30	£1.30
Band 2	Standard Short Stay 3 Hours	Chippenham/Trowbridge	£2.60	£2.60
Band 2	Standard Long Stay 4 Hours	Chippenham/Trowbridge	£3.10	£3.10
Band 2	Standard Long Stay 5 Hours	Chippenham/Trowbridge	£4.20	£4.20
Band 2	Standard Long Stay 8 Hours	Chippenham/Trowbridge	£5.40	£5.40
Band 2	Standard Long Stay All Day	Chippenham/Trowbridge	£5.90	£5.90
Band 2	Premium Long Stay All Day	Chippenham/Trowbridge	£7.40	£7.40
Band 2	Monkton Park Premium Short Stay 1 Hr	Chippenham	£3.00	£3.00
Band 2	Monkton Park Premium Short Stay 2 Hrs	Chippenham	£6.20	£6.20
Band 2	Monkton Park Premium Short Stay 3 Hrs	Chippenham	£9.20	£9.20
Band 2	Monkton Park Standard Short Stay 1 Hr	Chippenham	£0.60	£0.60
Band 2	Monkton Park Standard Short Stay 2 Hrs	Chippenham	£1.20	£1.20
Band 2	Monkton Park Standard Short Stay 3 Hrs	Chippenham	£2.00	£2.00
Band 2	Brake Mead Standard Short Stay 2 Hrs	Chippenham	£1.30	£1.30
Band 2	Brake Mead Standard Long Stay 4 Hrs	Chippenham	£2.80	£2.80
Band 3	Standard Short Stay 1 Hour	* see note below	£0.30	£0.30
Band 3	Custom Short Stay 1 Hour	* see note below	£0.40	£0.40
Band 3	Standard Short Stay 2 Hours	* see note below	£1.10	£1.10
Band 3	Standard Short Stay 3 Hours	* see note below	£2.00	£2.00
Band 3	Standard Long Stay 4 Hours	* see note below	£2.40	£2.40
Band 3	Standard Long Stay 5 Hours	* see note below	£3.20	£3.20
Band 3	Standard Long Stay 8 Hours	* see note below	£5.20	£5.20
Band 3	Standard Long Stay All Day	* see note below	£5.60	£5.60
Band 3	Premium Short Stay 1 Hour	* see note below	£0.40	£0.40
Band 3	Premium Short Stay 2 Hours	* see note below	£1.20	£1.20

Income Type		Location	2013/2014 Financial Year Gross Tariff	2014/2015 Financial Year Gross Tariff
Band 3	Premium Short Stay 3 Hours	* see note below	£2.10	£2.10
Band 3	Custom Short Stay 1 Hour	Devizes/Marlborough	£0.55	£0.55
Band 3	Custom Short Stay 2 Hours	Devizes/Marlborough	£1.30	£1.30
Band 3	Custom Short Stay 3 Hours	Devizes/Marlborough	£2.00	£2.00
Band 3	Custom Long Stay 4 Hours	Devizes/Marlborough	£2.50	£2.50
Band 3	Custom Long Stay 5 Hours	Devizes/Marlborough	£3.20	£3.20
Band 3	Custom Long Stay 8 Hours	Devizes/Marlborough	£5.20	£5.20
Band 3	Custom Long Stay All Day	Devizes/Marlborough	£6.10	£6.10
Band 3	Station Short 1 Hour	Devizes	£0.45	£0.45
Band 3	Station Short 2 Hours	Devizes	£1.10	£1.10
Band 3	Station Short 3 Hours	Devizes	£2.00	£2.00
Band 3	Station Long 4 Hours	Devizes	£2.40	£2.40
Band 3	Station Long 5 Hours	Devizes	£3.20	£3.20
Band 3	Station Long 8 Hours	Devizes	£5.20	£5.20
Band 3	Station Long All Day	Devizes	£5.60	£5.60
Band 3	Savernake Short Stay 1 Hour	Marlborough	£0.50	£0.50
Band 3	Savernake Short Stay 2 Hour	Marlborough	£1.20	£1.20
Band 3	Savernake Short Stay 3 Hours	Marlborough	£1.70	£1.70
Band 3	Savernake Long Stay 4 Hours	Marlborough	£2.20	£2.20
Band 3	Savernake Long Stay 5 Hours	Marlborough	£2.70	£2.70
Band 3	Savernake Long Stay 6 Hours	Marlborough	£3.20	£3.20
Band 3	Savernake Long Stay 7 Hours	Marlborough	£3.70	£3.70
Band 3	Savernake Long Stay 8 Hours	Marlborough	£4.20	£4.20
Band 3	Savernake Long Stay 9 Hours	Marlborough	£4.70	£4.70
Band 3	Increased Premium Short Stay 1 Hour	** see note below	£0.55	£0.55
Band 3	Increased Premium Short Stay 2 Hours	** see note below	£1.30	£1.30
Band 3	Increased Premium Short Stay 3 Hours	** see note below	£3.30	£3.30
Band 3	Premium Long Stay 4 Hours	** see note below	£5.30	£5.30
Band 3	Premium Long Stay 5 Hours	***Marlborough - HY	£7.30	£7.30
Band 3	Premium Long Stay 8 Hours	***Marlborough - HY	£13.30	£13.30
Band 3	Premium Long Stay All Day	***Marlborough - HY	£17.30	£17.30
Band 3	Cross Hayes On Street 1 Hour	Malmesbury	£0.40	£0.40
Band 3	Cross Hayes On Street 2 Hours	Malmesbury	£1.20	£1.20
Band 3	Marlborough On Street 1 Hour	Marlborough	£0.80	£0.80
Band 3	Marlborough On Street 2 Hours	Marlborough	£1.90	£1.90
Tradesman Waivers			£25.00	£25.00
Bay Suspension			£20.00	£20.00
Boat Loading			£72.00	£72.00

Cone Provision: £50.00 per order plus £9.50 for every lost or damaged cone.

Notes

**Bradford-on-Avon, Wootton Bassett, Corsham, Calne, Malmesbury, Melksham, Warminster Westbury and Amesbury

** Note the locations here are:-

Devizes - Sainsburys / Marlborough - Hilliers Yard & Polly Gardens

*** Marlborough - Hilliers Yard & Polly Gardens

RESIDENTS PARKING

Service Area Car Parking
Associate Director Parvis Khansari

Season Ticket Charges

Town	Current Permit Types	2013/2014 Annual Cost	2014/2015 Annual Cost
Salisbury	Contract	£1,450.00	£1,450.00
	Premium	£1,390.00	£1,390.00
	Standard	£960.00	£960.00
	Residents	-	-
	Weekend Residents	-	-
Chippenham	Contract	-	-
	Premium	£1,227.00	£1,227.00
	Standard	£430.00	£430.00
	Residents	-	-
	Weekend Residents	-	-
Trowbridge	Contract	-	-
	Premium	£1,227.00	£1,227.00
	Standard	£430.00	£430.00
	Residents	£158.00	£158.00
	Weekend Residents	£31.00	£31.00
Amesbury	Contract	-	-
	Premium	-	-
	Standard	£260.00	£260.00
	Residents	-	-
	Weekend Residents	-	-
Bradford on Avon	Contract	-	-
	Premium	£1,123.00	£1,123.00
	Standard	£394.00	£394.00
	Residents	£154.00	£154.00
	Weekend Residents	£31.00	£31.00
Calne	Contract	-	-
	Premium	-	-
	Standard	£260.00	£260.00
	Residents	£97.00	£97.00
	Weekend Residents	£19.00	£19.00
Corsham	Contract	-	-
	Premium	-	-
	Standard	£260.00	£260.00
	Residents	£97.00	£97.00
	Weekend Residents	£19.00	£19.00
Devizes	Contract	-	-
	Premium	£1,123.00	£1,123.00
	Standard	£394.00	£394.00
	Residents	-	-
	Weekend Residents	-	-
Malmesbury	Contract	-	-
	Premium	-	-
	Standard	£260.00	£260.00
	Residents	£97.00	£97.00
	Weekend Residents	£19.00	£19.00
Marlborough	Contract	£1,263.60	£1,263.60
	Premium	£1,123.00	£1,123.00
	Standard	£394.00	£394.00
	Residents	-	-
	Weekend Residents	-	-
Melksham	Contract	-	-
	Premium	-	-
	Standard	£394.00	£394.00
	Residents	£154.00	£154.00
	Weekend Residents	£31.00	£31.00
Warminster	Contract	-	-
	Premium	-	-
	Standard	£394.00	£394.00
	Residents	£154.00	£154.00
	Weekend Residents	£31.00	£31.00
Westbury	Contract	-	-
	Premium	-	-
	Standard	£394.00	£394.00
	Residents	£154.00	£154.00
	Weekend Residents	£31.00	£31.00
Royal Wootton Bassett	Contract	-	-
	Premium	-	-
	Standard	£260.00	£260.00
	Residents	£97.00	£97.00
	Weekend Residents	£19.00	£19.00
Detail change on season Ticket		£25.00	£25.00

* Residents Permits are not offered in towns or car parks where they were not previously available under the District Councils.

* Not all Permit types are available in all towns

* All Permit costs & Discounts are based on 260 working days per annum except Weekend Residents Permits which are based on costs for 52 Saturdays per annum

* All Salisbury Permit costs remain at the same rate as financial year 2010-11 until decisions are made regarding the Park & Ride Service

RESIDENTS PARKING

Service Area Car Parking
 Associate Director Parvis Khansari

All Residents Parking fees and charges are discretionary

All Residents Parking fees relate to Off Street Parking except those referred to in the note at the bottom of the schedule

Town	Location	2013/2014 Fees & Charges	2014/2015 Fees & Charges
Trowbridge	Bradford Road/Broad St/Lovemead - All week 12 months	£158.00	£158.00
	Bradford Road/Broad St/Lovemead - All week 6 months	£79.00	£79.00
	Bradford Road/Broad St/Lovemead - All week 3 months	£40.00	£40.00
	Bradford Road/Broad St/Lovemead - All week 1 month	£13.00	£13.00
	Bradford Road/Broad St/Lovemead - weekends only 12 months	£31.00	£31.00
Bradford-on-Avon*	Five locations* - please see note below - All week 12 months	£154.00	£154.00
	Five locations* - please see note below - All week 6 months	£77.00	£77.00
	Five locations* - please see note below - All week 3 months	£39.00	£39.00
	Five locations* - please see note below - All week 1 month	£13.00	£13.00
	Five locations* - please see note below - weekends only 12 months	£31.00	£31.00
Melksham**	Five locations** - please see note below - All week 12 months	£154.00	£154.00
	Five locations** - please see note below - All week 6 months	£77.00	£77.00
	Five locations** - please see note below - All week 3 months	£39.00	£39.00
	Five locations** - please see note below - All week 1 month	£13.00	£13.00
	Five locations** - please see note below - weekends only 12 months	£31.00	£31.00
Warminster	Five locations*** - please see note below - All week 12 months	£154.00	£154.00
	Five locations*** - please see note below - All week 6 months	£77.00	£77.00
	Five locations*** - please see note below - All week 3 months	£39.00	£39.00
	Five locations*** - please see note below - All week 1 month	£13.00	£13.00
	Five locations*** - please see note below - weekends only 12 months	£31.00	£31.00
Westbury	High St, Warminster Rd & Westfield House - All week 12 months	£154.00	£154.00
	High St, Warminster Rd & Westfield House - All week 6 months	£77.00	£77.00
	High St, Warminster Rd & Westfield House - All week 3 months	£39.00	£39.00
	High St, Warminster Rd & Westfield House - All week 1 month	£13.00	£13.00
	High St, Warminster Rd & Westfield House - weekends only 12 months	£31.00	£31.00
Malmesbury	Station Road - All week 12 months	£97.00	£97.00
	Station Road - All week 6 months	£49.00	£49.00
	Station Road - All week 3 months	£24.00	£24.00
	Station Road - All week 1 month	£8.00	£8.00
	Station Road - weekends only 12 months	£19.00	£19.00
Royal Wootton Bassett	Borough Fields - All week 12 months	£97.00	£97.00
	Borough Fields - All week 6 months	£49.00	£49.00
	Borough Fields - All week 3 months	£24.00	£24.00
	Borough Fields - All week 1 month	£8.00	£8.00
	Borough Fields - weekends only 12 months	£19.00	£19.00
Caine	Church Street - All week 12 months	£97.00	£97.00
	Church Street - All week 6 months	£49.00	£49.00
	Church Street - All week 3 months	£24.00	£24.00
	Church Street - All week 1 month	£8.00	£8.00

Town	Location	2013/2014 Fees & Charges	2014/2015 Fees & Charges
	Church Street - weekends only 12 months	£19.00	£19.00
Corsham	Post Office Lane - All week 12 months	£97.00	£97.00
	Post Office Lane - All week 6 months	£49.00	£49.00
	Post Office Lane - All week 3 months	£24.00	£24.00
	Post Office Lane - All week 1 month	£8.00	£8.00
	Post Office Lane - weekends only 12 months	£19.00	£19.00
	Replacement of lost Residential Permit	£5.00	£5.00

Notes

* Bradford-on-Avon: the locations are Bridge Street, Newtown, St Margarets, St Margarets H & Station Zone B

** Melksham: the locations are Church Street, Bath Road, King Street, Lowbourne & Union Street

*** Warminster: the locations are Central, Emwell, Western, Weymouth Street and Furlong

On Street Residents Parking Charges are as follows:-

Salisbury: £40 per annum in a residents zone or £20 per annum in a limited waiting zone.

Bradford-on-Avon: £90 per annum to park in a residents' only bay.

PARK AND RIDE: SUMMARY OF FEES AND CHARGES

Service Area

Car Parking

Associate Director

Parvis Khansari

Income Type	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year
Standard charge per day for bus and parking	D	£2.50	£2.50
For groups of up to four people travelling together per day	D	£3.50	£3.50
Free for concessionary bus pass holders	D	£0.00	£0.00

LEISURE FEES AND CHARGES

Service Area Leisure
Associate Director Tracy Carter

All Leisure fees and charges are discretionary - the charges include VAT where applicable.

Leisure Centre	Description	2013/2014 Fee/Charge Payable	2014/2015 Fee/Charge Payable	% Increase	
Five Rivers, Salisbury	General Swimming - Adult - Non Member	£5.70	£5.70	0.00%	
	General Swimming - Adult - Member	£4.20	£4.20	0.00%	
	General Swimming - Adult - Concession	£2.10	£2.10	0.00%	
	General Swimming - Senior/Junior - Non Member	£3.80	£3.80	0.00%	
	General Swimming - Senior/Junior - Member	£2.30	£2.30	0.00%	
	General Swimming - Senior/Junior - Concession	£1.15	£1.15	0.00%	
	General Swimming - Family - Non Member	£15.75	£15.75	0.00%	
	General Swimming - Family - Member	£14.25	£14.25	0.00%	
	Squash (45 minute booking) - Adult - Non Member	£7.70	£7.70	0.00%	
	Squash (45 minute booking) - Adult - Member	£6.20	£6.20	0.00%	
	Squash (45 minute booking) - Adult - Concession	£3.10	£3.10	0.00%	
	Squash (45 minute booking) - Senior/Junior - Non Member	£5.40	£5.70	5.56%	
	Squash (45 minute booking) - Senior/Junior - Member	£3.85	£4.20	9.09%	
	Squash (45 minute booking) - Senior/Junior - Concession	£1.90	£2.10	10.53%	
	Sports Hall (1 hour booking)* - Adult - Non Member	£9.05	£9.05	0.00%	
	Sports Hall (1 hour booking)* - Adult - Member	£7.55	£7.55	0.00%	
	Sports Hall (1 hour booking)* - Adult - Concession	£3.70	£3.70	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Non Member	£5.20	£5.20	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Member	£3.70	£3.70	0.00%	
Sports Hall (1 hour booking)* - Senior/Junior - Concession	£1.85	£1.85	0.00%		
Devizes, Marlborough, Tidworth & Pewsey	General Swimming - Adult - Non Member	£4.80	£5.00	4.17%	
	General Swimming - Adult - Member	£3.30	£3.50	6.06%	
	General Swimming - Adult - Concession	£1.65	£1.75	6.06%	
	General Swimming - Senior/Junior - Non Member	£3.50	£3.70	5.71%	
	General Swimming - Senior/Junior - Member	£2.00	£2.20	10.00%	
	General Swimming - Senior/Junior - Concession	£1.00	£1.10	10.00%	
	General Swimming - Family - Non Member	£11.10	£11.60	4.50%	
	General Swimming - Family - Member	£8.25	£8.60	4.24%	
	Squash (45 minute booking) - Adult - Non Member	£7.70	£7.70	0.00%	
	Squash (45 minute booking) - Adult - Member	£6.20	£6.20	0.00%	
	Squash (45 minute booking) - Adult - Concession	£3.10	£3.10	0.00%	
	Squash (45 minute booking) - Senior/Junior - Non Member	£5.70	£5.70	0.00%	
	Squash (45 minute booking) - Senior/Junior - Member	£4.20	£4.20	0.00%	
	Squash (45 minute booking) - Senior/Junior - Concession	£2.10	£2.10	0.00%	
	Sports Hall (1 hour booking)* - Adult - Non Member	£9.05	£9.05	0.00%	
	Sports Hall (1 hour booking)* - Adult - Member	£7.55	£7.55	0.00%	
	Sports Hall (1 hour booking)* - Adult - Concession	£3.70	£3.70	0.00%	

Leisure Centre	Description	2013/2014 Fee/Charge Payable	2014/2015 Fee/Charge Payable	% Increase
	Sports Hall (1 hour booking)* - Senior/Junior - Non Member	£5.20	£5.20	0.00%
	Sports Hall (1 hour booking)* - Senior/Junior - Member	£3.70	£3.70	0.00%
	Sports Hall (1 hour booking)* - Senior/Junior - Concession	£1.85	£1.85	0.00%

Leisure Centre	Description	2013/2014 Fee/Charge Payable	2014/2015 Fee/Charge Payable	% Increase	
Amesbury, Durrington, Tisbury	General Swimming - Adult - Non Member	£4.80	£5.00	4.17%	
	General Swimming - Adult - Member	£3.30	£3.50	6.06%	
	General Swimming - Adult - Concession	£1.65	£1.75	6.06%	
	General Swimming - Senior/Junior - Non Member	£3.50	£3.70	5.71%	
	General Swimming - Senior/Junior - Member	£2.00	£2.20	10.00%	
	General Swimming - Senior/Junior - Concession	£1.00	£1.10	10.00%	
	General Swimming - Family - Non Member	£11.10	£11.60	4.50%	
	General Swimming - Family - Member	£8.25	£8.60	4.24%	
	Squash (45 minute booking) - Adult - Non Member	£7.70	£7.70	0.00%	
	Squash (45 minute booking) - Adult - Member	£6.20	£6.20	0.00%	
	Squash (45 minute booking) - Adult - Concession	£3.10	£3.10	0.00%	
	Squash (45 minute booking) - Senior/Junior - Non Member	£5.70	£5.70	0.00%	
	Squash (45 minute booking) - Senior/Junior - Member	£4.20	£4.20	0.00%	
	Squash (45 minute booking) - Senior/Junior - Concession	£2.10	£2.10	0.00%	
	Sports Hall (1 hour booking)* - Adult - Non Member	£9.05	£9.05	0.00%	
	Sports Hall (1 hour booking)* - Adult - Member	£7.55	£7.55	0.00%	
	Sports Hall (1 hour booking)* - Adult - Concession	£3.70	£3.70	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Non Member	£5.20	£5.20	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Member	£3.70	£3.70	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Concession	£1.85	£1.85	0.00%	
Springfield, Corsham	General Swimming - Adult - Non Member	£3.85	£5.00	29.87%	
	General Swimming - Adult - Member	£3.30	£3.50	6.06%	
	General Swimming - Adult - Concession	£1.65	£1.75	6.06%	
	General Swimming - Senior/Junior - Non Member	£2.60	£3.70	42.31%	
	General Swimming - Senior/Junior - Member	£2.00	£2.20	10.00%	
	General Swimming - Senior/Junior - Concession	£1.00	£1.10	10.00%	
	General Swimming - Family - Non Member	£9.90	£11.60	17.17%	
	General Swimming - Family - Member	£8.25	£8.60	4.24%	
	Squash (45 minute booking) - Adult - Non Member	£7.70	£7.70	0.00%	
	Squash (45 minute booking) - Adult - Member	£6.20	£6.20	0.00%	
	Squash (45 minute booking) - Adult - Concession	£3.10	£3.10	0.00%	
	Squash (45 minute booking) - Senior/Junior - Non Member	£5.70	£5.70	0.00%	
	Squash (45 minute booking) - Senior/Junior - Member	£4.20	£4.20	0.00%	
	Squash (45 minute booking) - Senior/Junior - Concession	£2.10	£2.10	0.00%	
	Sports Hall (1 hour booking)* - Adult - Non Member	£9.05	£9.05	0.00%	
	Sports Hall (1 hour booking)* - Adult - Member	£7.55	£7.55	0.00%	
	Sports Hall (1 hour booking)* - Adult - Concession	£3.70	£3.70	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Non Member	£5.20	£5.20	0.00%	
	Sports Hall (1 hour booking)* - Senior/Junior - Member	£3.70	£3.70	0.00%	

Leisure Centre	Description	2013/2014 Fee/Charge Payable	2014/2015 Fee/Charge Payable	% Increase
	Sports Hall (1 hour booking)* - Senior/Junior - Concession	£1.85	£1.85	0.00%

Notes

* Sports Hall 1 hour booking is for Badminton / Short Tennis / Volleyball / Basketball (one court)

WASTE MANAGEMENTService Area
Associate DirectorWaste
Tracy Carter**This area is currently being reviewed and figures will be published later.**

All Waste Management Fees and Charges are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Commercial Waste Collection and Disposal (CWDC) and Non-Domestic Household Waste Collection and Disposal (HWCD)			
<u>Size of Bin (litres)</u>			
1100 litres - price per lift	£17.21	Under review	N/A
770 litres - price per lift	£14.26	Under review	N/A
660 litres - price per lift	£13.11	Under review	N/A
500 litres - price per lift	£11.55	Under review	N/A
360 litres - price per lift	£10.15	Under review	N/A
240 litres - price per lift	£8.92	Under review	N/A
180 litres - price per lift	£8.18	Under review	N/A
120 litres - price per lift	£7.44	Under review	N/A
Sack - price per lift	£2.95	Under review	N/A
Commercial Waste Collection only (CWCO) and Non-Domestic Household Waste Collection only (HWCO)			
<u>Size of Bin (litres)</u>			
1100 litres - price per lift	£8.20	Under review	N/A
770 litres - price per lift	£7.95	Under review	N/A
660 litres - price per lift	£7.70	Under review	N/A
500 litres - price per lift	£7.45	Under review	N/A
360 litres - price per lift	£7.20	Under review	N/A
240 litres - price per lift	£6.95	Under review	N/A
180 litres - price per lift	£6.70	Under review	N/A
120 litres - price per lift	£6.45	Under review	N/A
Sack - price per lift	£2.15	Under review	N/A

The charges outlined here are currently outside the scope of VAT following a ruling from HM Revenues & Customs.

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
PILOT Chargeable Recycling Service - CARDBOARD (South only) Commercial Cardboard Collection & Treatment and Non-Domestic Household Cardboard Collection and Treatment			
<u>Size of Bin (litres)</u>			
1100 litres - price per lift	£9.98	Under review	N/A
660 litres - price per lift	£8.77	Under review	N/A
240 litres - price per lift	£7.34	Under review	N/A
120 litres - price per lift	£6.64	Under review	N/A
Sack - price per lift	£2.25	Under review	N/A
PILOT Chargeable Recycling Service - CARDBOARD (South only) Commercial Cardboard Collection only and Non-Domestic Household Cardboard Collection only			
<u>Size of Bin (litres)</u>			
1100 litres - price per lift	£8.20	Under review	N/A
660 litres - price per lift	£7.70	Under review	N/A
240 litres - price per lift	£6.95	Under review	N/A
120 litres - price per lift	£6.45	Under review	N/A
Sack - price per lift	£2.15	Under review	N/A
PILOT Chargeable Recycling Service - DRY RECYCLING (East only) Commercial Dry Recycling Collection & Treatment and Non-Domestic Household Dry Recycling Collection & Treatment			
<u>Size of Bin (litres)</u>			
240 litres - price per lift	£7.79	Under review	N/A
180 litres - price per lift	£7.39	Under review	N/A
55 litres (black box) - price per lift	£2.49	Under review	N/A

The charges outlined here are currently outside the scope of VAT following a ruling from HM Revenues & Customs.

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
PILOT Chargeable Recycling Service - DRY RECYCLING (East only) Commercial Dry Recycling Collection only and Non-Domestic Household Dry Recycling Collection only (formerly known as "Schedule 2" recycling)			
Size of Bin (litres)			
240 litres - price per lift	£6.95	Under review	N/A
180 litres - price per lift	£6.70	Under review	N/A
55 litres (black box) - price per lift	£2.15	Under review	N/A
Second Garden Waste Bin			
Annual Charge for second 180 litre bin for garden waste - per bin**	£33.90	Under review	N/A
Bulky Household Waste Collection			
1 to 4 items Full Price	£22.00	Under review	N/A
1 to 4 items Discounted Charge*	£11.00	Under review	N/A
5 to 8 items Full Price	£44.00	Under review	N/A
5 to 8 items Discounted Charge*	£22.00	Under review	N/A
9 to 12 items Full Price	£62.88	Under review	N/A
9 to 12 items Discounted Charge*	£31.44	Under review	N/A

Note*

A 50% discount applies to those residents in receipt of means tested benefit

** This service is subject to a mid-year renewal; therefore, the 2014/2015 charge is effective from 1 October 2014 for 12 months. New subscribers will be charged on a pro-rata basis.

Please note that charges applied in respect of domestic waste (2nd garden waste bins and bulky household waste collections) are non-business for VAT purposes. Following a ruling from HM Revenues & Customs, other chargeable waste collections provided by Wiltshire Council are also currently outside of the scope of VAT.

TOWN & COUNTRY PLANNING (FEES FOR APPLICATIONS AND DEEMED APPLICATIONS (AMENDMENT)(ENGLAND)

Service Area Development Services
Associate Director Alistair Cunningham

REGULATIONS 2012: FEES SET BY STATUTE, THESE HAVE BEEN APPLIED FROM NOVEMBER 2012 ONWARDS

All fees and charges in the table below are statutory: the 2014/2015 fees are the same as those that applied in 2013/2014.

Income Type	Description	Details	2014/2015 Financial Year	2014/2015 Financial Year
OUTLINE PLANNING PERMISSION	Erection of Dwellings or Buildings of any kind	The site area does not exceed 2.5 hectares Per each 0.1 hectare or part thereof	£385	£385
		The site area exceeds 2.5 hectares Subject to a maximum fee of	£9,527 £125,000	£9,527 £125,000
FULL PLANNING PERMISSION (Residential Development)	Alteration of extension of Existing Dwellings (including walls, garages, fences, etc)	where application relates to one dwelling	£172	£172
		where applications relates to 2 or more dwellings	£339	£339
	Erection of New Dwelling or Dwellings	Under 50 Dwellings Per each dwelling	£385	£385
		50 Dwellings and an additional £115 per dwelling over 50, subject to a maximum fee of	£19,049 £250,000	£19,049 £250,000
Conversion of existing Dwelling or Building into one or more separate Dwellings	Per additional dwelling created eg 1 house converted into 3 flats: 2 x £385 = £770	£385	£385	
FULL PLANNING PERMISSION (Non-Residential Development)	Erection of Buildings other than agricultural (offices, shops, industrial, etc)	Per Gross Floor area:	£195	£195
		Under 40 sq m (or no floor space created)		
		40-75 sq m	£385	£385
		Over 75 sq m-3,750 sq m per each 75 sq m or part thereof	£385	£385
		Over 3750 sq m and an additional £115 for each 75 sq m or part thereof, in excess of 3750 sq m, subject to a maximum fee of	£19,049 £250,000	£19,049 £250,000
	Agricultural Buildings other than Glasshouses and Polytunnels	Under 465 sq m	£80	£80
		465 - 540 sq m	£385	£385
		Over 540-4215 sq m and an additional £385 for each 75 sq m or part thereof in excess of 540 sq m	£385	£385
		Over 4215 sq m and an additional £115 for each 75 sq m or part thereof Subject to a maximum fee of	£19,049 £250,000	£19,049 £250,000
	Agricultural Glasshouses and Polytunnels	Under 465 sq m	£80	£80
Over 465 sq m		£2,150	£2,150	
Plant or Machinery	Site area under 5 hectares Per each 0.1 hectare or part thereof	£385	£385	
	Site area over 5 hectares and an additional £115 for each 0.1 hectare or part thereof	£19,049	£19,049	
	Over 5 hectares subject to a maximum fee of (to existing uses only)	£250,000	£250,000	
FULL PLANNING PERMISSION (Non-Residential Development)	Car Park or Access for single user		£195	£195
	The carrying out of any operations connected with exploratory drilling for oil or natural gas	Site area under 7.5 hectares	£385	£385
		Per each 0.1 hectare or part thereof		
	Site area over 7.5 hectares and an additional £115 for each 0.1 hectare or part thereof.	£28,750	£28,750	
	Over 7.5 hectares, subject to a maximum fee of	£250,000	£250,000	

Income Type	Description	Details	2014/2015 Financial Year	2014/2015 Financial Year
	Winning and Working of Minerals	Site area under 15 hectares Per each 0.1 hectare or part thereof	£195	£195
		Site area over 15 hectares and an additional £115 for each 0.1 hectare or part thereof	£29,112	£29,112
		Over 15 hectares subject to a maximum fee of	£65,000	£65,000
	Engineering and other Operations not coming within any of the above categories	Per 0.1 hectare or part thereof of Site Area	£195	£195
		Subject to a maximum fee of	£1,690	£1,690
	The use of land for waste disposal or for deposits after mineral extraction, or use of land for storage of minerals in the open	Site area under 15 hectares	£195	£195
		Per each 0.1 hectare or part thereof		
		Site area over 15 hectares and an additional £115 for each 0.1 hectare or part thereof.	£29,112	£29,112
		Over 15 hectares subject to a maximum fee of	£65,000	£65,000
CHANGE OF USE land or buildings	Other than those stated in above categories		£385	£385
RESERVED MATTERS	(To be submitted following outline permission) Charges as for FULL application	On first submission full fee payable Subsequent applications for reserved matters are subject to a flat rate of	£385	£385
Renewal of Temporary Permission	Retention of Building or works on land without compliance		£195	£195
RENEWAL of Unimplemented Permission	Where development has not begun or where the time for beginning development has not expired:-Householder		£57	£57
	Where development has not begun or where the time for beginning development has not expired:-Major		£575	£575
	Where development has not begun or where the time for beginning development has not expired:-Other		£195	£195
REMOVAL or VARIATION of Condition			£195	£195
NON-MATERIAL AMENDMENT to Planning Permission	• Householder		£28	£28
NON-MATERIAL AMENDMENT to planning Permission	• Other		£195	£195
ADVERTISEMENT	Business Advertisements/Directional Signs		£110	£110
ADVERTISEMENT	Other Advertisements		£385	£385
PRIOR NOTIFICATION - Agricultural Buildings, Demolitions	Determination of whether prior approval is required for certain types of "permitted development" eg agricultural buildings, demolition.		£80	£80
PRIOR NOTIFICATION - Telecommunication Equipment	Determination of whether prior approval is required for telecommunication equipment		£385	£385
DISCHARGE OF CONDITION (fee to be refunded if the local planning authority fails to give written confirmation within 12 weeks of the date of receipt of the request)	Householder Application		£28	£28
	Non-Householder Applications		£97	£97
Section 106 fee/charge		The fee is charged on the basis of a percentage of the financial obligation.	6.00%	6.00%

DEVELOPMENT SERVICES: PRE-APPLICATION FEES

Service Area
Associate Director

Development Services
Alistair Cunningham

All pre application fees are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------------	--------------------------------	---------------

Enquiries whether planning permission is required*

Permitted Development - Written Response	£30.00	£30.00	0.00%
Permitted Development - Certificate of Lawfulness Application - Householder	£75.00	£75.00	0.00%

Property History searches

Full Planning history report showing all decisions based on a geographical area	£35.00	£35.00	0.00%
---	--------	--------	-------

Enquiries seeking pre-submission advice on residential properties*

Household extensions alterations and improvements - per written request	£60.00	£60.00	0.00%
Listed Building Consent (LBC)	£60.00	£60.00	0.00%
Policy Advice of Sites (This will be factual answer on the relevant policies relating to land and providing details of the planning history)	£35.00	£35.00	0.00%
Policy Check - Outline proposals (to be taken off any subsequent pre application advice queries)	£60.00	£60.00	0.00%

Removal/variation of conditions	£60.00	£60.00	0.00%
1-9 Dwellings (25% of the planning application fee)	n/a	n/a	n/a
•1 Residential Unit •Development of up 200 sqm floor space for commercial/ industrial/ mixed development or other uses or alterations to a commercial building where no floor space is created	£100.00	£100.00	0.00%
•2 – 4 Residential Units	£250.00	£250.00	0.00%
•5 – 9 Residential Units •Development of less than 0.5ha for residential use •Development of 200 – 1,000 sqm floor space for commercial/ industrial/ mixed development or other uses •Development of a site which is 0.2 – 1ha for other uses	£500.00	£500.00	0.00%

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
<ul style="list-style-type: none"> •10 – 99 Residential Units •Development of 0.5ha – 5ha for residential/commercial/ industrial/ mixed development use •Development of 1,000 sqm for other uses •Development of a site which is 1ha for other uses 	£750.00	£750.00	0.00%
<ul style="list-style-type: none"> •100 or more Residential Units •Development of 10,000 sqm or more of commercial/ industrial/ mixed development floor space •Development of more than 5ha of land for residential/commercial/ industrial/mixed development use 	£1,000.00	£1,000.00	0.00%

Enquiries seeking pre-submission advice on All non residential properties *

Non residential Listed Building Consent	£60.00	£60.00	0.00%
Advertisement per written request	£35.00	£35.00	0.00%
Less than 999m2 gross floor area	n/a	n/a	
1000-9999m2 gross floor area and local scale waste facilities	£750.00	£750.00	0.00%
Over 1000m2 gross floor area and strategic scale waste facilities - (includes initial meeting)	£1,000.00	£1,000.00	0.00%
Any new quarry or mine and any extensions to existing sites where extraction area is more than 15 hectares (includes initial meeting)	£550.00	£550.00	0.00%
All other quarry proposals	£200.00	£200.00	0.00%
Changes of use of land or buildings	£150.00	£150.00	0.00%
Additional meeting (if required and considered necessary by the officer)	n/a	n/a	n/a

Note*

In April 2011 Wiltshire Council implemented charges for its pre-application advice in relation to development control. It was agreed to review these charges following their implementation, this review took place but the fees above were never implemented in 2013/2014. It is now proposed that these charges be introduced for 2014/2015. This new charging regime better reflect the work undertaken in answering the queries and makes it easier for customers to understand. Some fees have been increased significantly, some new charges have been introduced though there are also a number that have been frozen.

BUILDING CONTROL FEES & CHARGES

Service Area
Associate Director

Development Services
Alistair Cunningham

The charges outlined below have been set on the basis that the building work does not consist of or include innovative or high risk construction techniques and/or duration of the building work from commencement to completion does not exceed 12 months.

The charges have also been set on the basis that the design and building work is undertaken by a person or company that is competent to carry out the relevant design and building work. If they are not the work may incur supplementary charges.

Some alterations and extensions to existing buildings to provide or improve facilities for disabled persons are exempt from charges. For details and advice please contact us.

All Building Control Fees and Charges are Discretionary

Income type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------------	--------------------------------	------------

New Dwellings Standard Charges

(up to 300m ²) Standard Charge 1 Dwelling	£800	£816	2.00%
(up to 300m ²) Standard Charge 2 Dwellings	£1,100	£1,122	2.00%
(up to 300m ²) Standard Charge 3 Dwellings	£1,400	£1,428	2.00%
(up to 300m ²) Standard Charge 4 Dwellings	£1,700	£1,734	2.00%
(up to 300m ²) Standard Charge 5 Dwellings	£2,000	£2,040	2.00%
(up to 300m ²) Standard Charge 6 Dwellings	£2,250	£2,295	2.00%
(up to 300m ²) Standard Charge 7 Dwellings	£2,500	£2,550	2.00%
(up to 300m ²) Standard Charge 8 Dwellings	£2,750	£2,805	2.00%
(up to 300m ²) Standard Charge 9 Dwellings	£3,000	£3,060	2.00%
(up to 300m ²) Standard Charge 10 Dwellings	£3,250	£3,315	2.00%

Small Domestic Buildings Extensions and Loft Conversions Standard Charges

Conversion of garage into living accommodation	£250	£250	0.00%
Garage and car ports up to 40m ²	£250	£250	0.00%
Electrical Works (non Competent Persons Scheme)	£350	£350	0.00%
Garage and car ports 40m ² up to 60m ²	£350	£350	0.00%
Extensions and Loft Conversions up to 10m ²	£450	£450	0.00%
Extensions and Loft Conversions 10m ² up to 40m ²	£550	£550	0.00%
Extensions and Loft Conversions 40m ² up to 60m ²	£650	£650	0.00%
Extensions and Loft Conversions 60m ² up to 80m ²	£750	£750	0.00%

Calculation of Charges for all other building work Standard Charges

Total estimated cost (£0 - £1000)	£125	£128	2.00%
Total estimated cost (£1001 - £2000)	£200	£204	2.00%
Total estimated cost (£2001 - £5000)	£250	£255	2.00%
Total estimated cost (£5001 - £10000)	£300	£306	2.00%

Total estimated cost (£10001 - £15000)	£350	£357	2.00%
Total estimated cost (£15001 - £20000)	£400	£408	2.00%
Total estimated cost (£20001 - £30000)	£500	£510	2.00%
Total estimated cost (£30001 - £40000)	£600	£612	2.00%
Total estimated cost (£40001 - £50000)	£700	£714	2.00%
Replacement Windows (dwellings only)	£120	£122	2.00%

VAT is included in the prices above where applicable.

Regularisation applications are charged at 130% (ie 30% above the standard charge).

For anything outside of the listings above, please contact Building Control for a quotation.

LAND CHARGES**Service Area
Associate Director****Legal & Governance
Ian Gibbons****All Land Charges Fees and Charges are Discretionary**

Income type	2013/2014 Financial Year	2014/2015 Financial Year
--------------------	---	---

Standard Official Search (LLC1 and Part 1 Con 29)	£120.00	£120.00
Official Certificate of Search (Form LLC1 only)	£25.00	£25.00

Enquiries of Local Authority - Form Con 29

Part 1 Enquiries - one parcel of land	£95.00	£95.00
Part 2 Optional enquiries (each)	£15.00	£15.00

Each additional solicitor's own enquiry	£20.00	£20.00
Additional parcels of land (each)	£11.50	£11.50
Copy of search	£20.00	£20.00
Copy of Documents - per sheet	£0.10	£0.10

DEVELOPMENT SERVICES: WASTE & MINERALS

Service Area
Associate Director

Development Services
Alistair Cunningham

These are statutory fees so the fees will remain the same in 2014/2015 as in 2013/2014.

Income Type	2013/2014 Financial Year	2014/2015 Financial Year
-------------	--------------------------------	--------------------------------

Fee per monitoring visit to active and mineral & landfill site	£331.00	£331.00
Fee per monitoring visit to inactive or dormant site	£110.00	£110.00

PUBLIC PROTECTION SERVICES : LICENSING ACT INCLUDING GAMBLING

Service Area
Associate Director

Public Protection
Aimee Stimpson

All Gambling related fees and charges are statutory and 2014/2015 fees and charges will be the same as those for 2013/2014

Licensing - Gambling Act 2005	Fees 2013/2014	Fees 2014/2015
Regional casino premises licence :		
Maximum non-conversion application fee in respect of provisional statement premises	£8,000	£8,000
Maximum non-conversion application fee in respect of other premises	£15,000	£15,000
Maximum annual fee	£15,000	£15,000
Maximum fee for application to vary licence	£7,500	£7,500
Maximum fee for application to transfer a licence	£6,500	£6,500
Maximum fee for application for reinstatement of a licence	£6,500	£6,500
Maximum fee for application for provisional statement	£15,000	£15,000
Large casino premises licence :		
Maximum non-conversion application fee in respect of provisional statement premises	£5,000	£5,000
Maximum non-conversion application fee in respect of other premises	£10,000	£10,000
Maximum annual fee	£10,000	£10,000
Maximum fee for application to vary licence	£5,000	£5,000
Maximum fee for application to transfer a licence	£2,150	£2,150
Maximum fee for application for reinstatement of a licence	£2,150	£2,150
Maximum fee for application for provisional statement	£10,000	£10,000
Small casino premises licence :		
Maximum non-conversion application fee in respect of provisional statement premises	£3,000	£3,000
Maximum non-conversion application fee in respect of other premises	£8,000	£8,000
Maximum annual fee	£5,000	£5,000
Maximum fee for application to vary licence	£4,000	£4,000
Maximum fee for application to transfer a licence	£1,800	£1,800
Maximum fee for application for reinstatement of a licence	£1,800	£1,800
Maximum fee for application for provisional statement	£8,000	£8,000
Converted casino premises licence :	Fees 2013/2014	Fees 2014/2015
Annual fee (first & subsequent)	£2,000	£2,000
Maximum fee for application to vary licence	£1,350	£1,350
Maximum fee for application to transfer a licence	£1,350	£1,350
Maximum fee for application for reinstatement of a licence	£1,350	£1,350
Maximum fee for application for provisional statement	N/A	N/A
Bingo premises licence :		
Maximum non-conversion application fee in respect of provisional statement premises	£600	£600
Maximum non-conversion application fee in respect of other premises	£1,500	£1,500
Maximum annual fee	£600	£600
Maximum fee for application to vary licence	£800	£800
Maximum fee for application to transfer a licence	£500	£500
Maximum fee for application for reinstatement of a licence	£500	£500
Maximum fee for application for provisional statement	£1,500	£1,500
Adult gaming centre premises licence :		
Maximum non-conversion application fee in respect of provisional statement premises	£600	£600
Maximum non-conversion application fee in respect of other premises	£1,000	£1,000
Maximum annual fee	£450	£450
Maximum fee for application to vary licence	£600	£600
Maximum fee for application to transfer a licence	£500	£500
Maximum fee for application for reinstatement of a licence	£500	£500
Maximum fee for application for provisional statement	£1,000	£1,000
Betting premises (track) licence :		
Maximum non-conversion application fee in respect of provisional statement premises	£500	£500
Maximum non-conversion application fee in respect of other premises	£1,900	£1,900
Maximum annual fee	£960	£960
Maximum fee for application to vary licence	£950	£950
Maximum fee for application to transfer a licence	£480	£480

Maximum fee for application for reinstatement of a licence	£480	£480
Maximum fee for application for provisional statement	£1,900	£1,900

Family entertainment centre premises licence :	Fees 2013/2014	Fees 2014/2015
Maximum non-conversion application fee in respect of provisional statement premises	£470	£470
Maximum non-conversion application fee in respect of other premises	£1,000	£1,000
Maximum annual fee	£450	£450
Maximum fee for application to vary licence	£600	£600
Maximum fee for application to transfer a licence	£450	£450
Maximum fee for application for reinstatement of a licence	£450	£450
Maximum fee for application for provisional statement	£1,000	£1,000

Betting premises (other) licence :	Fees 2013/2014	Fees 2014/2015
Maximum non-conversion application fee in respect of provisional statement premises	£600	£600
Maximum non-conversion application fee in respect of other premises	£1,500	£1,500
Maximum annual fee	£450	£450
Maximum fee for application to vary licence	£750	£750
Maximum fee for application to transfer a licence	£600	£600
Maximum fee for application for reinstatement of a licence	£600	£600
Maximum fee for application for provisional statement	£1,500	£1,500

Other Gambling Act fees :	Fees 2013/2014	Fees 2014/2015
Fee for an application for a copy of a licence under Section 190(1)	£15	£15
Fee to accompany a notification of change of circumstances under Section 186(1)	£25	£25
Temporary use notice fee	£250	£250
Replacement endorsed copy	N/A see above	N/A see above
Notification of 2 or less gaming machines	£50	£50
Registration of non-commercial small society lotteries - Initial	£40	£40
Registration of non-commercial small society lotteries - Renewal	£20	£220
Non commercial small society lotteries	£20	£20

Gambling Act permit fees	Fees 2013/2014	Fees 2014/2015
Occasion on which fee may be payable :		
Licensed Premises Gaming Machine Permit		
Grant	£150	£150
Existing operator Grant	£100	£100
Variation	£100	£100
Transfer	£25	£25
Annual Fee	£50	£50

Licensed Premises Gaming Machine Permit	Fees 2013/2014	Fees 2014/2015
Change of name	£25	£25
Copy of Permit	£15	£15

Licensed Premises Automatic Notification Process	Fees 2013/2014	Fees 2014/2015
On notification	£50	£50

Club Gaming Permits	Fees 2013/2014	Fees 2014/2015
Grant	£200	£200
Grant (Club Premises Certificate holder)	£100	£100
Existing operator Grant	£100	£100
Variation	£100	£100
Renewal	£200	£200
Renewal (Club Premises Certificate holder)	£100	£100

Club Gaming Permits		
Annual Fee	£50	£50
Copy of Permit	£15	£15
Club Machine Permits		
Grant	£200	£200
Grant (Club Premises Certificate holder)	£100	£100
Existing operator Grant	£100	£100
Variation	£100	£100
Renewal	£200	£200
Renewal (Club Premises Certificate holder)	£100	£100
Annual Fee	£50	£50
Copy of Permit	£15	£15
Family Entertainment Centre Gaming Machine Permits		
Grant	£300	£300
Renewal	£300	£300
Existing operator Grant	£100	£100
Change of name	£25	£25
Copy of Permit	£15	£15
Prize Gaming Permits		
Grant	£300	£300
Renewal	£300	£300
Existing operator Grant	£100	£100
Change of name	£25	£25
Copy of Permit	£15	£15

LICENSING ACT 2003 - STATUTORY FEES & CHARGES

ALL FEES & CHARGES LISTED HERE ARE STATUTORY

Income Type	2013/2014 Financial Year Premises or Club premises application and variation	2014/2015 Financial Year Premises or Club premises application and variation
Zero to £4,300 - (Band A)	£100.00	£100.00
£4,301 to £33,000 - (Band B)	£190.00	£190.00
£33,001 to £87,000 - (Band C)	£315.00	£315.00
£87,001 to £125,000 - (Band D)	£450.00	£450.00
£125,001 and above - (Band E)	£635.00	£635.00
Licence Type		
Personal Licence	£37.00	£37.00
Temporary Event Notice	£21.00	£21.00
Application Type		
To vary licence to specify individual as Premises Supervisor	£23.00	£23.00
For the Transfer of a Premises Licence	£23.00	£23.00
Interim Authority Notice following death of Licence Holder	£23.00	£23.00
For a Provisional Statement where premises is being built etc	£315.00	£315.00
Right of Freeholder etc to be notified of licensing matters	£21.00	£21.00

Income Type	2013/2014 Financial Year: Annual fee payable on anniversary	2014/2015 Financial Year: Annual fee payable on anniversary
Zero to £4,300 - (Band A)	£70.00	£70.00
£4,301 to £33,000 - (Band B)	£180.00	£180.00
£33,001 to £87,000 - (Band C)	£295.00	£295.00
£87,001 to £125,000 - (Band D)	£320.00	£320.00
£125,001 and above - (Band E)	£350.00	£350.00

Income Type	2013/2014 Financial Year: Fee for change of details, loss or theft	2014/2015 Financial Year: Fee for change of details, loss or theft
Zero to £4,300 - (Band A)	£10.50	£10.50
£4,301 to £33,000 - (Band B)	£10.50	£10.50
£33,001 to £87,000 - (Band C)	£10.50	£10.50
£87,001 to £125,00 - (Band D)	£10.50	£10.50
£125,001 and above - (Band E)	£10.50	£10.50
Licence Type		
Personal Licence	£10.50	£10.50

Notes

There is an exemption from the payment of fees in relation to the provision of regulated entertainment at church halls, chapel halls or premises of a similar nature, village halls, parish or community halls, or other premises of a similar nature. The costs associated with these licences will be met by central Government. If, however, the licence also authorises the use of the premises for the supply of alcohol or the provision of late night refreshment, a fee will be required for those activities.

Schools and sixth form colleges are also exempt from the fees associated with the authorisation of regulated entertainment where the entertainment is provided by and at the school or college and for the purposes of the school or college.

LICENSING

All of the fees and charges below are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	-----------------------------	-----------------------------	---------------

Licensing - Animals *

Animal Boarding Licence - initial application	£196.00	£200.00	2.04%
Animal Boarding Licence - annual renewal	£164.00	£168.00	2.44%
Animal boarding amendment of existing licence	£12.00	£15.00	25.00%
Animal Boarding in the home - initial application	£127.00	£130.00	2.36%
Animal Boarding in the home - annual renewal	£90.00	£92.00	2.22%
Animal Boarding in the home - amendment of existing licence	£12.00	£15.00	25.00%
Riding Establishments - initial application	£127.00	£130.00	2.36%
Riding Establishments - annual renewal	£90.00	£92.00	2.22%
Riding Establishments - amendment of existing licence	£12.00	£15.00	25.00%

LICENSING

Licensing - Animals *

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Dangerous Wild Animals	£127.00	£160.00	25.98%
Dangerous Wild Animals - renewal	£90.00	£100.00	11.11%
Dangerous Wild Animals - amendment of existing licence	£12.00	£15.00	25.00%
Pet shops - initial application	£196.00	£200.00	2.04%
Pet shops - annual renewal	£164.00	£168.00	2.44%
Pet shops - amendment of existing licence	£12.00	£15.00	25.00%
Dog breeders - initial application	£196.00	£200.00	2.04%
Dog breeders - annual renewal	£164.00	£168.00	2.44%
Dog breeders - amendment of existing licence	£12.00	£15.00	25.00%
Zoo licensing - initial application	£665.00	£679.00	2.11%
Zoo licensing - annual renewal (multiple site) NEW	£416.00	£424.00	1.92%
Zoo licensing - annual renewal	£416.00	£600.00	44.23%
Zoo licensing - amendment of existing licence	£12.00	£15.00	25.00%
<i>* plus vets fees where necessary</i>			
Licensing - Skin piercers			
Skin piercing - initial application (premises & 1 person)	£117.00	£122.00	4.27%
Skin piercing -additional persons	£12.00	£15.00	25.00%
Licensing - Sex establishments & SEVs			
Sex Establishments - initial application	£1,380.00	£1,408.00	2.03%
Sex Establishments - fee for annual renewal or transfer	£690.00	£705.00	2.17%
Sexual Entertainments Venues - Initial application	£2,700.00	£2,754.00	2.00%
Sexual Entertainments Venues - renewal	£1,200.00	£1,224.00	2.00%

ENVIRONMENTAL SERVICES : LICENSING ACTService Area
Associate DirectorEnvironment Services
Tracy Carter**LICENSING**

All of the fees and charges below are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	-----------------------------	-----------------------------	---------------

Licensing - Street Trading & Collections

Street and house to house collections	FREE	FREE	
---------------------------------------	------	------	--

Consent Street Traders - Town Centre Traders

Annual Street Trading Consent - all days of the year including all Bank Holidays	£2,800.00	£2,800.00	0.00%
Daily Street Trading Consent - Sunday to Friday including Bank Holidays where these fall on the days included in the consent (per day)	£35.00	£35.00	0.00%
Daily Street Trading Consent - Saturday (per day)	£35.00	£35.00	0.00%
Block Street Trading Consent - events for private gain (per day)	£35.00	£35.00	0.00%
Block Street Trading Consent - where the proceeds will not be used for private gain or will go to a registered charity	No Charge	No Charge	

Consent Street Traders - All Other Traders

Annual Street Trading Consent - all days of the year including all Bank Holidays	£1,400.00	£1,400.00	0.00%
Daily Street Trading Consent - including Bank Holidays where these fall on the days included in the consent (per day)	£15.00	£15.00	0.00%
Block Street Trading Consent - events for private gain	£40.00	£40.00	0.00%
Block Street Trading Consent - where the proceeds will not be used for private gain or will go to a registered charity	No Charge	No Charge	

Licensing - Motor salvage operators

Motor Salvage Operators (Registration 3 years)	95	95	0.00%
Motor Salvage Operators (Certified copy of register entry)	FREE	FREE	
Motor Salvage Operators (Un-Certified copy of register entry)	FREE	FREE	

PUBLIC PROTECTION LA POLLUTION, PRIVATE WATER & CONTAMINATED LAND

Service Area Public Protection

Associate Director Aimee Stimpson

LOCAL AIR POLLUTION PREVENTION AND CONTROL (LAPCC) CHARGES FOR 2014/2015 (YET TO BE CONFIRMED BY DEFRA)

Income Type	Type of Process	2013/2014 Financial Year	2014/2015 Financial Year
Application fee	Standard process	£1,579.00	£1,579.00
	Additional fee for operating without a permit	£1,137.00	£1,137.00
	Reduced fee activities (except VRs)	£148.00	£148.00
	PVR I & II combined	£246.00	£246.00
	Vehicle refinishers (VRs)	£346.00	£346.00
	Reduced fee activities: Additional fee for operating with a permit	£68.00	£68.00
	Mobile plant (eg screening and crushing/cement batching etc)	£1,579.00	£1,579.00
	For the third to seventh applications	£943.00	£943.00
	For the eighth and subsequent applications	£477.00	£477.00

Where an application for any of the above is for a combined Part B and waste application, please add an extra £297 to the above amounts.

Income Type	Type of Process	2013/2014 Financial Year	2014/2015 Financial Year
Annual Subsistence charge	Standard process Low	£739.00 (+£99)*	£739.00 (+£99)*
	Standard process Medium	£1,111.00 (+£149.00)*	£1,111.00 (+£149.00)*
	Standard process High	£1,672.00 (+£198.00)*	£1,672.00 (+£198.00)*
	Reduced fee activities Low/Med/High	£76.00/£151.00/ £227.00	£76.00/£151.00/ £227.00
	PVR I & II combined	£108.00 £216.00 £326.00	£108.00 £216.00 £326.00
	Vehicle refinishers Low/Med/High	£218.00 £349.00 £524.00	£218.00 £349.00 £524.00
	Mobile screening and crushing plant, for 1st and 2nd permits L/M/H	£618.00 £989.00 £1,484.00	£618.00 £989.00 £1,484.00
	for the third to seventh permits L/M/H	£368.00 £590.00 £884.00	£368.00 £590.00 £884.00
	eighth and subsequent permits L/M/H	£189.00 £302.00 £453.00	£189.00 £302.00 £453.00
	Late payment fee 1 (new)	£50.00	£50.00

* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation

Where Part B installation is subject to reporting under the E-PRTR Regulation, please add an extra £99 to the above amounts

Income Type	Type of Process	2013/2014 Financial Year	2014/2015 Financial Year
Transfer and surrender	Standard process transfer	£162.00	£162.00
	Standard process partial transfer	£476.00	£476.00
	New operator at low risk reduced fee activity	£75.00	£75.00
	Reduced fee activities: Transfer	£0.00	£0.00
	Reduced fee activities: partial transfer	£45.00	£45.00
Temporary transfer of mobiles	First transfer	£51.00	£51.00
	Repeat transfer	£10.00	£10.00
	Repeat following enforcement or warning	£51.00	£51.00
Substantial change	Standard process	£1,005.00	£1,005.00
	Standard process where the substantial change results in a new EPR activity	£1,579.00	£1,579.00
	Reduced fee activities	£98.00	£98.00

LAPPC mobile plant charges for 2013/2014 and 2014/2015

Subsistence

Number of permits	Application Fee	Low	Medium	High
1	£1,579	£618	£989	£1,484
2	£1,579	£618	£989	£1,484
3	£943	£368	£590	£884
4	£943	£368	£590	£884
5	£943	£368	£590	£884
6	£943	£368	£590	£884
7	£943	£368	£590	£884
8 and over	£477	£189	£302	£453

LA-IPPC (Part A2 charges)

NB - every subsistence charge in the table below includes the additional £99 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation

Income Type	Local Authority Element 2013/2014	Local Authority Element 2014/2015
Application	£3,218.00	£3,218.00
Additional fee for operating without a permit	£1,137.00	£1,137.00
Annual Subsistence Low	£1,384.00	£1,384.00
Annual Subsistence Medium	£1,541.00	£1,541.00
Annual Subsistence High	£2,233.00	£2,233.00
Last payment fee (New)	£50.00	£50.00
Substantial variation	£1,309.00	£1,309.00
Transfer	£225.00	£225.00
Partial transfer	£668.00	£668.00
Surrender	£668.00	£668.00

PRIVATE WATER SUPPLIES*

Private Water Supplies Fees & Charges are all discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Single domestic check analysis	£25.00	£26.00	4.00%
Single domestic audit analysis	FREE	FREE	
Single domestic sampling cost	£100.00	£102.00	2.00%
Single domestic risk assessment	£100.00	£102.00	2.00%
Single domestic investigation**	£100.00	£102.00	2.00%
Single domestic authorised departure	£100.00	£102.00	2.00%
<10 m3/day residential check analysis	£25.00	£26.00	4.00%
<10 m3/day residential audit analysis	FREE		
<10 m3/day residential sampling cost**	£300 or £150 with completed self assessment	£306 or £153 with completed self assessment	2.00%
<10 m3/day residential risk assessment	£100.00	£102.00	2.00%
<10 m3/day residential investigation **	£100.00	£102.00	2.00%
<10 m3/day residential authorised departure	£100.00	£102.00	2.00%
<10 m3/day commercial check analysis	actual cost*		

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
<10 m3/day commercial audit analysis	actual cost*		
<10 m3/day commercial sampling cost**	£300 or £150 with completed self assessment	£306 or £153 with completed self assessment	2.00%
<10 m3/day commercial risk assessment	£100.00	£102.00	2.00%
<10 m3/day commercial investigation **	£100.00	£102.00	2.00%
<10 m3/day commercial authorised departure	£100.00	£102.00	2.00%
10 - 100 m3/day check analysis	actual cost*		
10 - 100 m3/day audit analysis	actual cost*		
10 - 100 m3/day sampling cost	£100.00	£102.00	2.00%
10 - 100 m3/day risk assessment	£125.00	£128.00	2.40%
10 - 100 m3/day investigation **	£100.00	£102.00	2.00%
10 - 100 m3/day authorised departure	£100.00	£102.00	2.00%
100 - 1000 m3/day check analysis	actual cost*		
100 - 1000 m3/day audit analysis	actual cost*		
100 - 1000 m3/day sampling cost	£100.00	£102.00	2.00%
100 - 1000 m3/day risk assessment	£125.00	£128.00	2.40%
100 - 1000 m3/day investigation **	£100.00	£102.00	2.00%
100 - 1000 m3/day authorised departure	£100.00	£102.00	2.00%

* Actual costs means the cost of the laboratory analysis as charged to Wiltshire Council.
Currently these will not normally exceed £70 per sample taken

CONTAMINATED LAND / ENVIRONMENTAL PROTECTION

The Contaminated Land Fees & Charges are all discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Contaminated land search	£60 for < 1 hour	£75 for < 1 hour	25.00%
Contaminated land search	£120 for > 1 hour	£125 for > 1 hour	4.10%
Verified air quality data	£120 per year of real time or diffusion tube data	£123 per year of real time or diffusion tube data	2.50%

PUBLIC PROTECTION PEST CONTROLService Area
Associate DirectorPublic Protection
Aimee Stimpson**All Pest Control Fees are Discretionary**

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------------	--------------------------------	---------------

Pest Control, Domestic

Rodents for up to 4 visits	£58.00	£60.00	3.45%
Rodents for up to 4 visits - concessionary price*	£29.00	£30.00	3.45%
Wasps	£50.00	£50.00	0.00%
Wasps - concessionary price*	£29.00	£29.00	0.00%
Wasps additional nest at same time	£10.00	£10.00	0.00%
Cluster flies including 2 loft spaces	£70.00	£80.00	14.29%
Cluster flies including 2 loft spaces - concessionary price*	£35.00	£40.00	14.29%
Cluster flies - each additional loft	£15.00	£15.00	0.00%
Fleas up to 3 bedrooms	£80.00	£80.00	0.00%
Fleas up to 3 bedrooms - concessionary price*	£40.00	£40.00	0.00%
Fleas - each additional bedroom	£15.00	£15.00	0.00%
Carpet Moths up to 3 bedrooms	£70.00	£80.00	14.29%
Carpet Moths up to 3 bedrooms - concessionary price*	£35.00	£40.00	14.29%
Carpet Moths - each additional bedroom	£15.00	£15.00	0.00%
Ants up to 3 bedrooms	£70.00	£70.00	0.00%
Ants up to 3 bedrooms - concessionary price*	£35.00	£35.00	0.00%
Ants - each additional bedroom	£15.00	£15.00	0.00%
Mink and rabbits - per hour	£88.00	£88.00	0.00%
Mink and rabbits - per hour concessionary price*	£44.00	£44.00	0.00%
Squirrels (max. of 2 weeks treatment in 2013/2014)	£72.00	£74.00	2.78%
Squirrels (max. of 2 weeks treatment in 2013/2014) - concessionary price*	£36.00	£37.00	2.78%
Squirrels per hour where pest control check the traps	£88.00	£88.00	0.00%
Cockroaches (2 visits)	£100.00	£100.00	0.00%
Cockroaches (2 visits) - concessionary price*	£50.00	£50.00	0.00%
Cockroaches (additional visit)	£55.00	£55.00	0.00%
Cockroaches (additional visit) - concessionary price*	£29.00	£29.00	0.00%
Bedbugs 2 Bedroom House	£150.00	£160.00	6.67%
Bedbugs 2 Bedroom House - concessionary price*	£75.00	£80.00	6.67%
Bedbugs each additional bedroom	£50.00	£54.00	8.00%
Bedbugs each additional bedroom - concessionary price*	£25.00	£27.00	8.00%
Bedbug survey fee		£60.00	New
Bedbug survey fee - concessionary price*		£30.00	New
Advice visit fee if no treatment necessary	£29.00	£30.00	3.45%
Advice visit fee if no treatment necessary - concessionary price*	£29.00	£30.00	3.45%
Drain smoke test	£15.00	£16.00	6.67%

* Concessionary prices apply to people receiving means tested benefits

Pest Control, Commercial

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Rodents per hour	£88.00	£88.00	0.00%
Squirrels per hour	£88.00	£88.00	0.00%
Ants / fleas per hour	£88.00	£88.00	0.00%
Wasps - advance payment	£50.00	£50.00	0.00%
Wasps per hour	£88.00	£88.00	0.00%
Bedbugs / cockroaches per hour *	£88.00	£88.00	0.00%
Other Insects per hour	£88.00	£88.00	0.00%
Call out fee if no treatment necessary	£29.00	£30.00	3.45%
Multiple Nest Fee in same visit	£10.00	£12.00	20.00%
Contract rate - new initiative per hour**	£86.00	£86.00	0.00%

* Fee brought into line with other fees in 2013/2014.

** An initial set up fee of £86 (equivalent to 1 hour) will be charged for new contracts only.

PUBLIC PROTECTION HACKNEY CARRIAGE INCOME

Service Area
Associate Director

Environment Services
Tracy Carter

Hackney Carriage Fees are all discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------------	--------------------------------	---------------

Licensing - Hackney Carriages & Private Hire

Hackney Carriage Driver - Initial Licence	£91.00	£91.00	0.00%
Hackney Carriage Driver - Annual Renewal	£71.00	£71.00	0.00%
Hackney Carriage Vehicle - Initial Licence	£170.00	£170.00	0.00%
Hackney Carriage Vehicle - Annual Renewal	£170.00	£170.00	0.00%
Private Hire Driver - initial licence application	£91.00	£91.00	0.00%
Private Hire Driver's - Annual Renewal	£71.00	£71.00	0.00%
Private Hire Vehicle - initial licence application	£170.00	£170.00	0.00%
Private Hire Vehicle's - Annual Renewals	£170.00	£170.00	0.00%
Private Hire Operator	£86.00	£86.00	0.00%
Joint HC / PH driver's - Initial licence	£91.00	£91.00	0.00%
Joint HC / PH driver's - Renewal	£71.00	£71.00	0.00%

Administration Charges

CRB check for all drivers licences	£44.00	£44.00	0.00%
Replacement Badge Charge	£10.00	£10.00	0.00%
Replacement of lost exterior plate	£18.00	£18.00	0.00%
Replacement of Internal Window Plate	£9.00	£9.00	0.00%
Vehicle Transfer (ownership vehicle HCV to PHV, PHV to HCV & Private Hire)	£31.00	£31.00	0.00%

PUBLIC PROTECTION FOOD SAFETY FEESService Area
Associate DirectorPublic Protection
Aimee Stimpson

All Food Safety Fees are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------------	--------------------------------	---------------

Food Safety Certificates

Unfit food - voluntary surrender certificate (up to £1,000 value)	£64.00	£66.00	3.13%
Unfit food - voluntary surrender certificate (£1,000 to £10,000)	£64.00	£66.00	3.13%
Unfit food - voluntary surrender certificate (over £10,000)	£86.00	£88.00	2.33%
Import Certificate (each)	£33.00	£34.00	3.03%
Export Certificate (each)	£52.00	£65.00	25.00%
Primary Authority charge (initial 10 hours free) - per hour*	£55.00	£60.00	9.09%

*A Primary Authority Partnership is a legally binding agreement between a local authority and a business that provides assured advice, ensures consistency of regulation and reduces duplication of inspections and paperwork across a range of services including food safety, food standards, trading standards and health and safety enforcement.

PUBLIC PROTECTION: WEIGHTS & MEASURES ACT & CONSUMER PROTECTIONService Area
Associate DirectorPublic Protection
Aimee Stimpson

At the present time it is not planned to increase these fees and charges in the 2014/2015 Financial Year.

WEIGHTS AND MEASURES ACT 1985, SECTIONS 74, 76, 77 AND 78*	S = Statutory, D = Disc.	Fees 2013/2014	Fees 2014/2015
MEASURING INSTRUMENTS FOR LIQUID FUEL AND LUBRICANTS			
First nozzle tested per site	S	£137.00	£137.00
Each additional nozzle tested	S	£55.00	£55.00
Equipment submitted under the Measuring Instruments (EEC Requirements) Regulations (VAT not charged) - per hour including travel time	S	£46.00	£46.00
Poisons Act			
Initial Registration	S	£32.67	£32.67
Re-registration	S	£17.22	£17.22
Change in details	S	£8.80	£8.80
Explosives			
Stores Licence (First licence application)	S	£178.00	£178.00
Renewal of Licence	S	£83.00	£83.00
Registration to store explosives (First Registration)	S	£105.00	£105.00
Renewal of Registration	S	£52.00	£52.00
Transfer of Licence or Registration	S	£35.00	£35.00
Replacement of Licence or Registration if lost	S	£35.00	£35.00
Supply of Adult Fireworks	S	£500.00	£500.00
Petroleum			
Not exceeding 2,500 litres	S	£42.00	£42.00
Exceeding 2,500 litres and not exceeding 50,000 litres	S	£58.00	£58.00
Exceeding 50,000 litres	S	£120.00	£120.00
Transfer of Licence	S	£8.00	£8.00
Replacement of Licence	S	£20.00	£20.00
File Search	S	£50.00	£50.00

Note

* All stampings and verifications other than listed below are to be charged at a rate of £55 per hour (including travel time). If support staff are required to effectively complete the visit, an additional charge of £33 per hour will be made.

Trading Standards

File search fees	D	£55.00	£56.00
------------------	---	--------	--------

Buy With Confidence Scheme

Initial application fee for all traders	D	£100.00	£100.00
Membership fee 1 – 5 employees	D	£110.00	£110.00
Membership fee 6 – 20 employees	D	£165.00	£165.00
Membership fee more than 21 employees	D	£220.00	£220.00

REGISTRATION: SUMMARY OF FEES & CHARGES

Service Area

Business Services

Associate Director

Barry Pirie

Service	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year	% Increase - Decrease
Notice of Marriage and Civil Partnership *	S	£35.00	£35.00	0.00%
Reservation Fee for Marriage, Civil Partnership, Naming or Renewal of Vows Ceremony	D	£35.00	£35.00	0.00%
Marriage or Civil Partnership in The Register Office *	S	£45.00	£45.00	0.00%
Marriage or Civil Partnership Ceremony in a Registration Office Monday to Thursday	D	£50.00	£50.00	0.00%
Marriage or Civil Partnership Ceremony in a Registration Office Friday	D	£80.00	£84.00	5.00%
Marriage or Civil Partnership Ceremony in a Registration Office Saturday	D	£100.00	£105.00	5.00%
Marriage Approved Venue Monday to Friday	D	£390.00	£395.00	1.28%
Marriage Approved Venue Saturday	D	£400.00	£405.00	1.25%
Marriage Approved Venue Sunday	D	£465.00	£470.00	1.08%
Marriage Approved Venue Bank Holiday & from 10.00 pm on Christmas Eve & New Year's Eve **	D	£465.00	£470.00	1.08%
Register Marriage in a Registered Building *	S	£84.00	£84.00	0.00%
Civil Partnership Registration only in The Register Office or Registration Offices *	S	£45.00	£45.00	0.00%
Civil Partnership Registration only Approved Venue Monday to Friday	D	£107.00	£110.00	2.80%
Civil Partnership Registration only Approved Venue Saturday	D	£129.00	£135.00	4.65%
Civil Partnership Registration only Approved Venue Sunday	D	£145.00	£150.00	3.45%
Civil Partnership Registration Only Approved Venue Bank Holiday **	D	£145.00	£150.00	3.45%
Civil Partnership Ceremony Approved Venue Monday to Friday	D	£242.00	£245.00	1.24%
Civil Partnership Ceremony Approved Venue Saturday	D	£270.00	£275.00	1.85%
Civil Partnership Ceremony Approved Venue Sunday	D	£286.00	£290.00	1.40%
Civil Partnership Ceremony Approved Venue Bank Holiday and from 10.00 pm on Christmas Eve & New Year's Eve **	D	£286.00	£290.00	1.40%
Licence for Approved Premises for Marriage or Civil Partnership includes naming and renewal of vows ceremonies (valid for 3 years) ***	D	£1,500.00	£1,500.00	0.00%
Licence For Religious Buildings to be Approved Premises for Civil Partnership Registrations ***	D	£1,500.00	£1,500.00	0.00%
Fee for Request to Review Decision regarding Approved Venue/Religious Building Licence	D	£225.00	£225.00	0.00%
Classic Naming or Renewal of Vows Ceremony in a registration service ceremony room	D	£70.00	£75.00	7.14%

Service	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year	% Increase - Decrease
Exclusive Naming or Renewal of Vows Ceremony Monday to Friday	D	£170.00	£175.00	2.94%
Exclusive Naming or Renewal of Vows Ceremony Saturday	D	£200.00	£205.00	2.50%
Exclusive Naming or Renewal of Vows Ceremony Sunday	D	£215.00	£220.00	2.33%
Exclusive Naming or Renewal of Vows Ceremony Bank Holiday **	D	£215.00	£220.00	2.33%
Certificate for Birth, Death, Marriage or Civil Partnership on day of event *	S	£4.00	£4.00	0.00%
Certificate for Birth, Death or Marriage issued by Registrar - register still open *	S	£7.00	£7.00	0.00%
Certificate for Birth, Death, Marriage or Civil Partnership issued by Superintendent Registrar - register closed *	S	£10.00	£10.00	0.00%
Express Certificate Fee includes statutory fee	D	£20.00	£25.00	25.00%
While U Wait Certificate Fee includes statutory fee	D	£25.00	£30.00	20.00%
Single Event Venue Inspection Fee to hold a Naming or Renewal of Vows Ceremony in a venue not licensed for marriages and civil partnerships in addition to ceremony fee	D	£170.00	£170.00	0.00%
Private Citizenship Ceremony	D	£70.00	£75.00	7.14%
Nationality Checking Service - Adult	D	£50.00	£55.00	10.00%
Nationality Checking Service - Child	D	£25.00	£30.00	20.00%

Notes

Statutory Fees set by the General Register Office and approved by the Treasury. No decision as yet for 2014/2015.
All registration service fees set by the Council are benchmarked against neighbouring authorities.
Wiltshire fees are generally mid point, ensures costs covered, customer satisfaction, service competitive, attracts business.
Increases have been kept at a modest level overall to attract business and generate additional income.
Approved venue marriage fees. Ceremony fee has been inclusive of one certificate. Change of policy. Certificate fee £4 to be charged in addition to ceremony fee in line with all other ceremonies. Overall increase of 2.2% on average.
Certificate Services: Express has not changed since 2008 and While U Wait unchanged since inception in 2012.
Approved venue licence fee unchanged to support local businesses and generate additional income
Renewal of Vows to be relaunched as a Celebration Ceremony (Marriage or Civil Partnership) to attract business
Based on current levels of activity, fee increases proposed will generate 5% increase in overall income in 2014/2015

BURIAL & MEMORIAL FEES

Service Area
Associate Director

Environment Services
Tracy Carter

Burial and Memorial fees are all Discretionary

Burial & Memorial Fees	2013/2014	2014/2015	% Increase
------------------------	-----------	-----------	------------

CHARGES apply at Bradford on Avon, Hilperton, Holt, Melksham, Trowbridge, Warminster and Westbury

BURIALS

Burial of Body			
Burial of Body - Single Depth	£525	£551	4.95%
Burial of Body - Double Depth	£575	£604	5.04%
Burial of Body - Triple Depth	£625	£656	4.96%
Burial of child aged 15 years and under	No Charge	No Charge	
Grave Purchase - Exclusive Right of Burial 40 year term	£515	£541	5.05%
Grave Purchase - Exclusive Right of Burial 40 year term - child under 15 years	£260	£273	5.00%
Renewal of Exclusive Right of Burial - 10 year term	£110	£116	5.45%

ASHES

Burial of ashes, including Pouring of ashes (cremated re	£195	£205	5.13%
Burial of ashes of child under 15 years	No Charge	No Charge	
Ashes plot purchase - Exclusive Right of Burial 40 year term	£260	£273	5.00%
Ashes plot purchase - Exclusive Right of Burial 40 year term - child aged 15 and under	£130	£137	5.38%
Renewal of Exclusive Right of Burial - 10 year term	£65	£68	4.62%

MEMORIAL CHARGES

Headstone or Memorial Vase on a base (including initial inscription)	£155	£163	5.16%
Flat stone or tablet (including initial inscription)	£155	£163	5.16%
Kerb, border or cover stone (including initial inscription)	£245	£257	4.90%
Kerb, border or cover stone - child's grave (including initial inscription)	£120	£265	120.83%

Additional inscription to existing memorial	£70	£74	5.71%
Replacement Memorial (like for like - otherwise charged as per new memorial)	£70	£74	5.71%
Hard standing for bench (excludes Bench)	£435	£457	5.06%

ADDITIONAL CHARGES

Use of chapel - Bradford on Avon, Trowbridge or Westbury	£100	£105	5.00%
Information from burial records	£25	£27	8.00%

LIBRARIES: SUMMARY OF FEES & CHARGES

Service Area
Associate Director

Libraries, Heritage & Arts
Laurie Bell

Libraries fees and charges are discretionary

Income Type	Charge applied from 1 Jan 2013	Charge applied from 1 Jan 2014	% Increase
Membership card replacement (adult)	£1.20	£1.20	0.00%
Membership card replacement (child)	£0.60	£0.60	0.00%
Reservations (adult stock per item)	£0.80	£0.80	0.00%
Out of county charge per item (external reservation) for photocopies from serials +10 per sheet	£2.20	£2.20	0.00%
Out of county charge per item (external reservation) for books	£3.70	£3.70	0.00%
Renewal fee for BLDSC items only	£2.40	£2.40	0.00%
Damaged or lost stock	£2.10	£2.10	0.00%
Superficial damage (not applicable to children's board books)	£0.70	£0.70	0.00%
Overdue charge per day library is open (adult books/music)	£0.19	£0.19	0.00%
Overdue Children's books and children's audio books	£0.03	£0.03	0.00%
Adult audio books hire fee	£1.90	£1.90	0.00%
Adult audio books 12 months subscription	£50.00	£50.00	0.00%
Playstation2 & Wii games hire fee (per week)	£3.20	£3.20	0.00%
CDs hire fee per week	£1.90	£1.90	0.00%
Language courses hire fee	£3.00	£3.00	0.00%
DVDs hire fee per week	£1.90	£1.90	0.00%
DVD Gold and Blu-Ray hire fee per week	£3.20	£3.20	0.00%
Chamber music per set	£5.00	£5.00	0.00%
Orchestral sets	£30.00	£30.00	0.00%
Vocal sets per copy (larger works £1 per copy)	£1.00	£1.00	0.00%
Vocal sets per copy - 1 song or 1 anthem	£0.50	£0.50	0.00%
String sets and band sets per set	£15.00	£15.00	0.00%
Playset per set (full sets)	£7.50	£7.50	0.00%
One act plays and sketch sets	£3.75	£3.75	0.00%
Video/DVD/CD including sound effects (per week)	£1.90	£1.90	0.00%
Music score teaching packs per pack	£3.00	£3.00	0.00%
Music and play sets late return per set	£30.00	£30.00	0.00%
Single copies of music or play sets late return	£0.20	£0.20	0.00%

Income Type	Charge applied from 1 Jan 2013	Charge applied from 1 Jan 2014	% Increase
Hire of meeting rooms - concessionary charge non-profit organisations (per hour)	£7.00	£7.20	2.86%
Use of library space by other than non-profit organisations using IT facilities (per half day or less)	£45.00	£46.00	2.22%
Use of library ICT facilities by colleges etc (per half day or less)	£35.00	£36.00	2.86%
Standard charge where there is a requirement for caretaking or staff time (per hour)	£30.00	£31.00	3.33%
Exhibitions - Salisbury library main gallery (per week)	£102.00	£105.00	2.94%
Salisbury Young/Creasey Galleries (per week)	£75.00	£77.00	2.67%
Salisbury Portico gallery (per week)	£85.00	£87.50	2.94%
Salisbury workshops (per day)	£17.50	£18.00	2.86%
Other libraries - exhibitions in meeting rooms (per week)	£50.00	£51.50	3.00%
Other libraries - exhibitions elsewhere in building (per week)	£37.50	£38.50	2.67%
Exhibition previews	£32.00	£33.00	3.13%
Photocopies (per A4 copy)	£0.10	£0.10	0.00%
Photocopies (per A3 copy)	£0.10	£0.10	0.00%
Copies produced by staff and sent by mail or fax to remote customers 1-10 copies minimum charge (10p per copy thereafter)	£5.00	£5.00	0.00%
Screen prints from computer terminals - black and white (per copy)	£0.10	£0.10	0.00%
Screen prints from computer terminals - colour where facility available (per copy)	£0.55	£0.55	0.00%
Prints from Microforms per single copy A4	£1.30	£1.30	0.00%
Prints from Microforms per single copy A3	£1.90	£1.90	0.00%
Paper copy of scanned photographs - 1 image on A4 on photographic paper (each)	£5.25	£6.20	18.10%
Paper copy of scanned photographs - 1 image on A4 on photocopy paper (each)	£1.60	£5.25	228.13%
Reproduction fee for photograph from Wiltshire Libraries & Heritage archive (Wiltshire Historic Print and Photograph collection)	£25.00	£30.00	20.00%
Sending faxes per sheet (UK)	£1.20	£1.20	0.00%
Sending faxes per sheet (European)	£2.30	£2.30	0.00%
Sending faxes per sheet (rest of the world)	£3.40	£3.40	0.00%
Completing questionnaires (no relevance to Wiltshire Libraries & Heritage)	£55.00	£57.00	3.64%
Completing questionnaires if relevant	£30.00	£31.00	3.33%
Consultancy fees/parcel carrying on Wiltshire Library vans per parcel	£42.00	£43.00	2.38%
Research - first 30 minutes free subsequent research on same topic per 30 minutes	£30.00	£31.00	3.33%

HERITAGE SERVICES: SUMMARY OF FEES & CHARGES

Service Area
Associate Director

Libraries, Heritage & Arts
Laurie Bell

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Photocopies A3 black & white	£0.60	£0.60	0.00%
Photocopies A4 black & white	£0.55	£0.55	0.00%
Photocopies A3 colour	£1.50	£1.50	0.00%
Photocopies A4 colour	£1.00	£1.00	0.00%
Computer screen prints black/greyscale	£0.15	£0.20	33.33%
Computer screen prints colour	£0.55	£0.60	9.09%
Prints from Microforms A4	£1.10	£0.90	-18.18%
Prints from Microforms A3	£1.60	£1.40	-12.50%
Cost of prints made by staff A4	£1.60	£1.60	0.00%
Cost of prints made by staff A3	£2.10	£2.10	0.00%
Sale of duplicate microfiche (per fiche)	£2.60	£2.70	3.85%
Archive Certificates - Marriages *	£10.00	£10.00	0.00%
Archive Certificates - Baptisms *	£12.00	£12.00	0.00%
Photographs - 1 digital image emailed	£6.00	£6.00	0.00%
Photographs - saved to CD	£6.20	£6.40	3.23%
Reproduction Fee	£30.00	£30.00	0.00%
UK and World rights	£55.00	£55.00	0.00%
Membership card replacement	£1.20	£1.20	0.00%
Damaged Stock - hardback	£22.00	£22.00	0.00%
Damaged Stock - paperback	£12.00	£12.00	0.00%
Research Fee - 1/2 hour	£15.00	£15.00	0.00%
Research Fee - hour	£30.00	£30.00	0.00%
Premium Service (subject to staff availability, per hr)	£50.00	£50.00	0.00%
Photography by customers - daily fee	£6.50	£6.50	0.00%
Photography by customers - annual fee	£60.00	£70.00	16.67%
Photography by customers - half year fee	£33.00	£38.00	15.15%
Pay-per-view wills (per record)	£5.00	£5.00	0.00%
Conservation and Museums Advisory rates as follows: Conservation (archives and objects): • work for fee paying clients £35 per hour	£35.00	£35.00	0.00%
Archaeology: • £35 an hour to Swindon BC for the archaeological advice	£35.00	£35.00	0.00%
• £60 an hour for a commercial HER enquiry	£60.00	£60.00	0.00%
• £150 for Higher Level Stewardship consultation, (this cost is set at a nationally agreed level by Natural England)	£150.00	£150.00	0.00%

* = Fixed charges from Diocese

HIGHWAYS STREETWORKS EXCEPT SECTION 74

Service Area
Associate Director

Highways Strategic Services
Parvis Khansari

Income Type	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Trench Inspections - Inspection	S	£50.00	£50.00	0.00%
Trench Inspections - Third Party enquiry inspections	S	£68.00	£68.00	0.00%
Trench Inspections - defect Site/Remedial End	S	£47.50	£47.50	0.00%
New Roads & Street Works Act				
Sample Inspection - per unit of inspection	S	£50.00	£50.00	0.00%
Investigatory Works - per unit of inspection	S	£47.50	£47.50	0.00%
Defect Inspections - per unit of inspection	S	£47.50	£47.50	0.00%
Street Works Licence (Section 50) Issue of licence for new apparatus - Capitalised Fee	S	£100.00	£100.00	0.00%
Street Works Licence (Section 50) Issue of licence for new apparatus - Administration Fee	S	£105.00	£105.00	0.00%
Street Works Licence (Section 50) Issue of licence for new apparatus - Inspection Fee	S	£150.00	£150.00	0.00%
Authorisation of works on existing apparatus - Administration fee	S	£75.00	£75.00	0.00%
Authorisation of works on existing apparatus - Inspection fee	S	£150.00	£150.00	0.00%
		2013/2014 Financial Year (Under Review)	2014/2015 Financial Year	% Increase
Temporary Traffic Orders				
Road Closure & Traffic Restrictions - anything done by the local traffic authority in connection with or in consequence of the making of an order.	D	£975.00	£1,000.00	2.56%
Plus signing schedule fee	D	£150.00	£155.00	3.33%
Emergency Notices	D	£155.00	£160.00	3.23%
Re-enactment Order	D		£360.00	N/A
Signals Switch off Costs*				
Including hooding over	D	£470.00	£480.00	2.13%
Not including hooding over	D	£270.00	£280.00	3.70%

HIGHWAYS STREET WORKS: SECTION 74 FEES AND CHARGES

Service Area

Highways Strategic Services

Associate Director

Parvis Khansari

The maximum chargeable fees are statutory and therefore the 2014/2015 fees are anticipated to be the same as those for 2013/2014

Table 1: Charges in relation to works occupying the carriageway during period of overrun

Income Type	2013/2014 and 2014/2015 Charges		2014/15 Charges	
	Maximum chargeable fees applicable before discount Days 1-3	Maximum chargeable fees applicable each subsequent day	Maximum chargeable fees applicable before discount Days 1-3	Maximum chargeable fees applicable each subsequent day
Traffic sensitive or protected street not in road categories 2,3 or 4	£5,000	£10,000	£5,000	£10,000
Other Street not in road categories 2,3 or 4	£2,500	£2,500	£2,500	£2,500
Traffic sensitive or protected street in road category 2	£3,000	£8,000	£3,000	£8,000
Other Street in road category 2	£2,000	£2,000	£2,000	£2,000
Traffic sensitive or protected street in road category 3 or 4	£750	£750	£750	£750
Other Street in road category 2	£250	£250	£250	£250

Table 2: Charges in relation to works Outside the carriageway during period of overrun

Income Type	2012/2013 and 2013/2014 Charges - Maximum fee chargeable	2014/15 Charges - Maximum fee chargeable
Street not in road category 2,3 or 4	£2,500	£2,500
Street in road category 2	£2,000	£2,000
Street in road category 3 or 4	£250	£250

HIGHWAYS DEVELOPMENT CONTROL CORE FEES

Service Area Highways Strategic Services
Associate Director Parvis Khansari

Highways Development Core Fees are discretionary.

Before any part of the Highway Works are begun the Developer shall pay to the Council a sum of:-

Scheme Value	Supervision Fee	Note
Less than or equal to £30,000	£3,000	Flat Fee
Between £30,000 and £250,000	9% of scheme cost	Subject to a minimum of £3,000
Between £250,000 and £1,000,000	6% of scheme cost	Subject to a minimum of £22,500
Between £1,000,000 and £2,000,000	5% of scheme cost	Subject to a minimum of £60,000
Over £2,000,000	4% of scheme cost	Subject to a minimum of £100,000

Prior to the issue of the Final Certificate in respect of the Highway Works, the Developer shall pay to the Council the Commuted Sum towards the cost of future maintenance

HIGHWAYS DEVELOPMENT CONTROL: TRAFFIC COUNTS

Service Area
Associate Director

Highways Strategic Services
Parvis Khansari

All these Fees & Charges are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year
Automatic Traffic Count - Standard charge	£60	£70
Automatic Traffic Count - plus per site per week	£40	£35
Manual Traffic Count - Standard charge plus as follows:-	£60	£70
2013 or 2014 Traffic Count - Single site 12 hours or more	-	£100
2013 or 2014 Traffic Count - Cordon 12 hours	-	£200
2013 or 2014 Traffic Count - Cordon 3 hours (ped/cycle)	-	£120
2012 Traffic Count - Single site 12 hours or more	£100	£80
2012 Traffic Count - Cordon 12 hours	£200	£160
2012 Traffic Count - Cordon 3 hours (ped/cycle)	£120	£80
2011 Traffic Count - Single site 12 hours or more	£80	£80
2011 Traffic Count - Cordon 12 hours	£160	£160
2011 Traffic Count - Cordon 3 hours (ped/cycle)	£80	£80
2010 Traffic Count - Single site 12 hours or more	£60	£60
2010 Traffic Count - Cordon 12 hours	£120	£120
2010 Traffic Count - Cordon 3 hours (ped/cycle)	£60	£60
2009 Traffic Count - Single site 12 hours or more	£40	£60
2009 Traffic Count - Cordon 12 hours	£80	£120
2009 Traffic Count - Cordon 3 hours (ped/cycle)	£40	£60
Before 2009 Traffic Count - Single site 12 hours or more	£20	£25
Before 2009 Traffic Count - Cordon 12 hours	£40	£50
Before 2009 Traffic Count - Cordon 3 hours (ped/cycle)	£20	£25
Trend or seasonality series (as available)		£150
Other data		Price On Application

GYPSIES, TRAVELLERS AND HOUSINGService Area
Associate DirectorAdult Care Commissioning, Safeguarding & Housing
James Cawley

All non HRA Housing fees and charges are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Rent per traveller pitch per week	£53.89	£55.61	3.19%
Service charge per week Thingley Site	£2.22	£2.29	3.15%
Service charge per week Fair Haven Site	£0.52	£0.54	3.85%
Service charge per week Lode Hill site	£1.19	£1.23	3.36%
Service charge per week Oak Tree Field site	£1.51	£1.56	3.31%
Service charge per week Dairy House site	£0.83	£0.86	3.61%

Kingsbury Hostel

Flats and Crash Pads	£69.09	£71.30	3.20%
Bungalow	£94.01	£97.02	3.20%

HOME TO SCHOOL TRANSPORT

Service Area
Associate Director

Education Transport
Parvis Khansari

	Proposed from September 2013	Proposed from September 2014	% Increase -Decrease
--	------------------------------------	------------------------------------	----------------------------

Spare Seats

Primary - under 3 miles per Term*	£70.00	£73.00	4.29%
Primary - over 3 miles per Term	£100.00	£105.00	5.00%
Secondary - under 3 miles per Term	£91.00	£96.00	5.49%
Secondary - over 3 miles per Term	£114.00	£120.00	5.26%
Post 16 - under 3 miles per Term	£117.00	£123.00	5.13%
Post 16 - over 3 miles per Term	£187.00	£196.00	4.81%
Lavington per Term	£145.00	£189.00	30.34%

Post 16

EMA Rate – Annual	£148.00	£156.00	5.41%
Full Rate – Annual	£425.00	£446.00	4.94%

Note * - a reduced price for Primary Under 3 miles has been suggested to encourage more usage of vehicles

HIGHWAYS: SKIPS & SCAFFOLDS

Service Area
Associate Director

Local Highways & Streetscene
Parvis Khansari

Income Type	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Consideration of request to place skip, scaffold, hoarding or deposit of material on the highway: 3 working days notice given	D	£43.00	£45.00	7.50%
Consideration of request to place skip, scaffold, hoarding or deposit of material on the highway: 3 working days notice not given	D	£53.00	£55.00	6.00%

SHOPMOBILITY, MARKETS, EVENTS & HIGHWAYS ENFORCEMENT FEES & CHARGES

Service Area

Environment Services

Associate Director

Tracy Carter

All these fees and charges are discretionary

Description	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------------	--------------------------------	---------------

SHOPMOBILITY

Annual Membership Fee	£5.00	£5.00	0.00%
Daily Equipment Hire Rate	£2.50	£3.00	20.00%

MARKETSDaily Market Charges

Devizes, Marlborough - per metre	£6.32	£6.50	2.85%
Devizes, Marlborough - per vehicle	£4.52	£4.60	1.77%
Devizes Outdoor - electricity	£2.08	£2.10	0.96%
Corsham, BoA, Warminster - per metre	£6.32	£6.50	2.85%
Pewsey - per metre	£3.21	£3.30	2.80%
Amesbury, Calne, Wilton - per metre	£4.45	£4.50	1.12%
Chippenham (Saturday) - per metre	£7.31	£7.50	2.60%
Chippenham (Friday) - per metre	£6.29	£6.50	3.34%

Note: Minimum charge is based on 3 metres

Shambles Indoor Market, Devizes (all daily charges)

Standard, Per Bay (except Friday)	£25.22	£25.22	0.00%
Standard, Electricity Charge	£2.08	£2.08	0.00%
Standard, Vehicle Charge	£4.52	£4.52	0.00%
Antiques, Per Bay	£24.96	£24.96	0.00%
Antiques, Electricity Charge	£2.08	£2.08	0.00%
Antiques, Vehicle Charge	£0.00	£0.00	0.00%
Friday Market charge per bay	£10.00	£10.00	0.00%
Hire Rate, Summer - per day	£87.86	£89.62	2.00%
Hire Rate, Winter - per day	£110.33	£112.54	2.00%

EVENTS

Use of Council Land per day	£180.00	£190.00	5.56%
Administration Fee	£25.00	£25.00	0.00%

Note: Continental Market use of council land same as event fee per day.

ENFORCEMENT

Vehicle Access - dropped kerb fee *	£100.00	£105.00	5.00%
-------------------------------------	---------	---------	-------

FLEET SERVICES FEES & CHARGES

Service Area

Environment Services

Associate Director

Tracy Carter

Income Type	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
-------------	--------------------------	--------------------------	--------------------------	------------

Fleet Services - MOTs

Staff / services such as police / ambulances - class 4, standard car	D	£45.00	£40.00	-11.11%
Staff / services such as police / ambulances - class 5, 13-16 seat minibus	D	£45.00	£45.00	0.00%
Staff / services such as police / ambulances - class 7 Good Vehicles between 3 tonnes and 3.5 tonnes	D	£45.00	£45.00	0.00%
Public - class 4, standard car	D	£45.00	£45.00	0.00%
Public - class 5, 13-16 seat minibus	D	£50.00	£50.00	0.00%
Public - class 7 Good Vehicles between 3 tonnes and 3.5 tonnes	D	£50.00	£50.00	0.00%

Fleet Services - Other Chargeable Services Provided

Fleet Lifting Operations & Lifting Equipment Regulations (LOLER) - per examination	D	£60.00	£65.00	8.33%
Fleet Driver Training - Minibus Driver Awareness Scheme - per person per day	D	£85.00	£85.00	0.00%
Fleet Vehicles for hire to schools, community groups and voluntary groups. Cost per vehicle per day includes insurance, excludes driver, excludes fuel	D	£65.00	£70.00	7.69%
Fleet Section 19 Permits*	S	£12.00	£15.00	25.00%

Note*

Under the Section 19 Permit Scheme, non-profit making organisations concerned with education, religion, social welfare, recreation and other activities of benefit to the community can transport passengers without the need to obtain a Public Service Vehicle Operator's Licence.

HIGHWAY RECORDS FEES

Service Area Environment Services
 Associate Director Tracy Carter

All Highways Records Fees and Charges are Discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase	Notes
Public Path Order recharges - hourly rate	£28.57 hourly rate	£1700 Standard Charge	N/A	Site works are an additional actual cost charge
Highways Information - hourly rate	£47.71	£50.00	4.80%	
Highways and Rights of Way - hourly rate	£64.13	£67.50	5.25%	
Public Rights of Way only - hourly rate	£32.83	£34.50	5.09%	
Common Land and Village Green - per enquiry	£16.42	£17.25	5.05%	
Deposit of Statutory Declaration and Plan under Highways Act 1980 Section 31(6)	n/a	£265 standard fee	n/a	additional land parcels at £65 each

SEWAGE DISPOSAL CHARGE & PUBLIC CONVENIENCES

Service Area

Local Highways & Streetscene

Associate Director

Parvis Khansari

Income Type	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
<u>Sewerage Disposal</u>				
Septic Tank empty up to 1,800 gallons	D	£163.80	£167.10	2.01%
<u>Public Conveniences</u>				
Use of Public Conveniences per visit where currently charged	D	£0.20	£0.20	0.00%

ALLOTMENTS FEES & CHARGES

Service Area
Associate Director

Environment Services
Tracy Carter

Allotments fees and charges are discretionary

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Deposit (refundable at end of tenancy, less costs for repairs/clearance etc)	£50.00	£50.00	0.00%
Minimum Charge	£25.00	£25.00	0.00%

Increase applied from September 2013

Charge per square metre	£0.26	£0.26	0.00%
-------------------------	-------	-------	-------

ROAD SAFETY DRIVER CYCLE TRAINING

Service Area Highways Strategic Services
 Associate Director Parvis Khansari

At the present time it is not planned to increase these fees and charges in the 2014/2015 Financial Year.

Income Type	S = Statutory, D = Disc.	2013/2014 Financial Year	2014/2015 Financial Year
SAGE (Safer Driving with Age)	D	-	£35.00
National Driver Alertness Course	D	£160.00	£160.00
National Standard Instructor Training (4 days)	D	£500.00	£500.00
National Standards Refresher Course	D	£50.00	£50.00
National Standards Bike Maintenance	D	£95.00	£95.00
Pass Plus	D	£80.00 (total cost £150.00 to Wiltshire Council course subsidised by £70.00)	£80.00 (total cost £150.00 to Wiltshire Council course subsidised by £70.00)
Bikeability Level 2	D	£5.00	£5.00
Bikeability Level 3	D	£1.00	£1.00
Scooter Skills (Primary School)	D	£2.00	£2.00
NCP (cycling proficiency)	D	£1.00	N/A

STREET NAMING & NUMBERING

Service Area
Associate Director

Information Services
Mark Stone

Street Naming & Numbering fees and charges are discretionary

At the present time it is not planned to increase these fees and charges in the 2014/2015 Financial Year.

Income Type	2013/2014 Financial Year	2014/2015 Financial Year
House Naming / Renaming	£50.00	£50.00
New Developments - first address	£110.00	£110.00
New Developments - each additional address	£40.00	£40.00

CHILDREN'S SERVICES: OXENWOOD OUTDOOR CENTRE: FEES & CHARGES

Service Area

Integrated Youth & Preventative Services

Associate Director

Terence Herbert

CATEGORY	DESCRIPTION OF ACTIVITY	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Residential Experiences	2 days, 1 night	£56.00	£58.00	3.57%
Residential Experiences	3 days, 2 nights	£90.00	£94.00	4.44%
Residential Experiences	4 days, 3 nights	£130.00	£138.00	6.15%
Residential Experiences	5 days, 4 nights	£160.00	£170.00	6.25%
	mini bus	£35.00	£45.00	28.57%
	fuel	£10.00	£10.00	0.00%
Carried Over Charges	per night charge	£49.00	£50.00	2.04%
Carried Over Charges	child food	£8.20	£8.50	3.66%
Carried Over Charges	adult food	£11.00	£11.00	0.00%
Carried Over Charges	adventurous activities	£8.00	£12.00	50.00%
Day Visits	full day	£25.00	£25.00	0.00%
Day Visits	half day	£12.00	£13.00	8.33%
Day Visits	Canoeing	£12.00	£12.00	0.00%
	Theme Days	£25.00	£25.00	0.00%
	Teacher training days	£90.00	£120.00	33.33%
	First Aid training	£150.00	£155.00	3.33%
Non Supported	per night	£310.00	£310.00	0.00%
Non Supported	Camping	£6.00	£6.00	0.00%
Equipment Hire	Climbing wall*	£435.00	£445.00	2.30%
Equipment Hire	Archery	£35.00	£35.00	0.00%
Equipment Hire	Canoeing	£150.00	£160.00	6.67%
	fencing	£5.00	£6.00	20.00%
	Mountain Bike	£12.00	£12.00	0.00%
	Cycle trailer	£50.00	£50.00	0.00%
	Air rifles	£5.00	£6.00	20.00%
	Private birthday parties(3-4hrs activities)	£200.00	£200.00	0.00%
Knight School	5 days non residential activity	£125.00	£135.00	8.00%

Note*

2014/2015

Climbing wall

£235 plus 2%

239.7

Operatives

£200 plus 2%

204

443.7

444

£445 rounded

Meals – Breakfast – Toast/Cereal/Tea/Coffee - £1.50p. Cooked fried breakfast with toast/cereal/tea/coffee. £5.00p.

Buffet Lunch/ Buffet tea – a. £4.00p. b. £4.50p. c. £5.00p.

Cooked Lunch - £5.50p

Cooked tea - £6.00p

CHILDREN'S: BRAESIDE EDUCATION & CONFERENCE CENTRE FEES & CHARGES

Service Area

School Effectiveness

Associate Director

Julia Cramp

Income type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase Decrease
-------------	--------------------------------	--------------------------------	---------------------------

Residential courses, School Terms, Wiltshire Schools

Cost per pupil 2 days, 1 night	£73.00	£75.00	2.74%
Cost per pupil 3 days, 2 nights	£110.00	£113.00	2.73%
Cost per pupil 4 days, 3 nights	£150.00	£154.00	2.67%
Cost per pupil 5 days, 4 nights	£195.00	£200.00	2.56%

Residential courses, School Terms, Academies

Cost per pupil 2 days, 1 night	£75.00	£77.00	2.67%
Cost per pupil 3 days, 2 nights	£113.00	£116.00	2.65%
Cost per pupil 4 days, 3 nights	£154.00	£158.00	2.60%
Cost per pupil 5 days, 4 nights	£200.00	£206.00	3.00%

Residential courses, Holidays / Non teaching weekends

2 days, 1 night	£67.00	£69.00	2.99%
3 days, 2 nights	£105.00	£108.00	2.86%
4 days, 3 nights	£145.00	£149.00	2.76%
5 days, 4 nights	£190.00	£195.00	2.63%

One day programme - Wiltshire Council S	£16.00	£16.00	0.00%
---	--------	--------	-------

One day programme - Academy	£18.00	£18.00	0.00%
-----------------------------	--------	--------	-------

Conferences & MeetingsDelegate Rates, for Wiltshire Council in house

Full Day with hot buffet lunch	£31.00	£32.00	3.23%
Full Day with sandwich lunch	£27.00	£28.00	3.70%
Half Day with buffet lunch	£22.00	£23.00	4.55%
Half Day with sandwich lunch	£18.00	£20.00	11.11%

Delegate Rates, for Out of County Attendees

Full Day with hot buffet lunch	£35.00	£36.00	2.86%
Full Day with sandwich lunch	£32.00	£33.00	3.13%
Half Day with buffet lunch	£25.00	£27.00	8.00%
Half Day with sandwich lunch	£20.00	£22.00	10.00%

Income type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase Decrease
--------------------	---	---	------------------------------------

Conference Space Only

Lecture Room - Full Day	£240.00	£245.00	2.08%
Lecture Room - Half Day	£120.00	£123.00	2.50%
Lecture Room - Two Hours	£88.00	£90.00	2.27%
Library - Full Day	£195.00	£200.00	2.56%
Library - Half Day	£96.00	£99.00	3.13%
Library - Two Hours	£49.00	£51.00	4.08%
Shackleton - Full Day	£149.00	£153.00	2.68%
Shackleton - Half Day	£74.00	£76.00	2.70%
Shackleton - Two Hours	£39.00	£41.00	5.13%
Dining Room - Full Day	£200.00	£205.00	2.50%
Dining Room - Half Day	£100.00	£105.00	5.00%
Dining Room - Two Hours	£50.00	£50.00	0.00%
Stables - Full Day	£130.00	£135.00	3.85%
Stables - Half Day	£65.00	£70.00	7.69%
Stables - Two Hours	£35.00	£35.00	0.00%
Lounge - Full Day	£76.00	£80.00	5.26%
Lounge - Half Day	£39.00	£44.00	12.82%
Lounge - Two Hours	£21.00	£21.00	0.00%

FOOD HYGIENE TRAINING COURSES: FEES & CHARGES

Service Area Human Resources & Org Development
Associate Director Barry Pirie

The organisational learning & development fees are all discretionary

At the present time it is not planned to increase these fees and charges in the 2014/2015 Financial Year.

Income Type	2013/2014 Financial Year	2014/2015 Financial Year
-------------	--------------------------	--------------------------

Food hygiene training

Food Hygiene course - Level 2 Award (per person)	£75.00	£75.00
Food Hygiene course - Level 2 Award (group of 8-15 at client venue)	£580.00	£580.00
Cancellation charge - more than 14 days notice	50% of course fee	50% of course fee
Cancellation charge - less than 14 days notice	100% of course fee	100% of course fee

DOG WARDEN
Service Area
Associate Director

Environment Services
Tracy Carter

All Dog Warden Fees are Discretionary

Dog Warden / Animal Welfare

Income Type	2013/2014 Financial Year	2014/2015 Financial Year	% Increase
Collection & Admin Fee	£35.00	£36.00	2.86%
Daily Kennel Fee	£12.50	£15.00	20.00%
Dog microchipping	£18.00	£20.00	11.11%
Rehome stray dog to new owner	£32.00	£35.00	9.38%
Performing Animals Licence	£50.00	£50.00	0.00%

This page is intentionally left blank

Wiltshire Council

Cabinet

11 February 2014

Subject: Treasury Management Strategy 2014-15

**Cabinet member: Councillor Richard Tonge
Finance, Performance, Risk, Procurement and Welfare
Reform**

Key Decision: No

Executive Summary

This report presents the Treasury Management Strategy for 2014-15 including:

- a) the Prudential and Treasury Indicators (Prls and Trls) for the next three years;
- b) other debt management decisions required for 2014-15 that do not feature within the Prls or Trls, as shown in paragraphs 3.11 to 3.20;
- c) the Annual Investment Strategy for 2014-15 (only one change from 2013-14 as detailed in paragraph 3.23 of the report); and
- d) the updated Treasury Management Practices.

Proposals

The Cabinet is requested to recommend that the Council:

- a) adopt the Prudential and Treasury Indicators (Appendix A);
- b) adopt the Annual Investment Strategy, including the proposed increase in the lending limit associated with Government backed UK banks (Appendix B);
- c) adopt the updated Treasury Management Practices (TMPs) (Appendix C);
- d) delegate to the Associate Director, Finance, Revenues & Benefits and Pensions the authority to vary the amount of borrowing and other long term liabilities within both the Treasury Indicators for the Authorised Limit and the Operational Boundary;
- e) authorise the Associate Director, Finance, Revenues & Benefits and Pensions to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long term portfolio;
- f) agree that short term cash surpluses and deficits continue to be managed through temporary loans and deposits; and
- g) agree that any surplus cash balances not required to cover borrowing are placed in authorised money-market funds, particularly where this is more cost effective than short term deposits and delegate to the Associate Director, Finance, Revenues & Benefits and Pensions the authority to select such funds.

Reasons for Proposals

To enable the Council to agree a Treasury Management Strategy for 2014-15 and set Prudential Indicators that comply with statutory guidance and reflect best practice.

Michael Hudson**Associate Director, Finance, Revenues & Benefits and Pensions**

Subject: Treasury Management Strategy 2014-15

**Cabinet member: Councillor Richard Tonge
Finance, Performance, Risk, Procurement and Welfare
Reform**

Key Decision: No

1. Purpose of Report

- 1.1 This report asks the Cabinet to consider and recommend that the Council approve the Prudential and Treasury Indicators, together with the Treasury Management Strategy for 2014-15, including an increase in the lending limit associated with UK Government backed banks, and the updated Treasury Management Practices (Appendix C).
- 1.2 The Treasury Management Practices (TMPs) are required by the CIPFA Treasury Management Codes and Treasury Guidelines and have not been updated for some time. Consequently, it is considered necessary, for their formal adoption, that the TMPs, in this instance, although covered in a relatively significant number of pages, are included in full.

2. Background

- 2.1 The Council is required by legislation to approve a Treasury Management Strategy, which incorporates the setting of Prudential and Treasury Indicators and an Annual Investment Strategy.

3. Main Considerations for the Cabinet

Prudential Indicators (Prls) and Treasury Indicators (Trls)

Basis of the Indicators

- 3.1 A summary of the Prls and Trls is shown in Appendix A. The key indicators are the Treasury Indicators relating to the Authorised Limit (Trl 1) and the Operational Boundary (Trl 2), which control the Council's exposure to debt.
- 3.2 The Prls and Trls have been set on the basis of all known commitments and the effect of all known revenue and capital proposals relating to the Council.

Monitoring and Reporting of the Prudential Indicators

- 3.3 Progress will be monitored against the Prls and Trls throughout the year, particularly against the two borrowing limits. Cabinet will be kept informed of

any issues that arise, including potential or actual breaches. Members will receive quarterly capital monitoring reports and quarterly treasury reports.

- 3.4 The elements within the Authorised Limit and the Operational Boundary, for borrowing and other long term liabilities require the approval of the Council. In order to give operational flexibility, members are asked to delegate to the Associate Director, Finance, Revenues & Benefits and Pensions the ability to effect movements between the two elements where this is considered necessary. Any such changes will be reported to members in the next appropriate treasury report. The operational boundary is a key management tool for in-year monitoring. It will not be significant if the operational boundary is breached temporarily on occasions due to variations in cash flow. However, a sustained or regular trend above the operational boundary is considered significant and will lead to further investigation and action as appropriate. Any breach of the operational boundary will be reported to members in the next appropriate treasury report. The authorised limit will in addition need to provide headroom over and above the operational boundary, sufficient for unusual cash movements, for example, and should not be breached.

Borrowing Strategy

Levels

- 3.5 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded (please refer to Appendix A – paragraph 12) with loan debt as cash supporting the Council's reserves, balances and cash flow have been used as a temporary measure (internal borrowing). This strategy is prudent, as investment returns are low and by borrowing internally and, therefore, having less cash to invest, counterparty (the other party that participates in a financial transaction, such as an organisation/bank from whom the Council borrows money/with which the Council deposits cash surpluses) risk is reduced.
- 3.6 Against this background and the risks within the economic forecast, caution will be adopted with the 2014-15 treasury operations. The Associate Director, Finance, Revenues & Benefits and Pensions will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- a) if it was considered that there was a significant risk of a sharp **fall** in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
 - b) if it was considered that there was a significant risk of a much sharper **rise** in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

Any decisions will be reported to Cabinet in the next appropriate treasury report.

Rate and Timing of Borrowing

- 3.7 Taking account of the cash required to support the capital programme over the next three to five years, the Council has an anticipated requirement, subject to the approval of the capital programme on 25th February 2014, to borrow an additional £99.9 million between now and the end of 2016-17. This is reflected in Prl 4 in Appendix A (Gross Borrowing – General Fund), i.e. the increase in gross borrowing to £345.1 million in 2016-17 from £245.2 million in 2013-14.
- 3.8 The timing of any borrowing is crucial in terms of interest rates and the potential to minimise interest costs. Prior to any actual borrowing the treasury team will, in conjunction with our treasury advisers, proactively manage the interest rate position, using all information available to inform the borrowing decision.
- 3.9 It is, of course, not always possible to obtain the lowest rates of interest, as there is a risk that unforeseen events can significantly alter the level of rates, however, ongoing active monitoring of rates will mitigate against this risk.
- 3.10 In supporting the capital programme, the Council will consider all borrowing options, such as:
- a) internal borrowing, using medium term cash balances;
 - b) fixed rate Public Works Loan Board (PWLB) borrowing;
 - c) long term fixed rate market loans at rates, which, dependent upon market conditions and availability, can be significantly below PWLB rates for the equivalent maturity period;

The decision will be made whilst maintaining an appropriate balance between PWLB and market debt in the debt portfolio.

Other Debt Management Issues

Policy on Borrowing in Advance of Need

- 3.11 The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed because it is illegal. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the security of such funds is ensured.

Debt Rescheduling

- 3.12 As short term borrowing rates will be cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the debt repayment cost (i.e. premiums for early repayment).
- 3.13 The reasons for any rescheduling to take place will include:
- a) the generation of cash savings and / or discounted cash flow savings;
 - b) helping to fulfil the treasury strategy;

- c) enhancing the balance of the portfolio (the maturity profile and/or the balance of volatility).

3.14 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

3.15 All rescheduling will be reported to members in a treasury report at the earliest meeting following its action.

Lender Option Borrower Option (LOBO) Market Loans

3.16 Wiltshire Council currently has borrowings of £61 million in LOBO loans.

3.17 There are basically two main types of LOBO loan (of which the Council has both in its portfolio):

- a) a loan with an 'initial period' at a relatively low rate of interest, on the completion of which, the rate will automatically increase to a 'secondary rate' under the terms of the loan agreement. The interest rate is then subject to 'call option dates' at certain predetermined stages (e.g. every six months, every five years) over the life of the loan, at which time the lender has the option to set a revised interest rate and the borrower has the option to repay the loan without penalty; or
- b) a loan subject to 'call option dates' only (i.e. there is no 'secondary rate') at which time the lender has the option to raise the interest rate and the borrower has the option to repay the loan without penalty.

3.18 If the lender exercises his option to revise the interest rate at one of the 'call option dates', the Council's strategy is that it will always exercise its option to repay the loan. Consideration will then be given to refinancing the debt where the overall level of debt prior to the repayment needs to be maintained.

3.19 LOBO loans are treated in accordance with CIPFAs Treasury Management in Public Services Guidance Notes for Local Authorities 2011 Edition, relating to the determination of the maturity of borrowing that affects the date on which a LOBO loan should be treated as maturing. The Guidance states that "if the lender has the right to increase the interest rate payable without limit, such as in a LOBO loan, this should be treated as a right to require payment." For the purposes of the appropriate PrI, therefore, maturity occurs at the next call option date – i.e. the date on which the lender has the right to increase the interest rate payable without limit. However, in the current market of relatively low interest rates and very little significant upward movement in rates predicted in the near future, it is unlikely that the loans would be called in the short to medium term.

Short Term Cash Deficits.

3.20 Temporary loans, where both the borrower and lender have the option to redeem the loan within twelve months, are used to offset short term revenue cash deficits. They may also be used to cover short term capital requirements until longer term loans become more cost effective. The majority of these loans

will be at fixed interest rates, maturing on specific dates. The strategy is that the Council shall utilise temporary loans for any short term cash deficits that arise in respect of revenue and/or capital.

Cash Investments

Annual Investment Strategy

- 3.21 The Annual Investment Strategy for 2014-15, which sets out the policy framework for the investment of cash balances, is shown in Appendix B.
- 3.22 Comparisons with other local authorities' investments through the local treasury advisors Investments Benchmarking Group suggest that the Council's average investment return could be improved. Although rates are currently low and likely to remain that way for a while, following discussions with the treasury advisors, an option available is an increase in lending limits more in line with other authorities within the group, whilst maintaining the security and liquidity of the Council's investments.
- 3.23 Currently some of the more competitive rates, within the Council's creditworthiness criteria, are available from the UK Government backed banks (Lloyds Banking Group and Royal Bank of Scotland Group). It is, therefore, proposed that the lending limit in Appendix B for UK Government backed banks shall be increased from £8 million to £12 million to take advantage of these competitive rates, which should lead to an improved average rate of return on the Council's investments. This has been reflected in the Annual Investment Strategy.
- 3.24 Other key issues to note are:
- a) the risk appetite of this Council is low in order to give priority to the security of its investments;
 - b) the borrowing of monies purely to invest or on-lend and make a return is unlawful;
 - c) all Council investments will be in sterling. This will avoid foreign exchange rate risk.

Short Term Cash Surpluses

- 3.25 It is anticipated that temporary short term cash surpluses will arise regularly during the year. Investment of these surpluses will be in specific investments (e.g. short term Sterling investments of less than one year). Such investments will normally be short term deposits maturing on specific dates that reflect cash flow requirements at the date the deposit is made. However, under certain market conditions, money market funds will be used, particularly if they provide improved returns.

Longer Term Cash Surpluses

- 3.26 Some cash surpluses, for example core revenue balances, net creditors, accrued reserves and special funds such as those for insurance and PFI can be invested on a long term basis. These cash surpluses may be used for capital financing requirements, where longer term interest rates mean that it is less cost effective to take out longer term loans.

- 3.27 Improved returns may be obtained by placing these surpluses in money market funds. The Associate Director, Finance, Revenues & Benefits and Pensions has delegated authority to select money market funds and appoint External Cash Managers within the current approved strategy and it is proposed that this authority is retained.
- 3.28 The proposed Investment Strategy for 2014-15 includes the use of unspecified investments (e.g. more than 12 months to maturity and for which external professional advice is required) that the Council's treasury adviser may recommend for investment of longer term cash surpluses.
- 3.29 Although the Council has been well positioned in terms of the balance between both loans and investments, rates of interest paid on deposits have been moving slightly lower over the last financial year. Following a further period of similarly low rates, the Bank Rate is not expected to start increasing until quarter 2 (April to June) 2016.

Icelandic Deposits

- 3.30 The latest position on the recovery of the £12 million investments, frozen as a result of the collapse of the Icelandic banks, Heritable (£9 million) and Landsbanki (£3 million), is that the Council has so far recovered:
- a) £8.5 million from the administrators of Heritable; and
 - b) £1.7 million from the Landsbanki Islands hf Bank Winding-up Board WuB).
- 3.31 The Council has now recovered approximately 94% of the £9 million originally invested in Heritable. As this is extremely close to the expected final recovery proportion (of 95%), it is unlikely that any further distributions will be significant, relative to those previously received. The timing and quantum of any further distributions are dependent upon the outcome of ongoing legal proceedings.
- 3.32 There is currently no indication of the timing or amount of any further distributions from the Landsbanki WuB. The WuB have indicated that the Council will (subject to foreign exchange fluctuations and the lifting of the capital controls within Iceland) eventually recover 100% of the original investment in Landsbanki Islands hf. However, they have also indicated that this could take several years.

Minimum Revenue Provision

- 3.33 The minimum revenue provision (MRP) is the amount set aside for the repayment of the debt as a result of borrowings made to finance capital expenditure.
- 3.34 In accordance with Local Authorities (Capital Finance and Accounting) Regulations 2008 the Council adopted a MRP annual policy in May 2009.
- 3.35 For financial year 2013-14 the annual policy remained unchanged, in that a regulatory method of setting aside 4% of the borrowing requirement for supported borrowing and an asset life method calculation for any unsupported borrowing was applied.

3.36 It is proposed that this policy is retained in 2014-15.

4. Environmental and Climate Change Considerations

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

5. Equalities Impact of the Proposal

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

6. Risks Assessment and Financial Implications

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

6.2 The strategies in Appendix A and Appendix B take account of the forecast movement in interest rates and allow sufficient flexibility to vary strategy if actual movements in interest rates are not in line with the forecast.

6.3 The Council's treasury adviser is currently predicting the following interest rate movements:

a) the Bank Rate has remained at 0.50% since March 2009. It is expected to rise to 0.75% by the end of the second quarter of 2016, rising further to 1.00% by the end of the third quarter of 2016. Then it is expected to rise again (by a further 0.25%) during the first quarter of 2017;

b) medium term (10 year) PWLB borrowing rates are expected to fall, slightly, from 3.70% to 3.60% during the first a quarter of 2014, then rising gradually to 4.50% by the end of March 2017.

6.4 Interest rates have remained relatively static during 2013, following on from the economic downturn that started in late 2008. Based on the latest forecast, interest rates are not expected to rise until the middle of 2016. Although PWLB rates will fluctuate in line with Gilt prices, depending on market sentiment.

6.5 The risk that counterparties are unable to repay investments could jeopardise the Council's ability to meet its payments. Investment counterparty risk is controlled by using suitable criteria for assessing and monitoring credit risk, including the use of an up to date lending list. The lending list is based on counterparty categories relating to country, type, sector, maximum investment, and maximum duration of investment (see Appendix B). The Council uses the credit worthiness service provided by its treasury advisers, which is a comprehensive modelling approach incorporating the credit ratings of all three major credit rating agencies, together with 'overlays' of Credit Default Swap (CDS) spreads (default risk), credit watches, credit outlooks and sovereign ratings from the agencies (a more detailed explanation is included within the Annual Investment Strategy in Appendix B).

6.6 Interest earnings are an important source of revenue for the Council and it is, therefore, important that the portfolio is managed in a way that maximises the

investment income stream, whilst managing exposure to risk and maintaining sufficient liquidity.

7. Legal Implications

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

8. Public Health Implications

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

9. Safeguarding Considerations

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

10. Options Considered

10.1 Future consideration will be given to alternative borrowing and investment options to improve the cost effectiveness of and return on treasury activities for the Council. This may incorporate consideration of alternative sources of capital financing, such as the issuing of bonds, rather than the more traditional borrowing approaches, together with longer term investments, where appropriate and subject to security and liquidity of investments. Currently, the issuing of bonds has not been taken forward because of both the costs of issuance, such as gaining and maintain a suitable credit rating (local authorities, including Wiltshire Council are presently rated AAA) and the interest rates, which have not been competitive (with PWLB rates).

10.2 The options in relation to the revenue and capital budgets in these proposals are fully consistent with the figures included within the budget considerations.

11. Conclusion

11.1 The Cabinet is requested to recommend that the Council:

- a) adopt the Prudential and Treasury Indicators (Appendix A);
- c) adopt the Annual Investment Strategy, including the proposed increase in the lending limit associated with Government backed UK banks (Appendix B);
- d) adopt the updated Treasury Management Practices (TMPs) (Appendix C);
- e) delegate to the Associate Director, Finance, Revenues & Benefits and Pensions the authority to vary the amount of borrowing and other long term liabilities within both the Treasury Indicators for the Authorised Limit and the Operational Boundary;
- f) authorise the Associate Director, Finance, Revenues & Benefits to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long term portfolio;

- g) agree that short term cash surpluses and deficits continue to be managed through temporary loans and deposits; and
- h) agree that any long term surplus cash balances not required to cover borrowing are placed in authorised money-market funds, particularly where this is more cost effective than short term deposits and delegate to the Associate Director, Finance, Revenues & Benefits the authority to select such funds.

Michael Hudson
Associate Director, Finance, Revenues & Benefits

Report Author:

Keith Stephens, Business Analyst (Cash and Treasury) Tel: 01225 713603, email: keith.stephens@wiltshire.gov.uk

Background Papers

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

Appendices

Appendix A Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17

Appendix B Annual Investment Strategy for 2014-15

Appendix C Treasury Management Practices (Updated)

Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17

1. The Prudential and Treasury Management Codes and Treasury Guidelines require the Council to set a number of Prudential and Treasury Indicators for the financial year ahead. This appendix sets out the indicators required by the latest codes analysed between Prudential Indicators and Treasury Indicators.

Prudential Indicators**Prl 1 – Capital Expenditure**

2. This Prl shows the actual and anticipated level of capital expenditure for the five years 2012-13 to 2016-17. The Capital Programme 2014-15 to 2016-17 will be submitted to Cabinet and Council in February 2014, which will ratify the budget for 2014-15. The years 2015-16 to 2016-17 are based on indicative figures as part of the Capital Programme.

	2012-13 Actual £million	2013-14 Expected £million	2014-15 Estimate £million	2015-16 Estimate £million	2016-17 Estimate £million
General Fund	67.3	137.0	132.1	74.9	58.0
Housing Revenue Account	4.5	11.1	10.2	10.2	10.2
Total	71.8	148.1	142.3	85.1	68.2

3. The capital expenditure figures shown in Prl 1 assume a certain level of financing from borrowing each year. New and existing borrowing needs to be affordable and sustainable.

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

4. Prl 2 identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream (funding receivable from the Government and council tax payers and rents receivable in the case of the HRA).

	2012-13 Actual £million	2013-14 Expected £million	2014-15 Estimate £million	2015-16 Estimate £million	2016-17 Estimate £million
General Fund	6.5%	6.3%	7.1%	8.4%	9.5%
Housing Revenue Account	15.9%	15.3%	14.7%	14.4%	14.0%

5. The General Fund cost of financing will rise proportionately over the reporting period because of the effect on financing costs where 'new debt' is expected to rise faster than 'old debt' is repaid. Previously the rise in General Fund financing costs was not an affordability issue as the new borrowing taken out was supported by Revenue Support Grant. Only by the use of continued Unsupported Borrowing was there any pressure on the Council Tax. In terms of the fall in HRA financing costs in 2013-14, through 2014-15, 2015-16 and 2016-17, this is a reflection of fixed borrowing costs over the period against expected rental income.

Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17

6. However, the changes to the Revenue Support Grant mechanism that were introduced for 2006-07 and later years (specifically the grant “floor”) mean that the Council may not be able to afford the financing costs of all the supported capital expenditure indicated by the Government, because we do not receive the full grant. This has the effect of “levelling the playing field” so that support for capital borrowing has to be considered alongside all other revenue priorities in the budget process. Support for capital can no longer be “passported” automatically.

Prl 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax and Housing Rents

7. Prl 3 represents the potential increase in Council Tax/Housing Rents required to fund the planned increase in the capital budgets for the forthcoming year and future years as a proportion of the tax base at Band D/average weekly housing rents. Due to the change to the subsidy system there is no planned effect on average housing rents due to the additional borrowing required.

	2014-15 £	2015-16 £	2016-17 £
Effect on Band D Council Tax	-4.39	3.92	0.95
Effect on Average Housing Rent per week	0.00	0.00	0.00

8. In 2014-15 the effect on Band D Council Tax is a credit because there is a potential decrease in financing costs associated with the potential reduction in planned capital budgets on the basis of this Prl.

Prl 4 – Gross Borrowing and the Capital Financing Requirement

9. Prl 4 measures the so-called “Golden Rule” and focuses on prudence. Its purpose, as described in the Prudential Code, is: *“In order to ensure that over the medium term gross borrowing will only be for a capital purpose, the local authority should ensure that gross borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two years”.*
10. The Capital Financing Requirement (CFR) increases whenever capital expenditure is incurred. If resourced immediately (from capital receipts, direct revenue contributions or capital grant/contributions) the CFR will reduce at the same time that the capital expenditure is incurred, resulting in no net increase in CFR.
11. Where capital expenditure is not resourced immediately, there is a net increase in CFR, represented by an underlying need to borrow for capital purposes, whether or not external borrowing actually occurs. The CFR may then reduce over time through future applications of capital receipts, capital grants/contributions or further charges to revenue.
12. This Prl is necessary, because under an integrated treasury management strategy (in accordance with best practice under the CIPFA Code of Practice on Treasury Management in the Public Services), borrowing is not associated with particular items or types of expenditure, whether revenue or capital.

Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17

13. In accordance with a change in the guidance, issued by CIPFA in November 2012, this PrI has been amended to compare gross debt with the CFR. (Previously net debt (after investments) was compared with CFR.)

	2012-13 Actual £million	2013-14 Expected £million	2014-15 Estimate £million	2015-16 Estimate £million	2016-17 Estimate £million
CFR – General Fund	341.9	378.1	438.7	439.7	431.8
CFR – HRA	122.6	122.6	122.6	122.6	122.6
Gross Borrowing – Gen Fund	245.2	245.2	305.1	335.1	345.1
Gross Borrowing – HRA	118.8	118.8	118.8	118.8	118.8
CFR not funded by gross borrowing – Gen Fund	96.7	132.9	133.6	104.6	86.7
CFR not funded by gross borrowing – HRA	3.8	3.8	3.8	3.8	3.8

14. No movement in General Fund gross borrowing is anticipated in 2013-14. In the following financial years, 2014-15 to 2016-17, gross borrowing is expected to increase as planned additional long term borrowing is taken out.
15. No problems are foreseen in meeting the “Golden Rule” over the period under review. The table above shows a relatively significant margin not funded by gross borrowing.

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

16. The Revised CIPFA Code of Practice for Treasury Management in the Public Services 2009 was adopted by Wiltshire Council at its meeting on 23 February 2010.
17. All recommendations within this report are consistent with the Revised CIPFA Code.

Treasury Management Indicators within the Prudential Code

TrI 1 – Authorised Limit for External Debt

18. The Authorised Limit is the Operational Boundary (see TrI 2 below), including an allowance for unplanned and irregular cash movements. This allowance is difficult to predict, Cabinet approved an amended allowance of 2.5% in the Treasury Management Strategy 2012-13 at its meeting on 15 February 2012. It is proposed that an allowance of 2.5% is continued for General Fund borrowing for 2014-15 to 2016-17 and this will be kept under review. The allowance provides for the possibility of additional borrowing during the year as a result of Government support for further schemes and provides headroom where the projection proves too optimistic (payments made earlier or receipt of income delayed against that forecast). There is no allowance in respect of HRA borrowing as it is capped and, therefore, cannot be exceeded.

Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17

Authorised Limit	2014-15 £million	2015-16 £million	2016-17 £million
Borrowing – General Fund	471.2	473.2	466.1
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	594.6	596.6	589.5

19. The Authorised Limit set by the Authority is the statutory borrowing limit under Section 3(1) of the Local Government Act 2003, a breach would be serious and, therefore, there is the need to build in sufficient headroom.

Trl 2 – Operational Boundary for External Debt

20. The Operational Boundary and the Authorised Limit are central to the Prudential Code and reflect the limits that authorities place on the amount of their external borrowing.

21. The Operational Boundary is based on a prudent estimate of the most likely maximum level of external borrowing for both capital expenditure and cash flow purposes, which is consistent with other budget proposals. The basis of the calculation for General Fund borrowing 2014-15 (£459.7 million) is:

- Expected Capital Financing Requirement at 31 March 2014 of £378.1 million
- Plus the expected long-term borrowing to finance capital expenditure (unsupported only £74.5 million)
- Less the expected set-aside for debt repayment (£12.9 million)
- Plus the expected maximum level of short-term cash flow borrowing that is anticipated (£20.0 million).

22. The basis of the calculation for HRA borrowing 2014-15 is the debt settlement of £123.2 million.

Operational Boundary	2014-15 £million	2015-16 £million	2016-17 £million
Borrowing	459.7	461.6	454.8
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	583.1	585.0	578.2

23. The Operational Boundary for each year also includes a small provision for other long term liabilities.

24. The Operational Boundary is a key management tool for monitoring the Authority's expected level of borrowing. It is essential to ensure that borrowing remains within the limits set and to take appropriate action where any likely breach is anticipated. Monitoring will take place through the year and will be reported to Cabinet.

Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17Trl 3 – External Debt – Actuals at 31 March 2013 and Expected 2014

25. This Trl shows the amount of gross external debt outstanding in periods prior to the budget years under consideration. Other long term liabilities relate to a provision for any borrowing required for finance leases on certain properties, plant, vehicles and equipment. It should be noted that as these figures are taken at a point in time, they are not comparable with the Authorised Limit and Operational Boundary, which are control limits.

	31/3/13 Actual £million	31/3/14 Expected £million
Borrowing – General Fund	245.2	245.2
Borrowing – HRA	118.8	118.8
Other Long Term Liabilities	0.2	0.2
TOTAL	364.2	364.2

Treasury Management Indicators within the Treasury Management CodeTrl 4a and 4b – Upper Limit on Fixed Interest Rate Exposures and Variable Interest Rate Exposures, respectively

26. Future interest rates are difficult to predict. Anticipated rates are shown in the main report, under Risk Assessment. Indications are that best value will be achieved by taking long-term loans at fixed rates in 2014-15. However, consideration of short term variable rate loans may prove to be advantageous, in 2014-15 and in future financial years.
27. Interest rates will be monitored closely, in conjunction with the treasury adviser, to take advantage of any favourable changes in circumstances. The strategy should still be flexible, the upper limit for fixed interest rate and variable interest rate exposures are set out below.

The Council's upper limit for fixed interest rate exposure for the three year period 2013-14 to 2015-16 is 100% of net outstanding principal sums.

The Council's upper limit for variable interest rate exposure is 50% for 2014-15, 50% for 2015-16 and 55% for 2016-17 of net outstanding principal sums.

Trl 5 – Upper & Lower Limits on the Maturity Structure of Borrowing

28. The Council's policy needs to ensure that it is not forced to refinance too much of its long term debt in any year when interest rates are high. The present long-term General Fund debt, of £245.2 million, falls due for repayment over the next 60 years. LOBO (Lender Option Borrower Option) market loans are included at rates determined by reference to the earliest date on which the lender can require payment (i.e. at the next interest rate call date), as currently recommended by CIPFA. Most of the Council's debt matures within the period "10 years and above", albeit PWLB debt only. Depending on the maturity profile, the upper limits may require amendment for further borrowing in the future.

Prudential and Treasury Indicators for 2014-15, 2015-16 & 2016-17

29. In addition to the main maturity indicators it is considered prudent that no more than 15% of long term loans should fall due for repayment within any one financial year.

30. In order to protect the Council from this risk and to safeguard the continuity in treasury management financing costs, the following limits have been adopted.

Limits on the Maturity Structure of Borrowing	Upper	Lower Limit
Maturing Period:		
- under 12 months	15%	0%
- 12 months and within 24 months	15%	0%
- 2 years and within 5 years	45%	0%
- 5 years and within 10 years	75%	0%
- 10 years and above	100%	0%

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

31. This Trl is covered by the Annual Investment Strategy, which is detailed in the following appendix.

WILTSHIRE COUNCIL- ANNUAL INVESTMENT STRATEGY FOR 2014-15**The Main Strategy**

1. The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").
2. The general investment policy of the Council is the prudent investment of any surplus cash balances, the priorities of which are (in order):
 - a) the security of capital (first);
 - b) the liquidity of investments (second); and (then)
 - c) return (third).
3. The Council will aim to achieve the optimum return on investments commensurate with high levels of security and liquidity. The risk appetite of this Council is low in order to give priority to the security of its investments.
4. The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
5. All Council investments will be in sterling. This will avoid foreign exchange rate risk.
6. Investment of the Council's normal cash flow requirements will be in specified investments, as prescribed in "The Guidance". The categories of organisations with which investments will be placed and the minimum high credit quality required for each category are those set out in the minimum requirements for high credit quality below.
7. Investments in money market funds may be made if the fund has a high credit rating (AAA), as prescribed in the minimum requirements for high credit quality below.
8. For specified investments made under the recommendations of the Council's treasury adviser, the approved policy must be followed and is bound by the minimum requirements for high credit quality below.
9. In addition, using the professional judgement of the Council's treasury advisers, non specified investments may be made in UK Government Bonds (Gilts) and in multilateral development banks, such as the European Bank for Reconstruction and Development (EBRD), (as defined in Statutory Instrument 2004 No. 534) with a high credit rating, as prescribed in the minimum requirements for high credit quality below. (Multilateral development banks, or MDBs are supranational institutions set up by sovereign states, which reflect the development aid and cooperation policies established by these states. They have the common task of fostering economic and social progress in developing countries by financing projects, supporting investment and generating capital.)

WILTSHIRE COUNCIL- ANNUAL INVESTMENT STRATEGY FOR 2014-15

10. Such investments are the only non-specified investments authorised for use and will only be:
 - a) in sterling
 - b) in the case of UK Gilts, for a maximum of 50 years; and
 - c) for investments maturing in excess of 12 months, limited to £30 million.
11. The Council will comply with the requirements of The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, which were implemented on 1 January 2010, and will not pool pension fund cash with its own cash balances for investment purposes. Any investments made by the pension fund directly with this local authority will comply with the requirements of SI 2009 No 393. The Pension Fund Investment Strategy is approved by the Pension Fund Committee.
12. In accordance with guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using the advisors ratings service potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.
13. Furthermore, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by the advisors, Capita Asset Services in producing its colour codings which show the varying degrees of suggested creditworthiness.
14. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
15. The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.
16. The intention of the strategy is to provide security of investment and minimisation of risk.

Creditworthiness Policy

17. This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising

WILTSHIRE COUNCIL- ANNUAL INVESTMENT STRATEGY FOR 2014-15

credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- a) credit watches and credit outlooks from credit rating agencies;
 - b) CDS spreads to give early warning of likely changes in credit ratings;
 - c) sovereign ratings to select counterparties from only the most creditworthy countries.
18. This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:
- a) Yellow – 5 years (this category is for AAA rated Government debt or its equivalent, including an investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure);
 - b) Dark pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
 - c) Light pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
 - d) Purple – 2 years;
 - e) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries):
 - f) Orange – 1 year;
 - g) Red – 6 months;
 - h) Green – 100 days; and
 - i) No Colour – not to be used.
19. The advisor's creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.
20. All credit ratings will be monitored at least weekly (daily if there are any updates released by Capita Asset Services). The Council is alerted to changes in ratings of all three agencies through its use of the creditworthiness service.
21. If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
22. In addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

WILTSHIRE COUNCIL- ANNUAL INVESTMENT STRATEGY FOR 2014-15

23. Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on government support for banks and the credit ratings of that government support.
24. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings.

The Minimum requirements for “high credit quality”

25. In accordance with the DCLG Guidance on Local Government Investments in respect of selection of counterparties with whom investments are placed, Wiltshire Council will comply with the minimum requirements below.
26. Credit ratings will be those issued by Fitch Ratings Ltd in respect of individual financial institutions (as shown below, where F1+ is the highest short term rating and AAA the highest long term rating). An exception is made in respect of money market funds, as shown below, where a different overall AAA rating is the highest.
27. The minimum requirements for high credit quality, by type of institution, are as follows:
 - **Banks incorporated inside the United Kingdom with a short term credit rating of at least F1 or Government backed and their subsidiaries;**
 - **Banks incorporated outside the United Kingdom with a short term credit rating of at least F1+ and a long term rating of A+;**
 - **United Kingdom building societies with a short term credit rating of at least F1 or Government backed;**
 - **All local authorities and public bodies (as defined in S23 of the Local Authorities Act 2003) (ratings are not issued for most of these bodies);**
 - **Multilateral development banks (as defined in Statutory Instrument 2004 No. 534) with a short term credit rating of at least F1 and long term credit rating of AAA;**
 - **All banks & building societies must have a bank viability rating of at least bbb – except where the counterparty is UK Government backed (fully and partially) – (aaa being the highest, through aa, a and bbb);**
 - **In addition, all banks and building societies to which the Authority may lend funds must have a support rating of no more than 3 (in the range 1, being the highest support rating to 5, the lowest);**
 - **Money market funds, which have been awarded the highest possible rating (AAA) from at least one of the following credit rating agencies,**

WILTSHIRE COUNCIL- ANNUAL INVESTMENT STRATEGY FOR 2014-15

Standard and Poor's, Moody's Investor Services Ltd or Fitch Ratings Ltd.; and

- **Deposits must only be placed in money market funds subject to individual signed management agreements.**

28. In addition to the above criteria, the following limits will be applied to the total cumulative investments placed with an individual institution (or group of institutions where there is common ownership):

a) **Up to £15 million:**

- **UK incorporated banks with a long term credit rating of at least AA;**
- **Overseas banks that have a long term credit rating of at least AA;**
- **Multilateral development banks;**
- **Local authorities and other public bodies; and**
- **Money market funds.**

b) **Up to £12 million:**

- **Government backed UK banks and UK building societies and their subsidiaries**

c) **Up to £8 million:**

- **Other UK incorporated banks (that have a long term credit rating of less than AA but which also satisfy the credit rating conditions within this Strategy);**
- **Other overseas banks (that have a long term credit rating of less than AA but which also satisfy the credit rating conditions within this Strategy);**
- **UK Building societies with long term credit rating of at least A; and**
- **Government backed overseas banks and their subsidiaries.**

TREASURY MANAGEMENT PRACTICES - SCHEDULES

These Schedules set out the details of how the Treasury Management Practices (TMPs) are put into effect by the Council.

	Page	
TMP 1	Risk management – Schedule A	2
TMP 2	Performance measurement – Schedule B	20
TMP 3	Decision-making and analysis – Schedule C	24
TMP 4	Approved instruments, methods and techniques – Schedule D	27
TMP 5	Organisation, clarity and segregation of responsibilities and dealing arrangements – Schedule E	31
TMP 6	Reporting requirements and management information Arrangements – Schedule F	39
TMP 7	Budgeting, accounting and audit arrangements – Schedule G	43
TMP 8	Cash and cash flow management – Schedule H	46
TMP 9	Money laundering – Schedule I	49
TMP 10	Training and qualifications – Schedule J	53
TMP 11	Use of external service providers – Schedule K	56
TMP 12	Corporate governance – Schedule L	60

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP1 RISK MANAGEMENT

INDEX OF SCHEDULE A

	Page
1.1 Credit and Counterparty Risk Management	3
1.2 Liquidity risk	7
1.3 Interest Rate Risk Management	8
1.4 Exchange Rate Risk Management	9
1.5 Refinancing risk	10
1.6 Legal and regulatory risk	12
1.7 Fraud, error and corruption, and contingency management	14
1.8 Market risk	18
Schedule 1 – Specified and non-specified investments	19

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP1 RISK MANAGEMENT

1.1 CREDIT AND COUNTERPARTY RISK MANAGEMENT

Credit and counterparty risk is the risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing, capital project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the Council's capital or current (revenue) resources.

Wiltshire Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4, Approved Instruments Methods and Techniques and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

1.1.1. Policy on the use of Credit Risk Analysis Techniques

- Wiltshire Council will, subject to its own Treasury Management Strategy, use the Capita Asset Services creditworthiness service based on colours determined by minimum combinations of ratings to derive maturity limits as follows:
 - Yellow 5 years
 - Dark Pink 5 Years (enhanced money market funds, credit score 1.25)
 - Light Pink 5 Years (enhanced money market funds, credit score 1.5)
 - Purple 2 years
 - Blue 1 year (only nationalised or semi nationalised UK Banks)
 - Orange 1 year
 - Red 6 months
 - Green 100 days
 - No colour not to be used
- In addition a credit default swap overlay is used as a further safeguard to give early warning of potential creditworthiness problems which may only belatedly lead to actual changes in credit ratings.
- As this methodology is complex, readers are referred to the document produced by Capita Asset Services "Guide to Establishing Credit Policies December 2011" for a full explanation.
 - The Council will use credit criteria in order to select creditworthy counterparties with which it places investments.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- Credit ratings will be used as supplied from all three rating agencies – Fitch, Moody’s and Standard & Poor’s.
- Treasury Management Consultants will provide regular updates of changes to all ratings relevant to the Council.
- The responsible officer will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising maturity periods, type, group, sector, country and counterparty limits.
- Credit ratings for individual counterparties can change at any time. The Associate Director, Finance, Revenues & Benefits and Pensions is responsible for applying approved credit rating criteria for selecting approved counterparties. Treasury management staff will add or delete counterparties to/from the approved counterparty list in line with the policy on criteria for selection of counterparties.
- Wiltshire Council will not rely solely on credit ratings in order to select and monitor the creditworthiness of counterparties. In addition to credit ratings it will, therefore, use other sources of information including:
 - The quality financial press
 - Market data
 - Information on government support for banks and
 - The credit ratings of that government support
- Maximum maturity periods and amounts to be placed in different types of investment instrument are as follows:
 - Investment of the Council’s normal cash flow requirements will be in specified investments, and therefore up to a maximum duration of one year, as prescribed in “The Guidance”. The categories of organisations with which investments will be placed, the minimum high credit quality required for each category and the maximum amounts to be placed in different types of investment instrument are those set out in the minimum requirements for high credit quality below.
 - Investments in money market funds may be made if the fund has a high credit rating (AAA), as prescribed in the minimum requirements for high credit quality below.
 - In addition, using the professional judgement of the Council’s treasury advisers, non specified investments (where maturity may occur in more than one year) may be made in UK Government Bonds (Gilts) and in multilateral development banks (as defined in Statutory Instrument 2004 No. 534) with a high credit rating, as prescribed in the minimum requirements for high credit quality below.
 - Such investments are the only non-specified investments authorised for use and will only be:

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- a) in sterling
 - b) in the case of UK Gilts, for a maximum of 50 years; and
 - c) for investments maturing in excess of 12 months, limited to £30 million.
- Diversification: Wiltshire Council will avoid concentrations of lending and borrowing by adopting a policy of diversification. It will therefore use the following:
 - Maximum amount to be placed with any one institution - £15 million, £12 million or £8 million, dependent upon credit criteria as shown below.
 - Group limits, where a number of institutions are under single ownership, are subject to the same limits per group, based upon the same credit criteria shown below (i.e. where there are a number of institutions within the same group the maximum of £15 million, £12 million or £8 million will be applied as an aggregate of the investments with all the individual institutions in the group).
 - Capita Asset Services limits (e.g. banks versus building societies) are shown in the minimum requirements for high credit quality below.
 - Country limits – a minimum sovereign rating of AA- is required for an institution to be placed on our approved lending list. The list of countries which currently meet this criteria are monitored closely by the Treasury team.
- Investments will not be made with counterparties that do not have a credit rating in their own right
- The definition of **'high credit quality'** in order to determine what are specified investments as opposed to non specified investments which do not have high credit ratings is set out below. Where funds are invested using external fund manager(s), they will adhere to the counterparty credit criteria and maximum individual limits set by Wiltshire Council
- The **minimum requirements for 'high credit quality'** for selecting the creditworthiness of counterparties with which to place investments is based on the Fitch Credit Rating Agency credit ratings in respect of individual financial institutions are as follows. An exception is made in respect of money market funds, as shown below, where a different overall AAA rating is applied.
 - ***Banks incorporated in the United Kingdom with a short-term credit rating of at least F1 or Government backed and their subsidiaries.***
 - ***Banks incorporated outside the United Kingdom with a short-term credit rating of at least F1+ and a long term rating of A+.***

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- *United Kingdom building societies with a short term credit rating of at least F1 or Government backed.*
 - *All local authorities and public bodies (as defined in S23 of the Local Authorities Act 2003) {ratings are not issued for most of these bodies}.*
 - *Multilateral development banks (as defined in SI 2004 No. 534) with a short term credit rating of at least F1 and long term credit rating of AAA.*
 - *All banks & building societies must have a bank viability rating of at least bbb – except where the counterparty is UK Government backed (fully or partial).*
 - *Additionally, all banks and building societies to which the Authority may lend funds must have a support rating of no more than 3 (1 being the highest support rating).*
 - *Money Market Funds, which have been awarded the highest possible rating (AAA) from at least one of the following credit rating agencies: Standard and Poor's; Moody's Investor Services Ltd; or Fitch Ratings Ltd.*
 - *Deposits must only be placed with Money Market Funds subject to individual signed management agreements.*
- In addition to the above criteria, the following limits will also be applied to the total cumulative investments placed with an individual institution (or group of institutions where there is common ownership):

Up to £15 million:

- **UK incorporated banks with a long term credit rating of at least AA;**
- **Overseas banks that have a long term credit rating of at least AA;**
- **Multilateral development banks;**
- **Local authorities and other public bodies; and**
- **Money market funds.**

Up to £12 million:

- **Government backed UK banks and UK building societies and their subsidiaries.**

Up to £8 million:

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- **Other UK incorporated banks (that have a long term credit rating of less than AA but which also satisfy the credit rating conditions within the Investment Strategy);**
- **Other overseas banks (that have a long term credit rating of less than AA but which also satisfy the credit rating conditions within the Investment Strategy);**
- **UK Building societies with long term credit rating of at least A; and**
- **Government backed overseas banks and their subsidiaries.**

1.2 Liquidity Risk Management

This is the risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the Council's business/service objectives will be thereby compromised.

Wiltshire Council will ensure it has adequate, though not excessive, cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives. Wiltshire Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

1.2.1. Amounts of approved minimum cash balances and short-term investments

The Treasury Management section shall seek to minimise the balance held in the Council's main bank accounts at the close of each working day (OR give details of any more specific targets). Short term borrowing or lending shall be arranged in order to achieve this aim.

1.2.2. Details of liquidity management:

- Standby facilities – Wiltshire Council has an overnight treasury account with its main bankers, where surplus cash, required in the very short term, is placed until the next working day. Additionally, the Council has a number of (currently five) money market funds, each of which, potentially, holds up to £15 million that can be accessed instantaneously. These funds are operated through a dealing platform, supplied by ICAP, called "MyTreasury", the cut off times for dealing vary between 12:30 pm and 13:30 pm each day as follows:
 - Ignis – 13:30 pm
 - Goldman Sachs – 12:30 pm
 - Black Rock – 12:45 pm

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- JP Morgan – 13:00 pm
- Federated Prime Rate – 13:00 pm

- Bank overdraft arrangements - a £500,000 overdraft has been arranged as part of the banking services contract. Any overdraft, up to this limit, is charged at 2.5% over base rate plus £4 a day. The overdraft is assessed on a 'suite of accounts' basis for all the Council's bank accounts. This facility is available purely to cover the rare occasions where unforeseen (net) cash out flows occur. However, the Council, through the treasury team, will always endeavour to attain a balanced daily position.

- Short-term borrowing facilities – Wiltshire Council accesses temporary loans through approved brokers on the London money market, in line with the approved Treasury Management Strategy.

- Insurance/guarantee facilities - There are no specific insurance or guarantee facilities as the above arrangements are regarded as being adequate to cover all unforeseen occurrences.

1.3 Interest Rate Risk Management

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Council's finances, against which it has failed to protect itself adequately.

Wiltshire Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6, Reporting Requirements and Management Information Arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, whilst, at the same time, retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.

1.3.1 Upper Limits on Fixed Interest Rate Exposures and Variable Interest Rate Exposures

The upper limit for fixed interest rate exposure is 100% of net outstanding principal sums (Treasury Indicator 4a).

The upper limit for variable interest rate exposure is 50% for 2014-15, 50% for 2015-16 and 55% for 2016-17 of net outstanding principal sums (Treasury Indicator 4b).

TREASURY MANAGEMENT PRACTICES - SCHEDULES

1.3.2 Trigger points and other guidelines for managing changes to interest rate levels

No specific trigger points are assigned for initiating action in respect of managing changes to interest rate levels. The decision as to whether to borrow at fixed or variable rates and/or to undertake restructuring of existing debt will depend upon:

- overall market and economic circumstances at the time;
- the level of borrowing that the Council requires, relative to its existing debt; and
- the level of fixed and variable interest costs incurred on existing debt relative to current interest rates.

1.3.3. Policies concerning the use of instruments for interest rate management.

- **Forward Dealing**
Forward dealing will only be applied on the advice of external treasury advisers.
- **Callable deposits** (fixed investments for up to 5 years at borrower's option)
The use of callable deposits is not currently considered as part of the annual treasury management strategy.
- **LOBOs** (borrowing under lenders option/borrowers option)
The use of LOBOs is considered as part of the annual borrowing strategy and will only be applied on the advice of external treasury advisers. The Council currently has £61m of its borrowing through LOBOs, all of which was arranged using advice from the Council's treasury advisers.

Typically, longer-term borrowing will only be undertaken at fixed rates if this is not likely to result in an increase in the current average rate of interest incurred on existing debt. Where cost effective and practically achievable, restructuring of existing debt will only take place if it will result in a lowering of the average rate of interest incurred on debt following the restructuring and/or result in the smoothing of the maturity profile of that debt to reduce the future risk of unfavourable funding conditions.

1.4 EXCHANGE RATE RISK MANAGEMENT

Wiltshire Council has a minimal exposure to exchange rate risk as it may only enter into investments and loans in sterling for treasury management purposes (see Treasury Management Strategy). The Council will manage any exposure to fluctuations in exchange rates, in the rare event that this should occur, so as to minimise any detrimental impact on its budgeted income/expenditure levels.

Exchange rate risk is the risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the Council's finances, against which it has failed to protect itself adequately.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

1.4.1 Approved criteria for managing changes in exchange rate levels

Wiltshire Council has minimal exposure to exchange rate risk as a result of its normal business activity. If a contractual obligation to receive income or make a payment in a currency other than sterling occurs, forward foreign exchange transactions will be considered, with professional advice, to eliminate or minimize currency risk.

Unexpected receipts of foreign currency income will be converted into sterling at the earliest opportunity unless the Council has a contractual obligation to make a payment in the same currency at a date in the future. In this instance, the currency may be held on deposit to meet this expenditure commitment.

1.5 REFINANCING RISK MANAGEMENT

The risk that maturing borrowing, capital, project or partnership financing cannot be refinanced on terms that reflect the provisions made by the Council for refinancing, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

Wiltshire Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the funds raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time.

Wiltshire Council will actively manage its relationships with the counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

1.5.1 Debt/Other Capital Financing, Maturity Profiling, Policies and Practices

Wiltshire Council will establish, through its Prudential and Treasury Indicators, the amount of debt maturing in any year/period.

Any debt rescheduling will be considered when the difference between the refinancing rate and the redemption rate is most advantageous. The situation will be continually monitored in order to take advantage of any perceived anomalies in the yield curve. The reasons for any rescheduling to take place will include:

- a) the generation of reasonable cash savings at minimum risk;
- b) to reduce the average interest rate; and
- c) to amend the maturity profile and /or the balance of volatility of the portfolio.

Rescheduling will be reported to the Cabinet at the next available opportunity following its action.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

1.5.2 Projected Capital Investment Requirements

The responsible officer will prepare a three year plan for capital expenditure for the Council. The capital plan will be used to prepare a three year revenue budget for all forms of financing charges.

The definition of capital expenditure and long term liabilities used in the Code will follow recommended accounting practice as per the Code of Practice on Local Authority Accounting.

1.5.3 Policy Concerning Limits on Affordability and Revenue Consequences of Capital Financing

In considering the affordability of its capital plans, Wiltshire Council will consider all the resources currently available/estimated for the future together with the totality of its capital plans, revenue income and revenue expenditure forecasts for the forthcoming year and the two following years and the impact these will have on council tax *and* housing rent levels. It will also take into account affordability in the longer term beyond this three year period. (Note: paragraph 30 of the Prudential Code gives examples of matters relevant to the consideration of affordability, although this is not an exhaustive list.)

Wiltshire Council will use the definitions provided in the Prudential Code for borrowing (65), capital expenditure (66), capital financing requirement (67), debt (68), financing costs (69), investments (70), net borrowing (71), net revenue stream (72), and other long term liabilities (73).

1.5.4 Capital Receipts Generated by the HRA

Under the new Right to buy Legislation which increased the level of discounts available to tenants to purchase their home, the pooling system was amended. Now approximately 5075% of capital receipts generated by RTB and other dwelling sales are pooled will be pooled together with 50% of capital receipts from the sale of land without buildings (net of capital allowances), i.e. paid to the Secretary of State, with the exception of 'qualifying disposals' (e.g. large and small scale voluntary transfers of housing to social registered landlords). The remaining 50% is retained by the local authority, with around 25% kept as general capital receipts, and the remaining 25% to be kept to allocate to new housing developments. The aim of this final 25% is to replace every house lost under RTB with a new build home.

1.5.5 PFI, Partnerships, ALMOs and guarantees

The council currently has 2 live PFI schemes, one was for the building and running of 3 schools in the North Wiltshire area, the other is for the provision of up to 240 new homes across Wiltshire. A third scheme was in place to run the Monkton Park offices in Chippenham, however the facilities management and running of the building was brought back in house, so only the payment to the bank for the cost of building the building is incurred.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

1.6 LEGAL AND REGULATORY RISK MANAGEMENT

Legal or regulatory risk is the risk that the Council, or a third party with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and as a result the Council incurs a loss.

Wiltshire Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[1] *credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may affect with the Council, particularly with regard to duty of care and fees charged.

Wiltshire Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Council.

1.6.1 References to Relevant Statutes and Regulations

The treasury management activities of the Council shall comply fully with legal statute, guidance, Codes of Practice and the regulations of the Council. The major relevant documents currently are:

- Local Government Act 2003
- S.I. 2003 No.2938 Local Government Act 2003 (Commencement No.1 and Transitional Provisions and Savings) Order 2003 13.11.03
- S.I. 2003 No.3146 Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and associated commentary 10.12.03
- S.I. 2004 No.533 Local Authorities (Capital Finance) (Consequential, Transitional and Savings Provisions) Order 2004 8.3.04
- S.I. 2004 No.534 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2004 8.3.04
- Guidance on Investments ODPM 12.3.2004 (revised 1.4.10)
- Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2006 Statutory Instrument No. 521
- S.I. 2007 no. 573 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2007
- Local Government and Public Involvement in Health Act 2007 s238(2) – power to issue guidance; to be used re: MRP
- S.I. 2008 no. 414 (Capital Finance and Accounting) (Amendment) (England) Regulations 2008
- S.I. 2009 no. 321 (Capital Finance and Accounting) (Amendment) (England) Regulations 2009
- S.I. 2009 no. 2272 The Local Authorities (Capital Finance And Accounting) (England) (Amendment) (No.2) Regulations 2009

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- S.I. 2009 no. 3093 The Local Government Pension Fund Scheme (Management and Investment of Funds) Regulations 2009
- S.I. 2010 no. 454 (Capital Finance and Accounting) (Amendment) (England) Regulations 2010
- Revised Guidance on Investments CLG 1.4.2010
- Localism Act 2011
- Guidance on Housing Capital Receipts Pooling ODPM 23.3.2004
- Requirement to set a balanced budget - Local Government Finance Act 1992 section 32 for billing authorities and section 43 for major precepting authorities.
- Local Government Finance Act 1988 section 114 – duty on the responsible officer to issue a report if the Council is likely to get into a financially unviable position.
- Allocation of financing costs to the HRA (housing authorities) – annual determination by Secretary of State
- Definition of HRA capital expenditure - Local Government and Housing Act 1989 section 74 (1)
- CLG Document “ Implementing self-financing for council housing” – 1 Feb 2011
- CIPFA Consultation “Proposed Capital Finance Arrangements Under The New Housing Finance System” – Feb 2011
- CIPFA’s Treasury Management Codes of Practice and Guidance Notes 2011,
- CIPFA Prudential Code for Capital Finance in Local Authorities revised 2011
- CIPFA Guide for Chief Financial Officers on Treasury Management in Local Authorities 1996
- CIPFA Standard of Professional Practice on Treasury Management 2002
- CIPFA Standard of Professional Practice on Continuous professional Development 2005
- CIPFA Standard of Professional Practice on Ethics 2006
- The Good Governance Standard for Public Services 2004
- LAAP Bulletins
- Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of recommended Practice
- PWLB circulars on Lending Policy
- The Non Investment Products Code (NIPS) - (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.
- Financial Services Authority’s Code of Market Conduct
- The Council’s Standing Orders relating to Contracts
- The Council’s Financial Regulations
- The Council’s Scheme of Delegated Functions

TREASURY MANAGEMENT PRACTICES - SCHEDULES

1.6.2 Procedures for evidencing the Councils Powers/Authorities to counterparties

Wiltshire Council's powers to borrow and invest are contained in legislation.

Investing: Local Government Act 2003, section 12

Borrowing: Local Government Act 2003, section 1

Wiltshire Council will bring this to the attention of interested counterparties as necessary. Evidence of the Wiltshire Council scheme of delegation and officers authorized to deal on behalf of the Council is sent to new counterparties.

Required Information on Counterparties

Lending shall only be made to counterparties on the Approved Lending List. This list has been compiled using advice from the Council's treasury advisers based upon credit ratings supplied by Fitch, Moody's and Standard and Poor's. Further restrictions are operated using Fitch ratings specifically.

1.6.3 Statement of the Councils Political Risks and Management of Same

The responsible officer shall take appropriate action with the Council, the Corporate Directors and the Leader of the Council to respond to and manage appropriately political risks such as change of majority group, leadership in the Council, change of Government etc.

1.6.4 Monitoring Officer

The monitoring officer is the Associate Director of Legal and Governance; the duty of this officer is to ensure that the treasury management activities of the Council are lawful.

1.6.5 Associate Director, Finance, Revenues & Benefits and Pensions (Section 151 Officer)

The duty of the Associate Director, Finance, Revenues & Benefits and Pensions (Section 151 Officer) is to ensure that the financial affairs of the Council are conducted in a prudent manner and to report to the Council if he has concerns as to the financial prudence of its actions or its expected financial position.

1.7 FRAUD, ERROR & CORRUPTION AND CONTINGENCY MANAGEMENT

The risk that the Council fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

Wilshire Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

The Council will therefore:

- Seek to ensure an adequate division of responsibilities and maintenance at all times of an adequate level of internal check which minimises such risks.
- Fully document all its treasury management activities so that there can be no possible confusion as to what proper procedures are.
- Staff will not be allowed to take up treasury management activities until they have had proper training in procedures and are then subject to an adequate and appropriate level of supervision.
- Records will be maintained of all treasury management transactions so that there is a full audit trail and evidence of the appropriate checks being carried out.

At a general level the Council has adopted a “Whistle Blowing” policy that seeks to reassure staff through the publication of procedures involved in raising concerns about fraud and/or corruption taking place within the organisation, and an Anti-Fraud and Corruption Policy as part of the process of managing risk and raising risk awareness in the organisation. All staff have been issued with an Internet, E-mail and Computer Use policy that also includes instructions on general computer use. This covers the use of secure system passwords, and the use of screen-savers and associated passwords.

The Council’s banking information for Treasury Management is accessed via the HSBCnet online facility, to which five treasury management staff have access. Whilst these individuals can initiate the payment of funds to third parties and transfers between accounts all payments or transfers must then be authorised by (different) one of five signatories. Overall system administration is carried out by three members of staff from IT. No overlap occurs.

More detailed arrangements are set out in the Schedule to TMP5.

1.7.1 Details of Systems and Procedures to be Followed, Including Internet Services

Authority

- The Scheme of Delegation to Officers sets out the delegation of duties to officers.
- All loans and investments are negotiated by the responsible officer or authorised persons.
- Loan procedures are defined in the Council’s Financial Regulations.

Procedures

- Daily bank balances are determined from bank information, which is currently available on the HSBCNet platform, via the Internet. Regular

TREASURY MANAGEMENT PRACTICES - SCHEDULES

transfers are made between the main bank account and the other (payment) accounts to replenish balances.

- Payments or receipts in respect of loans and loan interest are identified from the information maintained within the Treasury Management database.
- Other payments and receipts are identified via the cash flow (diary maintenance) element of the Treasury Management database.
- Any surplus cash is invested on the basis of the daily cash flow forecast, according to security of investments, liquidity requirements and prevailing market rates. Any shortfalls will be covered by money held in money market funds or call accounts. Should funds not be available from these accounts, any shortfall will be covered by short term borrowing.

Investment and borrowing transactions

- A detailed register of all loans and investments, including counterparty and broker details, is maintained in the Logotech Treasury Management system.
- Written confirmation is received and verified against the dealer's records for the transaction and then filed electronically on the directory.
- Any discrepancies are immediately reported to the broker or institution for resolution.
- All transactions placed through brokers are confirmed by a broker confirmation showing details of the loan/deposit arranged, which are checked against the dealer's records for the transaction. Any discrepancies are immediately reported to the broker or institution for resolution.
- Contract notes for transactions carried out in the money market are received and checked as they come in.

Regularity and security

- Lending is only to institutions on the Approved List of Counterparties.
- The Logotech Treasury Management system prompts the dealer that money borrowed or lent is due to be repaid.
- All loans raised and repayments are made directly to and from the County Fund account.
- Counterparty limits are set for every institution that the Council invests with. Where individual counterparties are part of a group, the limit applies to the group as a whole.
- Brokers have a list of named dealers authorised to agree deals.
- There is a separation of duties in the section between dealers and the checking and authorisation of all deals on HSBCnet.
- No member of the treasury management dealing team is an authorised signatory.
- Payments can only be authorised by an authorised signatory.
- HSBCNet can only be accessed by password and authorisation can only be achieved by using CHIP & PIN card access.
- The Logotech Treasury Management system can only be accessed by a password.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- There is adequate insurance cover for employees involved in loans management and accounting.

Checks

- The bank reconciliation is carried out daily from the bank statement to the financial ledger.
- The Logotech Treasury Management system balances are verified to the HSBCnet balance each day.

Calculations

- The calculation of repayment of principal and interest notified by the lender or borrower is checked for accuracy against the amount calculated by the Logotech Treasury Management system.
- The Logotech Treasury Management system automatically calculates periodic interest payments for PWLB and other (market) long term loans. This is used to check the amount paid to lenders.
- Average weighted capital loans fund interest rates and debt management expenses are calculated monthly using information from the financial ledger and the Logotech Treasury Management system. Housing Revenue Account (self financing) loans are separately identified.
- These interest and expense rates are then used to calculate the principal, interest and debt management expense charges to the Loans Fund and, where appropriate and as agreed, the Housing Revenue Account (HRA) recharge. The major part of the HRA recharge is based on the PWLB loans taken out to fund the self financing settlement, with an additional amount, calculated by reference to the average weighted interest rate for the top (in terms of highest interest rate) four General Fund loans.

1.7.2 Emergency and Contingency Planning Arrangements – Disaster Recovery Plan

All computer files are backed up on the server to enable files to be accessed from remote sites.

The Council has written procedures in place as part of the 'Corporate Business Continuity Plan'.

Regarding treasury management activities, the access of daily bank balance information and initiation of deposit payments and loan repayments is via HSBCnet. As such in the event of a system failure HSBCnet can be accessed at any location where a computer with internet access is available.

Copies of the Logotech Treasury Management System software (LMS) are made daily and held in the banker's safe. In the event of the loss of the software and/or paper files, records of transactions and outstanding loans and deposits are held both by counterparties and broker intermediaries, and it should be possible to recreate these without undue difficulty.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

1.7.3 INSURANCE COVER DETAILS.

Fidelity Guarantee

Cover is arranged against fraudulent misappropriation of funds by employees. This includes direct loss of money or goods belonging to Wiltshire Council for which we are legally responsible.

The cover is for theft committed by an employee and extends to temporary agency staff. The definition of an employee is somebody who has a contract of service or apprenticeship under a government-training scheme with the Council. The policy excludes persons temporarily employed as drivers, computer operators or programmers.

The excess on this policy is £100,000 and the cover is up to £10 million.

Professional and Officials' Indemnity Policy

Wiltshire Council insures against its liability for damages and losses arising from error or omission occurring or committed by an officer/employee.

There is an excess of £50,000 on this policy. The cover is limited to £5 million.

1.8 MARKET RISK MANAGEMENT

Market risk is the risk of market fluctuations in the value of the principal sums the Council borrows and invests.

Wiltshire Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

1.8.1. Details of approved procedures and limits for controlling exposure to investments whose capital value may fluctuate (Gilts, CDs, Etc.)

These are controlled through setting limits on investment instruments where the principal value can fluctuate.

The limits are determined and set through the Annual Investment Strategy, which forms part of the Treasury Management Strategy, approved by Councillors prior to the start of each financial year.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 1 SCHEDULE 1 – SPECIFIED AND NON SPECIFIED INVESTMENTS

Investment of the Council's normal cash flow requirements will be in specified investments, as prescribed in "The Guidance". The categories of organisations with which investments will be placed and the minimum high credit quality required for each category are those set out in the minimum requirements for high credit quality within the Council's approved Annual Investment Strategy.

Investments in money market funds may be made if the fund has a high credit rating (AAA), as prescribed in the minimum requirements for high credit quality.

For specified investments made under the recommendations of the Council's treasury adviser, the approved policy must be followed and is bound by the minimum requirements for high credit quality.

In addition, using the professional judgement of the Council's treasury advisers, non specified investments may be made in UK Government Bonds (Gilts) and in multilateral development banks (as defined in Statutory Instrument 2004 No. 534) with a high credit rating, as prescribed in the minimum requirements for high credit quality.

Such investments are the only non-specified investments authorised for use and will only be:

- a) in sterling
- b) in the case of UK Gilts, for a maximum of 50 years; and
- c) for investments maturing in excess of 12 months, limited to £30 million.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 2 PERFORMANCE MEASUREMENT

INDEX OF SCHEDULE B

	Page
2.1 Evaluation and Review of Treasury Management Decisions	21
2.2 Benchmarks and Calculation Methodology	22
2.3 Policy concerning methods for testing value for money in treasury management	22

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 2 PERFORMANCE MEASUREMENT

2.1 EVALUATION AND REVIEW OF TREASURY MANAGEMENT DECISIONS

Wiltshire Council has a number of approaches to evaluating treasury management decisions:

- a. monthly reviews carried out by the treasury management team
- b. quarterly and other ad hoc reviews with our treasury management consultants
- c. annual review after the end of the financial year as reported to Cabinet and full Council
- d. quarterly monitoring reports to Cabinet
- e. comparative reviews
- f. strategic, scrutiny and efficiency value for money reviews

2.1.1 Periodic reviews during the financial year

The Associate Director, Finance, Revenues & Benefits and Pensions, Chief Accountant and Principal Accountant (Capital) receive a quarterly treasury update report that reviews actual activity against the Treasury Management Strategy Statement and cash flow forecasts. This will include:

- a) Total debt
- b) Total investments including average rate and maturity profile and changes to the above from the previous review and against the TMSS.

2.1.2 Reviews with our treasury management consultants

The treasury management team holds quarterly reviews with our consultants to review the performance of the investment and debt portfolios. In addition, they provide a monthly investment report based on information on deposits outstanding that the treasury management team submit to them.

2.1.3 Annual Review after the end of the financial year

An Annual Treasury Report, which reviews treasury management performance against the TMSS for the year, is submitted to the Cabinet and full Council after the close of each financial year. This report contains the following:

- a. total debt and investments at the beginning and close of the financial year and average interest rates
- b. borrowing activity for the year compared to strategy
- c. investment activity for the year compared to strategy
- d. explanations for variance between original strategies and actual performance
- e. any debt rescheduling carried out during the year
- f. actual borrowing and investment rates available through the year
- g. comparison of return on investments to the investment benchmark
- h. compliance with Prudential and Treasury Indicators
- i. other treasury management performance related activities

TREASURY MANAGEMENT PRACTICES - SCHEDULES

2.1.4 Comparative reviews

When data becomes available, comparative reviews are undertaken to see how the performance of the Council in respect of debt and investments compares with other authorities holding similar size portfolios (but allowing for the fact that Prudential and Treasury Indicators are locally set). Data used will be sourced from:

- CIPFA Treasury Management statistics published each year for the last complete financial year
- Capita Asset Services Benchmarking Club
- Other appropriate available comparators.

In drawing any conclusions, the Council will bear in mind that the risk characteristics of other council's treasury management operations may differ from those of Wiltshire Council.

2.2 BENCHMARKS AND CALCULATION METHODOLOGY:

2.2.1 Debt management

- Average rate on all external debt
- Average rate on external debt borrowed in previous financial year
- Average rate on internal borrowing
- Average period to maturity of external debt
- Average period to maturity of new loans in previous year

2.2.2 Investment

The performance of investment earnings will be measured against the following benchmarks:

- a. in house investments: 3 month LIBID
- b. cash fund manager (not currently applicable)

Performance will also be measured against the local authority 'universe' and a selected peer group, which relates to authorities that are part of the Capita Asset Services Benchmarking Group.

2.3 POLICY CONCERNING METHODS FOR TESTING VALUE FOR MONEY IN TREASURY MANAGEMENT

2.3.1 Banking services

The Council's current banking arrangements are on a rolling annual review basis, subject to an agreed facilities document prepared by the Council's bankers.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

2.3.2 Money-broking services

The Council will use money broking services in order to make deposits or to borrow, and will establish charges for all services prior to using them.

An approved list of brokers will be established which takes account of both prices and quality of services.

2.3.3 Consultants'/advisers' services

Wiltshire Council's policy is to appoint full-time professional treasury management consultants, who also provide leasing advice (if/when required).

Wiltshire Council recognises that, in line with CIPFA guidance, "the overall responsibility for treasury management must always remain with the Council." As such, the Council will, in addition to the appointment of treasury consultants/advisers, perform its own analysis of market and investment conditions and the suitability of counterparties, using any available tools such as the Internet and financial press.

2.3.4 Policy on External Managers (Other than relating to Superannuation Funds)

The Council's current policy is not to appoint external investment fund managers.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 3 DECISION-MAKING AND ANALYSIS

INDEX OF SCHEDULE C

	Page
3.1 Funding, borrowing, lending and new instruments/techniques	25

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 3 DECISION-MAKING AND ANALYSIS

3.1 FUNDING, BORROWING, LENDING AND NEW INSTRUMENTS/TECHNIQUES:

3.1.1 Records to be kept

The Treasury section uses a dedicated computerised (Logotech) database system in which all investment and loan transactions are recorded. Full details are included in the user manual. The following records will be maintained:

- 'Projected Balance' report downloaded from HSBCnet.
- Detailed transaction report from Logotech saved on the daily dealing sheet showing the projected position for the day before any action is taken. Details of each loan or deposit are recorded in writing on this report when the deal is made with the broker.
- Brokers and counterparties confirmation for investment and temporary borrowing transactions, saved on the directory under the format of "Month, date of month, Counterparty and Broker.
- Confirmations from borrowing/lending institutions where deals are placed directly
- PWLB loan confirmations
- PWLB debt portfolio schedules
- Money Market deal confirmations

3.1.2 Processes to be pursued

- Cash flow analysis
- Debt and investment maturity analysis
- Ledger reconciliation
- Review of opportunities for debt restructuring
- Review of borrowing requirement to finance capital expenditure and other forms of financing, where they lead to value for money
- Performance information and monitoring

3.1.3 Issues to be addressed

3.1.3.1. In respect of every treasury management decision made, the Council will:

- a) Above all, be clear about the nature and extent of the risks to which it may become exposed
- b) Be certain about the legality of the decision reached, the nature of the transaction and that all authorities to proceed have been obtained
- c) Be content that the documentation is adequate to deliver the Council's objectives, protect the Council's interests and to deliver good housekeeping

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- d) Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies and that limits have not been exceeded
- e) Be content that the terms of any transactions have been fully checked against the market and confirmed as competitive.

3.1.3.2 In respect of borrowing and other funding decisions, the Council will:

- a) Consider the ongoing revenue liabilities created and the implications for the Council's future plans and budgets
- b) Evaluate the economic and market factors that might influence the manner and timing of any decisions to borrow
- c) Consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships
- d) Seek to reduce the overall level of financing costs/'smooth' maturity profiles by considering alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

3.1.3.3 In respect of investment decisions, the Council will:

- a) Consider the optimum period, in the light of cash flow availability and prevailing market conditions
- b) Consider the alternative investment products and techniques available, especially the implications of using any that may expose the Council to changes in the value of its capital
- c) Determine appropriate credit policy limits and criteria to minimise the Council's exposure to credit and other investment risks.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

INDEX OF SCHEDULE D

	Page
4.1 Approved activities of the treasury management operation	28
4.2 Approved instruments for investment	29
4.3 Approved techniques	29
4.4 Approved methods and sources of raising capital finance	29
4.5 Investment limits	30
4.6 Borrowing limits	30

TREASURY MANAGEMENT PRACTICES - SCHEDULES**TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES****4.1 APPROVED ACTIVITIES OF THE TREASURY MANAGEMENT OPERATION**

- **Borrowing**
The assessment of borrowing requirements, the availability of authorisations and approvals, the assessment of borrowing sources, interest rates, loan periods, repayment options, and the adequacy of documentation.
- **Lending**
The assessment of: Security; then Liquidity; then Yield (the SLY principle), including: risk exposure; the creditworthiness of counterparties; the amount (if any) available; the nature and period of the investment; the level of returns; and the evaluation of documentation.
- **Funding decisions**
Funding requirements and authorisations, assessment of alternative sources, the review of economic and market factors, repayment profiles and periods/duration, variable and fixed interest rates, alternatives to borrowing and revenue cost implications.
- **Debt repayment and rescheduling**
The restructuring of existing long-term loans through premature re-payment and replacement to achieve economies in interest rate costs and to manage maturity profiles.
- **Review of Financial Instruments and treasury management techniques**
The consideration, approval and use of new financial instruments and treasury management techniques, including legality, purpose, suitability, degree of risk, cost, and the status of counterparties.
- **Managing risk**
The management of the underlying risk associated with the Council's capital financing and surplus funds activities.
- **Managing Cash Flow**
- **Banking activities**
The review, monitoring and tendering of the Council's main banking activities.
- **Externally Managed Cash (other than Wiltshire Pension Fund) – No cash is currently managed externally:**
The appointment and assessment of managers, available instruments, limits, objectives and reporting, security and repayment of funds, indemnities, performance criteria, fees and documentation.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- **Leasing**

The appointment of lease brokers and/or advisors (if required, currently via treasury advisers – Capita Asset Services), the identification of potentially leasable assets procured by the Council, the setting up of lease agreements and ongoing monitoring of arrangements.

4.2 APPROVED INSTRUMENTS FOR INVESTMENTS

The Associate Director, Finance, Revenues & Benefits and Pensions has the delegated authority to approve the use of any investments, subject to the Annual Investment Strategy and prudential limits approved by members, annually as part of the Treasury Management Strategy Statement.

The Annual Investment Strategy sets out the parameters for the approved instruments for investments and can be accessed via the Treasury Strategy approved by full Council at its February meeting each year.

4.3 APPROVED TECHNIQUES

The Council will generally only enter into treasury transactions without recourse to the professional judgement of its advisers in respect of the management of its day to day cash flows. This will involve the negotiation of fixed or variable rate short-term loans and deposits through the London money market or direct dealing with individual counterparties, on an immediate settlement basis.

Occasionally it may be necessary to negotiate such transactions on a forward basis, if circumstances are such that deferring a transaction may result in operational difficulties (such as staff absences or anticipated market conditions).

For the following, it is anticipated that specialist advice will be taken:

- Euro-Sterling issues by certain Supra-national bodies listed on the London and Dublin Stock Exchanges.
- Forward dealing up to 364 days (5 years for debt free local authorities – not currently applicable to Wiltshire)
- LOBO loans – lender option, borrower option loan instruments
- The use of structured products such as callable deposits
- Raising of loans for periods in excess of 364 days
- Investment of cash for periods in excess of 364 days

4.4 APPROVED METHODS AND SOURCES OF RAISING CAPITAL FINANCE

Finance will only be raised in accordance with the Local Government Act 2003. Within this limit the Council has a number of approved methods and sources of raising capital finance. These are the borrowing instruments and other off balance sheet instruments that may be used to raise capital finance.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- Overdraft or other short term/temporary borrowing from the Bank of England or an authorised institution.
- Loans from the Public Works Loan Board.
- Borrowing from other local authorities.
- Borrowing from commercial banks (including LOBOs).
- Borrowing from the money markets
- Local authority stock issues
- Internal.
- Any other borrowing instrument, subject to the approval of the Secretary of State and the consent of H.M. Treasury.
- Leasing (not operating leases).
- Government and EC Capital Grants
- Lottery monies
- PFI

The Council places no limits on borrowing sources. However, total borrowing is limited by the Authorised Limit and Operational Boundary, as approved by full Council as part of the Annual Treasury Management Strategy (also see 4.6 below).

Borrowing will only be in Sterling. All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The Associate Director, Finance, Revenues & Benefits and Pensions has delegated powers in accordance with Financial Regulations and the Treasury Management Strategy to take the most appropriate form of borrowing from the approved sources.

4.5 INVESTMENT LIMITS

The Annual Investment Strategy set outs the limits and guidelines for the use of each type of investment instrument.

4.6 BORROWING LIMITS

Borrowing limits are determined by the adoption of Prudential Indicators, as part of the Annual Treasury Management Strategy.

TREASURY MANAGEMENT PRACTICES - SCHEDULES**TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES AND DEALING ARRANGEMENTS****INDEX OF SCHEDULE E**

	Page
5.1 Limits to responsibilities/discretion at Council/executive Levels	32
5.2 Principles and practices concerning segregation of duties	32
5.3 Treasury management organisation chart	33
5.4 Statement of duties/responsibilities	33
5.5 Absence cover arrangements	36
5.6 Dealing Limits	36
5.7 List of approved brokers	36
5.8 Policy on brokers' services	37
5.9 Policy on taping of conversations	37
5.10 Direct dealing practices	37
5.11 Settlement transmission procedures	37
5.12 Documentation requirements	38
5.13 Arrangements concerning the management of third party funds	38

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES AND DEALING ARRANGEMENTS

5.1 LIMITS TO RESPONSIBILITIES/DISCRETION AT COUNCIL/EXECUTIVE LEVEL

Cabinet / Council

- Full Council/Cabinet will receive and review reports on treasury management policies, practices and activities
- Full Council will approve the Council’s adopted clauses and Treasury Management Strategy, including the Annual Investment Strategy, Prudential Indicators, and treasury management practices.
- The Associate Director, Finance, Revenues & Benefits and Pensions will be responsible for amendments to the Council’s adopted clauses, treasury management policy statement and treasury management practices.
- Full Council/Cabinet will consider and approve the Budget.
- The Associate Director, Finance, Revenues & Benefits and Pensions will approve the segregation of responsibilities.
- Cabinet will receive and review quarterly monitoring reports and act on recommendations.
- Full Council will receive and review the annual outturn statement.
- Approving the selection of external service providers and agreeing terms of appointment will be decided by the Associate Director, Finance, Revenues & Benefits and Pensions.

5.2 PRINCIPLES AND PRACTICES CONCERNING SEGREGATION OF DUTIES

Segregation of duties, as well as a system of internal checks and controls, is regarded as fundamental in the avoidance of fraud and corruption and also in minimising errors.

The following duties must be undertaken by separate officers

Dealing	Negotiation and approval of deal Receipt and checking of broker’s confirmation note against loans diary Reconciliation of cash control account. Bank reconciliation
Accounting Entry	Authorisation of Journal Posting of accounting entry
Authorisation/Payment of Deal	Entry onto system Approval and payment

As a basic principle, the Council seeks to ensure the following:

- That the approval of treasury strategy and policy is separated from the execution of policy.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

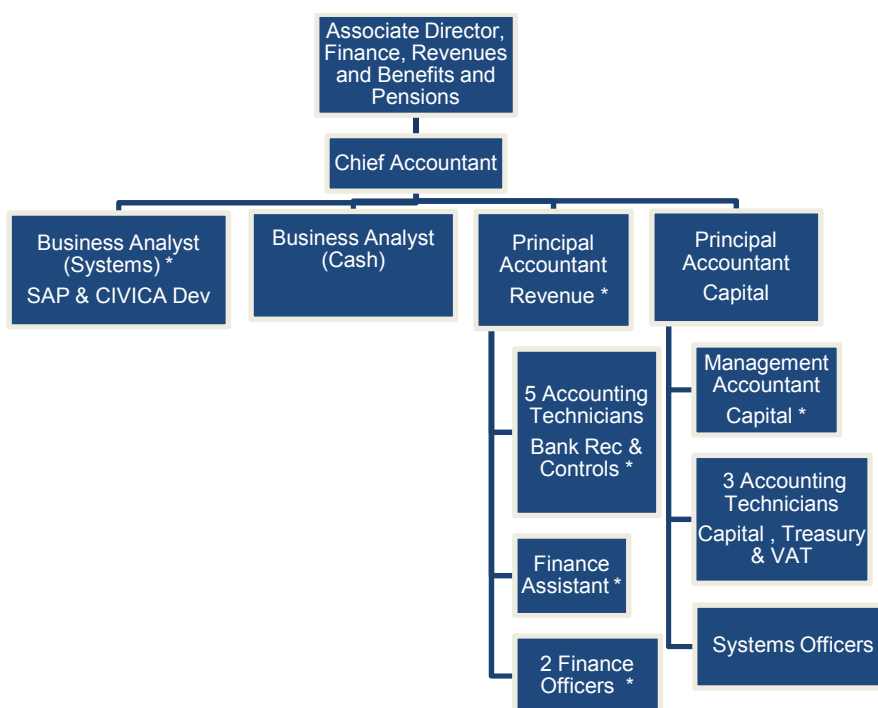
- That the initiating of treasury transactions is separated from the settlement of transactions.
- That bank reconciliation is carried out independently of the treasury function.

Segregation of duties is in place for the making of electronic payments via HSBCnet. The payments are initiated mainly by the nominated Accounting Technician and, in her absence, either of the two other Accounting Technicians or either of the two Business Analysts. The payments must then be authorised by one of the five Council signatories – Two Heads of Finance, two Principal Accountants and the Head of Pensions.

Bank reconciliation is carried out within the Business Services team.

5.3 TREASURY MANAGEMENT ORGANISATION CHART

TREASURY MANAGEMENT STRUCTURE



* Not involved in Treasury function

5.4 STATEMENT OF DUTIES/RESPONSIBILITIES

5.4.1. The Associate Director, Finance, Revenues & Benefits and Pensions (and S151 Officer)

The Associate Director, Finance, Revenues & Benefits and Pensions will:

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- Recommend clauses, treasury management policy and practices for approval, reviewing the same on a regular basis, and monitoring compliance
- Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Agree temporary variations of counterparty credit limits
- Where appropriate, recommend the appointment of external service providers in accordance with Council's Financial Regulations and Treasury Management Strategy
- If applicable, approve investment policy for external cash managers and other external service providers
- If applicable, carry out interim reviews of external cash managers' performance
- Review the performance of the treasury management function and promote best value reviews
- Establish a measurement and reporting process that highlights significant variations from expectations
- Submit regular treasury management policy reports to cabinet and to full Council.
- In setting the prudential indicators, the Associate Director, Finance, Revenues & Benefits and Pensions will be responsible for ensuring that all matters are taken into account and reported to the Council so as to ensure that the Council's financial plans are affordable, prudent and sustainable in the long term
- Make reports to the Council under S114 of the Local Government Finance Act 1988 if he/she considers the Council is likely to get into a financially unviable situation
- Submit budgets and budget variations in accordance with Financial Regulations
- Ensure the adequacy of internal audit and liaison with external audit

The Associate Director, Finance, Revenues & Benefits and Pensions has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to take the most appropriate form of investments in approved instruments.

The Associate Director, Finance, Revenues & Benefits and Pensions may delegate the power to borrow and invest to members of their staff. Three Accounting Technicians and two Business Analysts are the only officers who may conduct dealing transactions, or staff authorised by the Associate Director, Finance, Revenues & Benefits and Pensions to act as temporary cover for leave/sickness. All transactions must be authorised as set out within this Statement of Responsibilities.

The Associate Director, Finance, Revenues & Benefits and Pensions will ensure that the Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the Associate Director, Finance, Revenues & Benefits and Pensions to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external

TREASURY MANAGEMENT PRACTICES - SCHEDULES

regulation or the Council's Financial Regulations.

It is also the responsibility of the Associate Director, Finance, Revenues & Benefits and Pensions to ensure that the Council complies with the requirements of The Non Investment Products Code (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.

5.4.2. Other Treasury Staff

Business Analysts (Cash & Treasury) will:

- Prepare Treasury Management Practices and Schedules
- Ensure that day to day activities accord with Treasury Management Practices
- Ensure compliance with policies, limitations and directions
- Maintain relationships with third parties and external service providers
- Manage the overall treasury function
- Monitor performance on a day to day basis
- Ensure appropriate divisions of duty
- Identify and recommend opportunities for improved practices

Accounting Technicians will:

- Provide cover for the execution of all transactions within agreed policy and subject to appropriate approvals
- Produce regular performance reports
- Produce cash flow forecasts on an annual and monthly basis
- Execute all transactions within agreed policy and subject to appropriate approvals

In practice, the Business Analyst is responsible for the overview of day to day treasury activities, and in making recommendations to the Associate Director, Finance, Revenues & Benefits and Pensions on the treasury strategy.

As such, the Business Analyst will be responsible for the following specific tasks:

- Preparation of the Annual Treasury Management Strategy report.
- Preparation of quarterly Treasury Management Strategy reports, including mid-year and annual outturn reports, and approval of any other regular Treasury reports.
- Recommendations on long term borrowing and investment of cash balances.
- Overview of cash flow forecasts, daily dealing, accounting and record keeping, and general implementation of the treasury strategy.
- Update of Treasury Management Practices and accompanying Schedules.
- Provide cover, as necessary, for the daily monitoring of bank balance and dealing normally carried out by the accounting technicians.
- Maintenance of treasury accounts.

The Accounting Technician will be responsible for the following tasks:

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- Preparation of cash flow forecasts
- Reconciliation of loan/deposit confirmations to Logotech
- Review and update counterparty list and limits
- Carrying out daily monitoring of bank balances and dealing as appropriate
- Maintenance of Logotech and spreadsheets
- Initiating transfers between the Council's bank accounts, as necessary
- Preparing CHAPS payments for authorisation by approved authorisers

5.4.3. The Monitoring Officer – The Director of Legal and Democratic Services

The Director of Legal and Democratic Services will:

- Ensure compliance by the Associate Director, Finance, Revenues & Benefits and Pensions with the treasury management policy statement and treasury management practices and that they comply with the law.
- Be satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice.
- Give advice to the Associate Director, Finance, Revenues & Benefits and Pensions when advice is sought.

5.4.4. Internal Audit (SWAP)

The responsibilities of Internal Audit are to:

- Review compliance with approved policy and treasury management practices
- Review division of duties and operational practice
- Assess value for money from treasury activities
- Undertake probity audit of the treasury function

5.5 ABSENCE COVER ARRANGEMENTS

Cover arrangements for operational treasury activities are detailed at 5.4.2.

5.6 DEALING LIMITS

There are no dealing limits for individual posts, however, there are limits, which are approved as part of the Annual Investment Strategy and restrict the total amount that can be placed with counterparties when lending (where an individual counterparty is a member of a group, the limits are applied to the group as a whole).

5.7 LIST OF APPROVED BROKERS

A list of approved brokers is maintained within the Treasury Team and a record of all transactions recorded against them within Logotech. See TMP 11.1.2.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

5.8 POLICY ON BROKERS' SERVICES

The Council's policy is to allocate business between brokers equitably.

However, (ideally) brokers are used to access the best rate possible for short-term money market transactions that the Council may wish to undertake.

Market conditions permitting, it is acceptable to ask only one broker to try to find or place money for a short term fixed date loan or deposit, providing it is clearly understood that the "going rate" is obtained. This is known as dealing 'firm', and should only be carried out after market rates for the day have been obtained.

In these circumstances, the deal will only be passed to another broker if the first broker cannot place the money or find a source of funds.

For larger deals, longer periods, for dealing on notice, or where market conditions are difficult, it is appropriate to deal 'under reference' to ensure the best market rate is obtained. In this instance, the broker must refer back to the dealer before the transaction is confirmed.

The Council's approved lending list should be sent to the brokers whenever it is updated. The dealer must only instruct the broker to place money with counterparties on the approved lending list. If they offer names not on the list, these must not be accepted.

5.9 POLICY ON TAPING OF CONVERSATIONS

The Council does not tape conversations with counterparties or brokers.

5.10 DIRECT DEALING PRACTICES

The Council will consider dealing direct with counterparties if it is appropriate, the counterparty is on the credit list and the Council believes that better terms will be available. A copy of the counterparty's Standard Settlement Instructions (SSIs) is required before funds are placed. At present, most deals are arranged through brokers. There are certain types of accounts and facilities, however, where direct dealing is necessary, as follows:

- Certain deposit and business reserve accounts
- Call accounts
- Money Market Funds

5.11 SETTLEMENT TRANSMISSION PROCEDURES

Transmission of funds in settlement of dealing transactions is made using the Clearing Houses' Automated Payments System (CHAPS). CHAPS are currently processed via HSBCnet.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

The payments are initiated mainly by an Accounting Technician and, in their absence, by a Business Analyst. The payments must then be authorised and submitted by one of the five Council signatories – two Heads of Finance, two Principal Accountants or the Head of Pensions.

5.12 DOCUMENTATION REQUIREMENTS

On a daily basis a Logotech detailed report is produced showing the position for the day and all deals must be recorded on the daily dealing sheet.

All payments are currently made via HSBCnet and the completed payment template must be sent to the authoriser. The authoriser will check this payment template against the lending list and the broker or counterparty confirmation, or other relevant documentation if the payment does not relate to deposits or repayment of loans.

5.13 ARRANGEMENTS CONCERNING THE MANAGEMENT OF THIRD PARTY FUNDS

Wiltshire Council provides treasury management services for the Police and Crime Commissioner for Wiltshire and Swindon. It manages these funds on a segregated basis on contractual (SLA) terms.

Wiltshire Council has a contract to provide treasury management services for the Wiltshire Pension Fund. It manages these funds on a segregated basis on contractual (SLA) terms.

TREASURY MANAGEMENT PRACTICES - SCHEDULES**TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGMENTS****INDEX OF SCHEDULE F**

	Page
6.1 Annual programme of reporting	40
6.2 Annual Treasury Management Strategy Statement	40
6.3 The Annual Investment Strategy Statement	41
6.4 The Annual Minimum Revenue Provision Statement	41
6.5 Policy on Prudential and Treasury Indicators	41
6.6 Quarterly performance reports/Mid-year review	42
6.7 Annual Review Report on Treasury Management Activity	42
6.8 Management Information Reports	42
6.9 Publication of Treasury Management Reports	42

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

6.1 ANNUAL PROGRAMME OF REPORTING

- Reporting requirements before the start of the year:
 - review of the Council's approved clauses, treasury management policy statement and practices
 - Treasury Management Strategy Statement Report on proposed treasury management activities for the year which incorporates the Annual Investment Strategy and Minimum Revenue Provision Policy Statement
- Quarterly performance reports
- Annual review report after the end of the year, before 30 September

6.2 ANNUAL TREASURY MANAGEMENT STRATEGY STATEMENT

The Annual Treasury Management Strategy Statement sets out the expected treasury activities for the forthcoming financial year. This Strategy will be submitted to the Cabinet and then to the full Council for approval before the commencement of each financial year.

The formulation of the Annual Treasury Management Strategy Statement involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter-term variable interest rates. For instance, this Council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise.

The Annual Treasury Management Strategy Statement is concerned with the following elements (where appropriate):

- Prudential and Treasury Indicators
- Current Treasury portfolio position
- Borrowing requirements
- Prospects for interest rates
- Borrowing strategy
- Policy on borrowing in advance of need
- Debt rescheduling
- Investment Strategy
- Creditworthiness policy
- Policy on the use of external service providers
- Any extraordinary treasury issues
- The MRP strategy
- Treasury Management Practices (TMPs)

The Annual Treasury Management Strategy Statement will establish the expected move in interest rates against alternatives (using all available information such as

TREASURY MANAGEMENT PRACTICES - SCHEDULES

published interest rate forecasts where applicable) and highlight sensitivities to different scenarios.

6.3 THE ANNUAL INVESTMENT STRATEGY STATEMENT

At the same time as the Council receives the Annual Treasury Management Strategy Statement it will also receive, as an appendix to the main strategy report, a report on the Annual Investment Strategy which will set out the following:

- The Council's risk appetite in respect of security, liquidity and optimum performance
- The definition of high credit quality, to determine what are specified investments as distinct from non specified investments
- Which specified and non specified instruments the Council will use
- Whether they will be used by the in house team, external managers or both (if applicable)
- The Council's policy on the use of credit ratings and other credit risk analysis techniques to determine creditworthy counterparties for its approved lending list
- Which credit rating agencies the Council will use
- How the Council will deal with changes in ratings, rating watches and rating outlooks
- Limits for individual counterparties and group limits
- Country limits/minimum credit ratings
- Levels of cash balances
- Interest rate outlook
- Budget for investment earnings
- Use of a cash fund manager (if applicable)
- Policy on the use of external service providers

6.4 THE ANNUAL MINIMUM REVENUE PROVISION STATEMENT

This statement will set out how the Council will make revenue provision for repayment of its borrowing using the four options for so doing and will be submitted as part of the Annual Treasury Management Strategy Statement.

6.5 POLICY ON PRUDENTIAL AND TREASURY INDICATORS

- The Council approves, before the beginning of each financial year a number of treasury limits which are set through Prudential and Treasury Indicators.
- The responsible officer will incorporate these limits into the Annual Treasury Management Strategy Statement and ensure compliance with the limits. Should it prove necessary to amend these limits, the responsible officer shall submit the changes for approval to the full Council

TREASURY MANAGEMENT PRACTICES - SCHEDULES

6.6 QUARTERLY PERFORMANCE REPORTS/MID-YEAR REVIEW

The Council will review its treasury management activities and strategy on a quarterly basis. This review will consider the following: -

- activities undertaken
- variations (if any) from agreed policies/practices
- quarterly performance reports, including an interim report
- regular monitoring
- monitoring of treasury management indicators for local authorities

6.7 ANNUAL REVIEW REPORT ON TREASURY MANAGEMENT ACTIVITY

An annual report will be presented to Cabinet and then to full Council at the earliest practicable meeting after the end of the financial year, but in any case by the end of September. This report will include the following:

- transactions executed and their revenue (current) effects
- report on risk implications of decisions taken and transactions executed
- compliance report on agreed policies and practices, and on statutory/regulatory requirements
- performance report
- report on compliance with CIPFA Code recommendations
- monitoring of prudential and treasury management indicators

6.8 MANAGEMENT INFORMATION REPORTS

Management information reports will be prepared every quarter by the Accounting Technician and will be presented to the Associate Director, Finance, Revenues & Benefits and Pensions and Chief Accountant.

These reports will contain the following information:

- a summary of transactions executed and their revenue (current effects);
- measurements of performance including effect on loan charges/investment income;
- degree of compliance with original strategy and explanation of variances.
- any non compliance with prudential limits or other treasury management limits.

6.9 PUBLICATION OF TREASURY MANAGEMENT REPORTS

All Treasury Management Reports that are submitted to Cabinet and/or Council (this would exclude Management Information Reports in 6.8) are available on the Council's website and can be accessed via the minutes of the relevant meeting.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

INDEX OF SCHEDULE G

	Page
7.1 Statutory / regulatory requirements	44
7.2 Sample budgets / accounts / Prudential & Treasury Indicators	44
7.3 List of information requirements of external auditors	44
7.4 Monthly Budget Monitoring Report	45

TREASURY MANAGEMENT PRACTICES - SCHEDULES**TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS****7.1 STATUTORY / REGULATORY REQUIREMENTS**

The accounts are drawn up in accordance with the Code of Practice on Local Authority Accounting in Great Britain that is recognised by statute as representing proper accounting practices.

The Council has also adopted, in full, the principles set out in CIPFA's 'Treasury Management in the Public Services - Code of Practice' (the 'CIPFA Code'), together with those of its specific recommendations that are relevant to this Council's treasury management activities.

7.2 SAMPLE BUDGETS / ACCOUNTS / PRUDENTIAL & TREASURY INDICATORS

The Associate Director, Finance, Revenues & Benefits and Pensions will prepare a three year medium term financial plan with Prudential Indicators for treasury management which will incorporate the budget for the forthcoming year and provisional estimates for the following two years. This will bring together all the costs involved in running the function, together with associated income. The Associate Director, Finance, Revenues & Benefits and Pensions will exercise controls over this budget and monitoring of performance against Prudential Indicators, and will report upon and recommend any changes required in accordance with TMP6.

7.3 LIST OF INFORMATION REQUIREMENTS FOR EXTERNAL AUDITORS

The following is a list of information that should be made available in audit pack format for the external auditors:

- Reconciliation of loans outstanding in the financial ledger to treasury management records
- Maturity analysis of loans outstanding
- Certificates for new long term loans taken out in the year
- Reconciliation of loan interest, discounts received and premiums paid to financial ledger by loan type
- Calculation of loans fund interest and debt management expenses
- Details of interest rates applied to internal investments
- Calculation of interest on working balances
- Interest accrual calculation
- Principal and interest charges reports from Logotech
- Analysis of any deferred charges
- Calculation of loans fund creditors and debtors
- Annual Treasury Report
- Treasury Management Strategy Statement and Prudential and Treasury Indicators
- Treasury Management Practices
- Review of observance of limits set by Prudential and Treasury Indicators
- Calculation of the Minimum Revenue Provision

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- External fund manager(s) valuations including investment income schedules and movement in capital values, where applicable.

7.4 MONTHLY BUDGET MONITORING REPORT

Monthly budget monitoring reports are produced for the Associate Director, Finance, Revenues & Benefits and Pensions and reported to Cabinet on a quarterly basis. The reporting is intended to highlight any variances between budgets and actual spend in order that the Council can assess its financial position.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 8 CASH AND CASH FLOW MANAGEMENT

INDEX OF SCHEDULE H

	Page
8.1 Arrangements for preparing / submitting cash flow statements	47
8.2 Bank statements procedures	47
8.3 Payment scheduling and agreed terms of trade with creditors	48
8.4 Procedures for banking of funds	48
8.5 Practices concerning prepayments to obtain benefits	48

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 8 CASH AND CASH FLOW MANAGEMENT

8.1 ARRANGEMENTS FOR PREPARING/SUBMITTING CASH FLOW STATEMENTS

Preparation of cash flow forecasts

Cash flow projections are prepared annually and daily.

Annual

The annual cash flow forecast is undertaken each February. The forecast is initially built up from the Council's revenue and capital budget, converted to a cash basis.

This overall annual forecast position is then broken down into more detail and profiled monthly. For general creditor payments, this is estimated on the basis of previous years' cash flows. Net pay and third party deductions are explicitly calculated from estimated employee costs, whilst major cash flows such as cash advances to schools, maturing long term loans, precept and government grants are identifiable on a planned receipt or payments basis. These details are supplemented on an ongoing basis by information received of new or revised amounts to be paid or received as and when they are known.

Daily

Each day a projected balance report for the Councils main bank accounts is obtained via HSBCnet and entered into Logotech. Loans or advances maturing are automatically entered into the days cash flow forecast by the system.

The projected balance is adjusted for known payments and receipts, resulting in a daily forecast balance, on the basis of which a decision is made on what action (if any) to take.

8.2 BANK STATEMENTS PROCEDURES

8.2.1 Salaries, Wages and Pensions

The statements are received daily. The account is balanced at the end of each month to a nil balance. Business Services staff reconcile the bank statement balance to the general ledger at the end of each month. Each time payments are processed totals are provided to the Business Services section to enable bank transfer journals to be completed and the Treasury section for cash flow purposes and to allow permission to be sought if the payment total exceeds the Council's daily limit.

8.2.2 County/General Fund

All income is credited to this account.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

The movements on the bank statements are balanced on a daily basis with the funds allocated to invoices and codes. The account balance is reconciled to GL at the end of each month.

8.2.3 Accounts Payable

The statements are received daily and checked for returned items. The account is balanced to nil at the end of each month. The balance on the account is reconciled to GL at the end of each month.

8.3 PAYMENT SCHEDULING AND AGREED TERMS OF TRADE WITH CREDITORS

The Council usually pays invoices 30 days from invoice date. This is set as the default on the Accounts Payable system.

Departments can override this default by using 'terms codes' to pay either before 30 days or at a future date beyond 30 days.

It is for the spending department to agree the terms with creditors if this is not to be 30 days.

Invoices entered into the system are paid when the due date based on invoice date and terms is reached.

8.4 PROCEDURES FOR BANKING OF FUNDS

All money received by an officer on behalf of the Council will without unreasonable delay be, either, where appropriate, banked by the authorised officer(s) responsible (e.g. "external" Council establishments) or passed to the Business Services Banking Team to deposit in the Council's bank account. Income received by the Council is credited to the County Fund on a daily basis. Income arrives via various methods. Departments collect sundry income and this is paid in via cash sheets. Cheques are received via the post either to credit General Ledger income codes or to pay outstanding invoices issued on the Accounts Receivable system. Income is processed via the Civica cash receipting system.

8.5 PRACTICES CONCERNING PREPAYMENTS TO OBTAIN BENEFITS

The Council has no formal arrangement in place. Where such opportunities arise, the prepayment would be sought and authorised by the Associate Director, Finance, Revenues & Benefits and Pensions.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 9 MONEY LAUNDERING

INDEX OF SCHEDULE I

	Page
9.1 Proceeds of Crime Act 2002 (POCA)	50
9.2 The Terrorism Act 2000	50
9.3 The Money Laundering Regulations 2007	50
9.4 Local Authorities	50
9.5 Procedures for Establishing Identity/Authenticity of Lenders	51
9.6 Methodologies for Identifying Deposit Takers	51

TREASURY MANAGEMENT PRACTICES - SCHEDULES**TMP 9 MONEY LAUNDERING****9.1 PROCEEDS OF CRIME ACT 2002**

Money laundering has the objective of concealing the origin of money generated through criminal activity. Legislation has given a higher profile to the need to report suspicions of money laundering. The Proceeds of Crime Act (POCA) 2002 established the main offences relating to money laundering. In summary, these are:

- concealing, disguising, converting, transferring or removing criminal property from England and Wales, from Scotland or from Northern Ireland
- being concerned in an arrangement which a person knows or suspects facilitates the acquisition, retention, use or control of criminal property
- acquiring, using or possessing criminal property.

These apply to all persons in the UK in a personal and professional capacity. Any person involved in any known or suspected money-laundering activity in the UK risks a criminal conviction. Other offences under the POCA include:

- failure to disclose money-laundering offences
- tipping off a suspect, either directly or indirectly
- doing something that might prejudice an investigation – for example, falsifying a document.

9.2 THE TERRORISM ACT 2000

This act made it an offence of money laundering to become concerned in an arrangement relating to the retention or control of property likely to be used for the purposes of terrorism, or resulting from acts of terrorism. All individuals and businesses in the UK have an obligation to report knowledge, reasonable grounds for belief or suspicion about the proceeds from, or finance likely to be used for, terrorism or its laundering, where it relates to information that comes to them in the course of their business or employment

9.3 THE MONEY LAUNDERING REGULATIONS 2007

Organisations pursuing relevant business (especially those in the financial services industry regulated by the FSA) are required to appoint a nominated officer and implement internal reporting procedures; train relevant staff in the subject; establish internal procedures with respect to money laundering; obtain, verify and maintain evidence and records of the identity of new clients and transactions undertaken and report their suspicions. In December 2007 the UK Government published the Money Laundering Regulations 2007, which replaced the Money Laundering Regulations 2003.

9.4 LOCAL AUTHORITIES

Public service organisations and their staff are subject to the full provisions of the Terrorism Act 2000 and may commit most of the principal offences under the POCA,

TREASURY MANAGEMENT PRACTICES - SCHEDULES

but are not legally obliged to apply the provisions of the Money Laundering Regulations 2007. However, as responsible public bodies, they should employ policies and procedures that reflect the essence of the UK's anti-terrorist financing, and anti-money laundering, regimes. Accordingly this Council will do the following:

- evaluate the prospect of laundered monies being handled by them
- determine the appropriate safeguards to be put in place
- require every person engaged in treasury management to make themselves aware of their personal and legal responsibilities for money laundering awareness
- make all its staff aware of their responsibilities under POCA
- appoint a member of staff to whom they can report any suspicions. This person is the Associate Director, Finance, Revenues & Benefits and Pensions (Deputy – the Director of Legal and Democratic Services and Monitoring Officer)
- in order to ensure compliance is appropriately managed, this Council will require senior management to give appropriate oversight, analysis and assessment of the risks of clients and work/product types, systems for monitoring compliance with procedures and methods of communicating procedures and other information to personnel.
- The officer responsible for the creation and monitoring the implementation of a corporate anti money laundering policy and procedures is the Associate Director, Finance, Revenues & Benefits and Pensions (Deputy – the Director of Legal and Democratic Services and Monitoring Officer) and it shall be a requirement that all services and departments implement this corporate policy and procedures.

9.5 PROCEDURES FOR ESTABLISHING IDENTITY / AUTHENTICITY OF LENDERS

It is not a requirement under POCA for local authorities to require identification from every person or organisation it deals with. However, in respect of treasury management transactions, there is a need for due diligence and this will be effected by following the procedures below.

The Council does not accept loans from individuals.

All loans are obtained from the PWLB, other local authorities or from authorised institutions under the Financial Services and Markets Act 2000. This register can be accessed through the FSA website on www.fsa.gov.uk.

When repaying loans, the procedures in 9.6 will be followed to check the bank details of the recipient.

9.6 METHODOLOGIES FOR IDENTIFYING DEPOSIT TAKERS

In the course of its Treasury activities, the Council will only lend money to or invest with those counterparties that are on its approved lending list. These will be local

TREASURY MANAGEMENT PRACTICES - SCHEDULES

authorities, the PWLB, Bank of England and authorised deposit takers under the Financial Services and Markets Act 2000. The FSA register can be accessed through their website on www.fsa.gov.uk.

All transactions will be carried out by CHAPS for making deposits or repaying loans.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 10 TRAINING AND QUALIFICATIONS

INDEX OF SCHEDULE J

	Page
10.1 Details of Training Courses	54
10.2 Records of Training Received by Treasury Staff	54
10.3 Record of Secondment of Senior Management staff	54
10.4 Statement of Professional Practice (SOPP)	54
10.5 Member Training Records	55
10.6 Members Charged with Governance	55

TREASURY MANAGEMENT PRACTICES - SCHEDULES**TMP 10 TRAINING AND QUALIFICATIONS**

The Council recognises that relevant individuals will need appropriate levels of training in treasury management due to its increasing complexity. There are two categories of relevant individuals:

- Treasury management staff employed by the Council
- Members charged with governance of the treasury management function

All treasury management staff should receive appropriate training relevant to the requirements of their duties at the appropriate time. The Council operates a Professional Development Review (appraisal) system which identifies the training requirements of individual members of staff engaged on treasury related activities.

Additionally, training may also be provided on the job and it will be the responsibility of the Chief Accountant to ensure that all staff under his / her authority receive the level of training appropriate to their duties. This will also apply to those staff who, from time to time, cover for absences from the treasury management team.

10.1 DETAILS OF APPROVED TRAINING COURSES

Treasury management staff and members will go on courses provided by our treasury management consultants, CIPFA, money brokers etc.

10.2 RECORDS OF TRAINING RECEIVED BY TREASURY STAFF

Formal records of training received by treasury staff are kept by the individuals involved. All course material is retained for as long as it is deemed relevant.

10.3 RECORD OF SECONDMENT OF SENIOR MANAGEMENT

Records will be kept of senior management who are seconded into the treasury management section in order to gain firsthand experience of treasury management operations.

10.4 STATEMENT OF PROFESSIONAL PRACTICE (SOPP)

Where the Associate Director, Finance, Revenues & Benefits and Pensions is a member of CIPFA, there is a professional need for them to be seen to be committed to professional responsibilities through both personal compliance and by ensuring that relevant staff are appropriately trained.

Other staff involved in treasury management activities who are members of CIPFA must also comply with the SOPP.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

10.5 MEMBER TRAINING RECORDS

Records will be kept of all training in treasury management provided to members.

10.6 MEMBERS CHARGED WITH GOVERNANCE

Members charged with diligence also have a personal responsibility to ensure that they have the appropriate skills and training for their role.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

INDEX OF SCHEDULE K

	Page
11.1 Details of Contracts with Providers, including Bankers, Brokers, Consultants, Advisers	57
11.2 Procedures and Frequency for Tendering Services	59

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

11.1 DETAILS OF CONTRACTS WITH SERVICE PROVIDERS, INCLUDING BANKERS, BROKERS, CONSULTANTS, ADVISERS

This Council will employ the services of other organisations to assist it in the field of treasury management. In particular, it will use external consultants to provide specialist advice in this ever more complex area. However, the Council will ensure that it fully understands what services are being provided and that they meet its needs, especially in terms of being objective and free from conflicts of interest.

The Council will also ensure that the skills of the in house treasury management team are maintained to a high enough level, whereby they can provide appropriate challenge to external advice and can avoid undue reliance on such advice.

Treasury management staff and their senior management will, therefore, be required to allocate appropriate levels of time to using the following sources of information so that they are able to develop suitable levels of understanding to carry out their duties, especially in challenge and avoiding undue reliance.

- The quality financial press
- Market data
- Information on government support for banks and
- The credit ratings of that government support

11.1.1 Banking services

- The name of the supplier of the service is HSBC plc
- Regulatory status – banking institution authorised to undertake banking activities by the FSA
- The branch address is: 46 Fore Street, Trowbridge, BA14 8EL
- The contract commenced on 1 April 2006, running for three years with the option to extend for a further two years. When the Council obtained unitary status from 1 April 2009 the contract was extended and has been renewed annually by facilities letter
- Cost of service is variable, based on charge per item and individual ancillary service charges (see Agreement)
- Payments are due monthly
- The Council may terminate the Agreement at any time under the Bank's Business Banking Terms and Conditions. The Bank requires written notice, unless using an account switching service provided by a new bank, in which case the bank will accept the instruction to close the account from the new bank acting on the Council's behalf provided it appears to have been signed in accordance with the Council's bank mandate.

TREASURY MANAGEMENT PRACTICES - SCHEDULES

11.1.2 Money-broking services

In addition to direct dealing, the Council will use money brokers for borrowing (temporary and long term) and investment. It will seek to give an even spread of business amongst the approved brokers, subject to availability of counterparties and rates offered. The list of brokers may be reviewed from time to time and brokers may be changed if appropriate.

Names of current brokers:

- Intercapital (Europe) Limited
- Tullett Prebon
- Tradition (UK) Limited
- RP Martin
- King and Shaxson

11.1.3 Consultants / Advisers services

Treasury Consultancy Services

The Council appointed its previous advisers, Capita Asset Services (formerly known as Sector Treasury Services Limited) (17 Rochester Row, London SW1P 1QT, Tel: 0871 664 6800), for a further three years (extendable by two further years) from 1st January 2013. Under the contract they will provide the following services as per the contract schedule:

- Strategy meetings to review the Council's financial position having regard to its objectives, strategy, current financial circumstances, investment portfolio (externally managed inclusive), assets and liabilities.
- Regular updates on economic and political changes which may impact on and require modification to the Council's borrowing and investment strategies.
- Forecasts of interest rates and advice on the formulation of suitable borrowing and investment strategies utilising the strategic options available and appropriate to the Council's financial objectives.
- Forecasts of movements in PWLB and other borrowing rates which affect the timing of funding with fixed rate debt and advice on debt management/restructuring options.
- Advice on accounting and capital finance issues (e.g. SORP and Capital Finance Regulations), including balance sheet reviews.
- Advice on investment counterparty creditworthiness, including information from the UK's leading credit rating agencies or other analysts as appropriate. Weekly reports and updates to be provided (when necessary).

TREASURY MANAGEMENT PRACTICES - SCHEDULES

- Provide template documents and advice on:
 - Annual Investment Strategy
 - Annual Review Report
 - Treasury Strategy & Quarterly Performance Reports
 - Policy Statements & Treasury Practices
 - Adoption of CIPFA Code of Treasury Management
- Provide training to treasury management staff and members.
- Benchmarking services.

Other Consultancy services may be employed on short term contracts as and when required.

11.1.4 Credit rating agency

The Council receives a credit rating service from Capita Asset Services, the cost of which is included in the annual fee.

11.2 PROCEDURES AND FREQUENCY FOR TENDERING SERVICES

See TMP 2

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 12 CORPORATE GOVERNANCE

INDEX OF SCHEDULE L

	Page
12.1 List of Documents to be made available for Public Inspection	61

TREASURY MANAGEMENT PRACTICES - SCHEDULES

TMP 12 CORPORATE GOVERNANCE

12.1 LIST OF DOCUMENTS TO BE MADE AVAILABLE FOR PUBLIC INSPECTION

The Council is committed to the principle of openness and transparency in all of its functions, including the treasury management function.

It has adopted the CIPFA Code of Practice on Treasury Management and implemented key recommendations on developing Treasury Management Practices, formulating a Treasury Management Policy Statement and implementing the other principles of the Code.

The Council will endeavour to meet any demand to inspect documents relevant to the delivery of the treasury management function, within the normal constraints of commercial confidentiality.

A sample of documents it may expect to make available is listed as follows:

- Treasury Management Policy Statement
- Treasury Management Strategy Statement
- Annual Treasury Report
- Annual Statement of Accounts
- Annual budget
- Reports to Council and Cabinet
- Minutes from Council/Cabinet/committee meetings
- All documentation including advisory reports supporting decisions taken
- General ledger posting reports
- Prime vouchers supporting GL posting entries
- Interest rate notifications
- Final accounts working papers and schedules
- 3 year capital plan
- Minutes of Council / Cabinet / committee meetings
- Where appropriate, a schedule of all external funds managed by the Council on behalf of others and the basis of attributing interest earned and costs of these investments

This page is intentionally left blank

Wiltshire Council

Cabinet

11 February 2014

Subject: **Revenue Budget Monitoring Period 9 2013/2014**

Cabinet Member: **Councillor Dick Tonge – Finance, Performance, Risk, Procurement and Welfare Reform**

Key Decision: **No**

Executive Summary

This report advises members of the revenue budget monitoring position as at the end of Period 9 (end of December 2013) for the financial year 2013/2014 with suggested actions as appropriate.

Savings plans, including the voluntary redundancy programme, are on target or have been delivered already.

The purpose of budget monitoring is to identify such risks in order to allow management to address issues. A forecast overspend is not unusual at this time of the year and action will be taken to correct that ensured a balanced budget at year end. Action is currently being assessed to identify areas where savings can be made and progress suggests that the full amount will be managed within budget. To date this work has identified ways to save £2 million.

On 20 January 2014, the council received approval of its request from central government for a £2.8 million capitalisation directive to capitalise expenditure relating the voluntary redundancy scheme. This is included in these figures.

Overall therefore the forecasts suggest a £0.449 million overspend if no further action is taken. This is 0.1% of the Council's net budget. An updated position will be reported to Cabinet in the next quarter. The year-end general fund reserves balance is projected to be £7.840 million, rising to £11.3 million at the start of April 2014. This is in line with the Council's financial plan and recommendations by the Section 151 Officer.

Proposal

Cabinet is asked to note the outcome of the period 9 (end of December 2013) budget monitoring and approve the transfer of £1.5 million from Earmarked Reserves to the General Fund.

Reason for Proposal

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

Michael Hudson
Associate Director, Finance

Wiltshire Council

Cabinet

11 February 2014

Subject: **Revenue Budget Monitoring Period 9 2013/2014**

Cabinet Member: **Councillor Dick Tonge – Finance, Performance, Risk, Procurement and Welfare Reform**

Key Decision: **No**

PURPOSE OF REPORT

1. To advise members of the revenue budget monitoring position as at the end of Period 9 (end of December 2013) for the financial year 2013/2014 with suggested actions as appropriate.

BACKGROUND

2. The Council set the 2013/2014 budget at its meeting on 26 February 2013. The report focuses on forecast exceptions to meeting the original budget and actions required to balance it. Comprehensive appendices showing the individual service headings are included in Appendix C. More details on any revisions to the original base budgets in year are also included in the report.

SUMMARY

3. The projected year end position for the relevant accounts, without and with current actions is set out as follows:

	Revised Budget Period 9 £ m	Profiled Budget to Period 9 £ m	Actual and committed to date £ m	Projected Position for Year £ m	Projected Over/ (Under)spend £ m
General Fund Total	340.518	428.004	349.267	340.967	0.449
Housing Revenue Account	(0.631)	(10.796)	(10.589)	(2.631)	(2.000)

4. Budget expenditure is not always spent in equal amounts each month. The profiled budget above shows the anticipated budget required at the end of period 9. The main variance is large amount of grant income is received in schools period 12.

GENERAL FUND MONITORING UPDATE

5. Finance has continued to monitor budgets, with budget managers, with a focus on the budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This has identified the areas where costs have changed from the last forecast.
6. Budget monitoring is an ongoing process and budgets and expenditure are reviewed between budget managers and accountants regularly, on a risk based approach.
7. The period 9 report shows more detailed information and includes a number of smaller variances. Full details of service area figures are included in Appendix C.
8. There have been a number of structural changes since the report for period 7. Full details of these structural changes and virements in the period are included in appendices A and B.
9. As in previous reports, this report will target large variances and the managerial actions arising to help to ensure a balanced budget at year end.

GENERAL FUND MONITORING DETAILS

10. Overall the majority of services spend is in line with budget profiles and forecasts. There are a very small number of services which have identified larger variances at this stage of the year than originally planned. Service Directors are seeking compensating actions to bring these back in line.
11. There continues to be pressures within budgets for services for people with disabilities. The Learning Disabilities budget is projected to overspend by £2.3 million whilst the budget for the 0-25 SEND (Special Educational Needs and Disability) Service is projected to overspend by £1million. Overspends have arisen as a result of demand for packages of care which are often high cost.
12. Budgets for increased packages of care for Older People and Other Vulnerable Adults are projected to overspend by £1.8 million which is an improvement of £0.865 million on the position previously reported to Cabinet. Mitigating actions are being put in place to balance by the end of the year.
13. The spend on Children's services, including disability, is projected to exceed the budget by £2.4 million. This takes in to account a transfer from reserves of £1.4 million as previously agreed. Recovery actions have been taken within Children's Services to mitigate the overspend and these include the maximisation of the use of grants including Troubled Families Grant and Dedicated Schools Grant and reducing non-essential spend.

14. Strategic Property Services is forecast to be £0.500 million overspent. This is an improvement on the position reported in period 7, and this represents work undertaken to deliver the £0.250 million recovery plan reported in period 7.
15. ICT is showing an underspend of £1.3 million. Since last period reporting a joint review has been undertaken of this area with ICT and finance to review the most cost effective way of financing the IT acquisitions. This has resulted in expenditure being capitalised to free revenue budget in the year.
16. Capital financing is forecast to be £2.0 million underspent at the year end, this is an extra £0.5 million underspend since period 7. The Council is forecasting to have extra capital receipts in the year, so negating the requirement to borrow as much as expected. Additionally there is extra reprogramming in the capital programme reported in the quarterly capital report elsewhere on this agenda, which means less cost of borrowing in the year.
17. Restructure and Contingency shows an underspend of £1.362 million. This has improved by £1.4 million since the period 7 report. On 20 January 2014, the council received approval of its request from central government for a £2.8 million capitalisation directive to capitalise expenditure relating the voluntary redundancy scheme. This is included in these figures.
18. Of the £9.3 million of savings to be found in the Redundancy and Contingency therefore £7.3 million has been delivered. There are plans in place to make the remaining £2 million from stopping spend on non-essential items. The savings identified are continually being reviewed for robustness and to look for other potential savings.
19. A review of balance sheet and reserves has been undertaken, and this has identified some areas of savings that can be released from the balance sheet and Earmarked Reserves. Therefore, included in the savings identified is £1.5 million release of Earmarked reserves. This is £0.5 million from each of the insurance reserve, the PFI reserve and the transformation reserve. A financial assessment by the section 151 officer has indicated this is affordable. As normal, earmarked reserves will be further reviewed as part of the final accounts closedown process. Members are asked to approve this use of earmarked reserves.
20. Overall, therefore, the period 9 report identifies potential cost pressures of £0.449 million, this compares to potential cost pressures of £5.684 reported at period 7.
21. Management action is being taken in all areas to address this position, such as in Property above. In addition most services are challenging and reducing their spend on non-essential expenditure to deliver 95% of net service budgets. Adult Social Care services are working with health partners to address the continued cost of demographic and complexity cost pressures.

22. Based on progress to date, a review of prior year spend and income trends, at this stage based on current data therefore it is forecast that a balanced budget will be achieved by 31 March 2014.

HOUSING REVENUE ACCOUNT MONITORING UPDATE

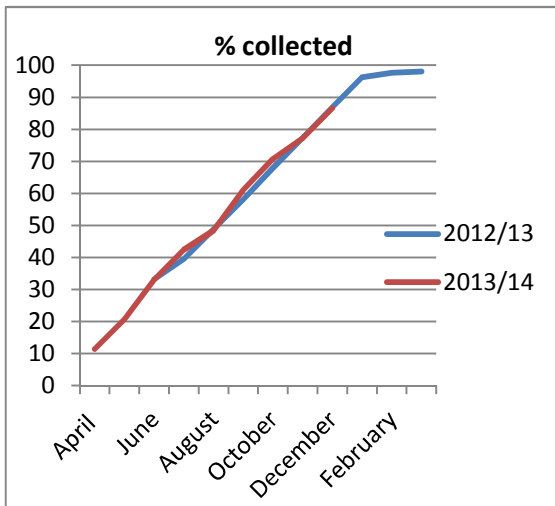
23. Budget figures on the Housing Revenue Account have been reviewed as part of the regular monitoring process.
24. The HRA is forecast to be £2.000 million underspent on its revenue budgets. This is primarily caused by an underspend on the repairs and maintenance function which has been caused by performance issues with the contractors appointed to undertake works on both Revenue and Capital maintenance and Voids repairs. Discussions have taken place with contractors and recovery plans are in place to ensure this issue does not reoccur in 2014/2015.

DEBT MANAGEMENT

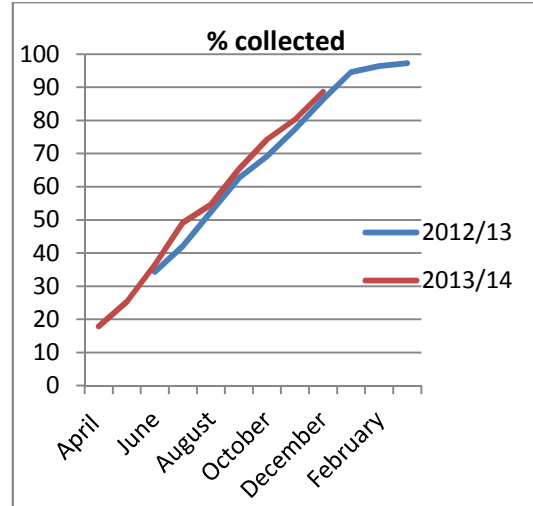
25. The following table includes Council's main areas of debt. This table will be expanded in the next monitoring report for outturn. This will include details of aged debt and description of the areas of debt.

Type of Debt	Net Debit raised for year £ million	Unpaid Debt to End of December 2013 £ million	Value of debt over 1 year old £ million	Bad Debt provision brought forward £ million
Council Tax	256.175	12.01	5.883	2.498
NNDR	142.336	4.354	1.837	1.151
General Fund	NA	12.905	2.888	2.892

26. The latest monitoring for Council Tax and National Non-Domestic Rates (NNDR) shows that the amount and percentage of tax/rates due is above the amount collected for this time last year as show in the graphs below.



Council Tax



NNDR

RESERVES

27. The tables below provide the forecast as at period 7 on the general fund balance held by the council. The latest forecast on general fund balances currently stands at £7.840 million at 31 March 2014.
28. A technical draw from reserves is required as part of the voluntary redundancy scheme. This is due to the full year effect of savings occurring in two financial years. This will be repaid to reserves from salary savings in the 2014/2015 financial year, meaning reserves will be £11.240 million on 1 April 2014.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2013		(12.640)
Planned contribution in 2013/14	0.000	
Draw from reserves for Children's Social Care	1.400	
Technical Draw from reserves for Voluntary Redundancy Repaid 1 April 2014	3.400	
Total Forecast movement		4.800
Forecast Balance 31 March 2014		(7.840)
Reverse Technical Draw		(3.400)
Revised Opening recast Balance 1 April 2014		(11.240)

29. At present it is assumed that all other areas currently overspending will be on line by the year end following management action. A review of the assessment

of need has been undertaken by the Section 151 Officer to link all the General Fund balances to risk.

OVERALL CONCLUSIONS

30. This report has identified a shortfall if no further action is taken on the general fund budget of £0.449 million at period 9 (£5.684 million reported at period 7) due to cost pressures / shortfalls in income. Officers are currently taking action to address this and further monitoring reports will be brought to Cabinet throughout 2013/2014, but it is forecast the budget will be balanced by 31 March 2014.
31. The early identification of potential issues is part of sound and prudent financial management. Action to address this year's forecast should be taken where officers have the delegated powers to do so and this is underway.

Implications

32. This report informs member's decision making.

Risks assessment

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

Equalities and diversity impact of the proposals

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

Financial implications

35. This is a report from the chief finance officer and the financial implications are discussed in the detail of this report. It is forecast that a balanced budget will be achieved by 31 March 2014.

Legal Implications

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

Public Health Implications

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

Environmental Implications

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

Safeguarding Implications

39. Safeguarding remains a key priority for the Council and this report reflects the additional investment for 2013/2014 to support the ongoing spend in looked after children and safeguarding.

Background Papers and Consultation

2011/2015 Business Plan
2012/2015 Financial Plan
Budget Monitoring Period 7 2013/14 Cabinet 17 December 2013

Contact Name:

Michael Hudson, Associate Director Finance, ext 713601

michael.hudson@wiltshire.gov.uk

Report author: Matthew Tiller, Chief Accountant

Appendices:

Appendix A: Revenue Budget Movements 2013/2014
Appendix B: Major Virements between Service Area from revised original budget
Appendix C: Revenue Budget Monitoring Statements
Appendix D: Forecast Variance Movements

This page is intentionally left blank

Wiltshire Council Revenue Budget Movements 2013/2014

Service	Original Budget	Structural Changes	Revised Original Budget	In Year Virements to Period 7	Revised Budget Period 7	In Year Virements to Period 9	Revised Budget Period 9	Major Virements See Appendix B
	£m	£m	£m	£m	£m	£m	£m	
Adult Social Care Operations								
Older People	46.408	0.463	46.871	2.361	49.232	0.175	49.407	
Other Vulnerable Adults	8.626	0.000	8.626	0.000	8.626	0.000	8.626	
Learning Disability	40.331	(0.356)	39.975	(0.959)	39.016	0.032	39.048	
Mental Health	22.455	0.000	22.455	(1.413)	21.042	0.035	21.077	
Adult Care Commissioning, Safeguarding & Housing								
Resources, Strategy & Commissioning	2.402	(0.803)	1.599	0.196	1.795	0.015	1.810	
Housing Services	5.223	0.000	5.223	0.002	5.225	0.091	5.316	
Public Health & Public Protection								
Public Health Grant	0.264	(0.264)	0.000	0.000	0.000	0.000	0.000	
Other Public Health & Public Protection	3.355	0.905	4.260	(0.319)	3.941	0.595	4.536	*
Children's Social Care, Integrated Youth & Preventative Services & 0-25 SEN/Disability Service								
Children's Social Care	32.620	(2.711)	29.909	(0.360)	29.549	0.167	29.716	
0-25 Service: Disabled Children & Adults		9.409	9.409	3.938	13.347	(0.220)	13.127	
Integrated Youth & Preventative Services	2.965	0.455	3.420	0.393	3.813	(0.017)	3.796	
Early Years	7.439	(7.439)	0.000	0.000	0.000	0.000	0.000	
Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness								
School Effectiveness	2.625	1.459	4.084	1.177	5.261	0.005	5.266	
Business & Commercial Services	0.449	(0.140)	0.309	(0.824)	(0.515)	0.000	(0.515)	
Targeted Services & Learner Support	7.153	(7.153)	0.000	0.000	0.000	0.000	0.000	
Safeguarding	0.936	0.000	0.936	(0.019)	0.917	0.000	0.917	
Funding Schools	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Commissioning & Performance	2.738	6.211	8.949	(0.483)	8.466	0.287	8.753	
Economic Development & Planning Services								
Economy & Regeneration	3.659	0.000	3.659	0.809	4.468	0.010	4.478	
Development Services	0.852	0.632	1.484	0.068	1.552	0.195	1.747	
Highways & Transport								
Highways Strategic Services	6.366	0.000	6.366	(0.071)	6.295	0.111	6.406	
Public Transport	11.106	0.000	11.106	0.006	11.112	0.132	11.244	
Education Transport	8.329	0.000	8.329	0.025	8.354	0.000	8.354	
Local Highways & Streetscene	18.012	(6.925)	11.087	(0.262)	10.825	0.024	10.849	
Car Parking	(5.326)	0.000	(5.326)	(0.028)	(5.354)	0.025	(5.329)	
Environment & Leisure								
Waste	31.946	0.000	31.946	0.053	31.999	0.081	32.080	
Environment Services	0.000	6.731	6.731	(0.096)	6.635	0.187	6.822	
Leisure	2.996	0.000	2.996	(0.189)	2.807	(0.024)	2.783	
Communications, Community Area Boards, Libraries, Arts, Heritage & Culture								
Communications	1.977	0.000	1.977	(0.044)	1.933	0.048	1.981	
Libraries, Arts, Heritage & Culture	4.078	1.356	5.434	0.234	5.668	(0.027)	5.641	
Executive Office								
Executive Office	0.260	3.699	3.959	0.257	4.216	0.038	4.254	
Community Leadership & Governance	3.284	(1.725)	1.559	0.082	1.641	0.035	1.676	
Corporate Directors	0.145	0.000	0.145	0.567	0.712	0.000	0.712	
Finance								
Finance, Revenues & Benefits, & Pensions	5.160	(0.645)	4.515	(0.060)	4.455	0.116	4.571	
Revenues & Benefits - Subsidy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Legal & Governance								
Legal & Governance	6.652	(3.317)	3.335	0.571	3.906	0.067	3.973	
People & Business Services								
Human Resources & Organisational Development	3.163	0.565	3.728	0.744	4.472	0.173	4.645	
Business Services	4.603	(2.221)	2.382	(0.008)	2.374	0.108	2.482	
Strategic Property Services	1.435	14.330	15.765	(0.317)	15.448	0.030	15.478	
Transformation Programme								
Transformation	16.111	(12.280)	3.831	0.270	4.101	0.070	4.171	
Information Services	13.464	0.000	13.464	(0.343)	13.121	0.136	13.257	
Digital Inclusion	0.238	(0.238)	0.000	0.000	0.000	0.000	0.000	
Corporate								
Movement on Reserves	0.000		0.000	(5.980)	(5.980)	(0.106)	(6.086)	
Capital Financing	22.898		22.898	0.500	23.398	0.000	23.398	
Restructure & Contingency	(3.299)	0.002	(3.297)	(0.815)	(4.112)	(2.931)	(7.043)	*
General Government Grants	(11.746)		(11.746)	(0.363)	(12.109)	0.000	(12.109)	
Corporate Levys	8.166		8.166	0.700	8.866	0.337	9.203	
2013-2014 Budget Requirement	340.518	(0.000)	340.518	(0.000)	340.518	(0.000)	340.518	
HRA Budget	(0.631)	0.000	(0.631)	0.000	(0.631)		(0.631)	
	339.887	(0.000)	339.887	(0.000)	339.887	(0.000)	339.887	

More details are given of major virements and structural movements in Appendix B. These areas are marked above with *

Major Virements between Services Areas from Period 7 to Period 9

APPENDIX I

Net virements over £500,000

Other Public Health & Public Protection

Release of Redundancy budget to services

Other budget realignments

In Year Virements period 8- 9

Restructure & Contingency

Release of Redundancy budget to services

In Year Virements period 8- 9

£m
0.624
(0.029)
0.595
(2.931)
(2.931)

Wiltshire Council Revenue Budget Monitoring Statement: Period 9

31-Dec-13

		Original Budget	Revised Budget Period 9	Profiled Budget to Period 9	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m
Adult Social Care Operations							
Older People	Gross Costs	56,529	59,376	44,303	44,843	60,057	0,681
	Income	(9,658)	(9,969)	(7,531)	(8,145)	(9,969)	-
	Net	46,871	49,407	36,772	36,698	50,088	0,681
Other Vulnerable Adults	Gross Costs	9,213	9,213	7,274	8,226	10,363	1,150
	Income	(0,587)	(0,587)	(0,461)	(0,509)	(0,587)	-
	Net	8,626	8,626	6,813	7,717	9,776	1,150
Learning Disability	Gross Costs	42,548	41,565	33,129	35,664	43,962	2,397
	Income	(2,573)	(2,517)	(1,928)	(2,005)	(2,517)	-
	Net	39,975	39,048	31,201	33,659	41,445	2,397
Mental Health	Gross Costs	26,839	24,716	19,250	18,274	24,197	(0,519)
	Income	(4,384)	(3,639)	(2,814)	(2,357)	(3,639)	-
	Net	22,455	21,077	16,436	15,917	20,558	(0,519)
Adult Care Commissioning, Safeguarding & Housing							
Resources, Strategy & Commissioning	Gross Costs	1,676	1,887	1,451	1,394	1,882	(0,005)
	Income	(0,077)	(0,077)	(0,058)	(0,010)	(0,077)	-
	Net	1,599	1,810	1,393	1,384	1,805	(0,005)
Housing Services	Gross Costs	6,567	8,277	6,404	6,645	8,345	0,068
	Income	(1,344)	(2,961)	(2,219)	(2,502)	(2,944)	0,017
	Net	5,223	5,316	4,185	4,143	5,401	0,085
Public Health & Public Protection							
Public Health Grant	Gross Costs	0,790	13,261	10,201	9,312	13,261	-
	Income	(0,077)	(13,261)	(9,946)	(9,996)	(13,261)	-
	Net	0,713	-	0,255	(0,684)	-	-
Other Public Health & Public Protection	Gross Costs	4,349	5,521	4,342	4,449	5,521	-
	Income	(1,059)	(0,985)	(0,831)	(1,173)	(0,985)	-
	Net	3,290	4,536	3,511	3,276	4,536	-
Children's Social Care, Integrated Youth & Preventative Services & 0-25 SEN/Disability Service							
Children's Social Care	Gross Costs	30,628	31,592	22,054	29,465	33,244	1,652
	Income	(0,719)	(1,876)	(1,185)	(1,076)	(1,876)	-
	Net	29,909	29,716	20,869	28,389	31,368	1,652
0-25 Service: Disabled Children & Adults	Gross Costs	18,304	34,744	26,035	25,342	35,749	1,005
	Income	(8,889)	(21,617)	(0,343)	0,141	(21,617)	-
	Net	9,415	13,127	25,692	25,483	14,132	1,005
Integrated Youth & Preventative Services	Gross Costs	9,100	8,170	6,926	6,506	8,171	0,001
	Income	(5,686)	(4,374)	(0,836)	(1,174)	(4,374)	-
	Net	3,414	3,796	6,090	5,332	3,797	0,001

Wiltshire Council Revenue Budget Monitoring Statement: Period 9

31-Dec-13

		Original Budget	Revised Budget Period 9	Profiled Budget to Period 9	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m
Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness							
School Effectiveness	Gross Costs	7.917	9.111	6.638	7.236	9.031	(0.080)
	Income	(3.833)	(3.845)	(2.945)	(3.578)	(3.845)	-
	Net	4.084	5.266	3.693	3.658	5.186	(0.080)
Business & Commercial Services	Gross Costs	0.586	(0.495)	0.347	0.537	(0.495)	-
	Income	(0.277)	(0.020)	(0.015)	1.767	(0.020)	-
	Net	0.309	(0.515)	0.332	2.304	(0.515)	-
Safeguarding	Gross Costs	1.024	1.070	0.795	1.122	1.476	0.406
	Income	(0.088)	(0.153)	(0.122)	(0.167)	(0.153)	-
	Net	0.936	0.917	0.673	0.955	1.323	0.406
Funding Schools	Gross Costs	280.056	280.050	140.815	58.038	280.050	-
	Income	(280.056)	(280.050)	(6.558)	(15.557)	(280.050)	-
	Net	-	-	134.257	42.481	-	-
Commissioning & Performance	Gross Costs	32.981	32.530	25.825	25.285	31.940	(0.590)
	Income	(24.032)	(23.777)	(2.435)	(1.052)	(23.777)	-
	Net	8.949	8.753	23.390	24.233	8.163	(0.590)
Economic Development & Planning Services							
Economy & Regeneration	Gross Costs	3.749	4.568	3.444	4.963	4.808	0.240
	Income	(0.090)	(0.090)	(0.067)	(0.971)	(0.090)	-
	Net	3.659	4.478	3.377	3.992	4.718	0.240
Development Services	Gross Costs	5.742	6.006	4.627	4.619	5.503	(0.503)
	Income	(4.259)	(4.259)	(3.279)	(4.162)	(4.259)	-
	Net	1.483	1.747	1.348	0.457	1.244	(0.503)
Highways & Transport							
Highways Strategic Services	Gross Costs	7.533	8.983	6.724	6.514	8.934	(0.049)
	Income	(1.167)	(2.577)	(1.612)	(1.521)	(2.607)	(0.030)
	Net	6.366	6.406	5.112	4.993	6.327	(0.079)
Public Transport	Gross Costs	14.794	14.896	11.250	11.978	16.029	1.133
	Income	(3.688)	(3.652)	(2.692)	(2.642)	(4.214)	(0.562)
	Net	11.106	11.244	8.558	9.336	11.815	0.571
Education Transport	Gross Costs	8.950	8.938	5.747	5.361	8.376	(0.562)
	Income	(0.621)	(0.584)	(0.703)	(0.706)	(0.638)	(0.054)
	Net	8.329	8.354	5.044	4.655	7.738	(0.616)
Local Highways & Streetscene	Gross Costs	11.688	11.560	8.697	8.339	11.743	0.183
	Income	(0.601)	(0.711)	(0.625)	(0.610)	(0.644)	0.067
	Net	11.087	10.849	8.072	7.729	11.099	0.250

Wiltshire Council Revenue Budget Monitoring Statement: Period 9

31-Dec-13

		Original Budget	Revised Budget Period 9	Profiled Budget to Period 9	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m
Car Parking	Gross Costs	1.920	1.917	1.458	1.517	1.894	(0.023)
	Income	(7.246)	(7.246)	(5.618)	(5.369)	(7.281)	(0.035)
	Net	(5.326)	(5.329)	(4.160)	(3.852)	(5.387)	(0.058)
Environment & Leisure							
Waste	Gross Costs	35.546	35.750	24.493	23.813	35.025	(0.725)
	Income	(3.600)	(3.670)	(1.701)	(2.084)	(3.440)	0.230
	Net	31.946	32.080	22.792	21.729	31.585	(0.495)
Environment Services	Gross Costs	8.314	8.396	6.478	6.418	8.336	(0.060)
	Income	(1.324)	(1.574)	(1.199)	(1.326)	(1.413)	0.161
	Net	6.990	6.822	5.279	5.092	6.923	0.101
Leisure	Gross Costs	8.392	8.179	6.208	6.383	7.826	(0.353)
	Income	(5.396)	(5.396)	(4.047)	(3.863)	(5.493)	(0.097)
	Net	2.996	2.783	2.161	2.520	2.333	(0.450)
Communications, Community Area Boards, Libraries, Arts, Heritage & Culture							
Communications	Gross Costs	2.057	2.061	1.564	1.221	1.841	(0.220)
	Income	(0.080)	(0.080)	(0.060)	(0.028)	(0.060)	0.020
	Net	1.977	1.981	1.504	1.193	1.781	(0.200)
Libraries, Arts, Heritage & Culture	Gross Costs	6.388	6.595	5.084	5.540	6.540	(0.055)
	Income	(0.954)	(0.954)	(0.631)	(1.144)	(0.849)	0.105
	Net	5.434	5.641	4.453	4.396	5.691	0.050
Executive Office							
Executive Office	Gross Costs	4.085	4.380	3.370	3.245	4.103	(0.277)
	Income	(0.126)	(0.126)	(0.094)	(0.052)	(0.128)	(0.002)
	Net	3.959	4.254	3.276	3.193	3.975	(0.279)
Community Leadership & Governance	Gross Costs	1.614	1.731	1.091	1.904	1.731	-
	Income	(0.055)	(0.055)	(0.041)	(0.250)	(0.055)	-
	Net	1.559	1.676	1.050	1.654	1.676	-
Corporate Directors	Gross Costs	0.172	0.739	0.586	0.683	0.739	-
	Income	(0.027)	(0.027)	(0.010)	(0.003)	(0.027)	-
	Net	0.145	0.712	0.576	0.680	0.712	-
Finance							
Finance, Revenues & Benefits, & Pensions	Gross Costs	16.720	16.776	11.809	12.329	16.808	0.032
	Income	(12.205)	(12.205)	(6.545)	(6.149)	(12.487)	(0.282)
	Net	4.515	4.571	5.264	6.180	4.321	(0.250)
Revenues & Benefits - Subsidy	Gross Costs	118.156	118.775	89.082	90.339	118.624	(0.151)
	Income	(118.156)	(118.775)	(88.206)	(89.334)	(118.818)	(0.043)
	Net	-	-	0.876	1.005	(0.194)	(0.194)
Legal & Governance							
Legal & Governance	Gross Costs	5.101	5.739	4.406	4.828	6.439	0.700
	Income	(1.766)	(1.766)	(1.182)	(1.099)	(1.926)	(0.160)
	Net	3.335	3.973	3.224	3.729	4.513	0.540

Wiltshire Council Revenue Budget Monitoring Statement: Period 9

31-Dec-13

		Original Budget	Revised Budget Period 9	Profiled Budget to Period 9	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m
People & Business Services							
Human Resources & Organisational Development	Gross Costs	5.468	6.322	4.892	4.679	6.322	-
	Income	(1.740)	(1.677)	(1.258)	(1.726)	(1.677)	-
	Net	3.728	4.645	3.634	2.953	4.645	-
Business Services	Gross Costs	4.225	4.321	3.811	3.698	4.321	-
	Income	(1.843)	(1.839)	(1.660)	(1.826)	(1.839)	-
	Net	2.382	2.482	2.151	1.872	2.482	-
Strategic Property Services	Gross Costs	16.043	15.833	12.778	11.375	16.133	0.300
	Income	(0.279)	(0.355)	(0.267)	(0.437)	(0.155)	0.200
	Net	15.764	15.478	12.511	10.938	15.978	0.500
Transformation Programme							
Transformation	Gross Costs	6.799	7.139	5.474	6.434	7.139	-
	Income	(2.968)	(2.968)	(2.133)	(2.641)	(2.968)	-
	Net	3.831	4.171	3.341	3.793	4.171	-
Information Services	Gross Costs	13.767	13.559	11.223	10.474	12.259	(1.300)
	Income	(0.303)	(0.302)	(0.037)	(0.297)	(0.302)	-
	Net	13.464	13.257	11.186	10.177	11.957	(1.300)
Corporate							
Movement on Reserves		-	(6.086)	(1.286)	(1.286)	(6.086)	-
Capital Financing		22.898	23.398	8.217	6.683	21.398	(2.000)
Restructure & Contingency		(3.297)	(7.043)	(1.821)	(0.227)	(8.405)	(1.362)
General Government Grants		(11.746)	(12.109)	(10.120)	(5.410)	(12.109)	-
Corporate Levys		8.166	9.203	6.823	6.148	9.003	(0.200)
Net		16.021	7.363	1.813	5.908	3.801	(3.562)
Wiltshire Council General Fund Total							
Gross Costs		852.351	881.114	591.898	524.900	882.028	0.914
Income		(511.833)	(540.596)	(163.894)	(175.633)	(541.061)	(0.465)
Net		340.518	340.518	428.004	349.267	340.967	0.449
Housing Revenue Account (HRA)	Gross Costs	24.638	24.629	7.795	7.727	22.894	(1.735)
	Income	(25.269)	(25.260)	(18.591)	(18.316)	(25.525)	(0.265)
	Net	(0.631)	(0.631)	(10.796)	(10.589)	(2.631)	(2.000)
Total Including HRA							
Gross Costs		876.989	905.743	599.693	532.627	904.922	(0.821)
Income		(537.102)	(565.856)	(182.485)	(193.949)	(566.586)	(0.730)
Net		339.887	339.887	417.208	338.678	338.336	(1.551)

Wiltshire Council Forecast Variance Movements

Appendix D

	Variance Reported for Period 5	Movement in Period	Variance Reported for Period 7	Movement in Period	Variance Reported for Period 9
	£m				
Adult Social Care Operations					
Older People	(0.346)	2.017	1.671	(0.990)	0.681
Other Vulnerable Adults	0.375	0.651	1.026	0.124	1.150
Learning Disability	1.785	(0.302)	1.483	0.914	2.397
Mental Health	(0.728)	0.355	(0.373)	(0.146)	(0.519)
Adult Care Commissioning, Safeguarding & Housing					
Resources, Strategy & Commissioning	0.053	0.018	0.071	(0.076)	(0.005)
Housing Services	0.150	(0.065)	0.085	0.000	0.085
Public Health & Public Protection					
Public Health Grant	0.000	0.000	0.000	0.000	0.000
Other Public Health & Public Protection	0.000	0.000	0.000	0.000	0.000
Children's Social Care, Integrated Youth & Preventative Services & 0-25 SEN/Disability Service					
Children's Social Care	1.948	(0.204)	1.744	(0.092)	1.652
0-25 Service: Disabled Children & Adults	0.067	0.527	0.594	0.411	1.005
Integrated Youth & Preventative Services	0.000	0.107	0.107	(0.106)	0.001
Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness					
School Effectiveness	0.000	0.000	0.000	(0.080)	(0.080)
Business & Commercial Services	0.000	0.000	0.000	0.000	0.000
Safeguarding	0.374	0.006	0.380	0.026	0.406
Funding Schools	0.000	0.000	0.000	0.000	0.000
Commissioning & Performance	(0.374)	(0.006)	(0.380)	(0.210)	(0.590)
Economic Development & Planning Services					
Economy & Regeneration	0.000	0.240	0.240	0.000	0.240
Development Services	0.000	(0.240)	(0.240)	(0.263)	(0.503)
Highways & Transport					
Highways Strategic Services	(0.070)	0.123	0.053	(0.132)	(0.079)
Public Transport	0.238	(0.001)	0.237	0.334	0.571
Education Transport	(0.264)	(0.036)	(0.300)	(0.316)	(0.616)
Local Highways & Streetscene	0.141	0.004	0.145	0.105	0.250
Car Parking	0.000	(0.089)	(0.089)	0.031	(0.058)
Environment & Leisure					
Waste	0.000	(0.595)	(0.595)	0.100	(0.495)
Environment Services	0.000	0.136	0.136	(0.035)	0.101
Leisure	0.000	(0.200)	(0.200)	(0.250)	(0.450)
Communications, Community Area Boards, Libraries, Arts, Heritage & Culture					
Communications	0.000	0.000	0.000	(0.200)	(0.200)
Libraries, Arts, Heritage & Culture	0.045	0.025	0.070	(0.020)	0.050
Executive Office					
Executive Office	0.000	(0.337)	(0.337)	0.058	(0.279)
Community Leadership & Governance	0.000	0.000	0.000	0.000	0.000
Corporate Directors	0.000	0.000	0.000	0.000	0.000
Finance					
Finance, Revenues & Benefits, & Pensions	0.000	(0.195)	(0.195)	(0.055)	(0.250)
Revenues & Benefits - Subsidy	0.000	0.000	0.000	(0.194)	(0.194)
Legal & Governance					
Legal & Governance	0.199	0.301	0.500	0.040	0.540
People & Business Services					
Human Resources & Organisational Development	0.000	0.000	0.000	0.000	0.000
Business Services	0.000	0.000	0.000	0.000	0.000
Strategic Property Services	0.500	0.250	0.750	(0.250)	0.500
Transformation Programme					
Transformation	0.000	0.000	0.000	0.000	0.000
Information Services	0.000	(0.250)	(0.250)	(1.050)	(1.300)
Corporate					
Movement on Reserves	(4.800)	4.800	0.000	0.000	0.000
Capital Financing	(1.500)	0.000	(1.500)	(0.500)	(2.000)
Restructure & Contingency	4.274	(3.423)	0.851	(2.213)	(1.362)
General Government Grants	0.000	0.000	0.000	0.000	0.000
Corporate Levys	0.000	0.000	0.000	(0.200)	(0.200)
TOTAL FORECAST VARIANCE MOVEMENT	2.067	3.617	5.684	(5.235)	0.449
HRA Budget	0.000	(1.500)	(1.500)	(0.500)	(2.000)

This page is intentionally left blank

Wiltshire Council

Cabinet

11 February 2014

Subject: Capital Monitoring Period 9 2013/2014 (as at 31 December 2013)

**Cabinet member: Councillor Dick Tonge
Finance, Performance, Risk, Procurement & Welfare Reform**

Key Decision: No

Executive Summary

The report details changes to the budget made since the 2013/2014 budget was set in February 2013, and amended as part of the period 4 and the period 7 reports.

The report reflects the position of the 2013/2014 spend against budget as at Period 9 (as at 31 December 2013).

Proposal

To note the general budget additions for grants and revenue contributions of £0.352 million as per appendix B and to note the Period 9 position of the Capital Programme in Appendix A

To also note the reprogramming of £16.248 million between 2013/2014 and 2014/2015, and the returning of £0.034 million of budgets no longer required to Central Funding in Appendix A and B.

Reasons for Proposals

To inform Cabinet of the position of the 2013/2014 capital programme as at Period 9 (31 December 2013), including highlighting of budget changes.

**Michael Hudson
Associate Director Finance**

Wiltshire Council

Cabinet

11 February 2014

Subject: Capital Monitoring Period 9 2013/2014 (as at 31 December 2013)

**Cabinet member: Councillor Dick Tonge
Finance, Performance, Risk, Procurement & Welfare Reform**

Key Decision: No

Purpose of Report

1. To inform Cabinet on the position of the 2013/2014 Capital Programme as at Period 9 (31 December 2013), including highlighting budget changes. A budget monitoring report to members is taken to Cabinet Capital Assets Committee or Cabinet on a regular basis to match the timing of the revenue monitoring reports. This report focuses on major variations in budget.

Budget Movements

2. The Original budget for 2013/2014 was presented to the Council as part of the budget meeting on 26 February 2013. Since that date there have been changes made to the budget for 2013/2014 as part of the period 4 and period 7 reports. These changes include budgets reprogrammed from 2012/2013 into 2013/2014, but also to reflect additional funding being available, and reductions in budget where grant funding has reduced. Also there has been significant reprogramming of budgets forward from 2013/2014 into 2014/2015. The changes to the budget since it was last amended in the period 7 monitoring report are summarised in the table below, a fuller breakdown of the changes made at a scheme by scheme level is attached as Appendix A and B.

Breakdown of Budget Amendments from Period 7 Budget to Period 9 Budget (as at 31 December 2013)

	£m	Notes
Budget Period 7 2013/2014	125.466	
Additions/amendments to the Capital Programme 2013/2014 since Period 7 Budget		
Additional Budgets added to Programme	0.352	See Appendix A and B section 1 for further details
Budgets returned to Central Funding	(0.034)	See Appendix A for further details
Budgets reprogrammed from 2013/2014 into 2014/2015	(16.248)	See Appendix A and B section 2 for further details
Current Budget Period 9 2013/2014	109.536	

3. The budget additions shown above reflect increases in funding being available and brought into the programme under the Chief Financial Officer delegated authority. They largely comprise of additional grants from Central government, Section 106 contributions, revenue contributions towards capital expenditure and other contributions used to finance capital spend within the capital programme. Further information on the budget movements at an individual scheme level is shown in Appendix A and in further detail in Appendix B.
4. As part of this report £0.034 million has been returned to central funding for an Education scheme that has now completed. This budget can be reallocated to other schemes in the future.
5. The budgets that have been reprogrammed into 2014/2015 are shown in further detail in Appendix A and B, and some of the larger movements are also explained in the narrative for schemes in Appendix C.

Summary of Position as at 31 December 2013

6. The current budget for the year 2013/2014 as at period 9 (end December) is £109.536 million. Actual spend on schemes as at 31 December was £75.854 Million. A full breakdown of these figures is attached in Appendix A.

7. At present there are no schemes that have significant overspends that are not able to be mitigated for the year.
8. There are a number of schemes that are currently delayed and which have required budgets to be reprogrammed into 2014/2015. A Total of £16.248 million has taken place as part of this report. These variances are caused by project delays leading to differences in the profile of payments.
9. The planned reprogramming has been factored into the estimates for the Capital Financing budgets. This revenue budget is now currently estimated to be £2 million underspent at the year end, an increase from £1.5 million in the last report. This is mainly due to the reprogramming of budgets from 2013/2014 into later years, but also the effect of additional capital receipts due to be received before the end of the financial year.
10. Further information on the movements undertaken and the forecast position of some of the larger schemes is set out in Appendix C, along with updates on the capital receipts received during 2013/2014.

Proposals

11. To note:
 - a) The general budget additions for grants and revenue contributions of £0.352 million as per Appendix B and to note the Period 7 position of the Capital Programme in Appendix A.
 - b) The reprogramming of £16.248 million between 2013/2014 and 2014/2015, and the returning of £0.034 million of budgets no longer required that have been returned to Central funding.

Environmental Impact of the Proposal

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

Equality and Diversity Impact of the Proposal

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

Risk Assessment

14. The capital budget for 2013/2014, as detailed in this report, has been revised to approximately £110 million. Within any capital programme there are a number of potential risks such as from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the quarterly reporting process.

Financial Implications

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

Legal Implications

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

Safeguarding Considerations and Public Health Implications

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

Michael Hudson
Associate Director Finance

Report Author: Stephen MacDonald, Principal Accountant.

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

Appendices

Appendix A – 2013/2014 budget movements and spend to 31 December
Appendix B – Delegated authority for budget movements
Appendix C – Narrative on specific schemes

This page is intentionally left blank

Capital Programme budget movements and spend to 31st December 2013/2014

Scheme name	2013/2014 Budget Breakdown						
	Period 7 Budget	Budget Movements between Schemes	Section 1 Additional Budget see Appendix B	Budget returned to Central Funding	Section 2 Budget Transfer from 2013/2014 to 2014/2015 see Appendix B	Current Budget Period 9 2013/2014	Spend and Commitments to 31st December 2013
	£m	£m	£m	£m	£m	£m	£m
Education schemes							
Sarum Academy Salisbury	9.445					9.445	6.042
Basic Need	7.159		0.062		(2.372)	4.849	3.967
Schools Maintenance & Modernisation	6.750		0.033		(0.423)	6.360	3.716
Devolved Formula Capital	0.950					0.950	0.700
Access and Inclusion	0.977				(0.150)	0.827	0.361
DCSF Targeted Capital 14-19 SEN	0.527				(0.275)	0.252	0.109
Other Projects New Schools	5.142				(0.218)	4.924	0.384
Other Schools Projects - Expansions & Replacements	1.973				(1.444)	0.529	0.504
Early Years & Childcare	0.874				(0.157)	0.717	0.216
Aiming High for Disabled Children	0.058					0.058	0.000
DCSF Primary Capital Programme & Other Education Schemes	0.054			(0.034)		0.020	0.000
Total Education schemes	33.909	0.000	0.095	(0.034)	(5.039)	28.931	15.999
Highways schemes							
Integrated Transport	3.194		0.055		(0.380)	2.869	1.818
Structural Maintenance	9.820					9.820	5.489
Highway flooding prevention and Land Drainage schemes	0.800	0.350	0.010			1.160	0.932
Additional Highway Works	5.122					5.122	4.575
Bridges	3.201	(0.350)	0.106			2.957	1.789
Local Sustainable Transport Fund	0.926				(0.726)	0.200	0.057
Street Lighting	1.567				(0.877)	0.690	0.273
Total Highways schemes	24.630	0.000	0.171	0.000	(1.983)	22.818	14.933
Campus and Operational Delivery schemes							
Hub Programme Office Rationalisation & ICT	8.532					8.532	10.363
Operational Estate	5.019				(3.500)	1.519	0.378
Depot & Office Strategy	2.881				(2.000)	0.881	0.407
Libraries, Heritage and Art	0.142					0.142	0.108
Campus	11.597				(1.000)	10.597	9.351
Salisbury Market Place (inc New Canal and Blue Boar Row)	2.336				(0.016)	2.320	3.265
Total CAOD schemes	30.507	0.000	0.000	0.000	(6.516)	23.991	23.872
Other Property schemes							
Buildings Repair & Maintenance	3.163					3.163	1.891
Total Property schemes	3.163	0.000	0.000	0.000	0.000	3.163	1.891

Capital Programme budget movements and spend to 31st December 2013/2014

Scheme name	2013/2014 Budget Breakdown						
	Period 7 Budget	Budget Movements between Schemes	Section 1 Additional Budget see Appendix B	Budget returned to Central Funding	Section 2 Budget Transfer from 2013/2014 to 2014/2015 see Appendix B	Current Budget Period 9 2013/2014	Spend and Commitments to 31st December 2013
	£m	£m	£m	£m	£m	£m	£m
Housing schemes							
Disabled Facilities Grants	2.400					2.400	1.775
Other Housing Grants	0.890					0.890	0.033
Affordable Housing including Commuted Sums & PFI Housing Scheme	1.394					1.394	1.120
Gypsies and Travellers Projects (inc H&S Works)	4.267					4.267	3.414
New Housing	0.454					0.454	0.000
HRA - Refurbishment of Council Stock	7.591				(0.500)	7.091	5.629
Total Housing schemes	16.996	0.000	0.000	0.000	(0.500)	16.496	11.971
Waste schemes							
Waste Transformation	0.813				(0.115)	0.698	0.224
Waste Management & Waste Vehicles	0.071					0.071	0.061
Total Waste schemes	0.884	0.000	0.000	0.000	(0.115)	0.769	0.285
Other schemes							
Revenue & Benefits IT System	0.119				(0.075)	0.044	0.044
Carbon Reduction Schemes	1.382				(0.500)	0.882	0.000
Oil to Biomass Schemes	2.595				(0.750)	1.845	1.534
Planning IT System	0.296					0.296	0.326
Adult Social Care Strategy - Older People, LD & Mental Health	0.624	(0.085)				0.539	0.037
Social Care Infrastructure & Community Safety	0.010	0.085	0.085			0.180	0.000
Area Boards and LPSA PRG Reward Grants	1.122					1.122	0.467
Other Economic Development Schemes	3.013					3.013	2.522
Porton Science Park	0.399					0.399	0.150
Rural Estates	0.401				(0.057)	0.344	0.082
Wiltshire Online	1.262		0.001		(0.375)	0.888	0.014
Leisure Schemes (Non Campus)	0.157					0.157	0.083
ICT Schemes	0.506				(0.306)	0.200	0.000
Fleet Vehicles	2.410					2.410	1.018
Passenger Transport Unit	0.224				(0.020)	0.204	0.130
Other Schemes including cross cutting systems	0.857				(0.012)	0.845	0.496
Total Other schemes	15.377	0.000	0.086	0.000	(2.095)	13.368	6.903
Total 2013/2014 Programme	125.466	0.000	0.352	(0.034)	(16.248)	109.536	75.854

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

CCAC Meeting
Financial Year:

11th February 2014

2013/2014

SECTION 1 - DELEGATED CFO POWERS

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

Project Name: Basic Need

Budget Change:	2013/14	2014/15	2015/16
	62,087		

Funding Source: Section 106 deposit received towards extension works at Corsham Primary School

Project Name: Schools Maintenance & Modernisation

Budget Change:	2013/14	2014/15	2015/16
	32,737		

Funding Source: Holt Primary School contribution towards roof works project

Project Name: Integrated Transport

Budget Change:	2013/14	2014/15	2015/16
	55,264		

Funding Source: Various contributions from Parish Councils, Developers and the MOD towards Integrated Transport Works

Project Name: Highway flooding prevention and Land Drainage schemes

Budget Change:	2013/14	2014/15	2015/16
	10,011		

Funding Source: Developer contribution towards Land Drainage Capital Schemes 13/14

Project Name: Bridges

Budget Change:	2013/14	2014/15	2015/16
	106,250		

Funding Source: Contribution towards capital works on bridges from The Canal and River Trust and Network Rail

Project Name: Social Care Infrastructure & Community Safety

Budget Change:	2013/14	2014/15	2015/16
	85,000		

Funding Source: Revenue contribution from Education Services towards adults and childrens services joint carefirst project

Project Name: Wiltshire Online

Budget Change:	2013/14	2014/15	2015/16
	1,438		

Funding Source: Receipts received from sales of reconditioned laptops

352,787

Total Delegated Changes Approved by Section 151 Officer

SECTION 2 - DELEGATED CFO POWERS

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

Project Name: Basic Need

Budget Change:	2013/14	2014/15	2015/16
	(2,372,441)	2,372,441	

Notes: Reprogramming of Schemes to match anticipated expenditure between financial years

Project Name: Schools Maintenance & Modernisation

Budget Change:	2013/14	2014/15	2015/16
	(423,326)	423,326	

Notes:

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

CCAC Meeting
Financial Year:

11th February 2014

2013/2014

Project Name:	Access and Inclusion		
Budget Change:	2013/14	2014/15	2015/16
	(150,000)	150,000	
Notes:			
Project Name:	DCSF Targeted Capital 14-19 SEN		
Budget Change:	2013/14	2014/15	2015/16
	(274,535)	274,535	
Notes:			
Project Name:	Other Projects New Schools		
Budget Change:	2013/14	2014/15	2015/16
	(217,669)	217,669	
Notes:			
Project Name:	Other Schools Projects - Expansions & Replacements		
Budget Change:	2013/14	2014/15	2015/16
	(1,444,249)	1,444,249	
Notes:			
Project Name:	Integrated Transport		
Budget Change:	2013/14	2014/15	2015/16
	(380,000)	380,000	
Notes:			
Project Name:	Local Sustainable Transport Fund		
Budget Change:	2013/14	2014/15	2015/16
	(726,439)	726,439	
Notes:			
Project Name:	Street Lighting		
Budget Change:	2013/14	2014/15	2015/16
	(877,000)	877,000	
Notes:			
Project Name:	Early Years & Childcare		
Budget Change:	2013/14	2014/15	2015/16
	(157,000)	157,000	
Notes:			
Project Name:	Operational Estate		
Budget Change:	2013/14	2014/15	2015/16
	(3,500,000)	3,500,000	
Notes:			
Project Name:	Depot & Office Strategy		
Budget Change:	2013/14	2014/15	2015/16
	(2,000,000)	2,000,000	
Notes:			
Project Name:	Campus		
Budget Change:	2013/14	2014/15	2015/16
	(1,000,000)	1,000,000	
Notes:			
Project Name:	Salisbury Market Place (inc New Canal and Blue Boar Row)		
Budget Change:	2013/14	2014/15	2015/16
	(16,000)	16,000	
Notes:			
Project Name:	HRA - Refurbishment of Council Stock		
Budget Change:	2013/14	2014/15	2015/16
	(500,000)	500,000	
Notes:			
Project Name:	Waste Transformation		
Budget Change:	2013/14	2014/15	2015/16
	(115,000)	115,000	
Notes:			

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

CCAC Meeting
Financial Year:

11th February 2014

2013/2014

Project Name:	Revenue & Benefits IT System		
Budget Change:	2013/14	2014/15	2015/16
	(75,050)	75,050	
Notes:			
Project Name:	Carbon Reduction Schemes		
Budget Change:	2013/14	2014/15	2015/16
	(500,000)	500,000	
Notes:			
Project Name:	Oil to Biomass Schemes		
Budget Change:	2013/14	2014/15	2015/16
	(750,000)	750,000	
Notes:			
Project Name:	Rural Estates		
Budget Change:	2013/14	2014/15	2015/16
	(57,465)	57,465	
Notes:			
Project Name:	Wiltshire Online		
Budget Change:	2013/14	2014/15	2015/16
	(375,000)	375,000	
Notes:			
Project Name:	ICT Schemes		
Budget Change:	2013/14	2014/15	2015/16
	(307,000)	307,000	
Notes:			
Project Name:	Passenger Transport Unit		
Budget Change:	2013/14	2014/15	2015/16
	(20,000)	20,000	
Notes:			
Project Name:	Other Schemes including cross cutting systems - ROW Cycle Route		
Budget Change:	2013/14	2014/15	2015/16
	(12,100)	12,100	
Notes:			
	<u>16,250,274</u>	Total Re-programming between years	

SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES

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

Project Name:

Budget Change:

2013/14

2014/15

2015/16

Funding Source:

There are no requests for additional resources detailed within this report

0

Total requests for additional resources

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE
OFFICER:

Michael Hudson

DATE:

February 2014

This page is intentionally left blank

Further information on schemes in the Capital Programme and funding sources as at Period 9 (31 December 2013)**Education schemes**

1. Basic Need Schemes. A total of £2.372 million of budget has been reprogrammed into 2014/2015 as part of this report. This reflects the planned profile of expenditure and includes allocations for large scale conversion works at Pembroke Park Primary and a series of reviews into shortfalls in schools capacity throughout the county.
2. Other Projects Expansions & Replacements; in this report £1.444 million of budget has been reprogrammed into 2014/2015. Schemes at Laverstock St Joseph's, Wyvern College, and East Melksham Primary are all due to begin in 2014/2015 and the budget has been reprogrammed to reflect this.

Highways Schemes

3. In this report £0.350 million of budget has been transferred from capital works on bridges and into highway Flooding and land drainage schemes due to additional works caused by recent flooding and storms.
4. A further £0.877 million of budget has been reprogrammed into 2014/2015 on street lighting schemes to reflect that the majority of schemes will take place next year. £0.726 million of budget has also been reprogrammed in this report on local sustainable transport fund projects, negotiations with First Great Western are still ongoing over rail station improvements and works are likely to occur in 2014/2015.

Campus and Operational Delivery (CAOD) schemes

5. A total of £6.5 million of budget has been reprogrammed into 2014/2015 as part of this report. This is mainly in the operational estate area which is planned to be earmarked to schemes which enable Campus delivery or to future Campus delivery itself in 14/15. The other large area of reprogramming relates to depots, only the initial stages of the delivery of a Salt barn is anticipated in 2013/2014 with the remaining plans on hold.
6. Salisbury Market place as previously reported is projected to be overspent due to the enhancing of the scope of the project to incorporate more areas of the City, to include New Canal and Blue Boar Row areas, including enhanced street furniture and street lighting works across the site. It is anticipated that the majority of this overspend can be mitigated through corresponding underspends on other highways schemes. Ongoing work is occurring to ensure developer contributions are allocated to appropriate Highways projects which could generate headroom in order to fund this project. This will be confirmed and actioned in the Outturn report for 2013/2014.

Housing schemes

7. The HRA budgets show an actual spend as at 31 December 2013 of £5.629 million. In addition to the previously reported reprogramming, an additional £0.5m has been reprogrammed into 2014/2015 to match the planned expenditure, and the remaining contracted quantities of work are on target to be delivered with the partnership Contractors.

Other Schemes

8. Oil to Biomass schemes are progressing well across the many sites across Wiltshire. Schemes at Market Lavington, Bishops Cannings and Castle School are all now planned post April 2014 therefore £0.750 million has been moved into 2014/2015 to match the planned expenditure.

Funding of Capital Programme

9. The capital programme is funded by 3 principal sources; grants and contributions, capital receipts and borrowing.
10. As at 31 December 2013 Grants and Contributions received has increased to a total of £36.000 million, the largest portion of Grants received so far is in Education and the Highways areas. With grants still to be received and ones held over from previous years, a total of £71 million is likely to be available to apply to 2013/2014 capital spend.
11. Capital Receipts received from the proceeds of fixed asset sales are managed and monitored closely by the strategic property team in conjunction with Finance. Since the last monitoring report the total of capital receipts as at 31 December 2013 has increased to £3.300 million, which includes a further 6 properties in the Housing Revenue Account Right to Buy (RTB) scheme, making a total of RTB properties sold so far in 2013/2014 of 25.
12. In Addition there is £4.373 million of capital receipts sums held over from 2012/2013 to be allocated to 2013/2014 spend. There are also 2 large capital receipts in the pipeline totalling in excess of £17 million not included in the figures above. These are due to be delivered before the year end and will be reported at Outturn. Therefore at least £8 million will be available to be applied to capital spend in 2013/2014. Amounts of receipts in excess of this are currently planned to be held over to cover the planned expenditure in 2014/2015 to give the best mix of borrowing for the council.
13. Borrowing makes up the final element of financing the capital programme, a total of around £30 million is currently required to be borrowed to fund the capital budget, this is lower than the last report assumption of £45 million due to the reprogramming of budget into 2014/2015. As undertaking borrowing incurs revenue costs in debt repayments, the council considers all options before it considers borrowing, and it envisaged that this requirement to borrow may drop further over the coming months, especially if the anticipated capital receipts are delivered.

Wiltshire Council

Cabinet

11 February 2014

Subject: Arrangements to be put in place following the end of the Department for Education Trial on permanent exclusion and alternative provision

Cabinet member: Councillor Laura Mayes – Children’s Services

Key Decision: Yes

Executive Summary

In July 2011 Wiltshire accepted the Department for Education’s invitation to take part in a national trial on permanent exclusion and alternative provision. The purpose was to pilot a new arrangement under which if a secondary school permanently excluded a pupil it would remain responsible for the making educational provision for the pupil and the pupil’s examination results would count against them. The rationale behind this approach was to make secondary schools more accountable for the performance of those students who are permanently excluded and, therefore, to raise the achievement of a very vulnerable group of young people.

In May 2012 a Power to Innovate Order went through parliament transferring the responsibility of the local authority under section 19 of the Education Act to provide suitable education for permanently excluded pupils to those secondary schools agreeing to take part in the Trial for its duration. 28 of Wiltshire’s 29 secondary schools agreed to take part and were named in the Power to Innovate. Wiltshire adopted a radical approach and to enable these schools to fulfil this responsibility it decided to close Wiltshire’s Pupil referral Unit, the Young Peoples’ Support Service (YPSS) and devolve its budget to the secondary schools. This was done from 1 April 2012 and the final element of YPSS closed in July 2013.

The DfE Trial and the Power to Innovate will come to an end in July 2014. Although an evaluation is being carried out of the Trial by the London Institute of Education and the National Foundation for Education Research, (NFER), it seems unlikely that its report will be published in sufficient time for primary legislation to be brought forward before the general election of 2015. The Council, therefore, needs to make a decision about what arrangements should be put in place once the Trial finishes and before any primary legislation is put in place.

Initial evidence from the external evaluation and an internal review that has been carried out indicates that the current arrangement is working effectively. Any change to it would cause considerable turbulence for a highly vulnerable

group of young people. Other possible arrangements appear to be more expensive and less effective'

Proposal

To continue the present devolution of funding to secondary schools replacing the Power To Innovate Order with a service level agreement under which secondary schools undertake to provide suitable education in accordance with section 19 of the Education Act for those pupils permanently excluded or at risk of permanent exclusion for the period 1 April 2014 to 31 March 2017.

Reason for Proposal

1. There is evidence that the current system of devolved funding is working effectively.
2. All the secondary schools currently involved in the Trial wish to continue with this arrangement and the one school that did not take part would like now to do so.
3. Any change would cause a considerable degree of turbulence to a very vulnerable group of young people.
4. All other possible alternatives appear to be more expensive and less effective.

**Carolyn Godfrey
Corporate Director**

11 February 2014

Subject: Arrangements to be put in place following the end of the Department for Education Trial on permanent exclusion and alternative provision

Cabinet member: Councillor Laura Mayes – Children’s Services

Key Decision: Yes

Purpose of Report

1. The purpose of this report is to enable the Council to make a decision as to what arrangements should be put in place once the Department for Education Trial on permanent exclusion and alternative provision comes to an end in June 2014. A decision needs to be made now to enable a smooth transition from the current arrangements to whatever may replace them.

Relevance to the Council’s Business Plan

2. This proposal relates to Outcome 4 of the Council’s Business Plan- Wiltshire has inclusive communities where everyone can reach their potential. At its core it is about continuing to raise the achievement of a highly vulnerable group of young people which also relates to key action 4. As the proposal has been developed in consultation with secondary headteachers it is linked to Outcome 2 about involving people in local decision making. Finally the approach that the Council adopted in its participation in the Trial was a radical and innovative one so in seeking to continue the proposal is very much in line with the ethos of the Business Plan which is about radical and innovative action.

Background

3. In April 2011 as a result of a management restructuring Wiltshire’s Pupil Referral Unit (PRU) became part of education. At the time discussions had already begun about the future of YPSS. In May 2011 an Ofsted inspection put YPSS into special measures indicating that radical action was required. While different options to address the situation were being considered Wiltshire was invited by the Department for Education (DfE) to take part in a national trial relating to permanent exclusion and alternative provision.

In the 2010 White Paper, “The Importance of Teaching”, the Secretary of State for Education had outlined his concern about the poor level of achievement of pupils who had been permanently excluded. The White

Paper suggested that the best way to remedy this was for schools to remain responsible for the achievement of pupils even after they had been excluded. This could be done by making schools responsible for ensuring appropriate educational provision for these pupils and accountable for their achievements. The purpose of the DfE Trial was to test out this approach with a small group of local authorities. After some consideration it was decided with Cabinet approval to accept the invitation to take part in the Trial and use it as a means to take the radical action needed to address the issues surrounding YPSS.

It was decided to close YPSS and to devolve its budget to individual secondary schools using a formula incorporating numbers, socio-economic deprivation and a service factor. A Power To Innovate Order was passed in parliament in May 2012 which for the period of the Trial temporarily transferred to secondary schools the Council's responsibility under section 19 of the Education Act to provide suitable education for those pupils permanently excluded. 28 of Wiltshire's 29 secondary schools signed up to this Order and the service level agreement underpinning it. The one school that refused to participate did so for reasons that were unique to its position as a sponsored academy rather than to any objections to the Trial itself. From 1 April 2012 money began to be devolved to participating secondary schools. Schools were also supported by the creation in, May 2012, of a catalogue of accredited providers of alternative education from whom secondary schools could buy provision. YPSS closed in two phases. The majority of the service closed in August 2012 with a small element remaining open until July 2013 to provide for pupils who had been permanently excluded before the Power To Innovate came into effect.

Appendix A, an internal review of the impact of the Trial, provides clear evidence of its effectiveness. Permanent exclusions have fallen from 21 before the start of the Trial in 2011 -212 to virtually zero. The number of days lost to fixed term exclusions fell from 1755 in 2011-12 to 1440 in 2012-13 and 182 so far in 2013-14 and the number of pupils receiving fixed term exclusions from 972 in 2011-12 to 765 in 2012-13 and 153 so far in 2013-14. All secondary schools involved have substantially increased the amount of preventative work they are doing and even in the short time the Trial has operated this has begun to have a significant effect. There is also evidence of increasing achievement among the target group of pupils. Appendix B the external evaluation being carried out by the London Institute of Education and the National Foundation for Education Research (NFER) also indicates positive signs although this only covers the first year of the Trial.

As a result of the time it takes to carry out the external evaluation it has become clear that the results will not be available to the government in sufficient time for them to bring forward any changes to primary legislation before the general election of 2015. With the Trial and the Power To Innovate due to finish in June 2014 Wiltshire Council needs to decide what provision should be put in place to cover the period after the end of the Trial while the government decides whether it is going to change the law.

The responsibility under section 19 of the Education Act to provide suitable education for permanently excluded pupils will revert to the Council. The issue for the Council is how best to fulfil this responsibility. A number of options have been considered.

- A. The Council should end the devolution of funds to schools and return to fulfilling the responsibility itself directly. This would be both difficult and expensive. To make provision itself would entail setting up a PRU or some kind of entity with a DfE number. This would involve recruiting staff and finding premises. Any PRU set up now would have to be an academy with a delegated budget so in reality the Council would not be directly making the provision. The end of the devolved funding would curtail the good preventative work that schools have been doing as it is extremely unlikely in the current financial climate they would be able to fund it themselves. It would also create a significant amount of turbulence for those pupils in alternative provision which can only have a detrimental impact upon their educational achievement.
- B. The Council could commission a third party – an existing alternative provider or an academy trust to make the provision on its behalf. In reality there are very few alternative providers with the capacity to take on such provision for the whole of Wiltshire. Judging by the current rates charged by alternative providers to schools and to other local authorities any alternative provider would be more expensive than the current option. This is also likely to be the case for an academy trust. Such a course of action would have the same negative impact upon schools as option A without giving the Council any more direct control over the provision being made.
- C. The council could continue to devolve funding to schools and replace the Power To Innovate with a service level agreement through which secondary schools agree to provide suitable education for those pupils permanently excluded or at risk of permanent exclusion in line with section 19 of the Education Act for a specified period. This would enable schools to continue to develop their preventative work and provide continuity of provision for the most vulnerable pupils. Although Wiltshire Council would not be directly providing education it would ensure the quality of what was delivered through a robust monitoring process. This process would consist of the regular collection of data about named individual pupils, the random sampling of provision through visits and observations and regular dialogue carried out through the local authority's attendance at the In Year Fair Access Panels at which most of these pupils have been discussed and their progress reviewed.

In October Select Committee, see appendix C, approved an approach to investigate the feasibility of option C. A representative group of secondary headteachers was set up to review the progress of the Trial and discuss options to put in place once it ended. They were unanimously in favour of continuing the existing arrangements with the operation of a service level agreement. In discussion with the group and with Gough's solicitors acting on behalf of the Wiltshire Association of Secondary and Special

Headteachers, (WASSH), a new service level agreement has been drawn up which would support the adoption of option C. This is set out in appendix D. It is also extremely likely that if option C is adopted the one school that remained outside the Trial will now wish to become part of the arrangement.

Main Considerations for the Council

4. The main considerations for the council are
 - There needs to be an arrangement in place by June 2014 to secure the provision of suitable education for permanently excluded pupils so that the Council is able to fulfil its responsibility under section 19 of the Education Act.
 - As the Council can no longer make such provision directly, as even a new PRU would be an academy, it needs to decide how to secure the best provision for a highly vulnerable group of young people and, therefore which third party would be the most effective and provide the best value for money.
 - How to ensure stability and continuity for those pupils already in some kind of alternative provision.
 - How best to build upon the good practice that schools have developed during the period of the Trial.
 - How to monitor the third party delivering the provision to ensure that its responsibility is being delivered effectively.

Safeguarding Implications

5. The young people who are the subject of this provision are highly vulnerable. However they are currently being provided for by secondary schools who have to have strong safeguarding procedures or by alternative providers who have been through an accreditation process. As the proposal continues with an existing arrangement in terms of provision it does not in fact create additional safeguarding issues. Schools are already tightly monitored in terms of safeguarding and there will be mentoring of the provision for the young people concerned on a named individual basis.

Public Health Implications

6. There are no additional public health issues.

Environmental and Climate Change Considerations

7. There are no additional environmental issues because canting the existing arrangements will not result in the creation of a greater carbon footprint.

Equalities Impact of the Proposal

8. The main deliverers of provision will be secondary schools that already have robust equalities polices and alternative providers who have been through an accreditation process.

Risk Assessment

9.

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

10. If a decision is not taken there will be the following risks
1. If no decision is taken once the Power To Innovate ends the responsibility for providing a suitable education for permanently excluded pupils will return to Wiltshire Council without there being any arrangement in place for the Council to fulfil this responsibility.
 2. In the absence of a decision secondary schools may assume that money will no longer be devolved, cease their preventative work and begin to permanently exclude pupils again leaving the Council to find a way to make provision this would put at risk a highly vulnerable group of young people.
 3. Alternatively secondary schools may assume they can keep the money but are not responsible for providing education for permanently excluded pupils. The Council would then be left to make provision with no funds to do so.

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

11. Risks that may arise if the decision is taken.
1. Some secondary schools may decide they do not wish to be part of the arrangement and return the money leaving the Council with the need to make provision for any pupils permanently excluded by those schools.
Action has already been taken to manage this risk. The setting up of a group of headteachers to review the Trial and help design the arrangements to follow it has gone a long way to ensure that all schools including the one not currently part of the Trial will accept the new arrangement.
 2. All secondary schools may decide that there is not enough money because of the increasing numbers of “hard to place” young people coming in from neighbouring authorities.
An analysis of the existing data has been carried out and a proposal will be made to Schools’ Forum in January to provide a block of extra funding to address this issue and therefore manage the risk involved.
 3. Some schools may not provide education that would be deemed suitable in terms of section 19 of the Education Act.
This risk will be managed through the monitoring systems that will underpin the service level agreement. Data will be regularly collected from secondary schools about named individual pupils. There will be a programme of sampling of the provision that schools

have in place for these pupils. In addition through its attendance at the three secondary In Year Fair Access Panels the Council will be part of the discussions about provision for most of these pupils. All Panels not only discuss provision when placing pupils but review the progress of pupils that have been placed. If monitoring indicates that the duty under section 19 is not being fulfilled, the proposed service level agreement allows the Council to review provision, agree a remedial action plan and ultimately withdraw part or all of the funding so that the Council can make alternative arrangements for affected pupils.

4. The government decides that overall there is not enough evidence to justify a change of primary legislation or a different government is elected in 2015 which is not in favour of such a change. The proposed arrangement will last for three years which will provide time for the national situation to become clear. If it seems a change in legislation is not going to take place there will be plenty of time to consult with headteachers about what action to take in the light of this. If the progress achieved so far under the Trial is maintained under the service level agreement then there would be powerful arguments for continuing the service level agreement for another three years.
5. Permanent exclusions may increase again because of the different legal structure under the service level agreement compared with the Trial. Legislative changes under the Trial transferred the section 19 duty from the Council to each participating school in relation to permanently excluded Pupils. The Trial also removed the statutory requirement for each school to delete the name of any permanently excluded Pupil from the admission register. When the Trial ends the section 19 duty will return to the Council and each school must delete from the admission register the name of any permanently excluded Pupil.

To mitigate this risk, clause 3.2 of the service level agreement requires each school to continue to use the funding to provide suitable “on roll” education for permanently excluded pupils, which will be an expensive deterrent to schools. Furthermore, we ask for the school’s agreement that, within the confines of legislation and government guidance, it will exhaust all alternative options before making permanent exclusions.

6. The Council may be reluctant to enforce a contract made with a school for policy reasons, leaving the Council exposed if a school breaches the service level agreement.

To mitigate this risk, schools have been fully involved in planning these arrangements as set out above, and we expect them to be fully engaged in the entire process. It is clear from discussions that all parties are focussing on the needs of this vulnerable group of children.

7. The Council may not have the resource to monitor the arrangements effectively?
To mitigate this an outline of what would be required in terms of monitoring and evaluation has been produced.

Financial Implications

12. Under the Trial Wiltshire Council devolved to secondary schools approximately £2.6 million, the original budget for YPSS. The money was devolved to individual secondary schools using a formula agreed with headteachers that takes into account school numbers. Social deprivation and service children as described in schedule 2 of Appendix D. The formula has worked well and headteachers have no desire to change it. Money would continue to be devolved in this way for the next three financial years beginning with 1 April 2014. Arrangements for its use and transfer are set out in the service level agreement, see Appendix D. This service level agreement is based on the one that has been used during the duration of the Trial. It has worked extremely well and there have been no problems and no disputes relating to it.

Legal Implications

13. Option C requires the Council to enter into an agreement with its secondary schools for them to make provision for pupils who have been permanently excluded or who are at risk of permanent exclusion to enable the Council to fulfil its responsibility under section 19 of the Education Act. This would be achieved through a service level agreement, Appendix D. In order to facilitate agreement, the service level agreement is heavily based on the agreement which was in place during the Trial. It has been produced by the Council's Legal Services and discussed by them with Gough's solicitors acting on behalf of the secondary schools. The agreement is still being negotiated, and schools have so far been reluctant to agree to certain key points. Legal Services has advised that these key points must remain to mitigate the Council's risk, in particular regarding each school's fulfilment of the Council's section 19 duty and deterring schools from making permanent exclusions. However, we believe that headteachers are strongly in favour of continuing current arrangements and that they will agree to our key terms shortly.

Options Considered

14. The options considered are set out in detail in section 3 Background above. They are as follows
 - A. End the devolution of funds to schools and attempt to make provision more directly by setting up a new PRU.
 - B. End the devolution of funds to schools and commission a third party such as an alternative provider or an academy trust to do so.
 - C. Continue the devolution of funding to schools and replace the Power To Innovate with a time specific service level agreement supported by robust monitoring.

Conclusions

15. None of the options gives the Council direct control of provision. In the current situation it will have to deliver its responsibility through a third party. The devolution of funds to secondary schools appears to have been effective in reducing fixed and permanent exclusions, stimulating preventative work and raising achievement. Secondary headteachers are unanimously in favour of continuing this arrangement and doing so will enable them to continue to build on the work they have done and will provide continuity and stability for a highly vulnerable group of young people. Both option A and option B are likely to be more expensive and create more turbulence. It, therefore, seems logical that option C is the best option for the Council to adopt.

Carolyn Godfrey
Corporate Director

Background Papers

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

None

Appendices

Appendix A	Review of the DfE trial on permanent exclusion and Alternative provision in Wiltshire
Appendix B	Interim evaluation of the Trial by NFER
Appendix C	Children's Select Committee report 1st October 2013
Appendix D	Proposed service level agreement

DfE Exclusion Trial Evaluation.

April '12- Sept '13.

The national impact of the Exclusion Evaluation has been reviewed and analysed by the use of soft and hard information sent directly to Nfer. In order to evaluate the local impact we asked all the schools involved to complete a detailed feedback. All the Secondary Schools involved in the Trial responded, the request for information was arranged into 5 main areas.

How have the devolved funds been used? What has been the impact of preventative work?

All the schools used the devolved funds to offer a wide range of internal and external initiatives, the focus ranged from

KS2-3 Transition.

KS3 Turnaround projects.

KS4 Alternative Curriculum Programmes.

All schools access external alternative providers, particularly for individual students with complex behavioural and learning needs.

At the time of data collection 28 students across the County were accessing a fulltime external programme; these are delivered by small learning units based away from the school or College provision. The former is felt to be particularly successful for those with very complex needs. The schools monitor these students directly or via the Federation Coordinators. Some part-time External Alternative Providers are used; they generally offer 1 day provision linked to outdoor activities; social skills and those with a focus on behaviour management. This type of activity is linked to internal personalised programmes.

The greatest change has been the opportunity to develop comprehensive in-house programmes, many based around specific centres within the school. At the time of data collection 596 pupils were accessing this type of provision.

Part-time access to support general curriculum.

Accessing work in the centres as an alternative to fixed term exclusion.

KS3 behaviour management programmes.

Nurturing activities.

Practical activities to broaden their curriculum.

Preparation for Post 16 transition.

All schools are able to offer some form of internal support. 10 have developed a comprehensive centre, they have employed specific staff to manage and deliver the programmes.

It is felt that this kind of internal support mechanism is the most cost effective way to use the devolved funding, those already set up expressed a commitment to embed and further develop their centres, others want to open their own centres as individual or groups of schools.

A direct comparison with YPSS figures demonstrates the impact of devolved funding arrangements.

YPSS	2011-2012	70 Permanently Excluded students managed by the Service	50 students offered preventative programmes via the Service
Devolved Funding	2012-2013	28 students in fulltime alternative provision	596 accessing some form of alternative provision

In 2011-2012 pupils would have been supported in school but the devolved funding has enabled the support to be accessed by more students as well as being more effective and focused.

Supporting Evidence of the Impact of Devolved funding

Information collected by the Local Authority.

	'11-'12	'12-'13
Permanent Exclusions	21	2
Days lost due to fixed term exclusions	1755	1440
Students who have received Fixed Term Exclusions	972	765

The Fixed Term Exclusions have fallen further this Academic Year.

Information from schools.

Reduced need to apply Fixed Term Exclusions by using alternatives in school.

Attendance- improved for those accessing internal and external provision.

Destination- Much improved for Yr 11 students accessing personalised programmes; the numbers of NEETS are greatly reduced for this group.

Behaviour- improved; turnaround programmes have a particular impact.

Achievement- **there is** evidence of progress for the students although there is limited access to Level 2 qualifications from External Alternative Providers. The latter point has motivated schools to develop internal programmes.

Use of Alternative Providers Catalogue

Most schools have used alternative providers from the Catalogue, particularly to help with the management of complex cases. There are general concerns about the cost; travelling distances; difficulties accessing appropriate provision for small numbers of students and keeping contact with the provider to monitor regular attendance and progress.

These concerns have been a major incentive to the development of internal programmes, often using some external programmes but in a more controlled manner.

Issues that have arisen so far during the Trial.

Fluctuating numbers requiring off-site provision.

The impact of providing for Out of County Challenging students whose numbers are increasing

Year	Number of Out of County Challenging Students
March to July '11-'12	10
Complete Academic Year. '12-'13	24
Terms 1 and 2 '13-'14	22

Advantages of the Devolved Funding Mechanism used in the Exclusion Trial.

The opportunity to manage the funding within schools.

Chance to be proactive by preplanning and setting up focused programmes.

More students can benefit from personalised programmes.

Greater chance to turnaround younger students early intervention.

Sharing good practice by working within school clusters.

This page is intentionally left blank



Department
for Education

Evaluation of the School Exclusion Trial (Responsibility for Alternative Provision for Permanently Excluded Children)

First Interim Report

Research Brief

March 2013

**The Institute of Education, University of London (IOE)
& the National Foundation for Educational Research
(NFER)**

Contents

Table of figures	2
Key points	3
1. Background	5
Context	5
The trial	5
The trial evaluation	6
2. Evaluation methods and sample	7
Overall design	7
Survey instruments	7
The sample	8
3. Key findings	9
3.1 Implementation of the trial	9
3.2 Baseline quantitative findings	9
3.3 Qualitative findings	12
3.3.1 Issues relating to alternative provision	12
3.3.2 In-school provision	13
4. Challenges to the success of the trial	14
5. Issues to be considered as the trial goes forward	15
6. References	16

Table of figures

Table 1 Participants in baseline data collection as of 31 October 2012	8
--	---

Key points

Overview

The Department for Education is running a three-year school exclusion trial, which started in autumn 2011 and continues until July 2014. It currently involves around 180 participating schools in 11 volunteer local authorities (LAs).

The trial sees schools taking on responsibility for placing permanently excluded pupils in alternative provision (AP), funding the placements from money devolved from LAs; and gives flexibility for funding earlier intervention to reduce the need for exclusion in the first place.

An evaluation is running alongside the trial, with the final report due in spring 2015. The evaluation will assess the issues arising from the implementation of the trial and the impact it has on pupils, schools, LAs and AP providers.

This report is a summary of the first of two interim reports. The report focuses on establishing a qualitative and quantitative baseline for the evaluation, but also presents some early findings from the first year of the trial. It is based on schools in the eight LAs that participated in the initial stage of the evaluation. Future reports will consider the outcomes of the trial, including the impact on pupils' attainment, and provide case studies of how particular issues have been addressed.

Key findings

Although at a very early stage of the trial, there was evidence from some trial schools that they have already started to implement changes, such as:

- changes to school processes (the introduction of new school-wide policies and strategies; the employment of new staff in specialised roles in schools; allocated budgets for AP);
- additional training for existing staff; and
- changes to the types of interventions offered (increased support for pupils at risk of permanent exclusion, including external AP and in-school provision).

There was also qualitative evidence from LAs that:

- partnership working between schools has increased and processes have been made more rigorous;
- some schools are directly commissioning AP;
- some pupil referral units (PRUs) have closed and the role and offer of others has changed to meet the needs of schools more closely;
- there has been an increase in the use of 'dual roll' where students remain on the school roll but are also registered with an AP provider;
- schools are taking increased responsibility for pupils at risk of exclusion;

- schools are preparing to offer a broader curriculum to meet the needs of all of their pupils; and some secondary schools are working in partnership with primary schools on transition issues to support pupils at risk of permanent exclusion.

Two issues were identified that directly relate to the future implementation of the trial. These were:

- ensuring that schools had the capacity and expertise to commission, manage and monitor AP; and
- increasing the extent of early intervention at the first sign of difficulties.

A more general issue that emerged was concern about the availability of sufficient, local, flexible, high quality AP to meet the needs of students, particularly at Key Stage 3 and Level 2.

These issues will be followed up in the subsequent evaluation reports.

1. Background

Context

Currently, local authorities (LAs) are responsible for arranging suitable full-time education for permanently excluded pupils, and for other pupils who – because of illness or other reasons – would not receive such education without arrangements being made (DfE, 2012). The governing bodies of schools are responsible for arranging suitable full-time education from the sixth day of a fixed period exclusion. Schools may also direct pupils off-site for education, to help improve their behaviour. Statutory guidance sets out the Government's expectations of LAs and schools who commission alternative provision (AP).

The children and young people educated in AP are amongst the most vulnerable in society. Providing AP is complex, as those needing it have a diverse range of needs, which may extend beyond school exclusion to medical issues, lack of a school place, or an inability to thrive in a mainstream educational environment. To be effective, AP must be capable of providing support to all pupils in order for them to achieve their full potential (O'Brien et al., 2001).

To meet these diverse needs, alternative provision in England can include pupil referral units (PRUs), hospital schools, further education (FE) colleges, training providers, employers, voluntary sector organisations, community services, youth services and other local agencies (QCA, 2004). More recently, AP academies and AP free schools have been introduced as a source of provision.

The White Paper, *'The Importance of Teaching'* (2010), set out the aim to improve the quality of AP, by increasing autonomy and encouraging new providers. In an Ofsted review on AP (2011), the quality of AP was found to be varied.

In 2011, Charlie Taylor, at the time the Government's advisor on behaviour, was asked to conduct a review of AP. His review confirmed that the quality of AP was variable; the system failed to provide suitable education for pupils; and that there was a lack of accountability in relation to outcomes (Taylor, 2012).

The trial

The school exclusion trial is a pilot programme implementing a proposal set out in the White Paper and highlighted in the Taylor review. The trial reiterates the authority of head teachers to permanently exclude pupils where this is warranted, but balances that authority by proposing that schools should have greater responsibility for the quality of education that those pupils receive and the attainment levels they achieve.

The trial started in autumn 2011, with volunteer LAs and schools rolling out the changes in processes and financial responsibility for AP from this date until April 2013. The trial continues until July 2014.

The trial sees schools gaining responsibility for finding and funding AP, by shifting money from LAs to schools, so that they can purchase the AP that they think will best meet the needs of their

pupils. This might include collaborating with other schools to provide suitable places or buying them from the LA, the voluntary sector or local colleges. The purpose of the trial is to test the workability of the approach, identify issues and barriers, develop solutions and ensure that the incentives work effectively.

The trial evaluation

The main aims of the evaluation are to:

- assess the impact on schools, pupils (including those most vulnerable to exclusion) and LAs of devolving the responsibility for AP for excluded pupils to schools;
- assess whether the trial has increased the use of early intervention and family support and whether this has had any impact on pupil outcomes for those at risk of exclusion;
- identify the lessons for any future implementation of the approach; and
- assess the cost effectiveness of the new approach and the impact on the AP market.

This report is a summary of the first of two interim reports, the second to be delivered in spring 2014 with a final report in spring 2015. It is based on data collected from schools relating to the academic years 2010/11 or 2011/12 (depending on the date they joined the trial) and therefore provides baseline data for the subsequent years of the trial. Some tentative findings relating to progress and the forward trajectory of the trial were gathered in interviews undertaken in the summer term 2012 with LA and school staff. Future reports will consider the outcomes of the trial, including impact on pupils' attainment, and provide case studies of how particular issues have been addressed.

2. Evaluation methods and sample

Overall design

A mixed methods (quantitative and qualitative), longitudinal (over three years 2012-2015) and comparative (trial and comparison schools) design was adopted for the research. This report presents baseline findings from the LAs and schools that had agreed to participate and were able to return data by 31 October 2012. Any participants joining after this point will be included in future reports.

Survey instruments

Several **data collection instruments** were developed and a version of each was sent to trial and comparison schools and LAs at the start of the evaluation. The instruments developed so far are:

- a lead teacher questionnaire completed by trial and comparison schools;
- a pupil profile form (PPF) completed by trial and comparison schools; and
- an LA questionnaire completed by each LA.

These three instruments will be repeated in summer 2013 and summer 2014. In spring 2014, a further questionnaire will be developed to capture the views of subject teachers in each school taking part in the evaluation.

The **national pupil database** was used to:

- model the national profile of permanently excluded pupils;
- enable a comparison of the characteristics of the pupils at risk of permanent exclusion in trial and comparison schools and the national profile; and
- provide additional information about pupils designated as at risk of permanent exclusion by trial and comparison schools (this will continue through each year of the trial).

In addition, **telephone interviews** were undertaken with lead LA officials in each of the 11 LAs involved in the trial to follow up questionnaire responses in more depth.

Six LAs have also been selected for **in depth case study visits** with three of the LAs visited in the summer of 2012 and visits planned to the other three LAs in the summer of 2013. A detailed questionnaire was developed to collect evidence from these LAs by post in alternate years.

The sample

At this initial stage, 11 LAs in total are participating in the trial, with 51 schools from eight of these LAs participating in the evaluation as of October 31 2012. The comparison group, selected from LAs where practices were not considered likely to confound the findings, consisted of 43 schools and 31 LAs at the end of October 2012¹.

The numbers of participants for the baseline data collection are presented in Table 1.

Table 1 Participants in baseline data collection as of 31 October 2012

	LAs in evaluation	Schools in trial	Schools in evaluation	Pupil profile form	Lead teacher questionnaire	LA questionnaire
Trial sample	8	144	51	43	49	7
Comparison sample	31	N/A	43	31	42	31

Note: One PPF was returned per school with details of **all** pupils at risk of permanent exclusion recorded on each form.

Three out of the six case study areas were visited in summer 2012 with 47 participants involved in semi-structured interviews during the fieldwork. Questionnaires were sent to staff in the other three LAs and five responses were received to these questionnaires.

¹ This includes some comparison LAs that completed the LA questionnaire but none of their schools are participating, and the reverse situation whereby some comparison schools are participating but their LA has not completed a questionnaire.

3. Key findings

Although at a very early stage of the trial, the evaluation provides preliminary findings in the following areas:

- implementation of the trial;
- baseline quantitative findings regarding pupils at risk of exclusion ; and
- qualitative findings regarding provision of alternative education either externally by the LA or in school.

Future reports will consider the outcomes of the trial, including the impact on pupils' attainment, and provide case studies of how particular issues have been addressed.

3.1 Implementation of the trial

Baseline interviews demonstrated that LAs took a range of different approaches to implementing the trial. Despite this, LA staff held similar expectations. They perceived that the trial would increase head teachers' awareness of their responsibilities in relation to exclusion and the challenges involved. As schools took responsibility for permanently excluded pupils, staff believed this might:

- reduce the need for exclusions;
- create clearer funding streams;
- guarantee appropriate funding to meet often complex needs; and
- increase levels of in-school provision.

There were examples where LAs were putting in place shadow or ghost budgets so that schools could have some measure of control over their AP funds.

Some LAs joined the trial because they felt that the approach they were already adopting reflected the principles of the trial. As a result, some change was already underway prior to the start of the trial and for these LAs the evaluation constitutes the documentation of an on-going journey.

Within this overall picture, the research revealed a wealth of information which provides the baseline against which later findings will be measured. This included data about pupils at risk of exclusion; the practice in providing for them; the attitudes and opinions of the staff involved; and issues and concerns that have arisen.

3.2 Baseline quantitative findings

These findings are based on the evidence from the pupil profile forms, lead teacher questionnaires and national pupil database analysis.

Numbers of pupils at risk of permanent exclusion: Lead teachers in trial and comparison schools reported very low numbers of pupils at risk of permanent exclusion (1-4 per year group on

average) with more pupils identified as at risk of exclusion in the older year groups. In the trial schools, the number increased from 2.2 to 3.9 from Year 7 to Year 11 and in the comparison schools from one in Year 7 to 3.3 in Year 10, declining to 2.8 in Year 11.

Characteristics of pupils at risk of permanent exclusion in trial and comparison schools:

Using the characteristics of pupils identified as at risk of permanent exclusion from trial and comparison schools, four types of analyses were conducted:

- comparison between pupils identified at risk and other pupils in their school;
- a comparison of the differences between at risk pupils in trial schools and comparison schools;
- analysis of the National Pupil Database (NPD) and school administrative data to identify pupils with characteristics historically associated with permanent exclusion;
- comparison between pupils identified by schools and those identified using the NPD.

When all other factors were taken into account, the 'at risk' pupils' prior attainment was not significantly different to that of their counterparts' in the same schools. Nevertheless, pupils' current teacher assessment levels in English were consistently below that expected in each year group, typically by around two National Curriculum levels. The most common reasons given for pupils to be identified as at risk of permanent exclusion were school based, with poor behaviour in school being a factor (amongst others) in the vast majority of cases. All else being equal, trial schools were more likely to include pupils on the pupil profile form as at risk of permanent exclusion than comparison schools.

There was a reasonable correspondence between the group of pupils identified by schools as being at risk of permanent exclusion, and the group with characteristics associated with a high risk of permanent exclusion based on historic national data. Both groups shared similar characteristics. However, there were fewer children from ethnic groups in the evaluation sample than in the sample identified using the NPD, based on assumptions informed by trends in exclusions in previous years.

In-school support for pupils at risk of permanent exclusion: Schools in trial and comparison schools offered multiple supports for pupils at risk of permanent exclusion. No lead teacher indicated having fewer than five interventions in place and the average across the whole sample was 15. There were no significant differences between trial and comparison schools. The most commonly available interventions were behaviour management, teaching assistants and using a revised school timetable (all in use by more than 90% of schools). Of a list of 22 possible interventions, most were commonly adopted.

Overall, lead teachers rated the effectiveness of in-school interventions relatively highly, although the most common interventions were not necessarily perceived to be the most effective. Interventions were rated differently according to different outcomes. Generally, interventions were perceived as more effective for preventing exclusions, than for improving attainment. Interventions that were rated relatively highly overall, e.g. inclusion coordinators and learning mentors had lower ratings for attainment than other outcomes. However, Learning Support Units (LSUs) were rated highly by more than half of teachers for all outcomes.

Alternative provision for pupils at risk of permanent exclusion: On average schools reported that five forms or types of AP were in place for pupils at risk of exclusion. The most commonly used types of AP were specialist support such as Child and Adolescent Mental Health Services (CAMHS)); pupil referral units (PRUs); individual work placements; additional services provided by the LA, e.g. Traveller Education; and time spent at an FE college. AP was less common than in-school interventions. The more common types of AP were not necessarily perceived to be the most effective. Individual work placements were quite common (cited by 50% of schools) and rated highly for most outcomes. Training providers were less common (mentioned by 25% of schools) yet rated almost as high on most outcomes. Some types of AP were rated differently according to outcome. PRUs were rated highly for preventing exclusions, poorly for improving attainment, and moderately for improving attendance and behaviour. The disparity between the perceived impact of AP on attainment, as compared with the other outcomes, was even more pronounced than for in-school interventions.

Lead teachers in trial schools were more likely than comparison schools to comment negatively on individual work placements as being effective in terms of academic attainment.

Very few pupils designated by trial and comparison schools as being at risk of permanent exclusion were actually being provided with AP at the time of the research. In some schools none of the identified pupils were in receipt of AP. Provision of AP was more common for the older year groups in both trial and comparison schools.

Overall success factors for AP placements included: the level of information made available about the pupil; strong and trusting relationships between schools and AP providers; and the provision of maths and English tuition.

Schools used AP to meet individual or complex needs; to provide a much needed alternative setting which gave students a fresh start; and to improve pupils' behaviour, motivation and engagement in learning. In some cases, AP was used to reduce disruption to other pupils, to avoid health and safety issues or when all else had failed.

Across both trial and comparison schools, senior school staff often had responsibility for arranging AP. Almost one-third of teachers in comparison schools reported that an individual or group external to the school had responsibility for arranging AP, e.g. an LA or multi-agency team. However, only 3% of teachers in trial schools reported external involvement. In trial schools, LAs and schools were more commonly responsible for commissioning.

In trial schools 71% of lead teachers reported that arrangements for AP typically involved collaboration with providers. This was much less the case in comparison schools (38%). In trial schools, the collaborative nature of the process was seen as a strength.

Amongst trial schools, 37% reported having a dedicated budget for in-school provision and 59% reported having a dedicated budget for AP. In comparison schools, the percentages were 42% and 38% respectively.

About one-third of all lead teachers mentioned working with parents, carers or pupils when arranging AP. Smaller proportions of lead teachers also mentioned working with external agencies.

Changes due to the trial: Although the data were collected at a very early stage of the trial, 47% of lead teachers in trial schools indicated that their school had made changes due to the trial. Most common in changes relating to school processes was employing new staff in specialised roles, e.g. Behaviour for Learning Mentors and careers advisors. Partnership working had increased; new school-wide policies or strategies had been introduced; budgets for AP had been allocated; and there was more training for existing staff. About two-thirds of lead teachers who indicated changes mentioned increased support for pupils at risk of permanent exclusion including external AP, in-school provision, internal exclusions and managed moves.

3.3 Qualitative findings

These findings are based on the evidence from the 11 LA interviews and the case study research.

Expectations of changes to be made during the trial: The interview data revealed expectations that the trial would: raise the profile of issues relating to exclusion and as such make head teachers more aware of the challenges and their responsibilities; create clearer funding streams; and increase the level of in-school provision for pupils at risk of permanent exclusion.

3.3.1 Issues relating to alternative provision

Meeting the needs of children at risk of permanent exclusion: Existing practices meant that where AP was full-time, pupils could lose contact with the school and miss out on their core education. This issue is being addressed as part of the trial. AP offered on a part-time basis and combined with in-school provision was viewed as particularly successful.

Interviewees reported that when they attempted to tailor AP to meet their pupil's needs, there were sometimes difficulties in finding the right provision. In some schools, evidence was collated relating to the pupil's needs when arranging alternative provision for them. Other schools submitted the request for AP to a panel, while some used individual plans for pupils in the arrangement process.

Commissioning of AP: In relation to the commissioning process, trial LAs expected that schools would become more involved in commissioning as the trial progressed.

The AP offer: There were issues relating to the availability of AP in terms of types of AP and the number of placements on offer, in particular a lack of provision at Key Stage 3 and at Level 2. Generally, academic provision was seen as weak.

Other issues raised included the cost of AP, the logistics of travel arrangements for pupils and the breakdown of placements where they were found to be unsuitable.

Monitoring of AP: The interviews revealed that arranging and monitoring AP was time consuming for schools. Schools reported that the monitoring of AP was effective when shared data were detailed, accurate and timely. Having good relationships was viewed as important to the process. Monitoring enabled problems to be identified early and was valuable in contributing to pupil success by acting as an incentive. Weaknesses included the quality and quantity of data (particularly attendance and attainment), schools not being informed of problems quickly enough

to take action and the lack of consistency across providers. Monitoring provision was perceived as expensive and time consuming.

Quality assurance of AP: Typically, rigorous quality assurance processes were in place relating to LA or ex-LA AP. Where this was the case, school staff had increased confidence in the provision.

The role of PRUs: The interviews revealed that LAs had adopted very different approaches to the role of PRUs, ranging from the closure of a PRU at one extreme, through to seeing their role as being critical to the success of how collaborative working operated in the LA. There was considerable evidence of schools wanting more flexibility in the working of PRUs and of such flexibility being delivered in some LAs.

Managed moves and collaboration between schools: As a result of the trial, in some cases, collaborative processes had become more rigorous. However, in some LAs there were challenges including the small number of possible schools where pupils could move to; perceived inequities in the number of pupils that different schools had taken as part of managed moves; and different expectations of what behaviour might lead to a managed move. The success of collaborative partnerships was reported to rely on their stability.

3.3.2 In-school provision

The curriculum on offer in schools: The case-study interviews revealed that some schools were broadening their curriculum offer with the introduction of on-site provision of vocational programmes. A wider range of qualifications was also being made available. As the trial and the evaluation progress, it will be possible to explore the impact on the types of vocational qualifications offered by schools and examine the relationship between changes as a result of the trial and any changes made in response to the Wolf Report on vocational education (Wolf, 2011).

Early intervention and work with primary schools: The interview data indicated that early intervention was seen as key to the implementation of the trial but also highlighted that this was not always happening. There was a perceived need for interventions at primary level which addressed the underlying causes of poor behaviour. In some cases secondary schools were working with primary schools on transition issues.

The role of parents: Lack of parental engagement was an issue and in some cases taking account of parental preferences was a challenge.

4. Challenges to the success of the trial

Many of the challenges which emerged during this early stage of the trial were related to external factors which, although not directly related to the trial itself, may impact on its implementation. These are outlined below. As the trial and its evaluation progress the impact of these factors will be assessed.

Availability of AP: Concerns were expressed about the availability of AP in terms of breadth, number of placements and lack of flexibility. There were particular concerns about the lack of AP at Key Stage 3 and Level 2.

Unrealistic expectations of AP providers: Providers of AP indicated that expectations regarding attainment were frequently unrealistic given the complex problems of referrals which usually related to personal and social issues. The resolution of these issues required activities which developed trust and did not put pressure on students.

Parental and student choice: Some students wanted to remain in full time AP and not return to school. There were also cases where parents challenged the AP arrangements made.

School capacity to manage AP: LA officers and some school staff expressed concerns that some schools may not currently have sufficient expertise to be able to successfully commission, manage and monitor AP. Assessing quality and progress in an AP provider was viewed as difficult unless there was regular training and sharing of practice. The evaluation will monitor the extent to which this changes as the trial progresses.

5. Issues to be considered as the trial goes forward

This first interim report is based on data collected at a very early stage in the trial and it is intended to be used as a summary of the baseline position. Drawing conclusions about the impact of the trial is therefore premature, although the evidence to date suggests that participating schools and LAs are committed to the approach. The baseline research identified a range of issues for consideration as the trial goes forward.

Most of the issues raised during this baseline research phase were not directly related to the trial but concerned issues related to AP. These included:

- the shrinking of the AP market currently underway;
- problems in rural areas where the possibilities for managed moves and AP were limited because of geographical location;
- managing changes in demand and requests for increased flexibility when AP providers may have limited capacity;
- providing AP providers with regular income, particularly when they are not operating in highly populated urban areas, to ensure stability of provision and high quality staff;
- the current lack of AP at Key Stage 3; and
- the availability of AP at Level 2.

Some issues, which may impact on the trial, but are not directly related to it, concerned schools. These included:

- the difficulty of engaging some parents;
- the need to improve intervention in primary schools to address underlying serious behavioural problems early on; and
- ensuring that schools have sufficient accommodation to be able to provide a range of in-school provision on and off-site.

Two issues were identified which directly relate to the implementation of the trial. These are:

- ensuring that schools have the capacity and expertise to commission, manage and monitor AP; and
- increasing the extent of early intervention at the first sign of difficulties.

6. References

Department for Education (DfE) (2010) *The Importance of Teaching: The Schools White Paper 2010*. London: DfE.

Department for Education (2012) *Permanent Exclusions from Schools and Exclusion Appeals, England 2010/11*. London: DfE.

O'Brien, P., Thesing, A. and Herbert, P. (2001). *Alternative Education: Literature review and report on key informants' experiences*. Report to the Ministry of Education.

Ofsted (2011) *Alternative Provision* London: Ofsted.

Qualifications and Curriculum Authority (2004). *Designing a Personalised Curriculum for Alternative Provision at Key Stage 4*. London: QCA.

Taylor, C. (2012) *Improving Alternative Provision*. London: DfE

Wolf, A. (2011). *Review of Vocational Education: the Wolf Report*. Stationery Office.



Department
for Education

© The Institute of Education, University of London (IOE) & the National Foundation for Educational Research (NFER) [March 2013]

Ref: DFE-RB284

ISBN: 978-1-78105-231-0

The views expressed in this report are the authors' and do not necessarily reflect those of the Department for Education.

Any enquiries regarding this publication should be sent to: Laura Edwards, Level Four, Sanctuary Buildings, Great Smith Street, London, SW1P 3BT Email: laura1.edwards@education.gsi.gov.uk

This document is also available from our website at:

<http://www.education.gov.uk/researchandstatistics/research>

This page is intentionally left blank

Appendix C

Wiltshire Council

Children's Select Committee

1st October 2013

Update on the provision for excluded pupils and the National Secondary Exclusion Trial (SET) following the closure of the Young People's Support Service (YPSS)

Purpose of Report

1. This report contains an update on Wiltshire's participation in the three year National Secondary Exclusion Trial (SET) and the development of provision for those pupils permanently excluded or at risk of permanent exclusion since the closure of YPSS.

Background

2. YPSS was placed in Special Measures in May 2011 by an Ofsted inspection and following a bid to the Department for Education (DfE) and acceptance to be part of SET in June 2011, a decision to seek closure of YPSS from the Secretary of State was submitted in January 2012. Agreement was reached in March 2012 and the YPSS service was partially closed from August 2012. A number of young people (26) remained the responsibility of the local authority as their permanent exclusions took place before the temporary amendment to legislation via a Power to Innovate (PTI) programme came into force. Their provision for the academic year 2012/13 was organised and managed by the Education Other Than at School (EOTAS) team through the two previous YPSS facilities, namely the Trinity Centre in Trowbridge and the John Ivie Centre in Salisbury.
3. Three teachers and seven support workers including an outdoor education specialist were retained from the YPSS service and had their redundancy deferred a year following the partial closure of YPSS in August 2012. The remaining year eleven students completed their studies in June 2013 and YPSS completely closed at the end of August 2013.
4. Following the partial closure of YPSS in August 2012 the retained EOTAS service continued to be subject to regular, four monthly Ofsted monitoring visits. At the time of the last report to the select committee in November 2012, Ofsted had made three visits where the service was judged to be

making satisfactory progress. A fourth visit in December 2012 judged that the service no longer required special measures. Ofsted judged leadership and management to be good and considered that it had the capacity to continue to improve and no further monitoring visits were required. The breadth of alternative provision outlined in the appendix attached to the previous select committee report was maintained in addition to the teaching provided by the EOTAS staff. Students continued to make positive progress and results in this summer's exams were in line with expectations. See appendix A. All the students have confirmed destinations for the coming year.

Main Considerations for the Council

5. The national exclusion trial (SET) continues until July 2014. Wiltshire is one of eleven Local Authorities participating in the trial which began in 2011. The first year involved establishing the systems; securing the Power to Innovate (PTI) and associated amendment to the parliamentary order that delegated the legal responsibility for permanently excluded pupils to schools, agreeing and securing our own Service Level Agreements (SLA) with schools and getting all the financial arrangements and devolved budgets in place.
6. In parallel with this, the Local Authority needed to develop and secure access to a wide range of alternative provision (AP) that schools could access with confidence. At the last select committee it was reported that the LA had established an accredited framework of approved providers, which contained 34 accredited private providers. Two further rounds of applications have since been completed and there are now over 40 providers accredited. The catalogue is also shared with four other neighbouring LAs and plans are being considered to merge and incorporate all APs across Wiltshire's children's services into a single provider catalogue. A third, very successful providers' 'fayre' took place in April 2012 and more events are planned.
7. After the first full academic year of the trial it remains too early to judge the impact but the initial evidence from our own monitoring and data, schools commitment and feedback and the external, national trial evaluators is very encouraging. Our own exclusion data has significantly improved. In 2011/12 there were 21 permanently excluded secondary pupils, last year 2012/13 this fell to two, both of these were residents in a neighbouring LA. Fixed term exclusions also fell by a further 15% having fallen 23% the previous year.
8. The original intention of the trial was for the DfE to consider proposing primary legislation to delegate the legal responsibility for permanently excluded pupils from LAs to schools. The National Foundation for Education Research (NFER) and the London Institute of Education have been commissioned by the DfE to independently evaluate the trial and make recommendations to government. Their final report will be published

in spring 2015 and it is unlikely that primary legislation will occur before 2016/17.

9. NfER published an initial report in April 2013 on the first six months of the trial which was encouraging but it was too early to give any clear picture of success or impact. They will produce another interim report in spring 2014 before the final report in 2015. NfER are particularly keen to gather evidence and develop case studies on Wiltshire because of the unique and radical approach the LA has adopted to the trial. Wiltshire schools are fully engaged with the external evaluators and NfER researchers spent two days visiting Wiltshire schools in July, gathering evidence and data for their next interim report. Both the qualitative and quantitative data they gathered, particularly from the young people and parents they interviewed was extremely positive and encouraging.
10. With primary legislation unlikely for another three years, Wiltshire secondary schools are eager to plan for any interim arrangements beyond the end of the trial in 2014 and pending any legislation in 2016/17. In July, Wiltshire Association of Secondary and Special School Headteachers (WASSH) wrote to the Director of Children's Services asking for an undertaking from the LA to continue with the existing SLA and devolved funding arrangements beyond the end of the trial in July 2014. The Director of Children's Services has given an initial undertaking to WASSH to commit to continue the model of the trial when the PTI ends and legal responsibility for excluded pupils reverts back to the LA. The LA has indicated that it is currently not considering re-establishing central provision for any permanently excluded pupils. It will work with WASSH to re-draft the SLAs, enabling the same responsibilities to continue with the LA devolving appropriate funds to schools in return for them taking responsibility for provision for at risk or excluded pupils. It is proposed the SLAs will include appropriate internal and external monitoring and evaluation. In addition the LA will commit to working with AP providers to develop the accreditation catalogue.

Environmental Impact of the Proposal

11. There are no specific environmental impacts of this report.

Equalities Impact of the Proposal

12. The continuation of this project beyond the trial is likely to have a positive impact on equality by:
 - a) Improving the provision for those students permanently excluded or at risk of permanent exclusion. These students tend to come from the most disadvantaged socio-economic groups with the lowest attainment and the poorest academic progress. Enhanced provision will improve the attainment and progress of these students.

- b) Although provision will continue to be developed by individual secondary schools or groups of schools this will be done against a renewed service specification to ensure that there are not significant differences across the county that could lead to inequalities. The service specification will be supported by a monitoring process to ensure that quality is maintained.
- c) The catalogue of alternative providers from the private and voluntary sector will continue to be developed and cover as broad a cross section of provision as possible.

Risk Assessment

- 13. There are some potential risks with continuing with the same model following the trial and the legal duty for permanently excluded pupils reverts back to the LA.
 - a) Some schools refuse to sign a revised SLA and accept the responsibility for permanently excluded students.
 - b) Some schools fail to deliver provision of sufficient quality.
 - c) An alternative provider has major safeguarding issues.
- 14. The initial work with WASSH indicates that all schools wish to continue with the same model albeit without the PTI. The LA is not required to operate a pupil referral unit as it did previously with YPSS and if any school does not commit to a new SLA the LA will fulfil its legal duty in making provision for any permanently excluded pupils by commissioning provision from another school or an AP. Our ongoing monitoring and quality assurance checks of APs will minimise the risk of safeguarding issues.

Financial Implications

- 15. There are the following financial considerations.
 - a) Funding for the delivery of provision will continue to be devolved subject to signed SLAs to each secondary school from the dedicated schools grant and will be based on the existing budget of £2.6 million

Legal Implications

- 16. The transfer of the responsibility for permanently excluded students back to the LA from schools when the PTI ends in July 2014 will be a change to the current, temporary legal position.

Options Considered

17. Continue with a model of devolved funding to individual schools and delegated responsibility for provision for permanently excluded pupils beyond the end of the Secondary Exclusion Trial (SET) using a revised SLA once the PTI expires. This is both the school's and the LA's preferred option.
18. Devolved funding for AP to groups/clusters of schools in return for AP commissioned by the cluster. This is neither the LA or schools preference. Only one cluster currently make joint AP by pooling their individual devolved budgets. This is preferable to it devolving funding to partnership which would involve complex and involved SLA and legal arrangements.
19. Re-establish a local authority PRU following the end of the trial. Schools do not wish to go back to central provision. The early signs are that with schools having responsibility and accountability the outcomes are better. The direction of travel nationally is for increased devolution/delegation.

Conclusions and Recommendations

20. The committee are asked to note the update report and approve the arrangements proposed for continuing the model of devolving funding to secondary schools beyond the end of the exclusion trial in 2014, working with WASSH to revise the SLA.

Carolyn Godfrey, Corporate Director

Report Author: Martin Cooper, Manager for Inclusion B&A

Date of report: 16th September 2013

Background Papers

None

Appendices

Appendix A: YPSS results 2013

This page is intentionally left blank

DATED

2014

**AGREEMENT RELATING TO FUNDING
FOR THE PROVISION OF PERSONALISED LEARNING TO EXCLUDED
PUPILS AND THOSE AT RISK OF EXCLUSION**

between

WILTSHIRE COUNCIL

and

[THE GOVERNING BODY OF [SCHOOL]] OR [NAME OF ACADEMY]

CONTENTS

CLAUSES

1. Interpretation	3
2. Agreement and duration	6
3. Purpose of Funding.....	7
4. Payment of Funding	9
5. Quality Assurance.....	9
6. Accounts and records	9
7. Monitoring and reporting.....	10
8. Publicity	11
9. Safeguarding.....	11
10. Freedom of information	12
11. Data protection	13
12. Withholding, suspending and repayment of Funding and termination.....	13
13. Warranties	14
14. Insurance	15
15. Variation	15
16. Waiver	15
17. Notices.....	16
18. Dispute resolution	16
19. No partnership or agency.....	16
20. Contracts (Rights of Third Parties) Act 1999	16
21. Governing law.....	17
22. Entire agreement.....	17

SCHEDULES

A. Schedule 1 (Monitoring).....	18
B. Schedule 2 (Funding - Payment Arrangements)	19

PARTIES

- (1) **WILTSHIRE COUNCIL** of County Hall, Bythesea Road, Trowbridge BA14 0SU (the “**Council**”).
- (2) **[THE GOVERNING BODY OF [NAME OF SCHOOL] of [ADDRESS]] OR [[NAME OF ACADEMY]** a company limited by guarantee registered in England and Wales (company number **[NUMBER]**) whose registered office is at **[ADDRESS]** (the “**School**”).

BACKGROUND

- A. The Council has a statutory duty under section 19 of the Act (as defined below) to provide suitable education for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them. Suitable education in relation to a child or young person is defined in the Act as efficient education suitable to his age, ability and aptitude and to any special educational needs he may have and must be on a full-time basis unless the Council considers that for reasons which relate to his physical or mental health, it would not be in his best interests to receive full-time education.
- B. The arrangements set out in this agreement will replace arrangements made under the Wiltshire Council (Arrangements for the Provision of Suitable Education) Order 2012 (the “**Order**”) enabling the Department for Education’s alternative provision trial (the “**Trial**”) under which the Council’s statutory obligations under section 19(1) of the Act were placed on the Proprietors of the School. The Order and the Trial will cease to have effect on 31 July 2014. This agreement replaces the Trial Agreement (as defined below), and the parties acknowledge that under this agreement the Council retains its statutory obligations under section 19.
- C. On **[INSERT]**, the Council’s Cabinet approved the arrangements set out in this agreement.
- D. The Council agrees to devolve to the School and the School agrees to accept the Funding on the terms and conditions of this agreement in order to provide suitable education for Service Users for the purposes of section 19 of the Act .

AGREED TERMS

1. INTERPRETATION

- 1.1 The definitions and rules of interpretation in this clause apply in this agreement.

Acceptable Level of Funding: means a minimum of **[] %** of the Funding received by the School during the 2014 – 2015 Financial Year.

Act: the Education Act 1996.

Bribery Act: the Bribery Act 2010 and any subordinate legislation made under that Act from time to time together with any guidance or codes of practice issued by the relevant government department concerning the legislation.

Commencement Date: 1 April 2014.

Duty: has the meaning given in clause 3.2.

Financial Year: 1 April to 31 March.

Funding: the funding to be devolved to the School by the Council to be calculated and paid in accordance with Schedule 2.

Intellectual Property Rights: all patents, copyrights and design rights (whether registered or not) and all applications for any of the foregoing and all rights of confidence and Know-How however arising for their full term and any renewals and extensions.

In Year Fair Access Panel: means a meeting of school heads in the three regions of North Wiltshire, West Wiltshire and South Wiltshire which decides on the placement of hard to place children.

Know-How: information, data, know-how or experience whether patentable or not and including but not limited to any technical and commercial information relating to research, design, development, manufacture, use or sale.

Legislation: means:

- a) any applicable statute or any delegated or subordinate legislation or regulation;
- b) any applicable judgement of a relevant court of law which is a binding precedent in England and Wales;
- c) requirements set by any regulatory body;
- d) the guidance and recommendations of any central government department or body; and
- e) any applicable code of practice,

in each case as applicable in England and Wales and as from time to time amended or replaced.

Order: has the meaning given in Recital B.

PLP: a personalised learning plan being an individually devised plan setting out a Service User's educational support programme devised by the School at the School's reasonable discretion to meet the individual needs of a Service User.

Proprietors of the School: means such Governors of the School who are or may be appointed from time to time in accordance with the School's Articles of Association.

Prohibited Act: means:

- 1.1.1 offering, giving or agreeing to give to any servant of the Council any gift or consideration of any kind as an inducement or reward for:
 - (a) doing or not doing (or for having done or not having done) any act in relation to the obtaining or performance of this agreement or any other contract with the Council; or
 - (b) showing or not showing favour or disfavour to any person in relation to this agreement or any other contract with the Council;
- 1.1.2 entering into this agreement or any other contract with the Council where a commission has been paid or has been agreed to be paid by the School or on its behalf, or to its knowledge, unless before the relevant contract is entered into particulars of any such commission and of the terms and conditions of any such contract for the payment thereof have been disclosed in writing to the Council;
- 1.1.3 committing any offence:
 - (a) under the Bribery Act;
 - (b) under legislation creating offences in respect of fraudulent acts; or
 - (c) at common law in respect of fraudulent acts in relation to this agreement or any other contract with the Council; or
- 1.1.4 defrauding or attempting to defraud or conspiring to defraud the Council.

Pupil: means a child of compulsory school age on roll at the School, or who has been permanently excluded on disciplinary grounds from the School during the Term or during the Trial.

Purpose: means the satisfactory delivery of the Service to Service Users by the School or by a Service Provider appointed by the School.

PRU: means a Pupil Referral Unit.

Service: means the provision of such teaching, support and associated services as is required to deliver Suitable Full-Time Education to a Service User, subject to any reduction to part-time provision made in accordance with clause **Error! Reference source not found.**3.2 and/or Legislation.

Service Provider: any third party supplier of all or part of the Service appointed by the School from time to time.

Service User: means a Pupil who is at risk of permanent exclusion or who is permanently excluded (as the case may be) and who requires alternative provision either in-house or with alternative providers including any out of county pupils who have been permanently excluded or have been attending a PRU or other form of

alternative provision and whose placement in the School has been ratified by an In Year Fair Access Panel.

Suitable Full-Time Education: the full-time education which must be provided by the Council in accordance with section 19 of the Act , the Department for Education’s “Alternative Provision: Statutory guidance for local authorities” issued in January 2013 and other relevant Legislation.

Term: has the meaning given in clause 2.4.

Trial: has the meaning given in Recital B.

Trial Agreement: means the agreement [dated [INSERT]] between the Council and the School which dealt with funding devolved to the School in relation to the Trial.

- 1.2 Clause, schedule and paragraph headings shall not affect the interpretation of this agreement.
- 1.3 A person includes an individual, corporate or unincorporated body (whether or not having separate legal personality) and that person’s legal and personal representatives, successors or permitted assigns.
- 1.4 A reference to a company shall include any company, corporation or other body corporate, wherever and however incorporated or established.
- 1.5 Words in the singular shall include the plural and vice versa.
- 1.6 A reference to one gender shall include a reference to the other genders.
- 1.7 A reference to a statute or statutory provision is a reference to it as it is in force for the time being, taking account of any amendment, extension, or re-enactment and includes any subordinate legislation for the time being in force made under it.
- 1.8 A reference to writing or written includes faxes and e-mail.
- 1.9 References to clauses and schedules are to the clauses and schedules of this agreement; references to paragraphs are to paragraphs of the relevant schedule to this agreement.

2. **AGREEMENT AND DURATION**

- 2.1 The Council agrees to devolve the Funding to the School during the Term in accordance with the terms of this agreement.
- 2.2 In consideration of the Council providing the Funding to the School, the School agrees to provide or appoint Service Providers to provide the Service for the Purpose. The School shall devise a PLP for a Service User where appropriate.
- 2.3 The parties agree that each of them shall at all times act in good faith towards each other and in the best interests of Service Users.
- 2.4 This agreement shall take effect on the Commencement Date and shall continue until 31 March 2017, subject to earlier termination in accordance with clause 12.4 (the “**Term**”).

3. PURPOSE OF FUNDING

3.1 The School shall use the Funding as revenue funding and only for the Purpose and in accordance with the terms and conditions set out in this agreement. The Funding shall not be used for any other purpose without the prior written agreement of the Council.

3.2 Section 19 of the Act places a duty on a local authority to make arrangements for the provision of suitable education at school or otherwise than at school for children of compulsory school age resident in the authority's area who have been permanently excluded from school on disciplinary grounds (the "Duty"). The School also has a statutory obligation to provide suitable education for Pupils on roll at the School. The Order exempts the Council from the Duty, places the Duty on the School in relation to permanently excluded Pupils and removes the requirement for the School to delete the name of any permanently excluded Pupil from the admission register. The School acknowledges that when the Order ceases to have effect on and from 31 July 2014, the Duty will return to the Council and the School must delete from the admission register the name of any permanently excluded Pupil. Notwithstanding the Order ceasing to have effect, the Parties agree as follows:

3.2.1 The Council shall continue to devolve the Funding to the School in accordance with this agreement, and the School shall continue to use the Funding in accordance with this agreement to fulfil the Duty in relation to proposed permanently excluded Pupils during the exclusion process and any appeal, and permanently excluded Pupils after they are removed from the admission register. The School must ensure that any Pupil it permanently excludes during the Term is enrolled on the admission register of an alternative provider or school within the cluster of the School on and from the day following removal of his or her name from the School's admission register. The Parties wish to ensure that, within the requirements of Legislation, this agreement works in practice as closely as possible to the Trial. Therefore, the School agrees to exhaust all possible alternatives before making any decision to permanently exclude a Pupil, provided that in doing so the School shall act in accordance with Legislation and the needs of the Pupil can be so met.

3.2.2 If the School determines that it would not be in a Service User's best interests to attend full-time education for reasons which relate to his or her physical or mental health, it shall instead offer suitable education on such part-time basis as it considers (giving due regard to Legislation) to be in his or her best interests;

- 3.2.3 The School shall inform the Council of all part-time provision offered in accordance with clause 3.2.2 through the In Year Fair Access Panel and the School's monitoring returns to the Council;
 - 3.2.4 In order to ensure that the Duty is being fulfilled, the Council reserves the right to review the School's reasons for any offer of part time provision made in accordance with clause 3.2.2, and the School will co-operate with any such review. If appropriate, the Council and the School shall meet to discuss other options for each relevant Service User, giving due regard to the School's knowledge of that Service User and its professional expertise;
 - 3.2.5 In order to ensure that the Duty is being fulfilled, the Council will monitor the provision put in place by the School in accordance with clause 7 and Schedule 1. This will include monitoring attendance, taking account of any offer of part time provision made in accordance with clause 3.2.2. However, the Council acknowledges that nothing in this clause 3.2 guarantees attendance by a Service User.
- 3.3 The School shall not use the Funding to:
- 3.3.1 make any payment to members of its governing body (except where the Funding is used to pay any Purpose-related element of the normal School salary of a governor who is also a member of paid staff of the School);
 - 3.3.2 purchase buildings or any interest in land; or
 - 3.3.3 pay for any expenditure commitments of the School entered into before the Commencement Date,
- without the prior written agreement of the Council (such agreement not to be unreasonably withheld or delayed).
- 3.4 The School shall promptly notify the Council of the amount of any funding which was devolved to the School under the Trial Agreement and which remains unspent and uncommitted immediately prior to the Commencement Date, and the intended use of such funding. Subject to the Council's prior written agreement (such agreement not to be unreasonably withheld or delayed) such unspent or uncommitted Trial funding shall be added to the Funding after the Commencement Date and shall be subject to the terms and conditions of this agreement.
- 3.5 Any part of the Funding which remains uncommitted at the end of a Financial Year can be rolled over to the next Financial Year provided that the School notifies the Council in writing of its intention to roll over any part of the Funding prior to the end of the relevant Financial Year, such notification to include details of the intended use of the Funding to be rolled over towards the Purpose.

3.6 The use of any Funding which remains uncommitted at the end of the Term will be determined following a consultation with all schools with whom the Council has an agreement on similar terms to this agreement regarding the next stage of alternative provision development in the light of the local and national context at the time.

4. PAYMENT OF FUNDING

4.1 The Council shall devolve the Funding to the School in accordance with the terms of this agreement and Schedule 2.

4.2 The amount of the Funding shall not be increased in the event of any overspend by the School in relation to the Purpose.

4.3 The School shall promptly repay to the Council any money incorrectly paid to it either as a result of an administrative error or otherwise. This includes (without limitation) situations where either an incorrect sum of money has been paid or where Funding monies have been paid in error before all conditions attaching to the Funding have been complied with by the School.

5. QUALITY ASSURANCE

5.1 The School shall assure the quality of all provision including any delivered by Service Providers.

6. ACCOUNTS AND RECORDS

6.1 The Funding shall be shown in the School's accounts as a restricted fund with a separate cost centre for the expenditure and income and shall not be included under general funds.

6.2 The School shall keep separate, accurate and up-to-date accounts and records of the receipt and expenditure of the Funding monies received by it.

6.3 The School shall keep all invoices, receipts, and accounts and any other relevant documents relating to the expenditure of the Funding for a period of at least six years following receipt of any Funding monies to which they relate. The Council shall have the right to review, at the Council's reasonable request, the School's accounts and records that relate to the expenditure of the Funding and shall have the right to take copies of such accounts and records at the Council's expense.

6.4 The School shall provide the Council with a copy of annual accounts relating only to the Funding, as soon as they are available and in any event within three months of the end of the relevant Financial Year in respect of each year in which the Funding is paid.

6.5 The School shall comply and so far as is practicable shall facilitate the Council's compliance with all statutory requirements as regards accounts, audit or examination of accounts, annual reports and annual returns applicable to itself and the Council in relation to the subject matter of this agreement.

7. MONITORING AND REPORTING

7.1 The School agrees to provide the monitoring information as set out in Schedule 1.

7.2 The School shall on request provide the Council with such further information, explanations and documents as the Council may reasonably require in order for it to establish that the Funding has been used properly in accordance with this agreement.

7.3 The School shall permit any person authorised by the Council such reasonable access to its employees, agents, premises, facilities and records, for the purpose of discussing, monitoring and evaluating the School's fulfilment of the Purpose and shall, if so required, provide appropriate oral or written explanations from them.

7.4 If at any time during the Term the Council has reasonable cause to believe that the Purpose is not being or may not be achieved in respect of any Service User, it reserves the right to ask the School for additional information about why this is happening and what action the School is taking.

7.5 If following consultation with the School in accordance with clause 7.4 the Council has reasonable cause to believe that the Purpose still is not being or may not be achieved in respect of any Service User, then the Council reserves the right to ask the School to carry out with it a joint review of the Service and the Service Provider (if any) as follows:

7.5.1 the parties shall meet within 10 working days of the Council's request for a joint review to discuss whether remedial action is required;

7.5.2 where either party reasonably believes that remedial action is required, the parties shall agree a plan for such remedial action within 1 month of the meeting held under clause 7.5.1.

7.5.3 each party shall implement the remedial action plan within the timescales set out in such plan;

7.5.4 if the parties fail either (i) to agree a remedial action plan or (ii) to implement an agreed remedial action plan within the timescales set out in such plan, and in the Council's reasonable opinion, this failure has a serious and detrimental affect on the Service, then the dispute resolution procedure at clause 18 shall apply and the Council reserves the right to withhold payment of the Funding in accordance with clause 12.1.2;

8. PUBLICITY

- 8.1 The parties shall not publish any material referring to this agreement without the prior written agreement of each other. The parties shall acknowledge the support of each other in any materials that refer to this agreement or its subject matter.

9. SAFEGUARDING

- 9.1 Where the delivery of the Purpose results in regulated activity by a Service Provider or any other subcontractor or agent of the School relating to children as defined in section 5 and schedule 4 of the Safeguarding Vulnerable Groups Act 2006 (“the SVGA 2006”) (In this clause: a child is defined by the SVGA 2006 as any person who has not attained the age of 18; for details refer to the following website <http://www.legislation.gov.uk/ukpga/2006/47/section/5>), the School shall procure that such Service Providers, subcontractors and agents have regard to the need to safeguard and promote the welfare of children in accordance with section 11 of the Children Act 2004 (as amended or replaced from time to time) and any current guidelines issued by the Department for Education in relation to that section.

- 9.2 Without limitation to the generality of the foregoing, the School shall require that its subcontractors and agents engaged in the delivery of the Service including all Service Providers shall:

9.2.1 Operate recruitment and training policies and procedures having regard to the need to safeguard and promote the welfare of children;

9.2.2 Operate a child protection policy that reflects and complements ‘Wiltshire’s Multi-Agency and Single Agency Child Protection Procedures’ (as amended from time to time, the latest version being available upon request or from the following website www.wiltshire.gov.uk, and Wiltshire Local Safeguarding Children’s Board website at www.wiltshirelscb.org);

9.2.3 Use a recruitment application form that includes an explanation that the post is exempt from the Rehabilitation of Offenders Act 1974 and therefore that all convictions, cautions and bind-overs, including those regarded as ‘spent’, should be declared. The subcontractor or agent should also obtain a signed statement that the person is not disqualified from work with children, or subject to sanctions imposed by a regulatory body, and either has no convictions, cautions, or bind-overs, or has declared the details of such offences;

9.2.4 Obtain an Enhanced Criminal Records Bureau Disclosure in accordance with Part V of the Police Act 1997 and the exemptions to the Rehabilitation of Offenders Act 1974 for each member of staff engaged in the delivery of services to the School.

Organisations registered with the CRB can only apply for a CRB Disclosure if the position is included in this list. The Disclosure for each member of staff shall include as appropriate. A search of the new barred lists, one for children, one for vulnerable adults, which will encompass all the existing lists such as The Protection of Children Act (POCA) list, Protection of Vulnerable Adults (POVA) list, List 99 and the Disqualification Order Regime;

- 9.2.5 Provide evidence to the Council and the School showing that they are following the Council's own storage of Disclosures policy a copy of which is annexed hereto;
- 9.2.6 Ensure that no person who discloses any convictions, or is found to have any convictions following the results of an Enhanced Criminal Records Bureau Disclosure, is permitted to supply any services to the School where that conviction is incompatible with the type of work being undertaken by the person supplying the services or where that person is found to be barred from working or applying to work with children;
- 9.2.7 Ensure that the Council and the School are kept advised at all times of any person who, subsequent to the supply of services to the School, receives a conviction or whose previous conviction(s) becomes known to the relevant subcontractor or agent where that conviction is incompatible with the type of work being undertaken by the person supplying the services to the School or where that person is found to be barred from working or applying to work with children or vulnerable adults. (Reference to guidance is 'Working Together to Safeguard Children', Appx 5, HM Govt 2010, and www.swcpp.org.uk regarding allegations against staff);
- 9.2.8 Where the Council or the School so requests in writing, provide written confirmation that an acceptable Enhanced Criminal Record Disclosure has been issued in respect of any person pursuant to the requirements of this clause and without liability the Council or the School may require the suspension of any person from carrying out services to the School until written confirmation of required clearances is given in a form reasonably satisfactory to the Council and the School.

10. FREEDOM OF INFORMATION

- 10.1 Each party acknowledges that the other party is subject to the requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and shall assist and co-operate the other party to enable it to comply with these information disclosure requirements.

11. DATA PROTECTION

- 11.1 The School shall (and shall procure that its staff, volunteers, agents or sub-contractors involved in connection with the Service shall) comply with any notification requirements under the Data Protection Act 1998 (**DPA**) and both parties will duly observe all their obligations under the DPA, which arise in connection with the agreement.

12. WITHHOLDING, SUSPENDING AND REPAYMENT OF FUNDING AND TERMINATION

- 12.1 Without prejudice to the Council's other rights and remedies, the Council may at its reasonable discretion withhold or suspend payment of all or part of the Funding and/or require repayment of all or part of the Funding which remains unspent by the School if:

12.1.1 the School uses the Funding for purposes other than the Purpose;

12.1.2 the circumstances in clause 7.5.4 apply;

12.1.3 there is a change in central government policy such that the Council can no longer devolve part or all of the Funding to the School;

12.1.4 circumstances arise in which there is duplicate funding available to the School from a third party. If the School is an academy, this would include but is not limited to circumstances in which financial provision for excluded pupils is included within the central government funding allocated to academies. However, the parties acknowledge that the School may seek additional funding from other sources for the Purpose and, if successful, the School may use this for the Purpose in addition to the Funding;

12.1.5 the School provides the Council with any materially misleading or inaccurate information;

12.1.6 the School commits or committed a Prohibited Act;

12.1.7 the School ceases to operate for any reason.

- 12.2 If the School:

12.2.1 uses any part of the Funding in breach of clause 3.1 or clause 3.3;
or

12.2.2 receives monies in error from the Council in the circumstances referred to in clause 4.3,

then the School agrees to repay such monies to the Council upon demand. If the School fails to repay such monies upon demand, the Council reserves the right to withhold payments of the Funding to the value of the outstanding debt.

12.3 Should the School be subject to financial or other difficulties which are capable of having a material impact on its effective delivery of the Service or compliance with this agreement it will notify the Council as soon as reasonably possible so that, if possible, and without creating any legal obligation, the Council will have an opportunity to provide assistance in resolving the problem or to take action to protect the Council and the Funding monies.

12.4 In the event that there are changes or proposed changes to Legislation (for example, as a result of a general election) which prohibit, severely restrict or substantially conflict with the operation of this agreement, or substantially replace the arrangements within it, the parties shall as soon as reasonably practicable meet to discuss how the terms of this agreement may be varied to accommodate the changes or proposed changes. In the event that it is not possible to vary the agreement to accommodate the changes or proposed changes, either party may terminate this agreement by such written notice as is reasonable in the circumstances.

12.5

12.5.1 If the level of Funding falls below the Acceptable Level of Funding the School and the Council shall meet within [] days of receipt of notification of the Funding for the new Financial Year (the “**New Funding Notification**”) to discuss how the terms of this agreement can be varied or how additional funding may be allocated to the School in order for the School to provide the Service for the new Financial Year in accordance with the terms of this agreement.

12.5.2 If the School and the Council cannot reach an agreed solution within days of the meeting referred to in clause 12.5.1 above as to how the School can financially continue to provide the Service in accordance with the terms of this agreement, the School shall have the option to terminate this agreement by serving written notice of such on the Council (the “**Termination Notice**”) within [] days of receipt of the New Funding Notification. On receipt of the Termination Notice this agreement shall determine immediately and for the avoidance of doubt no Funding shall be payable by the Council for the new Financial Year.

13. **WARRANTIES**

13.1 The School warrants, undertakes and agrees that in relation to the Service:

13.1.1 it has not committed, nor shall it commit, any Prohibited Act;

- 13.1.2 it shall at all times comply with all Legislation from time to time, and shall notify the Council immediately of any significant departure from such Legislation;
- 13.1.3 it has and shall keep in place adequate procedures for dealing with any conflicts of interest;
- 13.1.4 it has and shall keep in place systems to deal with the prevention of fraud and/or administrative malfunction;
- 13.1.5 all financial and other information concerning the School which has been disclosed to the Council is to the best of its knowledge and belief, true and accurate;
- 13.1.6 it is not subject to any contractual or other restriction imposed by its own or any other organisation's rules or regulations or otherwise which may prevent or materially impede it from meeting its obligations in connection with the Funding;
- 13.1.7 it is not aware of anything in its own affairs, which it has not disclosed to the Council or any of the Council's advisers, which might reasonably have influenced the decision of the Council to provide the Funding on the terms contained in this agreement.

14. INSURANCE

- 14.1 The School shall ensure that all Service Providers at their own expense maintain with reputable insurers adequate insurance policies to cover such liabilities and in such minimum sums as a reasonable and prudent operator carrying out the same or similar service as it would think fit, including, but not limited to, employers liability insurance of £10 million, public liability insurance of not less than £5 million (in respect of any one claim) and professional indemnity insurance of not less than £2 million (in respect of any one claim) to cover such liabilities as may arise in the provision of the Service.

15. VARIATION

- 15.1 The terms of this agreement may only be varied by agreement by both the parties in writing.

16. WAIVER

- 16.1 No failure or delay by either party to exercise any right or remedy under this agreement shall be construed as a waiver of any other right or remedy.

17. NOTICES

- 17.1 All notices and other communications in relation to this agreement shall be in writing, shall be addressed to the [Head of Targeted Services] (for the Council) or [INSERT TITLE] (for the School) or such other officer as may be notified in writing from time to time, and shall be deemed to have been duly given if personally delivered or mailed (first class postage prepaid) to the address of the relevant party, as referred to above or otherwise notified in writing. If personally delivered all such communications shall be deemed to have been given when received (except that if received on a non-working day or after 5.00 pm on any working day they shall be deemed received on the next working day) and if mailed all such communications shall be deemed to have been given and received on the second working day following such mailing.

18. DISPUTE RESOLUTION

- 18.1 In the event of any complaint or dispute (which does not relate to the Council's right to withhold funds or to terminate this agreement) arising between the parties to this agreement in relation to this agreement the matter should first be referred for resolution to the individuals nominated by the parties from time to time.
- 18.2 In the absence of agreement under clause 18.1, the matter shall be referred to the Council's Head of Targeted Services and the School's Headteacher/Principal for resolution.
- 18.3 In the absence of agreement under clause 18.2, the parties may seek to resolve the matter by mediation in accordance with the Centre for Effective Dispute Resolution (CEDR) Model Mediation Procedure. Unless otherwise agreed between the parties, the mediator will be nominated by CEDR.

19. NO PARTNERSHIP OR AGENCY

- 19.1 This agreement shall not create any partnership or joint venture between the Council and the School, nor any relationship of principal and agent, nor authorise any party to make or enter into any commitments for or on behalf of the other party.

20. CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999

- 20.1 This agreement does not and is not intended to confer any contractual benefit on any person pursuant to the terms of the Contracts (Rights of Third Parties) Act 1999.

21. **GOVERNING LAW**

21.1 This agreement shall be governed by and construed in accordance with the law of England and the parties irrevocably submit to the exclusive jurisdiction of the English courts.

22. **ENTIRE AGREEMENT**

22.1 This agreement constitutes the entire agreement between the parties and supersedes and extinguishes the Trial Agreement and all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.

SIGNED by _____)

Duly authorised on behalf of)

COUNCIL)

SIGNED by _____)

and _____)

Duly authorised on behalf of)

SCHOOL)

A. SCHEDULE 1

MONITORING AND EVALUATION

The Council will continue to collect from the School the numbers of fixed term and permanent exclusions.

The School will identify by name any pupils who are Service Users. The School will send to the Council the following data at the end of terms 2, 4 and 6.

- hours of provision
- levels of attendance
- academic progress and achievement to date

Following the end of the year, information on the Pupil's progress beyond year 10 and for Year 11 Pupils, their academic attainment in terms of qualifications and progression beyond 16.

The Council will share all the data collected with all secondary schools at the end of school terms 2, 4 and 6 and following the end of the year for year 11.

B. SCHEDULE 2

FUNDING – PAYMENT ARRANGEMENTS

PROFILING OF PAYMENTS

1. **Annual Totals**

Notification of the annual total Funding to be devolved will be provided by the Council to the School in March of each year in the format of a detailed funding statement showing the allocation to the School, determined in accordance with the agreed formula set out at paragraph 4 below, which will be updated each year.

2. **Monthly Amounts**

The Funding will be paid to the School on the 20th day of each month in 12 equal instalments. Where the 20th falls on a weekend or bank holiday the payment will be paid on the closest working day prior to the 20th.

3. **Variation in Profiling**

In general the presumption is that the School will plan its affairs to match the profile of cash receipts outlined in paragraph 2 above.

If, however, for reasons outside the control of the School, forecast cash outflows cannot be accommodated within the above profile, then the School may request a tailored profiling of their payments. This should be done in writing to the Principal Accountant (Schools) explaining the circumstances, along with a cash flow forecast.

4. **Formula**

The total budget to be devolved to Wiltshire schools participating in the arrangements set out in this agreement shall be set by the Schools Forum. That budget will be distributed amongst participating schools using the following formula:

- 98.25% distributed by Free Meals recorded at the School on the latest available census at the time of calculation (which would usually be the January census prior to the start of the relevant Financial Year); plus
- 1.75% distributed according to the latest available data on service pupil numbers at the School at the time of calculation.

Note that the 1.75% service pupil element targets funding to participating schools with greater than 20% of their pupils classified as service pupils.